

# Performance

## *Key performance measures*

The service area 'Independent Assurance and Advice to Improve Emergency Management' provides independent assurance and advice that enables confidence in Queensland's emergency management arrangements.

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, which forms part of 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.

The table below provides an overview of the key performance measures for the Office of the IGEM for 2016-17.

Service Area: Independent Assurance and Advice to Improve Emergency Management						
Service standards	Notes	Strategic Plan	2016-17 SDS	2015-16 Actual	2016-17 Target/ Estimate	2016-17 Actual
Customer satisfaction	1	✓	✓	83%	80%	87%
Proportion of recommendations agreed to by entities to which the recommendations apply	2	✓	✓	100%	80%	100%

### Notes:

1. This service standard 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. This service standard measures overall satisfaction with the Office of the IGEM. Overall satisfaction is measured in terms of satisfaction with aspects of staff performance, timeliness, accessibility, quality, advice given and services provided. It measures the number of respondents who indicated they were either 'very satisfied' or 'satisfied' with the services and advice provided by the Office of the IGEM, represented as a percentage of the total number of responses received.
2. This service standard measures the number of recommendations agreed to by the entities to which the recommendations apply, expressed as a percentage of the total number of recommendations made by the Office of the IGEM. This calculation is based on reports formally provided to the Minister during the financial year. 'Agreed to' refers to those recommendations which have been accepted by an accountable officer of the entity to which the recommendation applies.

### Key

SDS: Service Delivery Statement

Strategic Plan: The Office of the Inspector-General Emergency Management Strategic Plan 2016-20

## 2016-17 Highlights

This section reports on the objectives of the Office of the IGEM Strategic Plan 2016-2020. This is a sample of performance highlights from 2016-17 and is not representative of all work undertaken during the reporting period.

### Objective One

*Government, stakeholders and the community receive independent assurance and advice about Queensland's emergency management arrangements.*

#### Strategies:

- Embed 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.

### Emergency Management Assurance Framework

The Framework underpins the Office of the IGEM's legislated functions and includes the Standard. In 2016-17, the Office of the IGEM applied the Framework to undertake key review activities (refer pages 23-24).

The Framework and Standard were further embedded into the disaster management sector through workshops with key stakeholders including disaster districts, state government agencies and the State Disaster Coordination Group.

Ninety-eight percent of stakeholders responding to the Office of the IGEM's customer satisfaction survey indicated they were aware of the Standard.

The Framework is available at [www.igem.qld.gov.au/assurance-framework/Pages/default.aspx](http://www.igem.qld.gov.au/assurance-framework/Pages/default.aspx) and the Standard is available at <http://www.igem.qld.gov.au/assurance-framework/Pages/standard.aspx>.

### Independent assurance and advice

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

These activities are informed by the Framework that provides for three tiers of assurance.

Tier three assurance activities are independent enquiries undertaken by the Office of the IGEM and include a program of strategic reviews. For further information on the 2016-17 program of reviews (refer pages 23-24).

## Assurance and Excellence Development Program

The AEDP supports the Office of the IGEM in the delivery of its strategic objectives.

The AEDP provides Office of the IGEM staff with guidance on how to undertake a range of assurance activities. It covers topics such as roles and responsibilities, working with information, environmental scanning, analysis and enquiry.

It is based on the premise that Office of the IGEM will address issues locally and with the least amount of formality where possible.

During 2016-17, Office of the IGEM staff continued to apply the AEDP to the delivery of assurance activities to discern a level of confidence in Queensland's emergency management arrangements.

## 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 of the IGEM to regularly review all plans.

The Office of the IGEM provides an online process to enable entities to conduct an annual assessment of their plans against the Standard.

In 2016, the process was enhanced to include a health check of disaster management capability through the application of the Emergency Management Prioritisation Tool (refer page 24).

Assessment results were provided to local governments during August to October 2016. This assessment showed that overall, plans were 'well-placed' across all six areas of Shared Responsibility of the Standard.

## Evaluation of the Far North Disaster District trial

In October 2015, the Office of the IGEM commenced an independent evaluation of the trial merger of the Cairns and Mareeba Disaster Districts, later known as the Far North Disaster District.

The trial merger was designed to improve service delivery to local governments.

The evaluation included an analysis of documents, surveys, interviews and visits to district group meetings and an exercise.

An interim report was provided to stakeholders in October 2016 prior to the start of the summer wet season. This report found that there were signs that the trial group was more effective than having separate district disaster management groups, but noted that the new arrangements were yet to be fully tested.

