

Inspector General Emergency Management







































Evaluation in Queensland's disaster management sector

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Inspector-General Emergency Management



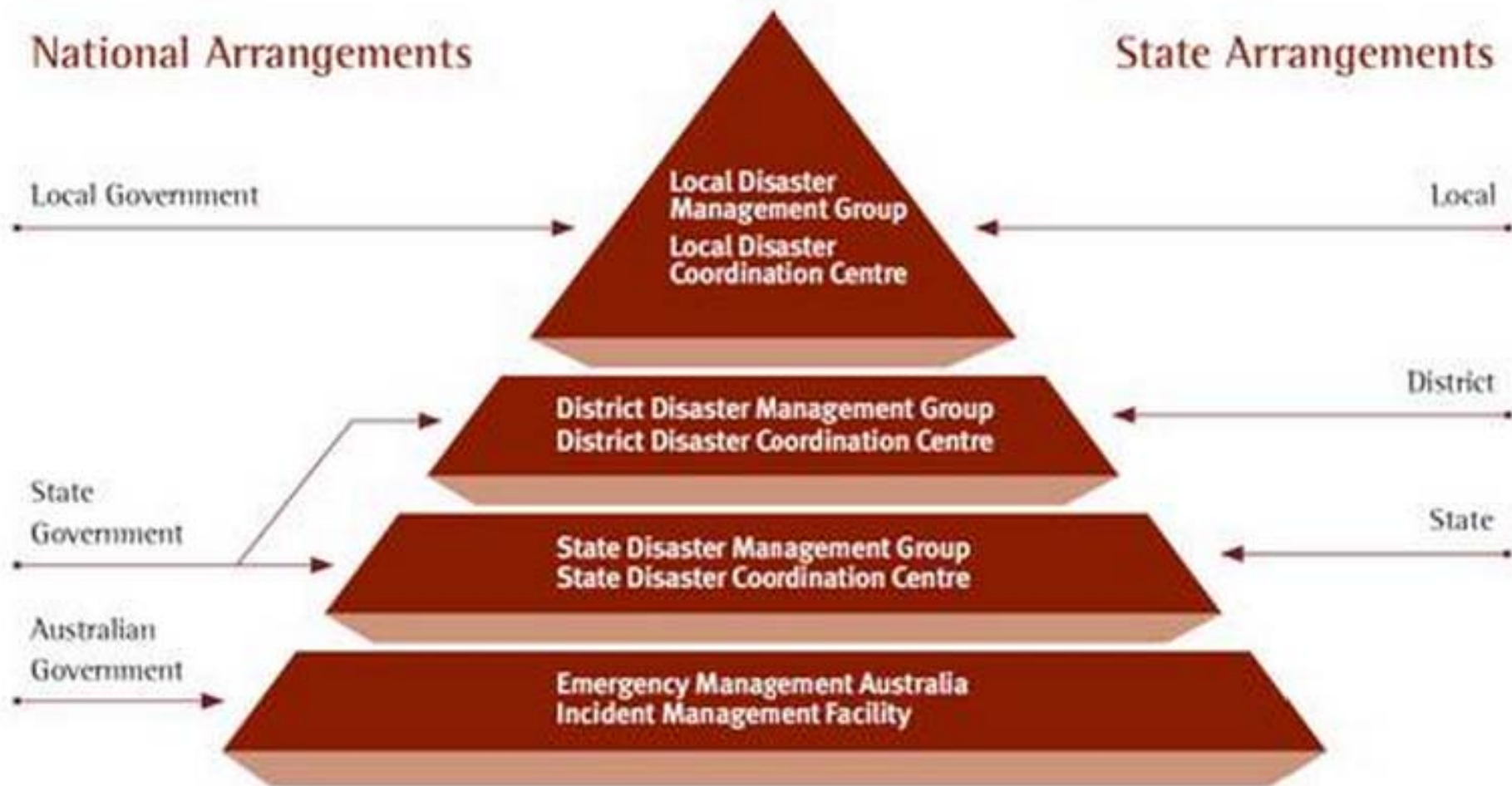
Area: 1.853 million km²

Population: 4.691 million

Second largest state in
Australia.

