

## Our performance: Non-financial

### Queensland Government's objectives for the community

The Queensland Government works closely with all Queenslanders to deliver its objectives for the community.

*Our Future State: Advancing Queensland's Priorities* is a whole-of-government agenda to address areas of major challenge and community concern.

It comprises six high-level outcomes and thirteen specific priority targets.

The Office contributes to *Our Future State: Advancing Queensland's Priorities*:

- *Keep communities safe* by reviewing and assessing the effectiveness of Queensland's disaster management arrangements and recommending improvements
- *Be a responsive government* by identifying cooperative partnerships to support improved community outcomes.



## Office's strategic objectives

During the 2018–19 financial year, the Office focused on delivering three strategic objectives as outlined in its *Strategic Plan 2018–22* (available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au)).

---

### **Objective 1**

*Independent assurance and advice to Government, stakeholders and the community enhances 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 analysis, oversight, monitoring 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 performance, evaluation and reporting.
- 

### **Objective 2**

*A culture of collaboration, improvement, excellence and innovation that challenges the emergency management sector to adapt to and explore emerging opportunities*

---

#### **Strategies:**

- Seek and harness trusted partnerships that promote collaboration, community-centric engagement, leadership and resilience
  - Connect and engage with key stakeholders through adaptable platforms, systems and processes that enable interoperability and good governance
  - Leverage current research, analysis and leading practice to inform evidence-based policy and advice.
- 

### **Objective 3**

*A diverse, forward looking, agile and engaged workforce*

---

#### **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.

## 2018–19 highlights

### Strategic objective one

#### Independent assurance and advice to Government, stakeholders and the community enhances strategic direction, accountability and outcomes in Queensland's emergency management arrangements

---

##### *Emergent reviews*

---

- **Delivered:** Two emergent reviews at the direction of the Queensland Government in response to significant natural disaster events:
  - *2018 Queensland Bushfires Review Report 2: 2018–19.* This review assessed the effectiveness of preparedness activities and response to the major bushfires and heatwave that occurred across the State toward the end of 2018. The review report is available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au).
  - *2019 Monsoon Trough Rainfall and Flood Review Report 3: 2018–19.* This review assessed the effectiveness of preparedness and response activity surrounding the monsoon trough rainfall and flood event that occurred in northern Queensland in January and February 2019. The review report is available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au).

Both reviews accepted public submissions and included community surveys to capture public opinion. The Inspector-General Emergency Management (IGEM) and Office staff also travelled to affected areas to directly consult with key stakeholders.

To inform the 2018 Queensland Bushfires Review, a nationally recognised research centre was engaged to explain the science behind the weather events and lessons from Australia and overseas.

To inform the 2019 Monsoon Trough Rainfall and Flood Review, an independent external firm with hydrology and flood management expertise was engaged to undertake a hydrological assessment of the Ross River Dam and aspects of flooding in Townsville.

---

##### *Planned reviews*

---

- **Delivered:** One planned review
  - *Review - Efficacy of recovery governance Report 1: 2018–19*

This review was scheduled as part of the Office's planned program of work in the 2017–18 financial year and was largely completed during this time. Due to an extended consultation period, the review was finalised in the first quarter of the 2018–19 financial year.

The review focused on identifying those aspects of recovery arrangements that could be enhanced leading to better local community recovery and outcomes.

The review report is available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au).

- **In progress:** Capability review of the Mount Isa Disaster District

The Office commenced a capability review of the Mount Isa Disaster District in late 2018.

This included data collection and engagement with the Mount Isa District Disaster Management Group and local disaster management groups in Boulia, Burke, Carpentaria, Cloncurry, Diamantina, Doomadgee, McKinlay, Mount Isa and Mornington Island.

The capability of the district and local groups was tested during the rainfall and flooding events of early 2019.

The Office's 2018–19 planned program of work was affected by the natural disasters that impacted Queensland in late 2018 and early 2019. During this time the capability review of the Mount Isa Disaster District was paused so that the Office could redirect its efforts to ensure timely delivery of the emergent reviews of the bushfires and monsoon trough rainfall and flood event.

---

### *Other assurance activities*

---

- **Delivered:** Refresh of the Emergency Management Assurance Framework (the Framework) including the Standard for Disaster Management in Queensland (the Standard)

The Framework and the Standard were developed in 2014 'for the sector, by the sector'.