In April 2017, the trial merger was extended for a further year to April 2018.

## Meta-analysis of disaster management exercises

In September 2016, the Office of the IGEM released a discussion paper on its review of documentation relating to 152 disaster management exercises conducted between 2010 and 2015.

The discussion paper is available at <https://www.igem.qld.gov.au/reports-and-publications/Documents/Meta%20Analysis%20Discussion%20Paper.pdf>.

## Objective Two

*Authoritative reporting enhances accountability and improved community confidence and outcomes in emergency management.*

### Strategies:

- Design and apply assurance activities, tools and processes that are valued by our stakeholders and enable performance improvements, evaluation and reporting.
- Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes.

## Program of reviews

Assurance activities undertaken by the Office of the IGEM include a program of strategic reviews. This is one way for the Office of the IGEM to gauge a level of 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 broad environmental scanning activities conducted by the Office of the IGEM.

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

In 2016-17, the Office of the IGEM completed two formal reviews:

- ***Review of capability at a district and local level: Mackay Disaster District Report 1: 2016-17***

The purpose of the review was to provide an in-depth assessment of local government and district level capability measured against the Standard.

The review focused on the Mackay Disaster District including the District Disaster Management Group and Local Disaster Management Groups in that district. This forward-looking review assessed the individual and collective ability of the disaster management groups to meet future challenges.

The Office of the IGEM made an assessment focused on strengths and development areas in the context of anticipated future risk. Areas identified for improvement are supported by an integrated improvement strategy across the disaster district.

The review report is available at <https://www.igem.qld.gov.au/reports-and-publications/Documents/Mackay%20district%20capability%20review%20report%20PUBLIC.pdf>.

- ***Review of the Queensland State Disaster Management Plan***

The purpose of the review was to assess the effectiveness of the State Disaster Management Plan (State Plan) and its implementation.

As part of the review, the Office of the IGEM engaged extensively with state government agencies, local governments, non-government entities and other jurisdictions.

The review report was provided to the QPS and QFES to inform work being undertaken to recraft the State Plan.

The Office of the IGEM also commenced two reviews in 2016-17:

- ***Review of evacuation management arrangements***

The purpose of the review was to examine Queensland's evacuation management arrangements. The focus was on ensuring Queensland is best placed to achieve the best possible evacuation outcomes for its communities in the face of all hazards.

The review assessed which 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.

Workshops were conducted with key stakeholders in Rockhampton, Townsville, Gold Coast and Brisbane.

The review was temporarily suspended in April 2017. Some aspects of this review are directly relevant to the review of the effectiveness of the disaster management system in Queensland.

- ***Review of the effectiveness of the disaster management system in Queensland***

In April 2017, the Minister for Police, Fire and Emergency Services and Minister for Corrective Services announced a major review into the effectiveness of the disaster management system in Queensland in the wake of Severe Tropical Cyclone Debbie.

The purpose of the review was to provide assurance that there is a robust approach to continuous improvement across all aspects of Queensland's disaster management system. The aims of the review are to ensure that lessons are captured; common themes for improvement are identified; and good practice is shared.

Extensive consultation was undertaken with a range of key stakeholders, including attendance at formal debriefs and post season discussion meetings. Importantly, a community survey was undertaken of 1200 residents of affected localities in Queensland to capture public opinion.

The findings of the review will be considered prior to the 2017-18 severe weather season.

## **Emergency Management Prioritisation Tool**

The Emergency Management Prioritisation Tool is a self-assessment activity. It can be applied by entities across all levels and phases of the disaster management arrangements.

It enables practitioners to undertake a health check of their current arrangements, and assists them to prioritise actions to improve their disaster management capabilities and functions.

On completion, entities receive immediate feedback against the Standard in Queensland. They are also directed to a range of resources that can be used to improve their disaster management capabilities and functions.

In 2016-17, the Office of the IGEM encouraged entities to use the Prioritisation Tool in preparation for the disaster management plan assessment process (refer page 22).

The Prioritisation Tool is available at [www.igem.qld.gov.au/assurance-framework/Pages/Prioritisation-Tool.aspx](http://www.igem.qld.gov.au/assurance-framework/Pages/Prioritisation-Tool.aspx).

