

# Performance

## Key performance measures

The Service Delivery Statement 2017-18 describes the Office's service area as 'Independent Assurance and Advice to Improve Emergency Management'.

The Office 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 undertakes a range of assurance activities and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements. The most robust assurance activity is a tier three review that has significant depth and rigour and provides a higher level of confidence in the disaster management matter being assessed.

The table below provides an overview of the key performance measures for the Office for 2017-18.

Service Area: Independent Assurance and Advice to Improve Emergency Management						
Performance measures	Notes	Strategic Plan	2017-18 SDS	2016-17 Actual	2017-18 Target/ Estimate	2017-18 Actual
Customer satisfaction	1	-	✓	87%	80%	81%
Average cost per tier three review (\$'000)	2	✓	✓	-	200	249
Customer satisfaction with Office of the IGEM reviews	3	✓	-	78%	-	75%
Customer perceptions of Office of the IGEM website	4	✓	-	86%	-	88%
Customer satisfaction with Office of the IGEM information and advice	5	✓	-	77%	-	73%
Customer satisfaction with Office of the IGEM staff	6	✓	-	90%	-	91%
Staff perceptions of organisational leadership	7	✓	-	59%	-	76%
Staff perceptions of agency engagement	7	✓	-	63%	-	81%
Staff perceptions of use of flexible work arrangements	7	✓	-	67%	-	73%

### Key:

- not available / not applicable
- IGEM Inspector-General Emergency Management
- SDS Service Delivery Statement
- Strategic Plan *Office of the IGEM Strategic Plan 2017-21*

**Notes:**

1. This service standard assesses overall satisfaction with the Office and is measured as part of an annual customer survey. Customers include the Minister, State and local government stakeholders with a role in disaster and emergency management. It measures the number of respondents who indicated they were either 'very satisfied' or 'satisfied' (on a 5-point scale ranging from 'very dissatisfied' to 'very satisfied') with the services and advice provided by the Office represented as a percentage of the total number of responses received.
2. This new SDS service standard for 2017-18 measures the average cost to complete a tier three review. Tier three activities aim to assess the effectiveness of a defined aspect of disaster management in Queensland, providing a higher level of confidence in the matter being assessed. The 2017-18 Actual includes the cost of completing *The Cyclone Debbie Review*. This review was undertaken at the direction of the Minister in response to an emerging event. The scope of the review was broader than the standard planning parameters of a tier three review, attracting additional time and resources and therefore cost. Costs of completing reviews such as contractors, venue and equipment hire, legal advice, staff salaries, travel, accommodation and overheads are included in this measure. Three reviews were completed in 2017-18, as detailed in the Program of reviews (refer pages 14 to 16). The *Review of the efficacy of recovery governance*, forecast in the Office's SDS to be completed in 2017-18, is scheduled for completion by September 2018.
3. This is a new measure in the strategic plan. It is measured as part of an annual customer survey. It represents the percentage of customers who were 'very satisfied' or 'satisfied' that advice provided as a result of a review was useful.
4. This is a new measure in the strategic plan. It is measured as part of an annual customer survey. It represents the percentage of customers who 'strongly agree' or 'agree' that the content of the Office's website is informative.
5. This is a new measure in the strategic plan. It is measured as part of an annual customer survey. It represents the percentage of customers who were 'very satisfied' or 'satisfied' that information or advice given helped improve their business.
6. This is a new measure in the strategic plan. It is measured as part of an annual customer survey. It represents the percentage of customers who were 'very satisfied' or 'satisfied' that the Office's staff were professional.
7. This is a new measure in the strategic plan. It is measured as part of the annual Working for Queensland employee opinion survey which measures workplace climate and use of flexible work options.

## 2017-18 Highlights

This section reports on the objectives of the Office's *Strategic Plan 2017-2021*. This is a sample of performance highlights from 2017-18 and is not representative of all the work undertaken by the Office during the reporting period.

