

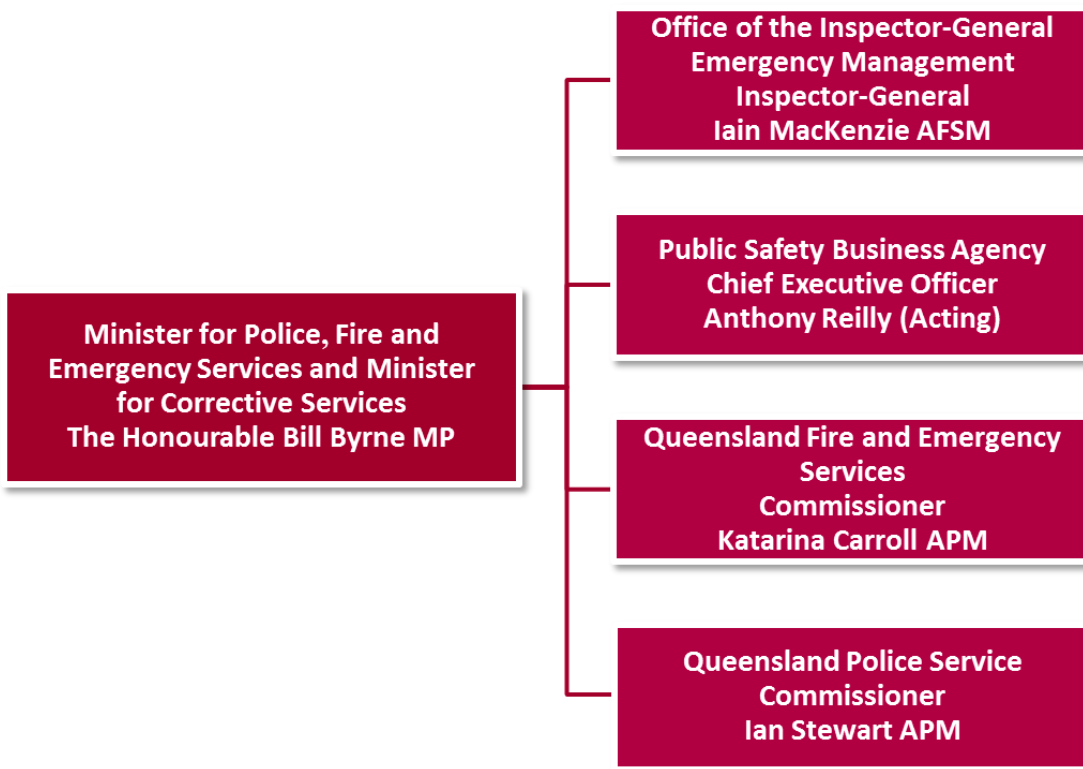
Overview

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.

PSBA provides strategic and corporate services to Queensland's public safety agencies – the Office of the IGEM, QFES and QPS – allowing them to concentrate on frontline service delivery. It also performs operational functions including Queensland Government Air (QGAir) services, State Government Security and administration of the Blue Card system.

An independent review of the PSBA was undertaken by the Public Service Commission in 2015. The final report *Review of the Public Safety Business Agency* (November 2015) was tabled in Parliament in February 2016. The review considered the scope, function and structure of the PSBA to ensure it effectively supported public safety service delivery to the community. The review recommended the PSBA narrow its focus to corporate support and made eight recommendations. The government accepted the review's recommendations, with the exception of recommendation six (to transfer the Police Air Wing to the QPS). Further work will be progressed on this recommendation.

A PSBA Interim Board of Management was subsequently established (inaugural meeting held 16 May 2016) to progress the review recommendations and provide peak governance and coordination until a mature governance framework and organisational structure is in place. An Acting Chief Executive Officer, PSBA was also appointed in April 2016 to assist the PSBA Interim Board of Management.

The *Public Safety Business Agency and Other Legislation Amendment Bill 2016* was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review, including establishing the PSBA Board of Management and changing the role of the PSBA Chief Executive Officer to Chief Operating Officer. The Bill was referred to the Legal Affairs and Community Safety Committee for consideration. The committee is required to report back to Parliament on the Bill by 2 August 2016.

For further information regarding the review refer to page 37.

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, emergency management and disaster mitigation programs and services throughout Queensland, and includes the Fire and Rescue Service, the Rural Fire Service and the State Emergency Service. 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 and Volunteer Marine Rescue Association Queensland.

