

Strategic Plan 2019–23

Our values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

Our vision

A catalyst for excellence in emergency management

Our purpose

To enable confidence in Queensland's emergency management arrangements

Our strategic context

Emergency and disaster management in Queensland continues to evolve and mature in a context of geographically, economically and ethnically diverse Queensland communities.

Compelling us to promote a strategic direction for emergency management in Queensland are key factors such as forecast increases in the complexity, frequency and severity of natural disasters due to climate change; vulnerability to natural and human-caused disasters; population growth; opportunities to leverage advances in technology; and the need to build community and infrastructure resilience.

Collaboration, cooperation and co-design with partners at local, district, state and national levels, and community-centric approaches that build local capability, resilience and leadership, will contribute to keeping Queensland's communities safe.

Good practice, innovation and opportunities to harness learning at all levels of Queensland's disaster management arrangements are key to sustainable adaptation.

Our strategic risks

- ▶ Limited opportunity to engage with emergency management partners, caused by a changing hazard environment and more frequent disasters, may reduce our ability to support action to keep communities safe.
- ▶ Failure to balance competing needs, caused by changing customer and stakeholder expectations, may diminish our ability to provide valued advice and assurance about disaster management effectiveness and outcomes.
 - ▶ Inadequate monitoring of advances in emergency management service delivery, systems and platforms, caused by rapid technological change, may limit our ability to support collaboration between entities.

Our strategic opportunities

- ▶ Assurance and evaluation activities enable the identification of lessons and improvement opportunities that support shared responsibility, effective cooperation and outcome-focused performance across all partners and stakeholders.
 - ▶ Stakeholder engagement activities enable the championing of collaboration, enhanced partnerships and more effective use of research-based evidence in building resilience across the emergency management sector.

Our strategic objectives

Our three strategic objectives contribute to the Queensland Government's statement of objectives for the community, *Our Future State: Advancing Queensland's Priorities* to Keep communities safe and Be a responsive Government.

The Office does this by monitoring, reviewing and assessing the effectiveness of disaster management in Queensland, recommending improvements and identifying opportunities for cooperative partnerships to support improved community outcomes.

The Office also invests in its people to support the delivery of responsive, respectful and professional services.

Independent reviews conducted by the Office are viewed by the Queensland Government as standard practice following major events such as cyclone, bushfire and flood. These reviews have significant depth and rigour and support continuous improvement in the disaster management sector. Reviews are critical to providing an assurance of public safety as the frequency and intensity of severe weather events increase in response to climate change. Review findings and recommendations contribute to all phases of disaster management in Queensland.

Strategic objective one

To deliver independent assurance and advice to the Government, stakeholders and the community to enhance 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 that identify risks and prioritise improvements based on community outcomes.
 - » Provide system monitoring, analysis, oversight and assurance that builds capability and empowers key stakeholders to effectively deliver their emergency management accountabilities and outcomes.
 - » Adopt a collaborative approach to lessons management across the disaster management sector.
 - » Design and embed contemporary assurance frameworks and tools that are valued by stakeholders and enable improved monitoring, performance, evaluation and reporting.

- Measures of success**
- » Average cost per tier three review.
 - » Customer satisfaction with the Office's reviews.

Strategic objective two

To build a culture of collaboration, improvement, excellence and innovation to challenge the emergency management sector to adapt to and explore emerging opportunities.

- Strategies**
- » Seek and harness trusted partnerships and networks that promote collaboration, continuous improvement, community-centric engagement, evidence-based decision-making and resilience.
 - » Connect and engage with key stakeholders through adaptable platforms, systems and processes that enable knowledge-sharing and good governance.
 - » Enable a sector-wide collaborative approach to disaster management research, analysis and leading practice to improve disaster management capabilities and outcomes.

- Measures of success**
- » Customer perceptions of the Office's website.
 - » Customer satisfaction with information and advice provided by the Office.
 - » Facilitate at least three meetings of the Research Advisory Panel per year.

Strategic objective three

To maintain a diverse, forward looking, agile and engaged workforce to deliver quality services.

- 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 and use of common language.

- Measures of success**
- » Customer satisfaction with the Office's staff.
 - » Staff perceptions of organisational leadership, agency engagement and use of flexible work arrangements.