### Objective one

---

*Independent assurance and advice to Government, stakeholders and the community enhances strategic direction, accountability and outcomes in Queensland's emergency management arrangements*

---

#### Strategies

Promote a coordinated strategic direction for emergency management in Queensland

Undertake targeted reviews and system analysis that identify risks and prioritise improvements on the basis of community outcomes

Design, apply and embed contemporary assurance frameworks, activities and tools that are valued by stakeholders and enable improved performance, evaluation and reporting

Provide system oversight and assurance that enables key stakeholders to deliver their responsibilities and achieve performance outcomes across emergency management

---

### Program of reviews

The Office plans, develops and conducts a range of assurance activities.

Assurance activities undertaken by the Office include a program of strategic reviews. This is one way for the Office to gauge confidence in Queensland's disaster management arrangements, identify risks and gaps, and prioritise areas for improvement.

Review topics are identified through consultation with disaster management stakeholders and environmental scanning activities conducted by the Office.

Reviews involve a significant depth of enquiry. They produce findings and recommendations for improvements.

In 2017-18, the Office completed three formal reviews:

- **Report 1: The Cyclone Debbie Review**

In April 2017, in the wake of Severe Tropical Cyclone Debbie and subsequent severe weather events, the Office commenced a review into the effectiveness of Queensland's disaster management arrangements.

The review looked at three key facets of Cyclone Debbie, namely direct cyclone impact; rapid onset weather conditions after the cyclone's coastal crossing; and slow onset flooding in the Rockhampton area.

Overall the review found the disaster management system in Queensland performed well in preparing for, responding to, and recovering from Cyclone Debbie.

The review produced 18 recommendations, and identified a significant number of good practice actions taken by state government agencies and local councils.

The review report and the results of a community survey of 1200 residents were released on 18 October 2017.

The review report is available from [www.igem.qld.gov.au](http://www.igem.qld.gov.au)

- **Report 2: Review of capability at a district and local level: Townsville Disaster District**

From July 2017 to February 2018, the Office completed a capability review of the Townsville Disaster District.

The Office worked closely with the Burdekin, Charters Towers, Flinders, Hinchinbrook, Palm Island, Richmond and Townsville local disaster management groups, and the Townsville district disaster management group.

The review assessed the individual and collective capacity of these groups against the Standard for Disaster Management in Queensland.

The review produced one recommendation, and found highly effective disaster management capability across the Townsville Disaster District, including many examples of good practice. The achievements of the District reflect the leadership, expertise and commitment of the seven local governments, their local disaster management groups and the district disaster management group.

The review report was released on 4 April 2018.

In May 2018, the Office facilitated a collaborative workshop with the QRA for the local and district disaster management groups. This workshop focused on leveraging the strong leadership demonstrated across the District to develop recovery and resilience capability into the future.

The review report is available from [www.igem.qld.gov.au](http://www.igem.qld.gov.au)

- **Report 3: Review of evacuation management arrangements**

In 2016, the Office commenced a review of Queensland's evacuation management arrangements. This review was suspended in April 2017 to conduct *The Cyclone Debbie Review*. The review re-commenced in October 2017.

The review assessed whether arrangements are scalable and reflect best practice; the extent to which the legislative authority to initiate evacuations is clear; and the capacity for adapting plans to events.

The Office conducted workshops with key stakeholders in Rockhampton, Townsville, Gold Coast and Brisbane as part of the review process. Consultation has been completed and has informed the review report.

The review report was provided to key stakeholders in May 2018 for consideration and response to its recommendations.

In 2017-18, the Office undertook one further review:

- **Review of the efficacy of recovery governance**

In July 2017, the Office commenced a review of the efficiency and effectiveness of Queensland's recovery governance arrangements.

The Office engaged 130 stakeholders during the review, including representatives from local councils, state government agencies, non-government organisations, the private sector and community members.

The review uncovered stories that reflect the pride and depth of commitment that people across Queensland have in their efforts to recover from an event, and affirms that for many stakeholders, recovery is deeply personal.

Considerable feedback was provided by stakeholders as part of the review and subsequent consultation. As a result of this interest, the consultation period was extended to beyond 30 June 2018.

