

IGEM 2015

Year in review

Overview

The vision for the Office of the Inspector-General Emergency Management is to be a catalyst for excellence in emergency management.

Last year, stakeholders from across the sector worked closely with my Office to develop the Emergency Management Assurance Framework and Queensland's first Standard for Disaster Management, to establish performance requirements for all entities involved in disaster management.

This year, using the Framework and Standard as a foundation, my Office undertook a comprehensive range of assurance activities and initiatives to achieve our vision.

This work was headlined by five reviews and one discussion paper, all of which were provided to the Minister for Police, Fire and Emergency Services and tabled in Parliament.

Importantly, the evidence-based recommendations arising from our reviews were strongly embraced. Of the recommendations made in the 2014-15 reviews, 98.3% were accepted by entities to which the recommendations applied.

My strong desire is for our findings and recommendations to be considered as opportunities for the delivery of improved outcomes to the community, as this is where our collective focus needs to be.

To complement the positive actions arising from the reviews, my Office also undertook a significant volume of additional work to nurture and drive enhancements to disaster management in Queensland. This included:

Development of an online Disaster Management Plan Assessment tool, to better identify gaps and issues that warrant further review on a local and district level

Reducing the impost on stakeholders by aligning the annual requirement to review and assess the effectiveness of disaster management plans at a district and local level with the Standard

Exploration of opportunities for greater interoperability across the disaster management sector regarding information sharing

Conducted 18 regional workshops and presentations for members of local and district DM groups to assist in implementing the Standard and support application of the Standard in DM plan assessments

Commencement of a Queensland-specific disaster management lexicon, involving an external advisory reference group and sector stakeholder working group.

Development of a statewide disaster management officer network to create a vehicle for positive sector change and continuous improvement

Implementation of a customer relationship management system to facilitate ease of access to the Office of the IGEM for stakeholders

Establishment of a Memorandum of Understanding with the Queensland University of Technology involving a range of initiatives including a student intern placement with the Office of the IGEM, to develop tertiary disaster management excellence

Importantly, my Office maintained its strong commitment during 2015 to work closely and collaboratively with entities to achieve enhanced disaster management outcomes for Queenslanders.

It is a foundational commitment that I intend to adhere to in 2016, and further into the future.

Iain MacKenzie
Inspector-General Emergency Management

Assurance Activities

Six publications tabled in Parliament (five Reviews and one Discussion paper) incorporating a total of 40 report recommendations, made to 11 lead agencies.



- 2015 Callide Creek Flood Review:
 - 406 residents surveyed
 - 400 residents attended three community meetings
 - 117 stakeholders interviewed
 - 4,137 staff hours
 - 13 recommendations made – total of 5 lead entities



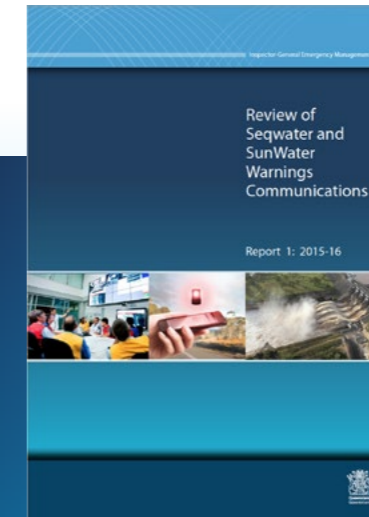
- Review of Local Government's emergency warning capability:
 - 106 individual stakeholders participated
 - 2,131 staff hours
 - 9 recommendations made – total of 3 lead entities



