

Our performance: Non-financial

Queensland Government's objectives for the community

Our Future State: Advancing Queensland's Priorities is a plan to advance Queensland by tackling the major challenges facing the state.

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.

Strategic objectives and 2019–20 highlights

In accordance with its *Strategic Plan 2019–23*, during the 2019–20 financial year the Office focused on delivering three strategic objectives.

The delivery of these three strategic objectives was supported via 11 strategies.

Strategic objective one

To deliver independent assurance and advice to the Government, stakeholders and the community to enhance strategic direction, accountability and outcomes in Queensland's emergency management arrangements

Emergent reviews

Delivered: Two reviews at the direction of the Queensland Government:

- *Paradise Dam Preparedness Review Report 1: 2019–20*. This review provided recommendations to guide preparedness for a future significant flood event affecting Paradise Dam in the Burnett river system near Bundaberg.
- *Queensland Bushfires Review Report 2: 2019–20*. This review provided observations and insights about the September 2019 bushfires around Sarabah, Stanthorpe and Peregrine Springs and consolidated recommendations of the *2018 Queensland Bushfires Review*.

Both reviews included community surveys to capture public opinion. The IGEM and Office employees also travelled to affected areas to consult directly with key stakeholders.

Planned reviews

Delivered: One planned review

- *Review of capability at a local and district level – Mount Isa Disaster District Report 3: 2019–20*

This review focused on the ability of 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 to meet future disaster management challenges and objectives, based on the Standard for Disaster Management in Queensland (DM Standard).

This review was scheduled as part of the Office's planned program of work in the 2018–19 financial year. It was paused in December 2018 due to emergent reviews of the bushfire and

monsoon trough rainfall and flood events. The review recommenced in August 2019 and was finalised in the fourth quarter of the 2019–20 financial year.

Other assurance activities

In progress: Contribution to Royal Commission into National Natural Disaster Arrangements

The Office received Notices from the Royal Commission into National Natural Disaster Arrangements and assisted the Royal Commission with provision of information.

Delivered: Refreshed Emergency Management Assurance Framework (EMAF) and DM Standard

The refreshed EMAF and DM Standard were made available on the Office's website.

Work commenced in 2019–20 on the EMAF tools to support the refreshed EMAF and DM Standard. Finalisation of these tools was delayed due to the impacts of COVID-19 and was re-scheduled to occur in 2020–21.

Delivered: Assessment of local and district disaster management plans

A simplified interim approach was developed in consultation with local and district representatives from the sector and used for the annual 2019–20 disaster management plan assessment process.

Good practice examples of disaster preparedness and planning activities, identified during the assessment process, were shared with the sector in December 2019.

Delivered: Queensland Disaster Management Lessons Management Framework

The Queensland Disaster Management Lessons Management Framework (LM Framework), a recommendation of The Cyclone Debbie Review, was finalised.

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

The system-wide LM Framework was co-designed with a working group of around 30 stakeholders in the disaster management sector. Other jurisdictions were also consulted.

Monitoring, evaluation and reporting

In progress: Monitoring of progress against review report recommendations

The Office commenced the development of an effective means of monitoring, evaluating and reporting to Government against the Office's review recommendations.

Strategic objective two

To build a culture of collaboration, improvement, excellence and innovation to challenge the emergency management sector to adapt to and explore emerging opportunities

Collaboration with local government

Ongoing: Disaster Management Officers' Network

The DMO network, co-developed by the Office and local council disaster managers, enabled collaboration and sharing of good practice.

The annual DMO network forum and a proposed disaster management conference were both postponed in 2020 due to COVID-19.

Despite not meeting in person this year, the network supported each other through a secure online platform, Basecamp, administered by the Office. The network also contributed to local research projects through the DMRF and the Disability Inclusive Disaster Risk Reduction Project sponsored by the Department of Communities, Disability Services and Seniors. The Office also chaired and facilitated two teleconferences with the network in July and October 2019.

In order to further develop collaborative partnerships across the sector, the Office commenced brokering a partnership with the Local Government Association of Queensland (LGAQ), QFES, QPS and the Queensland Reconstruction Authority (QRA) to deliver a new Disaster Management Conference in 2021 that includes a specifically tailored forum for the network.

Cooperative partnerships and sector-wide collaboration

Ongoing: Queensland Disaster Management Research Framework

The Office continued to apply the DMRF to support a coordinated approach to undertaking, managing and sharing research, strategic research priorities, engagement between government and the tertiary sector and the application of research findings into practice.