The refresh was informed by more than 1000 hours of engagement. This included face to face consultation, six working groups, 108 responses to external surveys and insights captured over four years of application.

The Office is taking a phased approach to supporting the sector to transition to the refreshed Framework and Standard. This support will include providing resources and delivering workshops. Results of the Office's 2019 customer satisfaction survey indicate that 68% of respondents are keen to understand the Standard more and apply it to their work.

The Framework and the Standard are available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au).

- **Delivered:** Annual assessment of the effectiveness of local and district disaster management plans

2018 was the fourth year that the Office has assessed district and local plans against the Standard through an analysis of online results and a sample of plans.

This assessment showed that overall, plans are 'well-placed' across all six shared responsibilities of the Standard. It also showed that local government and district group confidence has steadily improved since 2015.

Good practice examples have been shared with the sector so that councils can draw down learnings from each other's experiences and incorporate applicable learnings into their plans.

- **In progress:** Development of a system-wide lessons management program for disaster management in Queensland

The importance of lessons management is highlighted in the *Queensland State Disaster Management Plan*.

It is a key part of continuous improvement in disaster management practice. Lessons management enables learnings from events, exercises and good practice to be identified, shared and embedded in the disaster management system.

The system-wide lessons management program is being co-designed with a working group of around 30 stakeholders in the disaster management sector. Other jurisdictions have also been consulted.

Lessons were recently identified and shared with the sector from the 2018 Queensland Bushfires Review and the 2019 Monsoon Trough Rainfall and Flood Review.

The Office's forward program of work for 2019–20 includes delivery of planned reviews and assurance activities that were paused in 2018–19.

## Strategic objective two

### A culture of collaboration, improvement, excellence and innovation that challenges the emergency management sector to adapt to and explore emerging opportunities

---

#### *Collaboration with local government*

---

- **Ongoing:** Disaster Management Officers' Network

The Office continued to support a network of disaster management officers and local disaster coordinators from councils across Queensland.

This peer-driven group, known as the Disaster Management Officers' Network, comprised 112 officers from 58 councils across the state, represents about 75% of Queensland's councils. Established five years ago, it is the first statewide network of disaster management practitioners from councils ever developed in Australia.

The network and its activities help to collaboratively strengthen capability and operational capacity in disaster and emergency management. In 2018–19, the network was supported by the Office hosting nine teleconferences, with members presenting case studies, workshopping issues and developing themes for further discussion at the annual forum.

The fourth annual network forum was held on the Gold Coast in early May 2019. The forum attracted 68 representatives from local governments across the state. This year, representatives from QFES, Queensland Reconstruction Authority, the Office of the Information Commissioner, Australian Broadcasting Corporation, Quandamooka Yoolooburrabee Aboriginal Corporation, Volunteering Queensland and Team Rubicon Australia delivered presentations and participated in discussion panels.

The network supported the engagement of local councils in key initiatives of the Office such as the recent refresh of the Framework and the Standard, the ongoing program of capability reviews and work to develop a lessons management program.

---

#### *Cooperative partnerships*

---

- **In progress:** Queensland Disaster Management Research Framework

The Queensland Disaster Management Committee (QDMC) has identified the Disaster Management Research Framework (the Research Framework) as one of its priorities in the *Queensland State Disaster Management Plan*.

Collaborative development and promotion of research for Queensland's unique context was progressed as part of this peer-driven Research Framework through:

- developing a coordinated approach to undertaking, managing and sharing research
- establishing strategic research priorities for the disaster management sector
- promoting and facilitating engagement between government and the tertiary sectors
- supporting the transfer of research findings into practice.

A Research Advisory Panel was established in November 2018 to support the Research Framework. This panel includes representatives from state government agencies, local government and Queensland universities. It met four times during 2018–19 to shape the direction of the Research Framework.

A Research Community of Practice hosted by the Office continued to grow. A register has been developed of more than 150 university researchers specialising in disaster and emergency management from a broad range of disciplines. These disciplines include architecture, engineering, economics, creative industries and journalism.

Collaboration on specific projects includes:

- a proof-of-concept study with Griffith University on the use of a community practice model to engage local food network providers in disaster management
- implementation of the National Gender and Emergency Management Guidelines in Queensland in partnership with the Australian Red Cross
- initial scoping on a project examining how Indigenous communities use intergenerational Dreamtime and Creation stories to share learnings about disasters
- mentoring local government disaster management officers undertaking postgraduate studies.