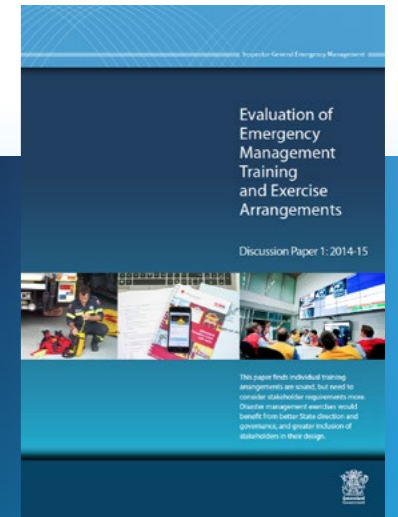
- Review of State Agency Integration at a local and district level:
 - 106 individual stakeholders participated
 - 2,131 staff hours
 - 5 recommendations made – total of 3 lead entities



- Review of cyclone and storm tide sheltering arrangements:
 - 75 individual stakeholders participated
 - 2,549 staff hours
 - 5 recommendations made – total of 3 lead entities



- Review of Seqwater and SunWater warnings communication:
 - 19 stakeholder agencies including 12 local authorities
 - 1750 staff hours
 - 8 recommendations made – total of 6 lead entities



- Evaluation of Emergency Management Training and Exercise Arrangements, Discussion Paper:
 - Total of 14 findings with opportunities for improvement provided for entity consideration

Innovation

Facilitated/leveraged a key partnership between Department of Science, Information Technology and Innovation and PricewaterhouseCoopers to foster innovation in the pursuit for greater interoperability across the disaster management sector.

Through the Innovation Hub Pilot Project, worked across government and with local government to improve the ability of disaster managers to share a common perspective, to access and share information, and collaboratively prepare and respond quickly and effectively to disaster events. The project developed a concept demonstrator mapping system in 12 weeks – a catalyst for sharing data.

Explored the issue of privacy in disasters with the Information Commissioner, resulting in a guide for the sector on Privacy Flexibilities in Disasters.

Submitted a joint challenge in GovHack 2015 with Department of Natural Resources and Mines – to encourage the digital community to devise new ways to notify people about hazards in their area and services that can help.



In phase 2 of the Innovation Project, arranged the evaluation by cross-sector stakeholders of the concept demonstrator with other best practice systems to help define a future business-as-usual approach, inspired by innovation.

Governance

Engaged with 32 stakeholders from across 18 entities in the development of an updated *IGEM Strategic Plan 2015-18*.

Sought feedback during November from more than 500 stakeholders as part of the *IGEM Customer Satisfaction Survey*.

Stakeholders included SDCG, LDMG Chairs, Council CEOs DDCs, DDMG Chairs, Innovation hub stakeholders, and Regional workshop participants.

Results will be available next year.

In the *Working for Queensland Survey*, workplace factors such as collaboration and innovation achieved a satisfaction rating of 91% and 88% respectively (100% of staff took the survey).

Against the three key outcomes, the Office of the IGEM rated: Agency Engagement 71%; Job Engagement and Satisfaction 73%; and Intention to (not) Leave 32%.

Demonstrated commitment to the development of a high-performing office via 100% of staff participating in performance development planning and professional development opportunities.

Publication of the inaugural *IGEM Annual Report*, as a public service office.

Standards

Provided DM plan assessment reports to 77 local governments and 23 disaster districts.

Contributed to Performance Review of Flood Warning Gauge Network in Queensland – to encourage best practice flood plain standards and management in Queensland.

Developed the 2015-16 Disaster Management Plan Assessment Tool, in collaboration with a pilot group of local government and QPS representatives, to ensure consistency with the Standard for Disaster Management in Queensland. The Plan Assessment Tool was made available to all local and district disaster management groups to complete their plan assessments.

Conducted a total of 18 regional workshops and presentations for members of local and district DM groups to assist in implementing the Standard for Disaster Management in Queensland to support the practical application of the Standard in DM plan assessments. The total number of participants was 290 with 92 from councils. Nineteen of the 23 disaster districts were represented, including state government agency representatives.

Monitored work of the Wivenhoe and Somerset Dam Optimisation Study. The purpose of the study is to identify options for upgrades to the Wivenhoe Dam and for alternative dam sites.

Prompted and ensured that work carried out to improve the State's flood management capability (including the development of guidelines for flood studies) was aligned with the Standard for Disaster Management in Queensland.