The Office coordinated and hosted one meeting of the full Research Advisory Panel (RAP) in November 2019 and four RAP working group meetings in July to August 2019. During 2019–20 the Office's website was updated to provide a point of contact for disaster management research in Queensland. It includes information on the DMRF, latest news from the research sector and project spotlights.

Delivered: Facilitated the translation of research to the disaster management sector

Collaboration on key projects included partnering with the Australian Red Cross to deliver stage one of implementing the National Gender and Emergency Management Guidelines in Queensland. This work focused on developing Queensland-specific training around domestic and personal violence to assist frontline volunteers to identify and support victims during and after disasters.

Another key project included working with the Griffith University Cities Research Institute to help researchers engage with local governments about food network contingency planning during disasters. Pilot projects were developed within urban, rural and regional communities including Cairns Regional Council, Lockyer Valley Regional Council and local community groups to map existing food networks and disaster management arrangements.

Ongoing: Inspector-General Emergency Management Advisory Panel

The Office hosted two IGEM Advisory Panel (Advisory Panel) meetings in 2019–20.

The Advisory Panel, established in February 2016, continued to provide stakeholder guidance to the IGEM. Input was provided on a range of issues including COVID-19 observations, lessons management and the Office's strategic direction.

A representative from the Department of Aboriginal and Torres Strait Islander Partnerships joined the Advisory Panel in June 2020 to continue to support and enhance disaster management arrangements in remote communities.

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

Delivered: Queensland Disaster Management Lexicon

The EMAF acknowledges the *Queensland Disaster Management Lexicon* (the Lexicon) as the standard for common language used within the Queensland disaster management sector.

A printable version of the Lexicon is available at www.igem.qld.gov.au.

Excellence through local, state and national engagement

Delivered: Refreshed *Stakeholder Engagement Framework*

The Office's *Stakeholder Engagement Framework* (the framework) demonstrates the Office's commitment to effective and meaningful stakeholder engagement. In 2019–20, the framework was refreshed to further support proactive, accessible and agile engagement processes across key activities of the Office.

Ongoing: Participation in, or observation of, key committees, working groups and forums and attendance at exercises that supported sector-wide response and recovery activities for COVID-19 and continuous improvement in building disaster and emergency resilience

These included the Disability Inclusive Disaster Risk Reduction Advisory Committee, the Bushfire and Natural Hazards Cooperative Research Centre (BNHCRC) Community Engagement Research Advisory Group, the National Working Group for Public Information and Warnings, the Brisbane River Strategic Floodplain Management Working Group, and co-hosting an Australian Institute for Disaster Resilience (AIDR) National Understanding Disaster Risk Forum in Brisbane.

Delivered: Participation in key conferences and forums to enable engagement across jurisdictions and with stakeholders across Queensland

These included the 2019 Australasian Fire and Emergency Service Authorities Council (AFAC) Lessons Management Forum in July 2019, the 2019 AFAC and AIDR Conference in August 2019, the LGAQ Bush Council's Convention in Roma in August 2019 and the LGAQ 2019 Conference in Cairns in October 2019, the 4th Annual Queensland Community Recovery Forum in October 2019 and the Frontline Mental Health Conference in October 2019.

Delivered: Publications

- Dr Kimberley Reis, Associate Professor Cheryl Desha, and Dr Allison Rifai (2019) *Planning for food contingencies: a call to action*, Australian Journal of Emergency Management, Volume 34, No. 4 (October).
- Acknowledged as project partner:
 - Professor Maureen Taylor, Dr Barbara Ryan and Dr Kim A. Johnston (2020) *The missing link in emergency management: evaluating community engagement*, Australian Journal of Emergency Management, Volume 35, No.1 (January).
 - Professor Maureen Taylor, Dr Barbara Ryan and Associate Professor Kim A. Johnston (2020) *Community engagement for disaster preparedness: a systematic literature review*, International Journal of Disaster Risk Reduction, Volume 49 (October).
- Issued three editions of *IGEM Connect* to around 2000 stakeholders.

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 by:

- completing a refresh of the Office's website to ensure a contemporary online presence; for the first six months of 2020, the website attracted a total of 7,271 users, with 83.3% of these being new users
- using Basecamp to engage and facilitate discussion with the DMO network and the DMRF network
- using Twitter and Facebook accounts, tracking key performance indicators and popular content, and monthly reporting on social media and web metrics
- using social media to share research updates from the DMRF.