- **Ongoing:** Inspector-General Emergency Management Advisory Panel

The Office hosted three IGEM Advisory Panel meetings in 2018–19.

This panel, established in February 2016, continued to provide stakeholder guidance to the IGEM. Input was provided on a range of issues including disaster management plan assessments, data integration and the Office's strategic direction.

Panel members included representatives from state agencies, Brisbane City Council, Australian Red Cross and Queensland universities.

---

*Excellence through local, state and national engagement*

---

- **Ongoing:** Active participation in committees and working groups:

- Brisbane River Strategic Floodplain Management Working Group
- Flood Warning Consultative Committee
- Ready and Resilient Working Group
- Disability Inclusive Disaster Risk Reduction Advisory Group
- Community Recovery Forum Reference Group
- Disaster Management Coordination Working Group
- Queensland Heatwave Risk Assessment Interdepartmental Project
- IGEM Assurance Collaborative to support inter-jurisdictional sharing of lessons, evaluation and assurance activities, research and innovative practice
- Contributed to the *National Warnings Framework Working Group development of the Public Information and Warnings Handbook (Handbook 16 of the Australian Disaster Resilience Handbook Collection)* released in November 2018
- National Resilience Taskforce's inter-jurisdictional and multi-sector Partnership Group development of the *Report Profiling Australia's Vulnerability: the interconnected causes and cascading effects of systemic disaster risk* and the accompanying set of resources: *Guidance for strategic decisions on climate and disaster risk*
- Observer: QDMC and State Disaster Coordination Group meetings.

- **Delivered:** Attendance at exercises and debriefs:

- Brisbane Disaster District in July 2018
- Mount Isa Disaster District in July 2018
- Townsville Disaster District in July 2018
- Sunshine Coast Disaster District in August 2018
- Exercise Torres in August and September 2018



- Queensland Health strawberry contamination incident debrief in December 2018
- Queensland Health post-incident review workshop in May 2019
- Sunshine Coast Aged Care Forum in May 2019
- Ipswich Local Disaster Management Group in June 2019.

---

### *Thought leadership*

---

- **Delivered:** Queensland Disaster Management Lexicon

The Queensland Disaster Management Lexicon (the Lexicon) was published in August 2018.

The Lexicon contains more than 100 terms. It will enable better interoperability across state agencies, local councils and non-government organisations through the use of a shared language.

The Office also contributed to the review of the Australian Disaster Resilience Glossary coordinated by the Australian Institute for Disaster Resilience.

- **Delivered:** Presentations at key conferences:
  - Lessons Management Forum, Victoria, July 2018
  - Australian Evaluation Society Conference, Tasmania, September 2018
  - Penang Disaster Management Workshop, Malaysia, October 2018
  - World Association for Disaster and Emergency Medicine Workshop, Queensland, May 2019
  - 12th Australasian Natural Hazards Management Conference, Canberra, June 2019.
- **Delivered:** Publications:
  - Disaster Management Officers' Network article published in the Australian Journal of Emergency Management in April 2019
  - Issued five editions of IGEM Connect to around 1400 stakeholders (available at [www.igem.qld.gov.au](http://www.igem.qld.gov.au)).

---

### *Culture of innovation*

---

- **In progress:** Adaptable platforms, systems and processes

The Office continued to connect and engage with key stakeholders through adaptable platforms, systems and processes.

For the third year, the Office put up a challenge and mentored Queensland participants in the annual GovHack competition. The 2018 challenge was around resilience, 'How might we understand what makes communities strong in disasters?'. The challenge attracted entries from across the state, involved ideas from variable message signs to interactive games, and was won by a team from Rockhampton.

The Office also participated in the Open Data Senior Officers' Working Group and Innovation Champions Network.

To ensure a contemporary online presence, a refresh of the Office's website was significantly progressed. This refresh is on track for completion in the second quarter of the 2019 financial year.

The Office also explored a range of options to transition its existing customer relationship management system to a new platform.

To support more integrated strategic, financial, operational and performance planning processes, the Office:

- implemented project management software and business intelligence tools. These tools will facilitate better project planning, resource management, tracking, monitoring and reporting against the Office's key projects, review and assurance activities. Once fully implemented, the software and tools will ensure that more robust systems are in place to capture accurate and single point-of-truth data to inform performance reporting
- continued to embed the Nexus Human Capital Management system, Aurion and Fraedom in its day-to-day business processes to create efficiencies in the delivery of operational human resource and financial activities.