It is the role of QFES to provide leadership, mitigation planning and response services to the community. QFES aims to protect persons, property and the environment through the continued 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 initially established by the *Police Act of 1863* which took effect on 1 January 1864. 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. 3) 2015*, during 2015-16 the portfolio administered the following legislation:

Agency	Legislation administered
PSBA	<ul style="list-style-type: none">• <i>Public Safety Business Agency Act 2014</i>• <i>State Buildings Protective Security Act 1983</i>• <i>Working with Children (Risk Management and Screening) Act 2000</i>
QFES	<ul style="list-style-type: none">• <i>Disaster Management Act 2003</i>• <i>Fire and Emergency Services Act 1990</i>
QPS	<ul style="list-style-type: none">• <i>Australian Crime Commission (Queensland) Act 2003</i>• <i>Child Protection (Offender Prohibition Order) Act 2008</i>• <i>Child Protection (Offender Reporting) Act 2004</i>• <i>G20 (Safety and Security) Act 2013</i>• <i>Police Powers and Responsibilities Act 2000</i>• <i>Police Service Administration Act 1990</i>• <i>Public Safety Preservation Act 1986</i>• <i>Queensland Police Welfare Club Act 1970</i>• <i>Summary Offences Act 2005</i>• <i>Terrorism (Preventative Detention) Act 2005</i>• <i>Weapons Act 1990</i>

Machinery-of-government changes

Date	Changes
1 July 2015	The transfer of Community Helicopter Providers from Queensland Health to the PSBA became effective.
1 July 2016	<p>As a result of the <i>Review of the Public Safety Business Agency</i> (November 2015), the following machinery-of-government changes will occur as outlined in the <i>Public Service Departmental Arrangements Notice (No. 2) 2016</i>:</p> <ul style="list-style-type: none">• PSBA Media (QPS) will transition to QPS• PSBA Media (QFES) will transition to QFES• PSBA Content and Multimedia will transition to QFES• Training and Development (including training academies) will transition to QFES and QPS• PSBA Recruitment will transition to QFES and QPS• PSBA Strategy Division will transition to QFES and QPS; including the Office of the General Manager, the Office of the Executive Director (Strategy and Consulting), Policy, Engagement (including the Drug and Alcohol Coordination Unit), Planning, Performance, Innovation, Governance and Legislation• PSBA Ministerial and Executive Services will transition to QFES and QPS• PSBA Ethical Standards will transition to QFES with one position remaining with PSBA• PSBA Executive Services will transition to QFES and QPS• PSBA Legal Services will transition to QFES and QPS• PSBA Cabinet Legislation and Department Liaison will transition to QFES and QPS• PSBA Right to Information will transition to QFES and QPS• PSBA Levy Management Unit and Business Performance Analysts will transition to QFES• PSBA Safety and Wellbeing will transition to QPS• PSBA Workforce Engagement will transition to QFES and QPS• PSBA Library Services will transition to QPS• PSBA Calibration Laboratory will transition to QPS• PSBA Evidence Management will transition to QPS• PSBA Forensic Services, Technical Support will transition to QPS.

In addition, in line with the Review of the PSBA recommendations, the *Public Safety Business Agency and Other Legislation Amendment Bill 2016* (the Bill) was introduced into Parliament on 24 May 2016. The Bill proposes to implement various recommendations of the review by amending legislation including finalising the machinery-of-government changes that will allow Blue Card Services to transition to the Department of Justice and Attorney-General (DJAG) and allow for the comprehensive integration of State Government Security into the QPS.

Public safety portfolio committee

Within the public safety portfolio, each agency has its own corporate governance framework (refer pages 34-35). In addition, there is a portfolio-wide corporate governance committee – the Public Safety Portfolio Audit and Risk Committee, which provides independent assurance on risk, control and compliance frameworks and ensures the portfolio's operations are carried out efficiently, effectively and economically.

The former Public Safety Portfolio Innovation Committee and Public Safety Executive Coordinating Committee will no longer convene as the objectives of these committees will be achieved by the PSBA Interim Board of Management (the Board). The Commissioner, QPS (Chair) and Commissioner, QFES are members of the Board along with an external member, Mr Geoff Waite, Assistant Under Treasurer, Queensland Treasury.

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 committee governs audit and risk matters for the public safety portfolio agencies. 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 2015-16.

The independent external Chair received \$8,250 (including GST) in remuneration for services provided in 2015-16. The second external member received \$3,300 (including GST). There were no other on-costs.

