

# Our non-financial performance

## Government's objectives for the community

The government's objectives for the community are built around *Unite and Recover – Queensland's Economic Recovery Plan*.

IGEM contributes to the government's objectives of Safeguarding our health and Backing our frontline services by ensuring that the best possible disaster management arrangements are in place to protect and benefit all Queenslanders.

## Strategic objectives and 2020–21 highlights

During the 2020–21 financial year, IGEM focused on delivering programs and activities to achieve its three strategic objectives. Delivery was supported by 13 strategies as outlined in IGEM's *Strategic Plan 2020–24*.

### Strategic objective one

#### **Provide assurance and build emergency management capability**

##### *Assurance activities*

Delivered the *K'gari (Fraser Island) Bushfire Review Report 1: 2020–21*. This review was the result of a comprehensive engagement process with entities responsible for management of the island and bushfire and disaster management in Queensland. The report highlights good practice examples, future opportunities and consolidated recommendations of the *2018 Queensland Bushfires Review*, observations and insights of the *2019 Queensland Bushfires Review* report, and relevant recommendations of the *Royal Commission into National Natural Disaster Arrangements* report.

Finalised IGEM's contribution to the *Royal Commission into National Natural Disaster Arrangements*. The Royal Commission's report refers to Queensland's and Victoria's IGEM arrangements as performing valuable assurance, evaluation and continuous improvement functions and found other jurisdictions should establish similar independent bodies.

Completed the 2020, and commenced the 2021, review of disaster management plans as a key part of continuous improvement in disaster management practice.

Commenced planning for the formal independent review of the effectiveness of recovery for the 2019 Monsoon Trough Rainfall and Flood event.

##### *Build emergency management capability*

Refreshed the *Standard for Disaster Management in Queensland* (the Standard) in collaboration with the disaster management sector to ensure it is contemporary and easy to understand and apply. The refreshed version of the Standard reflects feedback from the sector and includes a new Shared Responsibility of 'Common language'.

Developed a range of resources to support the refreshed Standard which came into effect on 1 July 2021.

Released the *Queensland Disaster Management Lessons Management Framework* in July 2020 to provide a common approach to lessons management, and sharing of lessons from events, exercises and good practice.

Progressed work with key stakeholders to revisit the approach to capability reviews to ensure future reviews are strategically focused.

#### *Monitoring and evaluation*

Continued to implement a program of monitoring, evaluation and reporting on IGEM's review recommendations to guide continuous improvement in the disaster management sector.

#### Strategic objective two

##### **Seek collaborative partnerships**

#### *Support continuous improvement*

Provided advice on early COVID-19 planning processes as an observer to the State Disaster Coordination Group (SDCG) informed by previous state pandemic planning. Supported continued efforts to improve Queensland's response to COVID-19 by observing and contributing to working groups of the SDCG focused on aged care facilities, backpacker and non-permanent residents, supply chain, mortuary surge capacity planning, providing observations and insights to select COVID-19 exercises, and providing input into COVID-safe evacuation planning.

Hosted a meeting of the IGEM Advisory Panel in September 2020.

#### *Disaster Management Research Framework implementation*

Partnered with the Local Government Association of Queensland (LGAQ), QFES, the QPS and Queensland Reconstruction Authority (QRA) to deliver the inaugural Queensland Disaster Management Conference from 9-11 June 2021 with 210 delegates. Hosted two meetings of the IGEM Research Advisory Panel and four working group meetings to support the Queensland Disaster Research Forum for delivery in July 2021.

#### *Research collaboration*

Commenced work to support the implementation of the *Brisbane River Strategic Floodplain Management Plan* in partnership with the Queensland University of Technology, state agencies, and relevant local councils. This work is focused on evaluating flood-related community awareness and resilience activities and sharing lessons to inform continuous improvement.

#### *Local government collaboration*

Chaired four teleconferences of the Disaster Management Officers' (DMO) network, which consists of members from 55 councils and representatives of the LGAQ. Hosted a one-day DMO network forum on the first day of the Queensland Disaster Management Conference which attracted 66 participants from 39 councils across Queensland.

#### Strategic objective three

##### **Focus on our people**

Adopted an agile approach to service delivery in line with IGEM's business continuity plan in response to COVID-19. This approach optimised flexible work arrangements while maintaining an in-office presence to ensure the continuity of service delivery to key stakeholders.

Established a new governance structure to provide a leadership pathway for Executive Managers as members of the IGEM Executive Management Committee.

Provided the opportunity for IGEM employees to represent IGEM at key whole of government committees and working groups as part of the response to COVID-19.

Undertook workshops with staff and developed a new set of shared values as part of IGEM's strategic planning process: adaptability, courage, inclusiveness, innovation, integrity and leadership, to complement the government's public service values.

Conducted the annual Working for Queensland survey in September 2020 with fifteen surveys returned (79% response rate). The survey results were shared with staff. Action taken in response to the survey results focused on organisational leadership and engagement, including the development of shared values and continued support for staff wellbeing and flexible work practices. The survey results coincided with a strong perception that IGEM had undergone significant change in the past 12 months. The survey was conducted during a period of significant disruption for staff at work and home, high workload, and new workplace arrangements due to the ongoing COVID-19 response.

## Service area and standards

IGEM has a single service area: emergency management assurance and advice. The objective of this service area is to provide independent assurance and advice to enhance Queensland's emergency management arrangements.

IGEM measures the efficiency and effectiveness of services against key service standards and targets. The targets enable performance to be assessed.

IGEM seeks to meet these targets with available resources.

Our key performance measures in the *Service Delivery Statement (SDS) 2020–21*:

Service area: Emergency management assurance and advice			
Service standards	Notes	2020–21 Target/Estimate	2020–21 Actual
Customer satisfaction	1	80%	82%
Average cost per tier three review (\$'000)	2, 3	300	136

Notes:

1. This service standard measures overall customer satisfaction (very satisfied or satisfied) with the service and advice provided by IGEM as assessed through surveying customers. Customers include state and local government stakeholders with a role in disaster and emergency management.
2. This service standard measures the average cost to complete a tier three review (an independent enquiry). It is calculated by dividing the total cost of all tier three reviews completed in the financial year by the number of tier three reviews completed. Costs incurred by IGEM to undertake a tier three review, such as staff salaries, travel, accommodation, contractors and legal advice are included in the calculation for this measure. The cost may be impacted by the methodology, scope and depth of the review, and this may impact on the Actual from year to year.
3. The 2020–21 Actual is less than the Target/Estimate largely due to limited travel being undertaken due to COVID-19, and contracted services (such as technical expertise and community surveys) not being required.