The Office is considering the results of consultation, and working toward finalising the review report.

## Lessons management

In February 2017, the Office commenced the development of a system-wide lessons management program for Queensland, in response to a recommendation of *The Cyclone Debbie Review*.

Lessons management is a key way to enable learnings from events, exercises, and good practice to be identified, shared and embedded through action and change.

The Office is working with a broad range of stakeholders from across the sector, including local government, QFES and QPS, who currently play a key role in supporting improvements to Queensland's disaster management system.

The lessons management program will drive continuous improvement across the sector. Robust monitoring and reporting will further ensure the best possible disaster management system and arrangements are in place in Queensland.

## Emergency Management Assurance Framework

The *Emergency Management Assurance Framework* (the Framework), developed in 2014, underpins the delivery of the Office's legislated functions and strategic priorities.

The Framework includes the *Standard for Disaster Management in Queensland* (the Standard), which establishes comprehensive performance outcomes for entities involved in disaster management.

In 2017-18, the Office applied the Framework to key review activities (refer pages 14 to 16).

In April 2018, the Office commenced a refresh of the Framework and the Standard to ensure it remains contemporary and continues to support the disaster management sector into the future.

The refresh involves extensive stakeholder engagement with representatives from local, state and federal governments, not-for-profit organisations and universities. Technical working groups have been established to support stakeholder engagement and provide advice on specific elements of the Framework.

The Office continued to support the practical application of the Framework in the disaster management sector through workshops in 2017-18. Between August and November 2017, eleven regional workshops were conducted with 177 local and district group members.

The Framework and the Standard are available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au)

## Disaster management plans

The *Disaster Management Act 2003* requires local government and district disaster management groups to annually review the effectiveness of their disaster management plans, and the Office to regularly review all plans.

The Office provides an online process to enable entities to conduct an annual assessment of their plans against the *Standard for Disaster Management in Queensland*. This process also enables the Office to carry out its own annual assessment of district and local plans through an analysis of the online results and a sample of plans.

In 2017-18, the annual assessment process was undertaken between July and September 2017. This is the third year that disaster management plans have been assessed against the Standard through an online process.

The most recent assessment showed that overall, plans are 'well-placed' across all six areas of Shared Responsibility of the Standard, and that local government and district group confidence has improved since 2016.

An analysis of the assessments and good practice examples were shared with disaster management practitioners to inform future practice.

The Office has recently partnered with DHPW to develop a dashboard where this data can be analysed in different ways, and better presented to the disaster management sector in the future (refer page 19).

## Objective two

---

---

*A culture of excellence and innovation that challenges the emergency management sector to adapt to and explore emerging opportunities*

---

---

### Strategies

Seek and harness trusted partnerships that promote collaboration, community-centric engagement, leadership and resilience

Connect and engage with key stakeholders and partners through flexible and transparent platforms, systems and processes that enable interoperability, open communication and good governance

Leverage contemporary research and analysis to inform evidence-based policy, practice and advice across all phases of emergency management

Provide clear and timely information and advice that builds capability and empowers key stakeholders to effectively meet their emergency management accountabilities

---

## Disaster Management Officers' Network

Disaster Management Officers (DMOs) are distinct positions within Queensland local governments that have a principal responsibility for disaster and emergency management.

A peer-driven statewide network of DMOs and local disaster coordinators continued to successfully operate in 2017-18. The network was launched in 2015 and provides a way for disaster management practitioners from across Queensland to share knowledge, develop innovative ideas and collaborate.

Facilitated by the Office, the network has grown rapidly to now comprise 91 members from 55 councils across Queensland.

In May 2018, approximately 70 people from local government and Queensland Government agencies attended the 2018 DMO Forum in Townsville. The program included a series of highly-engaging presentations and panel sessions over three days on a vast array of disaster management topics and issues.

Regular teleconferences, and discussion via a secure online collaboration portal, further supported the network to learn from each other, and to identify and implement good practice in 2017-18.

The DMO Network won the Leadership Category at the 2017 Premier's Awards for Excellence.