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, Deputy Commissioner and Chief Strategy Officer, Capability and Performance Division, QFES
 - Iain MacKenzie AFSM, Inspector-General Emergency Management
 - Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA
 - Marita Corbett (external member)
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Achievements

During 2015-16, 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
 - monitored compliance with the 2015-16 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 2016-17 Workplan
 - endorsed the Annual Internal Audit Plan 2016-17, incorporating the Internal Audit Strategic Plan 2016-2019.
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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 predicated on local capability and capacity, supported and augmented through a scalable, responsive model. The model builds upon 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.

Our vision:

A catalyst for excellence in Emergency Management.

Our purpose:

To enable confidence in Queensland's emergency management arrangements.

Our environment

As a result of Queensland's geography and climate, Queensland will continue to experience significant natural disasters, with flooding and tropical cyclones (including storm tide and cyclonic winds) among the most damaging natural hazards. ¹ Communities expect that disaster management entities will be present and able to respond in times of disaster.

With an ongoing mandate to provide confidence in Queensland's disaster management arrangements, the single most important imperative for the Office of the IGEM is to continue to find ways to reduce barriers to responsive and integrated disaster management, and to identify ways for closer integration of local governments, state agencies and other partners. The Office of the IGEM is focussed on ensuring that unambiguous language enables clear understanding of shared responsibilities and accountabilities and, in the context of leadership across the system, ensuring performance is measured against outcomes achieved. With a stronger focus emerging on mitigation there will be a need to consider proactive means of evaluating the predicted outcomes of these activities.

¹ Historical analysis of natural hazard building losses and fatalities for Queensland 1900-2011 October 2012. Found at: <http://disaster.qld.gov.au/Disaster-Resources/Documents/Historical%20analysis%20of%20natural%20hazard%20building%20losses%20and%20fatalities%20for%20Queensland%201900-2011.pdf>

Our accountabilities

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

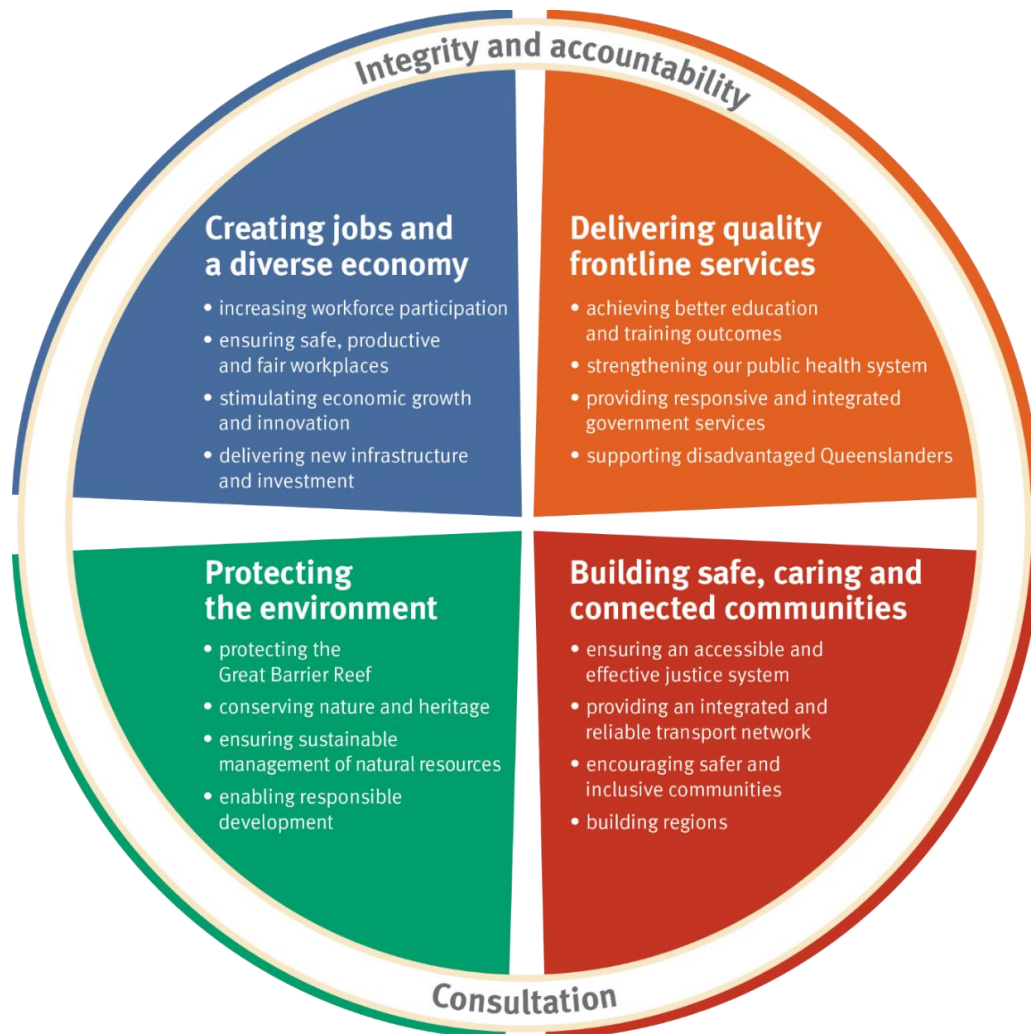
- regularly review and assess the effectiveness of disaster management by the state, including the State Disaster Management Plan and its implementation
- regularly review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management 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, including undertaking reviews that may arise from future disaster events. 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 Office 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.



