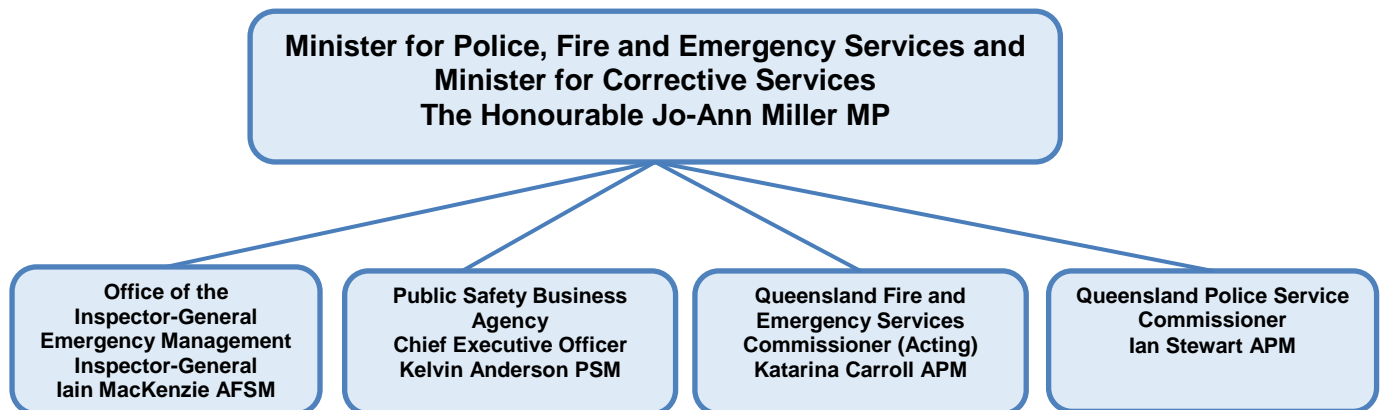


OVERVIEW

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); the Public Safety Business Agency (PSBA); Queensland Fire and Emergency Services (QFES); and the Queensland Police Service (QPS). The portfolio structure is designed to support an integrated and collaborative approach to service delivery.



The 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. It administers Part 1A of the *Disaster Management Act 2003*.

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. PSBA administers the:

- *Public Safety Business Agency Act 2014*
- *State Buildings Protective Security Act 1983*
- *Working with Children (Risk Management and Screening) Act 2000*.

In June 2015, an independent review of the PSBA commenced led by the Public Service Commission. The review is considering the scope, function and structure of the PSBA to ensure it is effectively supporting public safety service delivery to the community, and transparent administration and decision making on critical corporate decisions. The review will involve extensive engagement with frontline staff, including firefighters and police officers, other employees within the portfolio and relevant external stakeholders. The final report is due by 30 November 2015.

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 Fire and Rescue, Emergency Management, Rural Fire Service Queensland 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 a responsive service 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. QFES administers the:

- *Disaster Management Act 2003*
- *Fire and Emergency Services Act 1990*.

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, focussed 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. The following legislation is administered by the QPS:

- *Australian Crime Commission (Queensland) Act 2003*
- *Child Protection (Offender Prohibition Order) Act 2008*
- *Child Protection (Offender Reporting) Act 2004*
- *G20 (Safety and Security) Act 2013*
- *Police Powers and Responsibilities Act 2000*
- *Police Service Administration Act 1990*
- *Public Safety Preservation Act 1986*
- *Queensland Police Welfare Club Act 1970*
- *Summary Offences Act 2005*
- *Terrorism (Preventative Detention) Act 2005*
- *Weapons Act 1990*.

Machinery-of-government changes

On 1 July 2014, responsibility for the administration of the Blue Card system transferred to PSBA including administration of the *Working with Children (Risk Management and Screening) Act 2000*.

In addition, corporate and business services, and education and training functions transferred to the PSBA from the QPS on 1 July 2014.

For 2014-15, PSBA administered the emergency helicopter services on behalf of Queensland Health. The emergency helicopter services include Community Helicopter Providers, the contracted service for the Torres Strait, the agreement with North Queensland Helicopter Rescue Service and the agreement with the external auditor Flight Safety.

Public safety portfolio committees

Within the public safety portfolio, each agency has its own corporate governance structure (refer pages 23-24). In addition, there are two portfolio-wide corporate governance bodies – 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, and the Public Safety Portfolio Innovation Committee, which promotes innovative ideas.

A further committee, the Public Safety Executive Coordinating Committee supports coordination and collaboration across the public safety portfolio. This is not considered a decision making committee as each committee member remains accountable for his or her decisions as an accountable officer and the committee has no authority to override the decision making authority of its individual members.

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, with a second external member. 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 2014-15.

The independent external Chair received \$8,250 (including GST) in remuneration for services provided in 2014-15. The second external member received \$1,650 (including GST). There were no other on-costs.