## Inspector-General Emergency Management Advisory Panel

The Office hosted two Advisory Panel meetings in 2017-18.

The Advisory Panel, established in February 2016, continued to offer practical stakeholder guidance to the Inspector-General Emergency Management.

Panel members include representatives from DPC, QFES, QPS, DCDSS, QH, QRA, LGAQ, Brisbane City Council, Australian Red Cross, Griffith University, and Queensland University of Technology (QUT).

Attendance at Advisory Panel meetings remained strong, ensuring the ongoing contribution of valued expertise to the Office's activities. Input was provided into a range of critical emergency management issues including recovery governance, evacuation management arrangements, lessons management, and the Office's strategic direction.

## Innovative platforms and systems

The Office applied innovative platforms, systems and processes to support the delivery of quality services to key stakeholders during 2017-18.

The Office recently partnered with the DHPW to share insights about the annual assessment of disaster management plans across the State through an interactive dashboard. The dashboard leverages leading-edge software to enable local governments to examine their assessment data in new ways (refer pages 16 to 17). It combines three years of self-reported emergency management planning data with population, revenue and disaster activation data to provide a rich picture of a region's confidence in disaster management.

The Collaboration Zone, a secure online platform released in 2016 to support information sharing within key stakeholder groups, continued to grow in usage. Individual zones were developed to:

- connect academics with disaster management practitioners for research purposes
- support inter-jurisdictional sharing of emergency management assurance policy and practice
- enable experts in Queensland's emergency management sector to contribute to the development of a lessons management program.

In support of the system-wide lessons management program (refer page 16), the Office has participated in the *Advance Queensland Testing Within Government (TWiG) Program*, and is exploring the opportunity to work with a small to medium sized enterprise to develop an innovative solution that will enable the sector to better understand data and information about dealing with disasters across Queensland.

A secure online platform, Basecamp, continued to underpin the award-winning DMO Network. The platform enabled those in local government to connect with their peers in the sector around a range of key issues.

In 2017-18, the Office started to progressively implement Nexus, a Human Capital Management product. This activity was supported by QFES and DHPW. Nexus went live in December 2017, enabling Office staff to access a home page, profile and learning module. Implementation of Nexus will continue into 2018-19, and once fully rolled out will become a 'one-stop-shop' for recruitment, onboarding, learning, workplace health and safety, workforce reporting, case management, performance and goals, succession and development.

Work also commenced in 2017-18 to:

- scope a refresh of the Office's website to ensure the Office's online presence remains contemporary
- procure and introduce software to support better resource management, tracking and reporting against the Office's key projects, review and assurance activities
- scope and develop a tailor-made repository on the Basecamp platform to better facilitate the sharing and access of documents, materials and examples of good practice within the Disaster Management Officers' Network.

## Research framework and engagement with universities

The Office continued to collaboratively develop and promote disaster management research for the Queensland context during 2017-18.

A peer-driven research framework, initiated by the Office in 2016-17, nurtured partnerships, cooperation and understanding between institutions, government agencies and disaster management practitioners. A network of champions from the tertiary and disaster management sectors continued to oversee the framework, and a dedicated advisory group was established to drive collaborative initiatives.

Development and implementation of the framework was supported by an online platform in 2017-18, enabling effective discussions between disaster management practitioners and researchers.



A Research Community of Practice hosted by the Office continued to grow. A database of more than 130 university researchers specialising in disaster and emergency management from a broad range of disciplines has been developed.

Current research projects involving the Office include:

- a practical proof of concept investigation and exercise looking at the use of augmented and virtual reality in a disaster scenario, using QUT's Gardens Point campus
- an audit, benchmark, literature review and needs analysis of practitioners across Queensland in relation to the data and information they need to make evidence-based decisions at the local level, in partnership with Griffith University
- scoping of the potential use of augmented and virtual reality in the context of evacuation from aged care facilities across Queensland
- a study and literature review to identify good practice in community engagement in a disaster management context, creation of a community preparedness competency index, and development of a framework and toolkit for use by practitioners at the local level, in partnership with QUT and University of Southern Queensland.

