

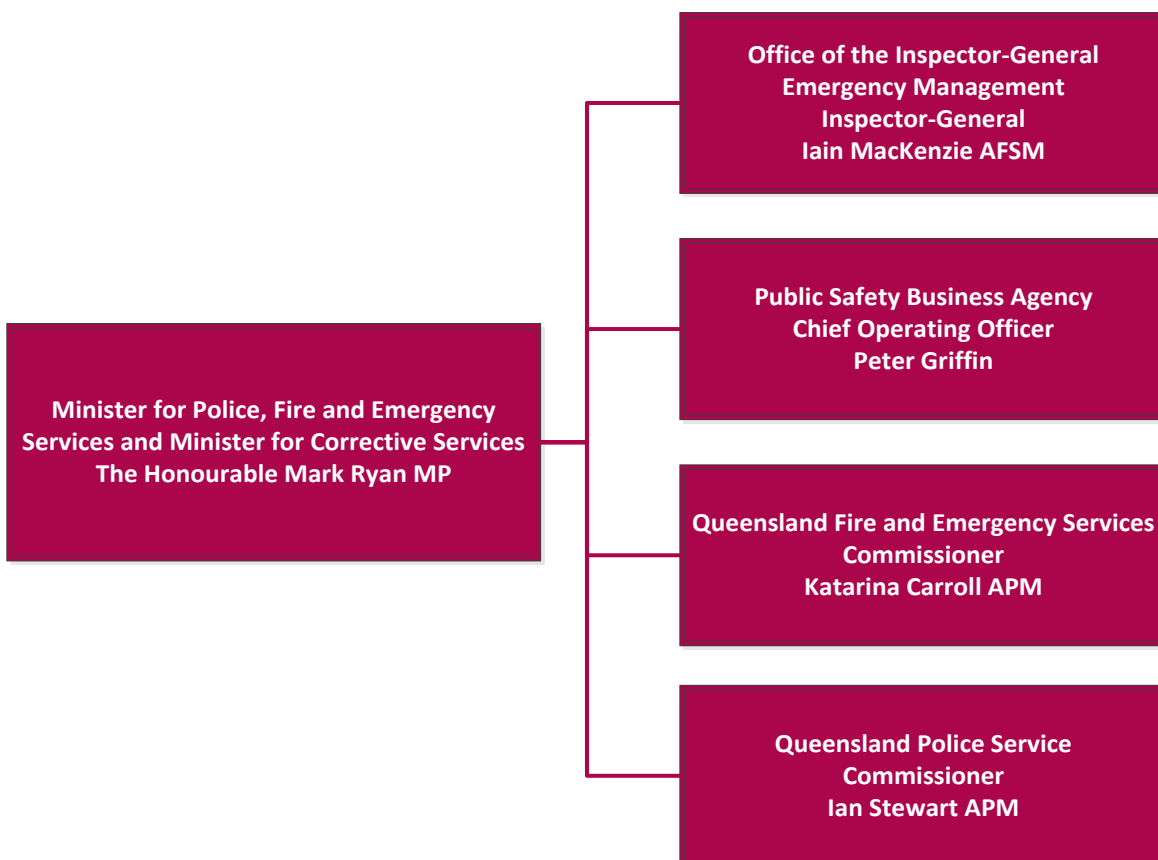
# Overview

## *Public safety portfolio overview*

The public safety portfolio, under the Minister for Police, Fire and Emergency Services and Minister for Corrective Services, consists of the:

- Office of the Inspector-General Emergency Management (IGEM)
- Public Safety Business Agency (PSBA)
- Queensland Fire and Emergency Services (QFES)
- Queensland Police Service (QPS).

The portfolio structure is designed to support an integrated and collaborative approach to service delivery.



## **Office of the Inspector-General Emergency Management**

The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003*. The Office of the IGEM provides independent assurance and advice to enable confidence in Queensland's emergency management arrangements.

