

# Our non-financial performance

## Government's objectives for the community

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

The objectives of Safeguarding our health and Backing our frontline services continue to be supported by IGEM, by ensuring that the best possible disaster management arrangements are in place to protect and benefit all Queenslanders.

## Strategic objectives, 2021-22 highlights and performance indicators

### Strategic objective one

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

##### *Assurance activities*

- In partnership with the Maranoa Regional Council, Roma District Disaster Management Group (QPS) and the Department of Agriculture and Fisheries. Completed the *Locust Plague Capability Review 2021* to assess the capability of the existing disaster management arrangements at a systems level, to manage a locust plague in the Roma Disaster District.
- Delivered three work packages for the Community Awareness and Resilience (CAR 2.2) action as part of implementation of the Brisbane River Strategic Floodplain Management Plan.
- Completed the annual disaster management plan assessment process for 2021 calendar year.
- Commenced the annual disaster management plan assessment process for 2022 calendar year.
- Commenced the South East Review, following an announcement by the Premier of Queensland and Minister for the Olympics, The Honourable Annastacia Palaszczuk MP on 15 March 2022.
- Completed the first round of Community Forums (8 Forums) for the South East Review.
- Progressed recommendation 12 of the 2019 Monsoon Trough Rainfall and Flood Review Report, to examine and report on the effectiveness of the recovery three years post event by consulting with affected stakeholders.

##### *Build emergency management capability*

- Supported the sector to implement the Standard and developed a tool for key sector stakeholders to self-assess their capability against it.
- Partnered with QFES to develop a video concept for the Standard.
- Continued working with key stakeholders to revisit the approach to capability reviews to ensure future reviews are strategically focused.

### *Monitoring and evaluation*

- Continued consultation with key stakeholders to monitor, evaluate and report on the progress of Queensland Government Action Plans published in response to IGEM reviews conducted since 2017.

### *Lessons Management Framework*

- In 2021-22, IGEM continued to implement the Lessons Management Framework through:
  - Supporting researchers at the University of Queensland engage with the disaster management sector about lessons learned.
  - Working with the sector on assurance activities and reviews to identify good practice and areas for improvement in the disaster management system.

## Strategic objective two

### **Seek collaborative partnerships**

#### *Support continuous improvement*

- Ongoing contribution as an observer of the Queensland Disaster Management Committee and other key committees and cross-agency groups, consistent with the Queensland Disaster Management Plan, in support of response and recovery for COVID-19 and significant weather events.
- Completed the annual disaster management plan assessment process for 2021 and commenced the 2022 process.
- Continued engagement with key stakeholders including Chief Executive Officers, Mayors, state government agencies, local government, and Non-Government Organisations on contemporary and emerging disaster management issues.
- Provided advice to the Queensland Resilience Coordination Committee, Brisbane River Strategic Floodplain Management Group Steering Committee, Flood Warning Consultative Committee and Australian Tropical Cyclone Advisory Group.

#### *Disaster Management Research Framework implementation*

- Delivered the Queensland Disaster Management Research Forum in conjunction with the IGEM Research Advisory Panel on the 14 July 2021 and publicly shared presentations via the IGEM website
- Participated in the development of the Griffith University Resilience in Practice Symposium in October 2021, including the Queensland Reconstruction Authority Recovery in Practice Exercise; Resilience in Practice Discussion Panel, and the Flood Resilience Forum.
- Participated in meetings to develop strategies and processes for Queensland to engage with National Hazards Research Australia, including as a member of the Queensland Disaster Management Alliance (university led) and the Queensland Disaster Management Collective (government led).