During 2017-18, the Office continued to support undergraduate studies in disaster management through a Memorandum of Understanding (MOU) with QUT. This MOU includes a 10-week internship with the Office. During this year's internship, a scoping paper was prepared, and a seminar delivered to key stakeholders on environmental challenges and opportunities associated with the application of the *National Principles for Disaster Recovery* within Queensland.

The Office also assisted local disaster management officers to scope postgraduate study options, provided research guidance to local and state agencies, and maintained a register of research issues and questions.

## Stakeholder engagement

Significant engagement was undertaken with key stakeholders in 2017-18.

The Inspector-General Emergency Management (IGEM) and the Office continued to provide strategic input into State arrangements through the Queensland Disaster Management Committee (QDMC), State Disaster Coordination Group (SDCG), and Disaster Management Interdepartmental Committee.

Consultation was undertaken with Chief Executive Officers to seek their input into key assurance activities such as reviews conducted during the 2017-18 financial year, and to inform the Office's forward program of work in 2018-19.

Regular engagement occurred over the course of the year with key executives and stakeholders in the emergency management sector including QFES, QPS, QRA, DPC, DHPW, DTMR, QH, DCDSS, DATSIP, and PSBA.

The Office attended a number of exercises, in Noosa, Gympie, Richmond, Hughenden, Redlands and Palm Island.

Thought leadership and information sharing was delivered through:

- presentations and attendance at key Queensland conferences, symposiums and workshops including Australasian Fire and Emergency Services Authorities Council (AFAC) Conference; Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC) Research Forum; Australian Strategic Policy Institute; Council on the Ageing (COTA) State Disaster Preparedness for Older People; and Volunteering Queensland workshops with local government to engage aged care providers
- active participation in committees and working groups such as the Brisbane River Strategic Floodplain Management Plan Working Group; Flood Warning Consultative Committee; Ready and Resilient Working Group; Queensland Tropical Cyclone Consultative Committee; Queensland Heatwave Risk Assessment Interdepartmental Project; Disaster Management Sector Adaptation Plan Advisory Group; Open Data Senior Officers Working Group; and Innovation Champions Network.

Contributions were made to the national agenda through:

- co-hosting a two-day Australia/New Zealand Inspector-General Emergency Management Collaborative with Victoria IGEM in March 2018
- contribution to the Australian Vulnerability Project and National Warnings Framework Working Group
- journal publications on issues such as best practice emergency supply (*Journal of Humanitarian Logistics and Supply Chain Management*, March 2018) and lessons management (*Australian Journal of Emergency Management*, April 2018) and presentations at interstate conferences
- steering and working group involvement with the Australian Institute of Disaster Resilience regarding the review of the *Emergency Management Australia Glossary*
- AFAC sponsored Lessons Management forum in October 2017.

Key information and outcomes of assurance activities were communicated to the emergency management sector and the community through tabling of review reports in Parliament (refer pages 14 to 16); issuing four editions of the Office's online newsletter *IGEM Connect* (available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au)); and providing updates on the Office's website and social media.

## Objective three

---

*Our workforce is diverse, forward-looking, agile and engaged*

---

### Strategies

Actively champion inclusion and diversity

Foster a culture of service excellence and high-performance that models our values

Strengthen our workforce capability, knowledge management, information sharing and use of common language

Leverage opportunities to create and apply leading practice, collaborative and mutually supportive service delivery models

---

## Inclusion and diversity

The Office continued to champion inclusion and diversity in 2017-18:

