

The Office of the Inspector-General Emergency Management

Strategic Plan 2015-19

Our Vision

A catalyst for excellence in Emergency Management

Our Environment

As a result of Queensland's geography and climate, Queensland will continue to experience significant natural disasters, with flooding and tropical cyclones (including storm tide and cyclonic winds) among the most damaging natural hazards.¹

Disaster management within Queensland is predicated on local capability and capacity, supported and augmented through a scalable, responsive model. The model builds upon the availability and coordination of support at local, district, state and national levels. The success of the system relies on the political, bureaucratic and command systems working collaboratively and cooperatively to contribute to outcomes that benefit the community.

To take account of the many variables, any system that aims to mitigate the effects of disasters must be comprehensive, scalable, adaptive, cost efficient and provide for interoperability between stakeholders. Fundamental to success is a

- unity of purpose;
- common philosophy; and
- common language across the stakeholders.

Our Purpose

To enable confidence in Queensland's emergency management arrangements

Our Accountabilities

The functions of the Office of the Inspector-General Emergency Management under the *Disaster Management Act 2003* include:

- To regularly review and assess the effectiveness of disaster management by the State, including the State Disaster Management Plan and its implementation;
- To regularly review and assess the effectiveness of disaster management by district and local groups, including district and local disaster management plans;
- To regularly review and assess cooperation between entities responsible for disaster management;
- To make disaster management standards;
- To regularly review and assess disaster management standards;
- To review, assess and report on performance by entities responsible for disaster management in the State against the disaster management standards;
- To work with entities performing emergency services, departments and the community to identify and improve disaster management capabilities, including volunteer capabilities;
- To monitor compliance by departments with their disaster management responsibilities;

Our Values



Customers first



Ideas into action



Unleash potential



Be courageous



Empower people

- To identify opportunities for cooperative partnerships to improve disaster management outcomes; and
- To report to, and advise the Minister about issues relating to these functions.

Strategic Risks and Challenges

- Reducing barriers to responsive and integrated disaster management for local governments, state agencies and other partners;
- Ensuring performance is measured against outcomes;
- Gaining acceptance and support for shared responsibilities balanced with clear accountabilities;
- Ensuring clear expectations of leadership across the emergency management sector;
- Providing valued services to key stakeholders;
- Ensuring all stakeholders understand their risks and are taking action to mitigate these risks; and
- Ensuring the broader disaster management framework remains contemporary.

¹ Historical analysis of natural hazard building losses and fatalities for Queensland 1900-2011 October 2012.

Our Strategic Objectives

Our strategic objectives support the Queensland Government's objectives for the community of building safe, caring and connected communities and delivering quality frontline services.

Objective One

To provide independent assurance and advice about emergency management arrangements in Queensland.

Strategies

- Continue to develop, implement and validate the Emergency Management Assurance Framework in collaboration with stakeholders.
- Provide diligent oversight to ensure that accountabilities and responsibilities are known, understood and met across emergency management.
- Provide independent, evidence based advice to improve community safety.

Key Performance Indicators

- Customer satisfaction of key stakeholders
- Proportion of recommendations agreed to by entities to which the recommendations apply

Objective Two

To provide authoritative reporting that is used to enhance accountability and improve outcomes for the community.

Strategies

- Continue to design and implement assurance activities, tools and processes that are valued by our stakeholders and enable transparent monitoring, evaluation and reporting.
- Undertake targeted reviews and system analysis that identify risks, gaps and prioritise improvements on the basis of community outcomes.
- Collaborate with agencies to facilitate solutions and drive a culture of continuous improvement and excellence.

Objective Three

To drive a culture of excellence across the emergency management sector by connecting stakeholders, creating partnerships and marshalling expertise.

Strategies

- Establish trusted partnerships that promote innovation, interoperability, consultation and knowledge transfer across the emergency management sector.
- Develop and enhance platforms for engagement that connect stakeholders and enable timely and open communication.
- Ensure lessons identified, research and good practice are contextualised for Queensland and integrated into emergency management standards and practice.
- Develop and enhance links between emergency management and interdependent policy and programs.

Objective Four

To sustain a highly motivated, competent office that embraces change and is committed to delivering continuous improvement.

Strategies

- Develop capability through targeted, high quality development programs and initiatives.
- Promote a culture of high performance that models the Queensland Public Service Values and promotes fairness, integrity and accountability.
- Develop processes and systems that support data management and information sharing to enable quality assurance and continuous improvement.
- Ensure the value of advice and outcomes is greater than the investment required for implementation.