## Public Safety Business Agency

PSBA was established on 1 November 2013 under the *Public Service Act 2008* with the renaming of the Department of Community Safety (*Public Service Departmental Arrangements Notice (No.8) 2013*). On 21 May 2014, with the assent of the *Public Safety Business Agency Act 2014*, PSBA was established as a public service office.

In 2015, an independent review of the PSBA was undertaken by the Public Service Commission. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. In line with the review recommendations, a number of functions transitioned to QFES and the QPS commencing 1 July 2016. In addition, under the *Public Safety Business Agency and Other Legislation Amendment Act 2016*, the role of the PSBA Chief Executive Officer changed to the PSBA Chief Operating Officer, Blue Card Services transitioned to the Department of Justice and Attorney-General, State Government Security transitioned to the QPS, and the PSBA Board of Management was established.

The PSBA's core responsibilities are to provide professional information and communications technology (ICT), financial, procurement, asset management and human resource services to the Office of the IGEM, QFES and QPS. The PSBA also provides ICT services to the Queensland Ambulance Service. In addition, the PSBA incorporates and provides government air services and Commonwealth Games business support.

The PSBA is governed by the PSBA Board of Management, which was formally established on 15 September 2016. The Board currently comprises the QPS Commissioner Ian Stewart (Chair), QFES Commissioner Katarina Carroll and an appointed external member, Geoff Waite, Executive General Manager, Risk and Intelligence, Queensland Treasury.

The Board's functions include providing leadership and oversight of the PSBA. The Chair of the Board, working with the Board members, is the head of the agency and is supported by the Chief Operating Officer, whose role is to help the Board perform its functions and be responsible for the day-to-day operations of the PSBA. The Chief Operating Officer reports to the Board and must give effect to any direction of the Board.

## Queensland Fire and Emergency Services

QFES was established as a department on 1 November 2013 under the *Public Service Act 2008* (*Public Service Departmental Arrangements Notice (No. 8) 2013*). QFES is the primary provider of fire and rescue and emergency management programs and services throughout Queensland. QFES encompasses the Fire and Rescue Service, disaster management services, the Rural Fire Service (RFS) and the State Emergency Service (SES). Through service agreements, QFES also supports other emergency response volunteer organisations/agencies including Surf Life Saving Queensland, Royal Life Saving Society Queensland, Australian Volunteer Coast Guard Association, Volunteer Marine Rescue Association Queensland and the Police-Citizens Youth Club Emergency Services Cadets.

It is the role of QFES to provide leadership and services to the community across prevention, preparedness, response and recovery. QFES protects people, property and the environment through the delivery of emergency services, awareness programs, response capability and capacity, and incident response and recovery for a safer Queensland.

## **Queensland Police Service**

The Police Department was established by the *Police Act of 1863* which took effect on 1 January 1864. Under the *Police Service Administration Act 1990*, the Queensland Police Force became the QPS. The QPS works with the community to stop crime and make Queensland safer. The QPS is responsible for service delivery 24 hours a day, seven days a week, focused on preserving peace and good order, protecting the community, preventing and detecting crime, administering the law fairly and efficiently, and bringing offenders to justice. This is achieved by using technology and innovative strategies to enable a mobile, flexible and agile delivery of services to address community needs.

## ***Legislation administered by the portfolio***

In accordance with *Administrative Arrangements Order (No. 2) 2017*, the portfolio administers the following legislation:

<b>Agency</b>	<b>Legislation administered</b>
<b>PSBA</b>	<ul style="list-style-type: none"><li>• <i>Public Safety Business Agency Act 2014</i></li></ul>
<b>QFES</b>	<ul style="list-style-type: none"><li>• <i>Disaster Management Act 2003</i></li><li>• <i>Fire and Emergency Services Act 1990</i></li></ul>
<b>QPS</b>	<ul style="list-style-type: none"><li>• <i>Australian Crime Commission (Queensland) Act 2003</i></li><li>• <i>Child Protection (Offender Prohibition Order) Act 2008</i></li><li>• <i>Child Protection (Offender Reporting) Act 2004</i></li><li>• <i>Police Powers and Responsibilities Act 2000</i></li><li>• <i>Police Service Administration Act 1990</i></li><li>• <i>Public Safety Preservation Act 1986</i></li><li>• <i>Queensland Police Welfare Club Act 1970</i></li><li>• <i>State Buildings Protective Security Act 1983</i></li><li>• <i>Summary Offences Act 2005</i></li><li>• <i>Terrorism (Preventative Detention) Act 2005</i></li><li>• <i>Weapons Act 1990</i></li></ul>