## Objective Three

*Drive a culture of excellence and innovation across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise.*

### Strategies:

- Encourage and harness trusted partnerships, enabled by transparent systems and processes that promote innovation, interoperability, consultation and knowledge transfer across the emergency management sector.
- Connect and engage with stakeholders through key platforms that enable timely and open communication and help us to understand their needs.
- Integrate lessons identified, research, analysis and good practice into the provision of evidence-based emergency management policy and advice.
- Provide timely, clear and helpful information and advice that enhances links between emergency management and interdependent policy and programs.
- Promote a coordinated strategic direction for emergency management in Queensland.

## Disaster Management Officer Network

A statewide network of DMOs and local disaster coordinators, established in November 2015, continued to successfully operate in 2016-17.

This peer-driven network, known as the DMO Network, provides a platform for local disaster management practitioners to share knowledge and resources, learn from the experience of others, and to collaboratively identify and develop best practice.

This is undertaken through regular teleconferences, discussion and engagement via a common online platform, and a yearly forum.

In May 2017, approximately 70 people from local government, Queensland Government agencies, and private and non-government entities attended a DMO Network Forum in Mackay. This event was hosted by the Office of the IGEM in partnership with the LGAQ.

The DMO Network continues to grow in size, and at 30 June 2017 comprised 84 officers from 55 local governments and one officer from the LGAQ. Feedback from members confirms that the network continues to support and strengthen the capability and operational capacity of DMOs and local disaster coordinators across the state.

## **Inspector-General Emergency Management Advisory Panel**

An Advisory Panel, established in February 2016, continued to offer practical stakeholder comment and guidance to the Inspector-General Emergency Management on a range of emergency management related activities.

The Office of the IGEM hosted three Advisory Panel meetings in 2016-17.

Panel members include representatives from the Department of the Premier and Cabinet; DILGP; DCCSDS; LGAQ; QFES; QPS; Australian Red Cross; QH; Griffith University; QUT; and Brisbane City Council (BCC).

## **Research framework and engagement with universities**

In 2016-17, the Office of the IGEM initiated the collaborative development of a research framework to promote disaster management research in the Queensland context.

The framework will nurture partnerships, cooperation and understanding between academic institutions, government agencies and disaster management practitioners.

An initial database of more than 70 university researchers specialising in disaster and emergency management has been developed. An online platform has been established to support the development and implementation of the framework, and to enable more effective discussions between disaster management practitioners and researchers.

The Office of the IGEM continues to support undergraduate studies in disaster management through a Memorandum of Understanding (MOU) with QUT.

As part of this MOU, a 10 week internship is offered to a student on an annual basis. In 2016-17, a scoping paper was prepared and a seminar delivered to key stakeholders on immersive technologies as an outcome of the QUT-Office of the IGEM internship program.

Discussions were also progressed between the Office of the IGEM, QUT and BCC to develop a proof-of-concept on safe evacuation using virtual and augmented reality.

## **Best practice emergency supply**

The Office of the IGEM assurance activities in 2016-17 included an examination of the State's emergency supply arrangements.

A team of academics and practitioners from Griffith University were engaged to research emergency supply best practice and produce a report. Submissions were also sought from local governments and state agencies with emergency supply roles and expertise.

Informed by the research report and submissions, the Office of the IGEM identified guiding principles and lessons relevant to Queensland and produced a framework for action.

This information was shared with key emergency management sector stakeholders for implementation.

## **Lexicon project**

The Office of the IGEM continued to make significant progress to promote a common language across the disaster management sector in Queensland.

The Queensland Disaster Management Lexicon Working Group met on four occasions in 2016-17.

The Office of the IGEM also contributed to the review of the national Emergency Management Australia glossary being led by the Australian Institute for Disaster Resilience.

## Engagement activities

Significant engagement was undertaken in 2016-17 to support a coordinated strategic direction for emergency management in Queensland.

This included providing strategic input and advice into state emergency management arrangements and engaging with the Queensland Disaster Management Committee, State Disaster Coordination Group, Chief Executive Officers and the Disaster Management Interdepartmental Committee. Engagement with key stakeholders was heightened during Severe Tropical Cyclone Debbie.

The Office of the IGEM extensively engaged with mayors, senior officers and staff from local governments, attended district and local disaster management group meetings across Queensland, and contributed to 10 LGAQ road show presentations in August and September 2016.

Participation in national activities such as conferences, symposiums and workshops included the Bushfire and Natural Hazards Cooperative Research Centre (September 2016), Australasian Evaluation Society International Conference (September 2016), Aboriginal and Torres Strait Islander Resilience Workshop (September 2016), Australasian Fire and Emergency Service Authorities Council (AFAC) workshops (August 2016) and forum (November 2016), and Australia New Zealand Disaster Management Conference (May 2017).