### *Research collaboration*

During 2021-2022, IGEM has been involved in a range of research initiatives including:

- Continuing to work with Griffith University's Big Data Lab to examine options to better utilise use publicly sourced and de-identified data for use inclusion in IGEM's review activities.
- Supporting Griffith University in their successful bid as part of the Federally funded, multi-university Healthy Environments and Lands (HEAL) Network, addressing the complexities of the changing environment on health systems and services.
- Convened a multi-university researcher forum, with representatives from the University of Queensland, University of Sunshine Coast, Queensland University of Technology and Griffith University, to help inform the K'gari (Fraser Island) Bushfire Review 2020-21.
- Co-authored, with QFES and researchers from the University of the Sunshine Coast, a chapter on the importance of research collaborations in the forthcoming book *Compounding, Cascading and Protracted Disasters* edited by the Australian National University.
- Partnered with Natural Hazards Research Australia to deliver the inaugural Wicked Challenge encouraging emerging researchers to tackle contemporary disaster management challenges.
- Engaging researchers from QUT Queensland University of Technology and Griffith University, as part of the current South East Queensland Rainfall and Flooding February March Review 2022, to examine community preparedness and response to warnings.
- Hosted two full meetings of the Research Advisory Panel (RAP) and four meetings of the RAP Research Forum Working Group.
- IGEM is also playing a key role in the establishment of the Queensland Disaster and Resilience Institute as the Alternate Chair, with the Queensland Police Service, of the Program Board.

### *Local government collaboration*

- Chaired two Disaster Management Officers' (DMO) Network teleconferences in November 2021 and May 2022, which consists of members from 55 councils and representatives of the LGAQ:
- The DMO Network teleconference held 4 November 2021 had approximately 28 participants.
- The DMO Network meeting held 25 May 2022 had approximately 38 participants.

## Strategic objective three

### Focus on our people

- Transitioned key aspects of corporate services delivery from the former Public Service Business Agency to the QPS.
- Conducted the annual Working for Queensland survey in September 2021 with a 119% (19 of 16) 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. A staff consultative committee was formed and progressed activities to build staff capability that aligned to agency needs and performance development agreements.

### Key performance measures

Our key performance measures in the *Strategic Plan 2021–25*:

Performance measure	Notes	2021–22 Actual	2020–21 Actual
Customer satisfaction with Office of the IGEM	1	-	82%
Workplace climate: Safety, health and wellness	2	79%	89%
Workplace climate: Effectiveness and innovation	2, 3	72%	-
Workplace climate: Fairness and trust	2	75%	84%
Workplace climate: People and relationships	2	90%	74%
Workplace climate: Performance and development	2	74%	78%
Workplace climate: Leadership and engagement	2	72%	76%
Workplace climate: My job	2, 3	80%	-

#### Notes:

1. Number of respondents who indicated that they were either 'very satisfied' or 'satisfied' (on a five-point scale ranging from 'very dissatisfied' to 'very satisfied') that advice provided because of a review was useful, represented as a percentage of the total number of responses received. Measured as part of an annual customer survey.
2. The measures assessed aspects of workplace climate in the Office of the IGEM. Measured as part of an annual Working for Queensland survey, conducted in September 2021 and compared against results from 2020, where available.
3. New measure.

## Service area and standards

IGEM has a single service area objective 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.

Our key performance measures in the *Service Delivery Statement 2021–22*:

Service standards	2021–22 Actual	2021–22 Est. Actual	2022–23 Target/Est.
<b>Effectiveness measure</b>			
Overall customer satisfaction <sup>1</sup>	-	-	80%
<b>Efficiency measures</b>			
Average cost per assurance activity (\$'000)	New measure	New measure	233
<b>Discontinued measures</b>			
Average cost per tier three review (\$'000) <sup>2</sup>	79	79	Discontinued measure

Notes:

1. The wording of the service standard has been amended to include the word 'overall' to provide clarity of the measure. The 2021–22 Estimated Actual is not available as the customer satisfaction survey was not conducted as IGEM's customers include local and state government stakeholders with key roles in disaster and emergency management who were responding to significant events including COVID-19 and natural disasters.
2. This service standard has been discontinued as it does not represent the breadth of assurance activities that IGEM conducts in accordance with its functions under the *Disaster Management Act 2003*. It has been replaced with a new service standard of 'average cost per assurance activity (\$'000)' noting that the methodology, scope and complexity of each assurance activity will differ and this may impact on the result from year to year. The variance between the 2021–22 Target/Estimate and the 2021–22 Estimated Actual is largely due to review methodology and scope, the impact of COVID-19, and the limited need for external expertise.