## ***Machinery-of-government changes***

As a result of the *Review of the Public Safety Business Agency* (November 2015), the following machinery-of-government changes occurred during 2016-17:

Date	Changes
1 July 2016	<p>In accordance with the <i>Public Service Departmental Arrangements Notice (No. 2) 2016</i>:</p> <ul style="list-style-type: none"> <li>• PSBA Media Services transitioned to QFES and QPS</li> <li>• PSBA Education and Training (including training academies) transitioned to QFES and QPS</li> <li>• PSBA Recruitment transitioned to QFES and QPS</li> <li>• PSBA Strategy Services transitioned to QFES and QPS</li> <li>• PSBA Ministerial Services transitioned to QFES and QPS</li> <li>• PSBA Ethical Standards transitioned to QFES and QPS</li> <li>• PSBA Legal Services transitioned to QFES and QPS</li> <li>• PSBA Cabinet Legislation Liaison transitioned to QFES and QPS</li> <li>• PSBA Right to Information transitioned to QFES and QPS</li> <li>• PSBA Local Workplace Health and Safety transitioned to QFES and QPS</li> <li>• PSBA Operational Functions transitioned to QFES and QPS.</li> </ul>
8 September 2016	<p>In accordance with <i>Public Service Departmental Arrangements Notice (No. 4) 2016</i>:</p> <ul style="list-style-type: none"> <li>• Protective Services transitioned to QPS.</li> </ul>
1 October 2016	<p>In accordance with <i>Public Service Departmental Arrangements Notice (No. 4) 2016</i>:</p> <ul style="list-style-type: none"> <li>• Blue Card Services transitioned to the Department of Justice and Attorney-General.</li> </ul>

## ***Public safety portfolio audit and risk committee***

The Public Safety Portfolio Audit and Risk Committee has been established under, and operates in accordance with, the terms of its charter that was developed in line with Queensland Treasury's *Audit Committee Guidelines: Improving Accountability and Performance*; the *Financial and Performance Management Standard 2009* and the *Financial Accountability Act 2009*. The charter is reviewed annually by the committee to ensure it remains consistent with the committee's authority, objectives and responsibilities.

The committee governs audit matters for the public safety portfolio agencies and risk matters for the PSBA. It provides independent assurance and assistance through prompt and constructive reports directly to each accountable officer in the portfolio, particularly when issues identified present material risk or threat to the portfolio.

The committee is chaired by an independent external expert appointed to the role. Each public safety portfolio agency is represented by one member. A second external member also forms part of the committee. The Chair may invite or give approval for other persons to attend a committee meeting.

The committee meets quarterly and met on four occasions during 2016-17.

The independent external Chair received \$6,187.50 (including GST) in remuneration for services provided in 2016-17. The second external member received \$3,712.50 (including GST). There were no other on-costs.

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### **Committee Members**

- Graham Carpenter, Chair (external member)
  - Ian Stewart APM, Commissioner, QPS represented by Brett Pointing, Deputy Commissioner, Strategy, Policy and Performance, QPS
  - Katarina Carroll APM, Commissioner, QFES represented by Doug Smith APM, Deputy Commissioner, Chief Strategy Officer, Strategy and Corporate Services QFES
  - Iain MacKenzie AFSM, Inspector-General Emergency Management
  - Peter Griffin, Chief Operating Officer, PSBA
  - Marita Corbett (external member)
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## **Achievements**

During 2016-17, the committee's achievements include:

