

The Office of the Inspector-General Emergency Management

Strategic Plan 2014-18

Our Vision

A catalyst for excellence in
Emergency Management

Our Purpose

To enable confidence in Queensland's
emergency management arrangements

Our Values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

Our Environment

As a result of Queensland's geography and climate, Queensland will continue to experience significant natural disasters, with flooding and tropical cyclones (including storm tide and cyclonic winds) among the most damaging natural hazards.¹

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 *Queensland Commission of Audit Final Report* (April, 2013) observed that the management of demand across the emergency management sector is challenging due to demographic trends, socioeconomic factors and the unpredictable nature of some types of service demand. The report noted that risk-based approaches to managing demand are therefore required to ensure service delivery is both financially sustainable and responsive to need.

¹ *Historical analysis of natural hazard building losses and fatalities for Queensland 1900-2011* October 2012.

To take account of the many variables, any system that aims to mitigate the effects of disasters must be comprehensive, scalable, adaptive, cost efficient and provide for interoperability between stakeholders. Fundamental to success is a:

- unity of purpose;
- common philosophy; and
- common language across the stakeholders.

Our Accountabilities

The functions of the Office of the Inspector-General Emergency Management under the *Disaster Management Act 2003* include:

- To regularly review and assess the effectiveness of disaster management by the State, including the State Disaster Management Plan and its implementation;
- To regularly review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management plans;
- To regularly review and assess cooperation between entities responsible for disaster management;
- To make disaster management standards;
- To regularly review and assess disaster management standards;
- To review, assess and report on performance by entities responsible for disaster management in the State against the disaster management standards;

- To work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteer capabilities;
- To monitor compliance by departments with their disaster management responsibilities;
- To identify opportunities for cooperative partnerships to improve disaster management outcomes; and
- To report to, and advise the Minister about issues relating to these functions.

Strategic Risks and Challenges

- Reducing the bureaucracy for local governments, state agencies and other partners across prevention, preparedness, response and recovery;
- 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; and
- Ensuring the broader disaster management framework remains contemporary.

Our Strategic Objectives

We will focus on four strategic objectives that support the Queensland Government priorities for the community.

Objective One

To provide independent assurance and advice about emergency management arrangements in Queensland.

Strategies

- Develop, implement and validate outcome based standards across prevention, preparedness, response and recovery in collaboration with stakeholders.
- Provide rigorous oversight that maps and clearly defines accountabilities and shared responsibilities across emergency management.
- Provide independent, evidence based advice.
- Set a forward program of work to provide clear direction on areas of focus for stakeholders.

Objective Two

To provide authoritative reporting that is used by the emergency management sector to fulfil accountabilities and improve outcomes for the community.

Strategies

- Design and implement a suite of assurance activities, tools and processes that are valued by our stakeholders and enable transparent monitoring, evaluation and reporting.
- Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes.
- Collaborate with agencies to facilitate solutions and drive a culture of continuous improvement and excellence.

Objective Three

To drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise.

Strategies

- Establish trusted partnerships that promote innovation, interoperability and knowledge transfer across the emergency management sector.
- Develop a common lexicon and platforms for engagement that connect stakeholders and enable timely and open communication.
- Ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice.

Objective Four

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

Strategies

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

Key Performance Indicators

- Client satisfaction of key stakeholders
- Proportion of recommendations agreed to by reviewed entities