An employee opinion survey (Working for Queensland survey) conducted in September 2018 achieved positive results for innovation (85%).

## Strategic objective three

### A diverse, forward looking, agile and engaged workforce

---

#### *Strategic workforce planning*

---

##### - **Ongoing:** Workforce Strategy 2019–23

The Office's Workforce Strategy was refreshed and shared with staff in January 2019.

Key workforce priorities for the Office for 2018–19 included:

- promoting leadership mobility and development, including succession planning
- implementing a contemporary performance review and development planning process
- promoting and modelling practices and programs that support flexible work practices, safety, health and wellbeing and domestic and family violence prevention
- embedding the Office's commitment to a diverse workforce
- strengthening workforce capability.

The Office developed a Workforce Competency Framework and invested in staff development to ensure expertise, skills and knowledge remain contemporary in a changing emergency and disaster management environment (page 18 refers).

The Office participated in the 2018 sector-wide Working for Queensland survey achieving a 100% response rate. Results for agency engagement (82%) improved from 2017. The Office's result for organisational leadership (70%) declined slightly from 2017, however this result was well above that for the Queensland public sector.

Survey results were explored in staff workshops and activities progressed to facilitate workplace improvements. These activities included providing ongoing support for leadership and professional development activities, supporting flexible work practices and staff engagement in business and project planning.

No early retirement, redundancy or retrenchment packages were paid to employees of the Office during the period 1 July 2018 to 30 June 2019.



---

## *Inclusion and diversity*

---

### - **Ongoing:** Cultural Capability Action Plan 2019–21

The Office's Cultural Capability Action Plan was refreshed and shared with staff in December 2018.

Cultural awareness and capability building were embedded into the Office's business by:

- participating in NAIDOC week activities and the sector-wide Cultural Capability Community of Practice
- meeting with Aboriginal leaders and Torres Strait Islander leaders and community members as part of reviews, evaluation activities, research projects and forums
- promoting cultural immersion activities to staff.

### - **Delivered:** Visible commitment to women

The Office was proud to again be involved in the annual Public Safety International Women's Day event on 8 March 2019. This event, attended by 800 staff from across the public safety and integrity agencies, celebrated the work of women. It provided an opportunity for staff to come together to network, learn, raise awareness and celebrate women's achievements.

The theme of the event was 'You are enough: Believe in yourself and your journey'.

The event raised \$33,000 for Hummingbird House.

The IGEM presented a Champion of Change Award to two outstanding women at this event:

- Ms Elyshia Ray, National Projects Officer Australian Red Cross, won the award for her work to ensure community members and those who assist during times of disaster are well equipped to face the challenges of domestic and family violence (DFV).
- Ms Carla Adams, Emergency Management Coordinator for Mackay, QFES, was highly commended for encouraging and supporting women in the sector through mentoring and personally demonstrating her leadership when faced with challenging situations.

### - **Delivered:** Visible commitment to domestic and family violence prevention

The Office continued to build on its White Ribbon Accreditation by taking active steps to prevent and respond to violence against women and supporting employees affected by DFV by:

- participating in events and initiatives to promote gender equity and the prevention of violence against women
- partnering with the PSBA and Queensland Police Service (QPS) to host a Trivia Night in July 2018 to support White Ribbon Australia
- working with the PSBA to support Rizeup Australia's at Home Program. Staff donated items and helped to set up a home for a family fleeing DFV
- attending a Candlelight Vigil on 1 May 2019 and participating in the annual Darkness to Daylight Challenge, to raise community awareness and support for those affected by DFV
- partnering with the Australian Red Cross to implement the National Gender and Emergency Management Guidelines in Queensland.

Specialised DFV counselling support, referrals and assistance was made available to staff via a dedicated DFV line. Advice was also available to managers to assist them to support staff if affected by DFV.

An employee opinion survey (Working for Queensland survey) conducted in September 2018 indicated that all staff in the Office were aware of workplace policies designed to support employees affected by DFV. Further, 93% of non-managers felt confident that they could effectively refer a colleague affected by DFV to appropriate support.