- oversaw progress on Queensland Audit Office (QAO) issues and the status of the QAO Audit Program
  - reviewed and endorsed the Annual Financial Statements and the Chief Finance Officer Assurance Statements
  - considered all audit reports and provided direction regarding implementation of report recommendations
  - monitored compliance with the 2016-17 Annual Internal Audit Plan and oversaw the status of open recommendations
  - approved the:
    - Internal Audit Charter
    - Audit and Risk Committee Charter and Structure
    - Audit and Risk Committee 2017-18 Workplan
  - endorsed the Annual Internal Audit Plan 2017-18, incorporating the Internal Audit Strategic Plan 2017-2020
  - facilitated a strategic risk focus and provided support for the updated PSBA risk management framework.
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## ***About us***

The Office of the IGEM was formally established as a public service office on 1 July 2014 under amendments to the *Disaster Management Act 2003* to support confidence in Queensland's emergency management arrangements. It does this by reviewing and assessing Queensland's disaster management arrangements for opportunities to improve community outcomes.

Disaster management within Queensland is built on local capability and capacity, supported and strengthened through a scalable, responsive model. The model builds on the availability and coordination of support at local, district, state and national levels. The success of the system relies on key stakeholders working collaboratively and cooperatively to contribute to outcomes that benefit the community.

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### ***Our vision***

*A catalyst for excellence in emergency management.*

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### ***Our purpose***

*To enable confidence in Queensland's emergency management arrangements.*

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## **Our environment**

Climate adaptation, digital disruption, shifting demographics and community expectations all form part of a changing landscape within which emergency management operates in Queensland.

Community focused approaches that draw on local capability, capacity and leadership are critical to building resilience in Queensland. Collaboration and cooperation at local, district, state and national levels are also key to achieving effective outcomes across emergency management planning, preparedness, response and recovery.

In this context, the Office of the IGEM will continue to genuinely engage with state agencies, local governments and non-government organisations to foster improved disaster management outcomes for Queenslanders. Flexible and transparent systems and processes that support open communication and good governance will be key areas of focus going forward.



## Our accountabilities

The functions of the Office of the IGEM under the *Disaster Management Act 2003* include:

