

2016

Year in review



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Overview

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

Against a backdrop of a quieter cyclone season, the Office of the IGEM (the Office) led a broad range of initiatives and assurance activities to ensure Queenslanders benefit from the best possible disaster management arrangements. They included:

- Reviewing and assessing the effectiveness of disaster management plans at local and district levels
- Finalising an evaluation of the Far North Disaster District - a trial district that combines the disaster districts of Cairns and Mareeba
- Enabling stakeholders to conduct a health check of their disaster management capability against the Standard for Disaster Management in Queensland (the Standard) through systems and processes that are easy to use, accessible and that provide clear, useful and timely information
- Progressing research and collaborative opportunities with universities and other institutions so that lessons identified, research and good practice are integrated into evidence-based policy and advice
- Facilitating continuous improvement, consultation and collaboration across the sector through a state-wide network of disaster management officers and local disaster coordinators.

In support of this engagement-focussed approach, I and staff from my Office also met with mayors and senior executives from local governments throughout Queensland; addressed a number of local and district disaster management group meetings; spoke at local, national and international conferences; and participated in numerous exercises, workshops, forums and symposiums.

This collaborative and partnering approach is pivotal to the work of my Office and is a feature which will continue as a core component into the future.

My goal for the coming year is to take the excellent work of 2016 to the next level and continue to facilitate the delivery of the best possible disaster management arrangements for all Queenslanders.

Iain MacKenzie

Inspector-General Emergency Management

Assurance Activities

Assurance activities undertaken by the Office of the IGEM include a program of strategic reviews. This is one way for the IGEM to discern a level of confidence in Queensland's disaster management arrangements, identify risks and gaps, and prioritise areas for improvement.

In collaboration with the Department of Premier and Cabinet, the IGEM also contributed to the Australian Government Attorney-General's governance review of the Australia and New Zealand Emergency Management Committee and sub-committees and their functions and structure.

Review of Aboriginal and Torres Strait Islander Councils' Capability to Deliver Disaster Management Responsibilities Report 3: 2015-16

- 61 people interviewed across five Aboriginal and Torres Strait Islander councils, eight State agencies, and interstate counterparts
- Four recommendations focussing on alternative planning approaches, clearer roles and responsibilities and stronger community engagement in volunteering.



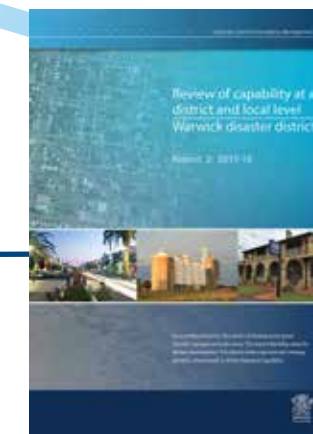
Mackay District and Local Capability Review

- Recommendation– to implement the district capability improvement strategy: a catalyst for excellence across the Mackay Disaster District supported by two State Agencies.



Review of capability at a district and local level: Warwick disaster district Report 2: 2015-16

- One recommendation – to implement the district capability improvement strategy across the Warwick Disaster District supported by two State agencies.



Analysis of Disaster Management Exercises Discussion Paper

- Submissions covered 152 disaster management exercises.
- Six key observations identified trends, innovation and good practice in exercising.



Research into Best Practice Emergency Supply to Ensure Resource Management and Relief Measures Meet Expected Community Outcomes

- Informed by Griffith University report and submissions from local and state government.
- Five guiding principles and four lessons relevant to Queensland drawn from international best practice and developed into an action framework for emergency supply.



State Disaster Coordination Centre: improvement strategy evaluation

- The evaluation found the intent of the 25 recommendations had been sufficiently achieved, resulting in improved functionality of the State Disaster Coordination Centre



Engagement

The Office addressed and participated in conferences, symposiums and workshops including:

- National Review of Warnings and Information Working Group
- Emergency Alert Phase 3 project
- National Emergency Management Project – Capability Roadmap Major Workshop (May 2016)
- The 56th Floodplain Management Australia Conference (May 2016)
- The International Federation on Ageing 13th Global Conference (June 2016)
- The World Conference on Disaster Management (June 2016)
- The International Australasian Evaluation Society Conference (September 2016)
- The Business Improvement in Government (BiiG) Conference (October 2016)
- Facilitated a Community resilience forum Bushfire and Natural Hazards CRC (Sept 2016) and
- AFAC Mitigation – Response Recovery: Getting the balance right (August 2016) and Lessons Management Forum (November 2016).

Established an online platform for the DMO network that supports resource sharing and practice discussions.

Through meetings and workshops directly engaged with mayors, deputy mayors and chief executive officers from 70% of councils in Queensland.