- in support of the release of the Office's *Inclusion and Diversity Plan 2017-19* in October 2017, key activities included promoting Diversity Council Australia membership and events that celebrate cultural diversity, people with disability and LGBTIQ+ persons; collaborating with public safety agencies to deliver an International Women's Day event for over 700 people; hosting the IGEM Champion of Change award; and attending the national Diversity in Disaster Conference in April 2018.
- delivering key actions in the Office's *Aboriginal and Torres Strait Islander Cultural Capability Plan 2017-18* focused on valuing culture (recognising and commemorating significant events); building cultural capability (through corporate induction); and engagement (consulting Aboriginal and Torres Strait Islander stakeholders as part of review activities).
- actively participating in activities to support White Ribbon Australia Workplace Accreditation, achieved in November 2017. Activities included participating in the Candlelighting Vigil and Darkness to Daylight events; promoting Queensland Women's Week; and participating in domestic and family violence prevention training (refer page 33).
- promoting activities that support the safety, health and wellbeing of Office staff such as influenza vaccinations; mental health; Safe Work Month; stroke assessments; promoting the employee assistance program; and supporting flexible work practices including telecommuting and part-time work (refer pages 33 to 34).

## Service excellence

The Office continued to build a high-performing workforce with a customer-centric focus in 2017-18 through key activities:

- all employees were provided with the opportunity to engage in regular performance conversations as part of the Office's performance and development planning (PDP) process, and to contribute to a constructive workplace culture through one-on-one discussions with the IGEM, regular team and Office-wide meetings. A more contemporary approach to PDP is likely to be realised through Nexus as it continues to be implemented in 2018-19 (refer page 19).
- the IGEM fostered a culture of service excellence as an observer of the PSBA Board of Management; as a member of PSBA Committees for audit, workforce, business, information and communication technology services; and as a contributor to the review of service agreements with PSBA and QFES.

- the Office's values continued to be embedded through the application of the AEDP. This is the tool used by all staff to guide the process for conducting assurance activities.
- the Office sought input from the IGEM Advisory Panel (refer pages 18 to 19) and all staff during March to April 2018 to develop a refreshed *Strategic Plan 2018-22*. The Office's Strategic Plan and program of work for the 2018-19 financial year informed the development of the Office's *Operational Plan for 2018-19*.

Satisfaction with the services delivered by the Office continued to be extremely high. In February to March 2018, the Office conducted its annual customer satisfaction survey of key stakeholders. Overall, 81% of stakeholders were 'very satisfied' or 'satisfied' with the services provided by the Office, exceeding the target of 80% satisfaction. No respondents were 'very dissatisfied' with services overall. These survey results were shared with staff and opportunities to improve service delivery identified. Refer pages 12 to 13 for further information on customer satisfaction with the Office's service delivery.

## Workforce capability

The Office's *Workforce Strategy 2017-21* was realigned to better reflect sectorwide workforce issues, and promoted to all staff. The Office's Workforce Strategy Sub-Committee met on four occasions.

Workforce capability continued to be strengthened through:

- contemporary recruitment and selection practices
- staff participation in a range of targeted leadership and development activities including the Executive Challenge Academy leadership course; People Matters Program; and a five-day in-house leadership development program
- supporting mobility of staff from other public safety agencies and local government to work in the Office.

The Office continued to promote the use of common language through the lexicon project. The draft of the inaugural *Queensland Disaster Management Lexicon* was endorsed by the IGEM Advisory Panel (refer pages 18 to 19) in November 2017. The lexicon contains more than 100 terms sourced from Queensland legislation and guidelines, and includes reference to relevant national and international terms. Engagement with the Lexicon Working Group was undertaken on an as needs basis throughout 2017-18. The Office also played a key role with the Australian Institute for Disaster Resilience Glossary Steering Committee and Working Group. The lexicon will complement the Office's existing publications and support the refresh of the Emergency Management Assurance Framework (refer page 16).

## Working for Queensland employee opinion survey

The Office participated in the sectorwide Working for Queensland employee opinion survey in July to August 2017. The survey measures workplace climate and gives employees the opportunity to provide their views and opinions about a wide range of workplace factors. The Office achieved a response rate of 100% in 2017.

Results were positive for agency engagement (81%), organisational leadership (76%), innovation (89%), and use of flexible work practices (73%) (refer pages 18 to 19). These results were explored in staff workshops. A number of activities have been progressively implemented to facilitate workplace improvements across the Office. These include flexible work practices; information sharing; and staff participation in planning, leadership and management development programs. These ensure that the Office continues to be a great place to work.