Key publications and activities were communicated through the Office of the IGEM website, social media, and four editions of the online newsletter *IGEM Connect* which was distributed to approximately 1,300 stakeholders. The newsletter is available at: [www.igem.qld.gov.au/reports-and-publications/Pages/Newsletters.aspx](http://www.igem.qld.gov.au/reports-and-publications/Pages/Newsletters.aspx). An article titled 'Queensland IGEM: results achieved so far' was published in the April 2017 edition of the Australian Journal of Emergency Management.



## Objective Four

*A high-performing, agile, engaged and connected workforce that consistently delivers quality services.*

### Strategies:

- Strengthen workforce capability, talent and agility.
- Foster a culture of high-performance that models our values and promotes transparency, fairness, integrity and accountability in all that we do.
- Actively champion inclusion and diversity, collaboration and authentic leadership.
- Support innovation, quality assurance and excellence through processes and systems that support data management and information sharing.

## Culture of inclusion and high-performance

The Office of the IGEM Workforce Strategy Sub-Committee was established and met on four occasions.

During 2016-17, workforce capability, diversity and a culture of high-performance were strengthened through the delivery of key activities in the Office of the IGEM Workforce Strategy 2016-20. These included:

- release of a contemporary Cultural Capability Action Plan 2017-18
- support for staff participation in leadership, training and development activities aligned to performance and development plans
- promotion of flexible work arrangements
- a diversity data drive to improve the quality of workforce data
- participation in White Ribbon accreditation activities (refer page 39)
- alignment of role descriptions to the Queensland Public Sector Workforce Capability Success Profile.

The Office of the IGEM, together with the PSBA, QFES and QPS, signed a new MOU with the Australian Defence Force (ADF) in June 2017 for the administration of Reservists. The MOU sets out the protocols for both the employing agencies and the ADF with respect to the release of Reservist employees from their normal workplace to undertake Reserve service, including overseas deployments.

In partnership with the Public Service Commission, a pulse survey was conducted with Office of the IGEM staff in February 2017. Positive results were achieved for organisational leadership (91%), agency engagement (82%) and uptake of flexible work options (80%).

Office of the IGEM values and service principles were further embedded into business operations through integrated and participative strategic and operational planning processes that included engagement with a diverse range of key external stakeholders.

Service agreements were developed with PSBA and QFES for the delivery of business, human resource, governance and reporting, legal and media content services. The service agreement with PSBA for frontline and digital services is expected to be finalised early in 2017-18.

## **Innovative processes and systems**

The Office of the IGEM streamlined policies and processes, and better applied systems to support the delivery of quality services to key stakeholders in 2016-17.

Enhancements to the Customer Relationship Management (CRM) system enabled improved project reporting and application of the AEDP.

Release of a secure portal, Collaboration Zone, provided disaster management stakeholders with the ability to record their observations about the performance of disaster management arrangements, informing good practice that can be shared with others. This information also provided signposts to the Office of the IGEM about aspects of emergency management arrangements that may require review.

In 2016-17, disaster management stakeholders at the local and district level had the ability to compare and contrast their own assessment of their disaster management plan with those of others across the state. The information was made available in July 2016 through Collaboration Zone.

The Office of the IGEM also introduced a common online platform, Basecamp, in July 2016 for DMOs, agencies and academics to share information.

In July 2016, the Office of the IGEM participated in GovHack. This annual event brings application developers and data providers together to find innovative ways to use data to create, build and invent solutions for a range of challenges. The Office of the IGEM put up a challenge titled 'Evacuation—help us get away'. The challenge attracted 11 team entries from across Queensland, and was won by the designer of a Facebook 'bot' which collates and provides users with vital evacuation information.

The Office of the IGEM transitioned to the Aurion Human Resource Information System (HRIS) in 2016. The Office of the IGEM, in partnership with QFES, has started to plan and prepare for the implementation of Nexus, a human capital management product, in 2017-18.

## **Customer satisfaction**

Customer satisfaction is a key indicator of the Office of the IGEM's effectiveness as a catalyst for excellence in emergency management.

In February 2017, the Office of the IGEM conducted its annual customer satisfaction survey of stakeholders involved in emergency and disaster management. The survey included a range of questions around staff performance, timeliness, accessibility, quality, advice given and services provided. These results assist the Office of the IGEM to identify where service improvement could be targeted.

Overall, 87% of stakeholders were either 'satisfied' or 'very satisfied' with the services and advice provided by the Office of the IGEM, exceeding the target of 80% satisfaction.