The Queensland Plan is the community's 30-year vision for the state. The Queensland Government's Interim Response (the Interim Response) outlines the key services, programs and partnerships that will help improve Queenslanders' way of life today and proactively position Queensland for the future. *The Queensland Plan* and the Interim Response are available online (www.queenslandplan.qld.gov.au/).

The Interim Response supports the Queensland Government's objectives for the community and identifies the priorities and key initiatives that will contribute towards implementing Queenslanders' vision. The Office of the IGEM's policies, programs and services align with the Interim Response. Further information about the Office of the IGEM's policies, programs and services can be found in the 2015-16 Highlights (refer pages 21-31).

Our strategic objectives

Our strategic objectives, as outlined in the Strategic Plan 2015-2019, support the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services.

Objective	Strategies
<p>1 <i>To provide independent assurance and advice about emergency management arrangements in Queensland.</i></p>	<ul style="list-style-type: none"> • Continue to develop, implement and validate the Emergency Management Assurance Framework in collaboration with stakeholders. • Provide diligent oversight to ensure that accountabilities and responsibilities are known, understood and met across emergency management. • Provide independent, evidence-based advice to improve community safety.
<p>2 <i>To provide authoritative reporting that is used to enhance accountability and improve outcomes for the community.</i></p>	<ul style="list-style-type: none"> • Continue to design and implement assurance activities, tools and processes that are valued by our stakeholders and enable transparent monitoring, evaluation and reporting. • Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes. • Collaborate with agencies to facilitate solutions and drive a culture of continuous improvement and excellence.
<p>3 <i>To drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise.</i></p>	<ul style="list-style-type: none"> • Establish trusted partnerships that promote innovation, interoperability, consultation and knowledge transfer across the emergency management sector. • Develop and enhance platforms for engagement that connect stakeholders and enable timely and open communication. • Ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice. • Develop and enhance links between emergency management and interdependent policy and programs.
<p>4 <i>To sustain a highly motivated, competent office that embraces change and is committed to delivering continuous improvement.</i></p>	<ul style="list-style-type: none"> • Develop capability through targeted, high quality development programs and initiatives. • Promote a culture of high performance that models the Queensland Public Service values and promotes fairness, integrity and accountability. • Develop processes and systems that support data management and information sharing to enable quality assurance and continuous improvement. • Ensure the value of advice and outcomes is greater than the investment required for implementation.

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 2015-16 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
- gaining acceptance and 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 action to mitigate these risks
- ensuring the broader disaster management framework remains contemporary.

In 2016-17, the Office of the IGEM will progress a range of strategies including:

- embedding and validating the Emergency Management Assurance Framework, in collaboration with stakeholders
- providing diligent oversight to ensure that accountabilities and responsibilities are known, understood and met across emergency management
- designing and applying assurance activities, tools and processes that are valued by our stakeholders and enable performance improvements, evaluation and reporting
- undertaking targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes
- encouraging and harnessing trusted partnerships, enabled by transparent systems and processes, that promote innovation, interoperability, consultation and knowledge transfer across the emergency management sector
- connecting and engaging with stakeholders through key platforms that enable timely and open communication and help us to understand their needs
- integrating lessons identified, research, analysis and good practice into the provision of evidence-based policy and advice
- providing timely, clear and helpful information and advice that enhances links between emergency management and interdependent policy and programs
- promoting a coordinated strategic direction for emergency management in Queensland.

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 works closely with its portfolio partners - PSBA, QFES and QPS – and other Queensland Government agencies including Queensland Health, the Department of Transport and Main Roads, the Department of Communities, Child Safety and Disability Services, the Department of Infrastructure, Local Government and Planning, and the Queensland Reconstruction Authority; the Local Government Association of Queensland 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.

Organisation structure

(as at 30 June 2016)



Our structure

Interoperability and Innovation facilitates programs and solutions designed to help the Office 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 Emergency Management Assurance 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.