The Office's annual customer satisfaction survey was conducted in June 2020. Two in three (67%) customers had visited the Office's website in the past six months. Satisfaction continued to be strong that the content on the website is informative, with 86% of website users agreeing in 2020.

To support good governance, the Office:

- further expanded the use of Project Online and Power BI into business-as-usual activities to support better resource management, tracking and reporting of reviews, assurance activities and key projects
- continued to leverage systems to support corporate services and reporting such as the Business Intelligence Reporting Tool (finance) and Ministerial and Executive Correspondence System (MECS).

The employee opinion survey (Working for Queensland survey) conducted in September 2019 achieved positive results for innovation (82%).

Strategic objective three

To maintain a diverse, forward looking, agile and engaged workforce to deliver quality services

Implementation of the Human Rights Act 2019

Ongoing: Progress in implementing key provisions of the *Human Rights Act 2019* (the HR Act) in the Office included:

- active participation in the PSBA and IGEM human rights working group to plan for and implement the requirements of the HR Act
- reviewing policies and procedures, including updating complaints and grievance application procedures to include an assessment of any potential human rights impacts
- sharing resources and information with employees to ensure awareness of rights and responsibilities under the HR Act.

Strategic workforce planning and workforce capability

Ongoing: Workforce Strategy 2019–23

Key workforce priorities for the Office for 2019–20 included:

- supporting leadership development and strengthening workforce capability
- continuing to implement aligned strategic, operational and performance planning processes
- promoting and modelling practices and programs that supported flexible work practices, safety, health and wellbeing and domestic and family violence prevention.

The Office participated in the 2019 Working for Queensland survey achieving a 95% response rate. The result for agency engagement (72%) declined from 82% in 2018. The Office's result for organisational leadership (64%) also declined slightly from 2018, however these results were well above those for the Queensland public sector. Survey results were explored in employee workshops and activities progressed to facilitate workplace improvements.

During the COVID-19 pandemic, the Office continued to deliver its program of work by optimising flexible and remote working arrangements.

Culture of high performance

Ongoing: Leadership and professional development

Investment in employee leadership development was achieved by:

- supporting employees to participate in the Executive Challenge Academy course
- promoting the Leadership Competencies for Queensland
- supporting emerging leaders to attend professional development activities such as conferences and seminars
- investing in employee development to ensure expertise, skills and knowledge remained contemporary in a changing emergency and disaster management environment.

Ongoing: Corporate induction

The Office continued to recognise induction as an important avenue to welcome new employees and share corporate knowledge. Facilitated by the PSBA, induction sessions promoted awareness of expectations and employee programs such as the commitment to inclusion, diversity and equity, ethics and risk management, prevention of domestic and family violence and health and safety support.

Inclusion and diversity

Ongoing: Delivery of *Cultural Capability Action Plan 2019–21*

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

- participating in working groups including the Cultural and Recognition Working Group and COVID-19 Remote Community Working Group
- the IGEM and the State Disaster Coordinator travelling to Cairns from 29 April to 2 May 2020 to consider the COVID-19 response in Far North communities
- sharing information on dates of cultural significance and Aboriginal and Torres Strait Islander events, and acknowledging Traditional Owners at events and in Office publications
- encouraging employees to undertake online self-paced cultural intelligence training
- confirming a representative from the Department of Aboriginal and Torres Strait Islander Partnerships as a member the IGEM Advisory Panel in June 2020.

Delivered: Commitment to women

The Office participated in Leading Women, the Public Safety and Integrity Agencies Women's Network. This included networking events in August and November 2019 and co-hosting a series of podcast interviews with the Crime and Corruption Commission and Queensland Integrity Commissioner in May 2020.

The Office was proud to once again host the Champion of Change Award in the lead up to International Women's Day 2020.

Nominations were open to paid or volunteer members of Queensland's disaster management sector who demonstrated significant contribution to improving access, equity and support for women.

The finalists were announced at the Public Safety and Integrity Agencies' International Women's Day event in Brisbane on 6 March 2020:

Individual - Champion of Change Award

- Winner - Associate Professor Cheryl Desha
- Highly Commended - Dr Allison Rifai.

Community - Champion of Change Award

- Joint Winners – Queensland Disability Inclusive Disaster Risk Reduction Framework, and Sunshine Coast Get Ready Schools Program
- Highly Commended – Mapping Approaches to Community Engagement for Preparedness in Australia.

Ongoing: Domestic and family violence (DFV) prevention

The Office has continued to build on its commitment to the prevention of DFV by:

- participating in events and initiatives to promote gender equity and the prevention of violence against women
- attending a trivia night in August 2019 to support White Ribbon Australia
- participating in the Zephyr Foundation Lunchbox Drive.

