

Strategic Plan 2018–22

Our values



Customers
first



Ideas
into action



Unleash
potential



Be
courageous



Empower
people

Our vision

A catalyst for excellence in emergency management

Our purpose

To enable confidence in Queensland's
emergency management
arrangements

Our strategic context

Emergency and disaster management in Queensland continues to evolve and mature in a context of geographically, economically and ethnically diverse Queensland communities.

Compelling us to promote a strategic direction for emergency management in Queensland are key factors such as population growth; vulnerability to natural and human-caused disasters; forecast increases in the complexity, frequency and severity of natural disasters due to climate change; opportunities to leverage advances in technology, and build community and infrastructure resilience.

Collaboration, cooperation and co-design with partners at local, district, state and national levels, and community-centric approaches that build local capability, capacity and leadership, will contribute to keeping communities safe. Good practice, innovation and opportunities to harness learning at all levels of Queensland's disaster management arrangements are key to sustainable change.

Our strategic risks

- ▶ Failure to balance competing needs, caused by changing customer and stakeholder expectations, may diminish our ability to provide valued advice and assurance about disaster management effectiveness and outcomes.
- ▶ Limited opportunity to engage with emergency management partners, caused by a changing hazard environment and more frequent disasters, may reduce our ability to support action to keep communities safe.
- ▶ Inadequate monitoring of advances in emergency management service delivery, systems and platforms, caused by rapid technological change, may limit our ability to support collaboration between entities.

Our strategic opportunities

- ▶ Achieve a more effective balance between shared responsibility, clear accountability and outcome-focused performance across all tiers of government in the emergency management sector.
 - ▶ Actively champion collaboration, partnerships and authentic leadership across the emergency management sector.
 - ▶ Promote genuine community engagement and empowerment by emergency management entities.

Our strategic objectives

Our three strategic objectives collectively contribute to the Queensland Government's plan to keep communities safe and be a responsive government.

We do this by reviewing and assessing the effectiveness of disaster management in Queensland, recommending improvements, and identifying opportunities for cooperative partnerships to support improved community outcomes. We invest in our people to support the delivery of respectful and professional services.

Objective one

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.

- Measures of success**
- » Average cost per tier three review
 - » Customer satisfaction with Office of the IGEM reviews

Objective two

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.

- Measures of success**
- » Customer perceptions of Office of the IGEM platforms
 - » Customer satisfaction with Office of the IGEM information and advice

Objective three

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.

- Measures of success**
- » Customer satisfaction with Office of the IGEM staff
 - » Staff perceptions of organisational leadership, agency engagement and use of flexible work arrangements