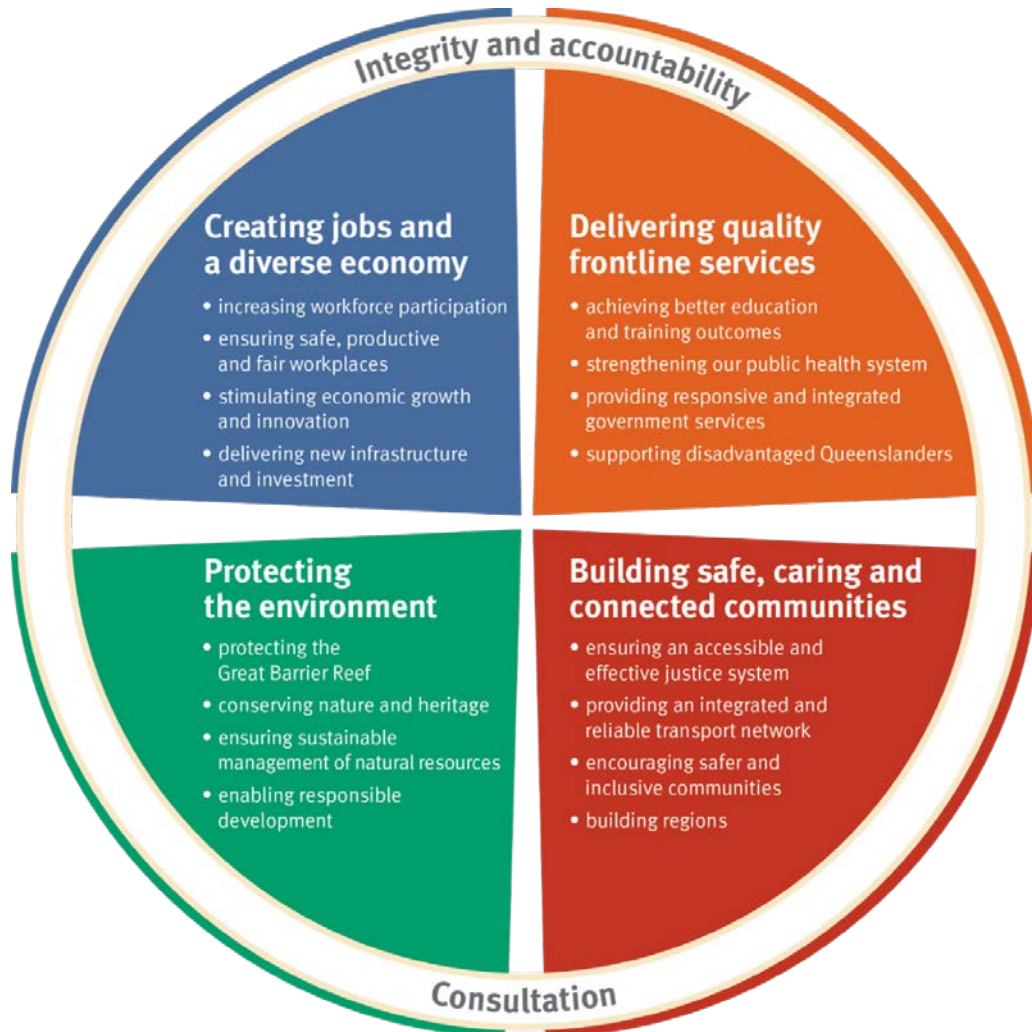
- regularly review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation
- regularly review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management plans
- regularly review and assess cooperation between entities responsible for disaster management in the state, including whether the disaster management systems and procedures employed by those entities are compatible and consistent
- make disaster management standards
- regularly review and assess disaster management standards
- review, assess and report on performance by entities responsible for disaster management in the state against the disaster management standards
- work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteer capabilities
- monitor compliance by departments with their disaster management responsibilities
- identify opportunities for cooperative partnerships to improve disaster management outcomes
- report to, and advise, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services about issues relating to the abovementioned functions.

The Office of the IGEM provides independent assurance and advice about Queensland's emergency management arrangements, with a focus on a risk based approach. The Office of the IGEM also provides authoritative reporting to enhance accountability and improve outcomes for the community.

The Office of the IGEM has established the Standard for Disaster Management in Queensland (the Standard), which forms part of the Emergency Management Assurance Framework (the Framework). The Office of the IGEM undertakes targeted reviews and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements.

## Queensland Government's objectives

The Queensland Government works closely with all Queenslanders to deliver its objectives for the community. Integrity, accountability and consultation underpin everything the Queensland Government does.



## Our strategic objectives

The Office of the IGEM strategic objectives, as outlined in the Strategic Plan 2016-2020, support the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services.

Objective	Strategies
<p><b>1</b> <i>Government, stakeholders and the community receive independent assurance and advice about Queensland's emergency management arrangements.</i></p>	<ul style="list-style-type: none"> <li>• Embed and validate the Emergency Management Assurance Framework in collaboration with stakeholders.</li> <li>• Provide diligent oversight to ensure that accountabilities and responsibilities are known, understood and met across emergency management.</li> </ul>
<p><b>2</b> <i>Authoritative reporting enhances accountability and improved community confidence and outcomes in emergency management.</i></p>	<ul style="list-style-type: none"> <li>• Design and apply assurance activities, tools and processes that are valued by our stakeholders and enable performance improvements, evaluation and reporting.</li> <li>• Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes.</li> </ul>
<p><b>3</b> <i>Drive a culture of excellence and innovation across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise.</i></p>	<ul style="list-style-type: none"> <li>• Encourage and harness trusted partnerships, enabled by transparent systems and processes that promote innovation, interoperability, consultation and knowledge transfer across the emergency management sector.</li> <li>• Connect and engage with stakeholders through key platforms that enable timely and open communication and help us to understand their needs.</li> <li>• Integrate lessons identified, research, analysis and good practice into the provision of evidence-based emergency management policy and advice.</li> <li>• Provide timely, clear and helpful information and advice that enhances links between emergency management and interdependent policy and programs.</li> <li>• Promote a coordinated strategic direction for emergency management in Queensland.</li> </ul>
<p><b>4</b> <i>A high-performing, agile, engaged and connected workforce that consistently delivers quality services.</i></p>	<ul style="list-style-type: none"> <li>• Strengthen workforce capability, talent and agility.</li> <li>• Foster a culture of high-performance that models our values and promotes transparency, fairness, integrity and accountability in all that we do.</li> <li>• Actively champion inclusion and diversity, collaboration and authentic leadership.</li> <li>• Support innovation, quality assurance and excellence through processes and systems that support data management and information sharing.</li> </ul>