Spoke at 10 Local Government Association Queensland (LGAQ) roadshow workshops across the State.

Released four editions of the on-line e-newsletter *IGEM Connect* to more than 1,200 stakeholders.

Initiated a research framework to collaboratively develop and promote research for the Queensland context. The framework will nurture partnerships, cooperation and understanding between academic institutions, government agencies and disaster management practitioners.

Established an advisory panel that offers practical comment and guidance to the IGEM on a range of emergency management related activities. Panel members include representatives from not for profit organisations, universities, councils and seven State agencies.

In collaboration with the sector, significant progress was made developing a lexicon specifically aimed at clarifying terminology in order to enhance interoperability and communication within the Queensland context.

Facilitated the Disaster Management Officer (DMO) Network forum that included presentations and workshops involving 67 participants from more than 40 local councils, NGOs and State agencies.

Continued engagement with the tertiary sector including ongoing involvement in Queensland University of Technology (QUT) Earth Sciences natural hazards and disasters subject, awarded the Vice Chancellor's Award for Excellence in the Academic team category 2016.

Standards

The Office of the IGEM conducted six targeted review activities of disaster management arrangements with a focus on a risk based approach to ensure accountabilities and responsibilities are known, understood and met across emergency management.

Supported the practical implementation of the Standard for Disaster Management in Queensland at a local and district level. This included the facilitation of 20 regional workshops, presentations to members of local and district disaster management groups and the publication of factsheets providing guidance and examples of good practice across the sector. Workshops involved 315 attendees with 43 councils and 20 district disaster management groups represented.

Developed the Emergency Management Prioritisation Tool to enable entities to undertake a health check of their disaster management arrangements against the Standard, and to prioritise actions to improve their disaster management capabilities and functions.

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During 2016, the Office revised and expanded the Assurance and Excellence Development Program (AEDP) handbook to include the district capability review methodology.

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

Innovation

Developing the IGEM Collaboration Zone.

When launched the Collaboration Zone will provide a sector wide online work space to explore solutions that promote innovation, consultation and knowledge transfer across the emergency management sector.



The Collaboration Zone will provide disaster management (DM) stakeholders with the ability to compare and contrast their own assessment of their disaster management plans and record their observations about the performance of disaster management arrangements. The Collaboration Zone will also inform good practice that can be shared with others and provide signposts to the Office for areas that may require review.

Enhanced the DM plan assessment process in response to stakeholder feedback. The revised process ensures better integration and greater stakeholder involvement. The changes were received positively.

The IGEM Customer Relationship Management (CRM) system was used across the Office in 2016 with a focus on improved project reporting and greater integration with the Assurance and Excellence Development Program.

Challenged the digital community, through Govhack 2016, to devise new ways to help communities get to safety during evacuations. GovHack is an annual event which brings application developers and data providers together in competition to find innovative ways to use and promote government data. The "Evacuation – help us get away" challenge sought the best concepts to support disaster managers better plan for evacuations, and support community awareness of what might happen if an evacuation need arises.

Governance

Developed the Office of the IGEM Workforce Strategy 2016-2020 in partnership with Human Resources, Public Safety Business Agency (PSBA) to shape our priority workforce actions.

An integrated approach to planning and staffing is key to ensuring the Office has the capacity and capability to deliver its strategic goals and business objectives.

Aligned strategic and operational planning and the Office's forward program of work to support quality service delivery.

Supported IGEM staff to participate in a range of leadership, management and professional development and training activities aligned to the performance planning and development process.

Engaged all staff in values and group facilitation workshops demonstrating an ongoing commitment to building a constructive workplace culture together.

Completed the Working for Queensland Survey with 100% staff participation. Key workforce initiatives focussed on:

Development of contemporary role descriptions

An office-wide capability assessment

Progressed development of a staff engagement framework

Into the future

With an ongoing mandate to provide confidence in Queensland's disaster management arrangements, the key imperative for the Office of the IGEM is to continue to find ways to reduce barriers to responsive and integrated disaster management, and to identify ways for closer integration of local governments, state agencies and other partners.

Planned reviews and activities for 2017 include:

- A review and assessment of the State Disaster Management Plan and its implementation
- A review of evacuation management to ensure community preparedness
- A review of the Emergency Management Assurance Framework
- Continue to support and host the Disaster Management Officer Network
- Continue workshops and engagement activities to support all stakeholders to apply the Standard for disaster management in Queensland.

The Office of the IGEM is focussed on ensuring that unambiguous language enables clear understanding of shared responsibilities and accountabilities and, in the context of leadership across the system, ensuring performance is measured against outcomes achieved.

With a stronger mitigation focus emerging, there will be a need to consider proactive means of evaluating the predicted outcomes of these activities.

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