Monitored and supported work of the Queensland Flood Mapping Program (provides flood mapping information to local governments and the community to assist in mitigating, preparing, responding and recovering from flood disasters).

Developed and released the Accountabilities in Practice fact sheet series to further assist in the implementation of the Standard via provision of good practice examples. Development was informed through a focus group of key stakeholders and consultation occurred with all participants that attended the workshops and presentation.

Engagement



Established the Disaster Management Officer Network in collaboration with a Working Group of local disaster management practitioners – 36 members from 26 Councils.



Developed a Disaster Management Lexicon discussion paper with key stakeholders.



Entered into a Memorandum of Understanding with QUT to undertake a range of collaborative activities and research designed to heighten the focus and development of disaster management in the tertiary sector and provide practitioners with enhanced research data.



Commenced a collaborative study with disaster management practitioners in the Wide Bay Burnett region looking at disaster management arrangements, preparedness and resilience involving at risk aged persons living in their own homes.



Established an online newsletter *IGEM Connect* and distributed three editions to 1200 stakeholders.

Presentations:



Presented at conferences including AFAC and BNHCRC, ANZDEM, and National Floodplain Management



Addressed six LDMG and three DDMG meetings



Spoke at local government group meetings including FNQROC, DMEG, Aboriginal and Torres Strait Islander Leaders Forum and Wide Bay Burnett C2C Disaster Management Group



18 media interviews involving agencies including Channel 9, Channel 7, ABC television, ABC radio, APN regional dailies and non-dailies



8 media releases



Undertook three Local Government Association of Queensland online video interviews.

Met with Mayors, Deputy Mayors and CEOs at 11 local authorities



Presented at or attended four exercises including *Seaweed* and *Stan*



Addressed workshops and breakfast meetings including Red Cross, CEDM, QUT Paramedic Students, Sunshine Coast DMO Officers group, Australian Defence Police and Emergency Leadership Summit, EMA Young Emergency Planners, and the QFES Symposium.



Media:

Attended two meetings of the High Level Media Working Group involving news editors and producers in South East Queensland.



Into the Future

The emphasis for 2015 has been on making all of us, with responsibilities in the disaster management sphere, able to demonstrate an ability to meet our obligations and strive for improvement across the full PPRR spectrum.

This same emphasis will apply in 2016.

In support of this, my Office is already well advanced on a volume of work to achieve this goal.

Our forward program of reviews into 2016 will include:

- A review designed to enhance Aboriginal and Torres Strait Islander local governments' capability to deliver their disaster management responsibilities in line with the Framework.
- A review of a specific district disaster group and local governments' capability to deliver effective disaster management outcomes.
- An assessment of the implementation of the State Disaster Coordination Centre's Improvement Strategy.
- Analysis of exercise-related After-Action Reviews and Post-Exercise Reports to identify insights, trends, innovations and gaps in Queensland, against the Standard for Disaster Management.

Together with a band of supporting activities across the spectrum of disaster management arrangements, and in close collaboration with our stakeholders, I am convinced 2016 will see disaster management in Queensland move to new heights, to the benefit of all Queenslanders.

Iain MacKenzie

Inspector-General Emergency Management

Abbreviations

AFAC	Australasian Fire & Emergency Services Authorities Council
ANZDEM	Australian & New Zealand Disaster & Emergency Management Conference
BNHCRC	Bushfire & Natural Hazards Cooperative Research Council
CEDM	Centre for Emergency & Disaster Management

CEO	Chief Executive Officer
C2C	Council to Council
DDC	District Disaster Coordinator
DDMG	District Disaster Management Group

DM	Disaster Management
DMEG	Disaster Management Engagement Group
FNQROC	Far North Queensland Region of Councils
LDMG	Local Disaster Management Group

PPRR	Prevention, Preparedness, Response & Recovery
QPS	Queensland Police Service
QUT	Queensland University of Technology
SDCG	State Disaster Coordination Group