Committee members

- Graham Carpenter, Chair (external member)
- Ian Stewart APM, Commissioner, QPS represented by Stephan Gollschewski APM, Deputy Commissioner, Strategy, Policy and Performance, QPS
- Katarina Carroll APM, Commissioner (Acting), QFES represented by Russell Neuendorf, Executive Director, Operational Service Improvement and Performance, QFES
- Iain MacKenzie AFSM, Inspector-General Emergency Management
- Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA
- Marita Corbett (external member)

Achievements

During 2014-15, the committee:

- reviewed various audits and risks for the public safety portfolio
- endorsed the 2015-2016 Annual Audit Plan incorporating the Internal Audit Strategic Plan 2015-2018
- oversaw the delivery of the Approved 2014-2015 Annual Audit Plan
- considered financial, operational and performance recommendations presented by PSBA Internal Audit and the Queensland Audit Office.

<p>Public Safety Portfolio Innovation Committee</p> <p>The purpose of the Public Safety Portfolio Innovation Committee is to provide leadership for innovative ideas and initiatives to create cross portfolio value and improve public safety.</p> <p>The objectives of the committee are to accelerate innovative ideas and initiatives across the portfolio and build a climate of innovation within the portfolio.</p> <p>The committee held its inaugural meeting on 1 August 2014. Meetings are held quarterly and four meetings were conducted in 2014-15.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Kelvin Anderson PSM, Chief Executive Officer, PSBA (Chair) • Ian Stewart APM, Commissioner, QPS • Katarina Carroll APM, Commissioner (Acting), QFES • Iain Mackenzie AFSM, Inspector-General Emergency Management
<p>Achievements</p> <p>In 2014-15, the committee approved:</p> <ul style="list-style-type: none"> • the Terms of Reference • the Portfolio Innovation Framework • the development and pilot of a challenge based approach to innovation • a communication plan for innovation reward and recognition • a portfolio innovation scholarship. <p>The committee funded the following pilot projects and proofs of concept:</p> <ul style="list-style-type: none"> • Supply Chain and Asset Management Proof of Concept (QFES) • Electronic Brief Management System Pilot project (QPS) • testing and evaluation of 'Cruiser Interactive' technology to support operations and disaster management (QFES and QPS) • pilot of augmented reality tool to assess feasibility.
<p>Public Safety Executive Coordinating Committee</p> <p>The Public Safety Executive Coordinating Committee helps guide the public safety portfolio, particularly in the areas of strategy, policy and service delivery, to ensure the portfolio continues to deliver the outcomes and benefits required by the state.</p> <p>The committee meets fortnightly and held its inaugural meeting on 28 July 2014. During 2014-15, the committee met on 18 occasions.</p>
<p>Committee members</p> <ul style="list-style-type: none"> • Kelvin Anderson PSM, Chief Executive Officer, PSBA • Rod Wilson, Deputy Chief Executive Officer (Acting), PSBA • Ian Stewart APM, Commissioner, QPS • Katarina Carroll APM, Commissioner (Acting), QFES • Iain MacKenzie AFSM, Inspector-General Emergency Management
<p>Achievements</p> <p>Achievements for 2014-15 include:</p> <ul style="list-style-type: none"> • endorsed the Terms of Reference • developed communication channels to improve cross portfolio operations and performance.

About the 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* 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.

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

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 the political, bureaucratic and command systems working collaboratively and cooperatively to contribute to outcomes that benefit the community.

The Office of the IGEM's vision, outlined in its strategic plan 2014-2018, is to be a catalyst for excellence in emergency management. Its purpose is to enable confidence in Queensland's emergency management arrangements.

Under the *Disaster Management Act 2003*, the functions of the Office of the IGEM 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 and 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, 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.

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>

The Office of the IGEM reviews and assesses disaster management arrangements in Queensland with a focus on a risk based approach, including undertaking reviews that may arise from future disaster events. The Office of the IGEM promotes innovation, interoperability, consultation and knowledge transfer across the emergency management sector.

Objectives

The Queensland Government will work closely with all Queenslanders to deliver its objectives for the community of:

- creating jobs and a diverse economy
- delivering quality frontline services
- protecting the environment
- building safe, caring and connected communities.

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.

The Office of the IGEM's strategic objectives, as identified in its Strategic Plan 2014-2018, contribute to the government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services.

The Office of the IGEM's objectives and strategies are:

1. *To provide independent assurance and advice about emergency management arrangements in Queensland*
 - 1.1 Develop, implement and validate outcome based standards across prevention, preparedness, response and recovery in collaboration with stakeholders
 - 1.2 Provide rigorous oversight that maps and clearly defines accountabilities and shared responsibilities across emergency management
 - 1.3 Provide independent, evidence based advice
 - 1.4 Set a forward program of work to provide clear direction on areas of focus for stakeholders.
2. *To provide authoritative reporting that is used by the emergency management sector to fulfil accountabilities and improve outcomes for the community*
 - 2.1 Design and implement a suite of assurance activities, tools and processes that are valued by stakeholders and enable transparent monitoring, evaluation and reporting
 - 2.2 Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes
 - 2.3 Collaborate with agencies to facilitate solutions and drive a culture of continuous improvement and excellence.
3. *To drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise*
 - 3.1 Establish trusted partnerships that promote innovation, interoperability and knowledge transfer across the emergency management sector
 - 3.2 Develop a common lexicon and platforms for engagement that connect stakeholders and enable timely and open communication
 - 3.3 Ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice.