## Our values

The Office of the IGEM's values align with the Queensland Public Service values.



### Customers first

- Know your customers
- Deliver what matters
- Make decisions with empathy



### Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



### Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



### Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



### Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

## Our strategic risks and challenges

The Office of the IGEM identified the following strategic risks and challenges for 2016-17 and into the future.

- reducing barriers to responsive and integrated disaster management for local governments, state agencies and other partners
- ensuring performance is measured against outcomes
- ensuring continued support for shared responsibilities balanced with clear accountabilities
- ensuring clear expectations of leadership across the emergency management sector
- providing valued services to key stakeholders
- ensuring all stakeholders understand their risks and are taking appropriate action to mitigate these risks
- ensuring the broader disaster management framework remains contemporary
- ensuring the value of advice and the related outcomes is greater than the investment required for implementation.

In 2017-18, the Office of the IGEM will progress a range of key strategies including:

- promoting a coordinated strategic direction for emergency management in Queensland
- undertaking targeted reviews and system analysis that identify risks and prioritise improvements on the basis of community outcomes
- designing, applying and embedding contemporary assurance frameworks, activities and tools that are valued by stakeholders and enable improved performance, evaluation and reporting
- providing system oversight and assurance that enables key stakeholders to deliver their responsibilities and achieve performance outcomes across emergency management
- seeking and harnessing trusted partnerships that promote collaboration, community-centric engagement, leadership and resilience
- connecting and engaging with key stakeholders and partners through flexible and transparent platforms, systems and processes that enable interoperability, open communication and good governance
- leveraging contemporary research and analysis to inform evidence-based policy, practice and advice across all phases of emergency management
- providing clear and timely information and advice that builds capability and empowers key stakeholders to effectively meet their emergency management accountabilities.

## **Our partners**

The Office of the IGEM works across the emergency and disaster management sector to improve disaster management outcomes for the community.

The Office of the IGEM works closely with its portfolio partners – QPS, QFES and PSBA – and other Queensland Government agencies including Queensland Health (QH), the Department of Transport and Main Roads (DTMR), the Department of Communities, Child Safety and Disability Services (DCCSDS), the Department of Infrastructure, Local Government and Planning (DILGP), and the Queensland Reconstruction Authority (QRA); the LGAQ and the Bureau of Meteorology. The Office of the IGEM has strong relationships with its partners in the community including local governments and non-government organisations.

The Office of the IGEM is committed to maintaining and enhancing these partnerships, and maximising stakeholder liaison and collaboration, by ensuring all communication and engagement activities are based on the four key principles of:

- clear, accurate and timely communication
- accessibility and inclusiveness
- transparency
- measurable outcomes and evaluation.

## *Organisational structure*

(as at 30 June 2017)



### **Our structure**

**Interoperability and Innovation** facilitates programs and solutions designed to help the Office of the IGEM and agencies deliver better disaster management outcomes.

**Performance, Reporting and Policy Analysis** develops and coordinates internal strategy, planning and governance arrangements for the Office of the IGEM.

**Standards, Best Practice and Evaluation** is responsible for the management and performance of the Framework, including the Standard and the Assurance and Excellence Development Program (AEDP).

**Community and Stakeholder Engagement** oversees the active engagement of stakeholders within the disaster management sphere, non-government organisations and the public for the Office of the IGEM.