---

### *Workforce capability*

---

- **Delivered:** Leadership and management development

Investment in staff leadership development was realised by:

- supporting staff to participate in the Executive Challenge Academy course
- promoting the *Leadership Competencies for Queensland* in line with the whole-of-government public sector approach by including the behaviours in role descriptions and performance and development plans
- supporting emerging leaders to attend professional development activities such as conferences, seminars and facilitation skills training.

- **Delivered:** Workforce Competency Framework

The Office developed its own Workforce Competency Framework in 2018–19.

This framework includes the *Leadership Competencies for Queensland*, public sector values, and Office-specific functional competencies focused on delivering excellence in emergency management. The framework will assist the Office to attract, retain and maintain the knowledge, skills and values it needs to deliver its legislated functions and strategic objectives.

Skills and expertise were built through tailored courses such as root cause analysis and government investigations training, and by participating in secondments with other agencies.

The Office continued to encourage open conversations between staff and their direct supervisors about career aspirations and development opportunities through the performance and development planning process. This process is refreshed on an annual basis to ensure it remains contemporary.

- **Ongoing:** Corporate induction

The Office continued to recognise induction as an important avenue to welcome new starters to the Office and share vital corporate knowledge. The Office participated in the quarterly induction program coordinated by the PSBA. This program includes a site visit to a public safety agency to facilitate a greater understanding of the business operations of frontline agencies.

The program covered a broad range of topics including the Office's strategic objectives, conditions of employment, employee entitlements, workplace conduct and performance, safety and wellbeing, and diversity and inclusion. It also provided an opportunity for attendees to develop networks.

---

### *Workplace and staff safety, health and wellbeing*

---

- **Delivered:** Visible commitment to safety, health and wellbeing

The Office continued to foster a supportive working environment to assist staff to maintain health and wellbeing by:

- issuing a Health, Safety and Wellbeing Statement to demonstrate a commitment to providing a work environment that is free from harm
- participating in the QPS Influenza Vaccination program
- promoting health and wellbeing initiatives such as mental health, men's health, women's health, illness and injury management
- sharing safety alerts containing important prevention and control messaging on issues such as communicable diseases in flooded areas
- promoting and providing access to staff and their immediate family members to professional, confidential and independent counselling through the Employee Assistance Program to support emotional, physical and financial wellbeing
- actively promoting and supporting access to flexible work practices such as flexible work hours, telecommuting, part-time work, distributed work centre arrangements and leave at half pay.

An employee opinion survey (Working for Queensland survey) conducted in September 2018 indicated that 79% of staff were using flexible workplace options.

The PSBA supported the Office in delivering its commitment to workplace health and safety. The safety and wellbeing intranet site was redesigned to provide staff with better access to information. Work is progressing on the development of a safety management system for the Office to be implemented in the 2019–20 financial year.

The Office's injury management cases are managed by the PSBA Safety and Wellbeing team. A Workplace Rehabilitation Policy and Injury/Illness Management Standard guide this approach. Injury management support mechanisms are available to assist early intervention.

An employee opinion survey (Working for Queensland survey) conducted in September 2018 reflected improved results for the Office for workload and health since 2017.

In support of the Office's focus on creating a fair and positive workplace culture, the PSBA provided industrial and employee relations support to management and staff. This included conducting enterprise bargaining negotiations with relevant unions and providing general interpretation of legislative and industrial instruments.

---

### *Service excellence*

---

- **In progress:** Assurance and Excellence Development Program refresh

The Assurance and Excellence Development Program (AEDP) is an internal tool that guides how the Office conducts its core business of review and assurance activities.

In 2018–19, the Office commenced a refresh of the AEDP. The refresh will better support the delivery of the Office's assurance activities and will seek to strengthen the Office's workforce capability and knowledge management.

The refresh has adopted a 'for the Office, by the Office' approach to the AEDP. This is consistent with the Office's 'for the sector, by the sector' commitment, as evident in the process used to develop the Framework and the Standard.

The AEDP has recently been rebranded as the IGEM Business Excellence Program (IGEMx) to emphasise the promotion of excellence in the Office's business practices. The first phase of IGEMx is scheduled to be delivered by the end of September 2019.

To assess the Office's service culture, an annual customer satisfaction survey was conducted in March to April 2019. The Office achieved an overall customer satisfaction rating of 83%. This is higher than the result achieved in 2018 (81%) and exceeds the Office's performance target (80%) (pages 21 to 22 refer).