4. *To sustain a highly motivated, competent office that embraces change and is committed to delivering continuous improvement*

- 4.1 Develop capability through targeted, high quality development programs and initiatives
- 4.2 Promote a culture of high performance that models our values
- 4.3 Develop processes and systems that support data management and information sharing to enable quality assurance and continuous improvement
- 4.4 Ensure the value of advice and outcomes is greater than the investment required for implementation.

Further information about the Office of the IGEM's policies, programs and services can be found in Achievements (refer pages 16-21).

Values

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



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

Strategic risks and challenges

- Reducing the 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.

2015-16 Outlook

In 2015-16, the Office of the IGEM will progress a range of strategies including:

- conducting targeted reviews of disaster management arrangements with a focus on a risk based approach to ensure accountabilities and responsibilities are known, understood and met across emergency management, including undertaking reviews that may arise from future disaster events
- continuing to develop, implement and validate the Emergency Management Assurance Framework in consultation and collaboration with stakeholders to ensure it meets the needs of stakeholders and provides value
- implementing further improvements for assessment of disaster management plans to provide assurance of effective local government disaster management planning
- stimulating innovation across the disaster management sector by facilitating solutions to support interoperability and information sharing that improves disaster and emergency management outcomes

- progressing research and collaborative opportunities with universities and other institutions to ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice
- establishing a statewide network of disaster management officers and local disaster coordinators to create a vehicle for continuous improvement, consultation and collaboration across the sector.

Legislation administered

For details of legislation administered by the Office of the IGEM refer to the Public safety portfolio overview on page 6.

Location

Location and contact details for the Office of the IGEM are included in the appendices of this report.

Partners

The Office of the IGEM works across the emergency and disaster management sector to improve disaster management outcomes for the community by providing independent assurance and advice about disaster management arrangements and collaborating with agencies to facilitate solutions to drive a culture of continuous improvement and excellence across the sector.

The Office of the IGEM works closely with its portfolio partners - PSBA, QFES and QPS – and other Queensland Government agencies including Queensland Health, and the Departments of Transport and Main Roads; Communities, Child Safety and Disability Services; and Infrastructure, Local Government and Planning, and the Bureau of Meteorology. The Office of the IGEM also has strong relationships with its partners in the community including local governments and non-government organisations.

The Inspector-General Emergency Management is committed to maintaining these partnerships by ensuring all communication and engagement activities are based on the four key principles of:

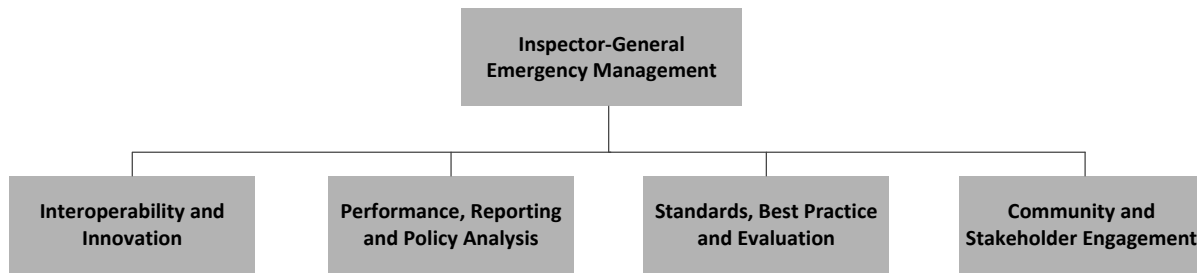
- clear, accurate and timely communication
- accessibility and inclusiveness
- transparency
- measurable outcomes and evaluation.

These principles will enhance partnerships by maximising stakeholder liaison and collaboration.

All engagement activities are guided by the *Stakeholder Engagement Framework* and are undertaken in accordance with the *Stakeholder Engagement Spectrum*, which outlines engagement expectations and parameters for each engagement category – informing, consulting, involving, collaborating and empowering.

Organisation structure

(as at 30 June 2015)



Interoperability and Innovation facilitates programs and solutions designed to help agencies and their information deliver better disaster management outcomes and also leads operational and emergent assessment work.

Performance, Reporting and Policy Analysis is responsible for developing and coordinating internal strategy, planning and governance arrangements for the Office of the IGEM.

Standards, Best Practice and Evaluation is responsible for the development, implementation and evaluation of the Emergency Management Assurance Framework.

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.