The Working for Queensland survey indicated that 95% of employees in the Office were aware of workplace policies designed to support employees affected by DFV. Further, 87% of non-managers felt confident that they could effectively refer a colleague affected by DFV to appropriate support.

Health, safety and employee wellbeing

Delivered: Commitment to health, safety and employee wellbeing

The Office continued to support employee health, safety and wellbeing by:

- introducing a weekly employee e-newsletter during COVID-19
- ensuring compliance with Chief Health Officer directions, health and safety guidelines and hygiene standards in the workplace during COVID-19
- promoting 'health and safety first' as a guiding principle in the Office's return to the workplace during COVID-19
- adopting a flexible approach to work and ensuring regular and targeted communication with employees during COVID-19
- participating in the QPS Influenza Vaccination program
- sharing health and wellbeing information
- promoting and providing access to employees and their immediate family members to professional, confidential and independent counselling through the Employee Assistance Program to support emotional, physical and financial wellbeing
- working with the PSBA to support the early and safe return of ill and injured employees to meaningful and productive work as required.

The Working for Queensland survey reflected a slightly improved result for the Office for workload and health since 2018.

The survey also indicated that 86% of employees used flexible workplace options.

The PSBA provides industrial and employee relations services to the Office and conducts negotiations with the relevant unions representing employees across the Public Safety Agencies (PSAs). This includes agency specific negotiations with relevant unions, general interpretation of legislative and industrial instruments, grievance investigations and representation at various industrial tribunals.

Service excellence

Delivered: Annual customer satisfaction survey

The Office's annual customer satisfaction survey was conducted in June 2020. The Office achieved an overall customer satisfaction rating of 79%. This result represents a slight decrease from 83% in 2019.

The Office's professionalism, responsiveness, ability to be helpful, supportive and display a cooperative approach were key reasons for customer satisfaction. Satisfaction with the Office's staff continues to be extremely high with nine in ten respondents satisfied that the Inspector-General and staff of the Office were professional (89%).

More than three in four (78%) customers surveyed were satisfied that the information or advice given to them helped to improve their business or work. Four in five customers who engaged in a disaster management review (80%) were satisfied that the advice provided as a result of the review process was useful.

Performance measures

Service area objective

To provide independent assurance and advice that enables confidence in Queensland's emergency management arrangements.

Service area description

The Office provides independent assurance and advice about Queensland's emergency management arrangements and 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. It has significant depth and rigour and provides a higher level of confidence in the disaster management matter being assessed.

Performance measures

Key performance measures in the Service Delivery Statement (SDS) 2019–20:

Service area: Independent assurance and advice to improve emergency management			
Performance measure (service standard)	Notes	2019–20 Target/Estimate	2019–20 Actual
Customer satisfaction (Overall)	1	80%	79%
Average cost per tier three review (\$'000)	2, 3	300	168

Notes:

1. This service standard measures overall satisfaction with the Office. It is measured as part of an annual customer survey. Customers include the Minister, 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.
2. This service standard measures the average cost to complete a tier three review. This measure is calculated by dividing the total cost of all tier three reviews completed in the financial year by the number of tier three reviews completed. 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.

- The 2019–20 Actual includes the cost of completing three reviews. Two of these reviews were undertaken at the direction of Government (*Paradise Dam Preparedness Review Report 1: 2019–20* and *Queensland Bushfires Review Report 2: 2019–20*). The third, the Review of capability at a local and district level - Mount Isa Disaster District, was a planned review. This review was scheduled as part of the Office's planned program of work in the 2018–19 financial year. It was paused in December 2018 due to emergent reviews of the bushfire and monsoon trough rainfall and flood events. The review recommenced in August 2019 and was finalised in the fourth quarter of the 2019–20 financial year.

Key performance measures in the *Strategic Plan 2019–23*:

Performance measure	Notes	2019–20 Actual	2018–19 Actual
Customer satisfaction with Office of the IGEM reviews	1	80%	58%
Customer perceptions of Office of the IGEM platforms	2	86%	84%
Customer satisfaction with Office of the IGEM information and advice	3	78%	67%
Customer satisfaction with Office of the IGEM staff	4	89%	94%
Staff perceptions of organisational leadership	5	64%	70%
Staff perceptions of agency engagement	5	72%	82%
Staff perceptions of use of flexible work arrangements	5	86%	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, conducted in September 2019.