The Office's ability to be helpful, supportive and display a cooperative approach was a key reason for customer satisfaction. Satisfaction with Office staff continued to be high with many respondents satisfied that staff were professional (94%), approachable (91%) and knowledgeable (84%).

Staff have confirmed the value of ongoing stakeholder engagement in all aspects of the Office's work to support excellence in emergency management.

## Performance measures

The Office's service area objective is 'Independent Assurance and Advice to Improve Emergency Management'.

The Office provides independent assurance and advice about Queensland's emergency management arrangements and authoritative reporting to enhance accountability and improve outcomes for the community.

The Office undertakes a range of assurance activities and system analysis to identify risks to emergency management planning, preparedness, response and recovery arrangements and recommends evidence-based improvements. The most robust assurance activity is a tier three review that has significant depth and rigour and provides a higher level of confidence in the disaster management matter being assessed.

Key performance measures for the Office in the Service Delivery Statement (SDS) 2018–19 are below:

Service area: Independent Assurance and Advice to Improve Emergency Management			
Performance measure (service standard)	Notes	2018–19 Target/Estimate	2018–19 Actual
Average cost per tier three review (\$'000)	1, 2	200	482
Customer satisfaction (Overall)	3	80%	83%

Notes:

1. This service standard measures the average cost to complete a tier three review. Included in this measure are costs incurred by the Office in undertaking tier three reviews such as staff salaries, travel, accommodation, venue hire, contractors and legal advice. It is normal for the methodology, scope and depth of each tier three review to differ. Tier three reviews undertaken by the Office as part of its planned program of work have standard planning parameters. In comparison, reviews directed by Government in response to disaster events are generally broader in scope due to their emergent nature and attract additional resources and cost. These factors may impact on the Actual result from year to year.
2. The 2018–19 Actual includes the cost of completing two reviews. These reviews were emergent reviews (2018 Queensland Bushfires Review and 2019 Monsoon Trough Rainfall and Flood Review) undertaken at the direction of Government in response to an emerging event and included a community survey of affected areas. To inform the 2018 Queensland Bushfires Review, the Office engaged the services of a nationally recognised research centre to explain the science behind the events and lessons from Australia and overseas. To inform the 2019 Monsoon Trough Rainfall and Flood Review, the Office engaged an independent external firm with hydrology and flood management expertise. The need to conduct emergent reviews is not known and therefore not included in the 2018–19 Target/Estimate. The Review of the efficacy of recovery governance was scheduled for completion in the 2017–18 financial year and included in the SDS for 2017–18. The Capability review of the Mount Isa Disaster District was not completed in the 2018–19 financial year and is scheduled for completion in the 2019–20 financial year.
3. This service standard measures overall satisfaction with the Office. It is measured as part of an annual customer survey. Customers include the Minister and state and local government stakeholders with a role in disaster and emergency management. It is calculated by the number of respondents who indicated they were either 'very satisfied' or 'satisfied' (on a five-point scale ranging from 'very dissatisfied' to 'very satisfied') with

the service and advice provided by the Office, represented as a percentage of the total number of responses received.

Key performance measures for the Office in the *Strategic Plan 2018–22* are below:

Performance measure	Notes	2018–19 Actual	2017–18 Actual
Customer satisfaction with Office of the IGEM reviews	1	58%	75%
Customer perceptions of Office of the IGEM platforms	2	84%	88%
Customer satisfaction with Office of the IGEM information and advice	3	67%	73%
Customer satisfaction with Office of the IGEM staff	4	94%	91%
Staff perceptions of organisational leadership	5	70%	76%
Staff perceptions of agency engagement	5	82%	81%
Staff perceptions of use of flexible work arrangements	5	79%	73%

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 as a result 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. Number of respondents who indicated that they 'strongly agree' or 'agree' (on a five-point scale ranging from 'strongly disagree' to 'strongly agree') that the content of the Office's website is informative, represented as a percentage of the total number of responses received. Measured as part of an annual customer survey.
3. 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 information or advice given helped improve their business, represented as a percentage of the total number of responses received. Measured as part of an annual customer survey.
4. 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 the Office's staff were professional. Measured as part of an annual customer survey.
5. This measure assesses aspects of workplace climate and use of flexible work options in the Office. Measured as part of an annual Working for Queensland survey.