Coastline stretching
nearly 7,000km

77 local governments



Queensland disaster management arrangements

Impact of decisions:

- Economic
- Social
- Political
- Safety
- Cost
- Litigation



**Questioned
more**



- Social Media is the new ballot box
- Multiple sources of truth
- Empowered entrepreneurial workforce and community

So what is the problem?



EXPECTATIONS

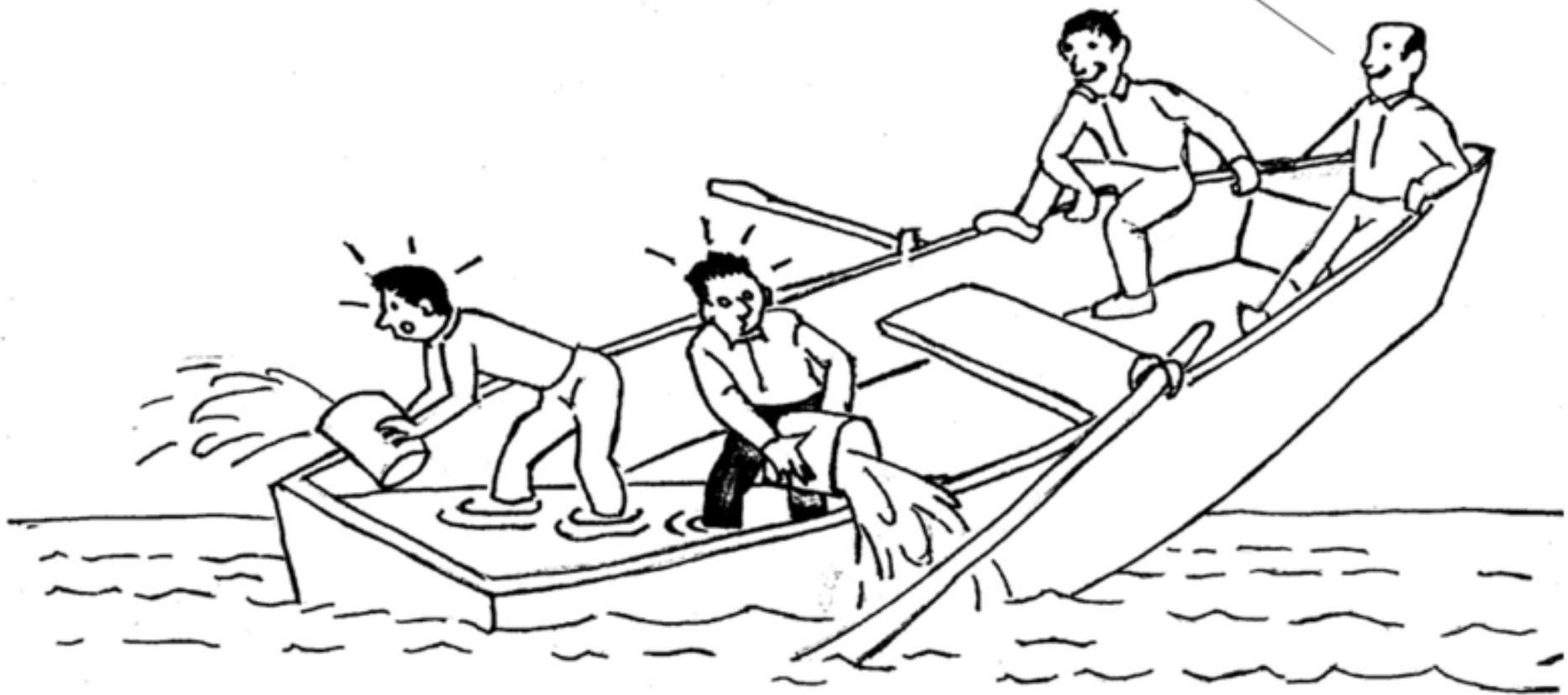
Please don't disappoint

The next royal commission



Shared Responsibility

Sure glad the hole isn't at our end.



Functions of the Office of the IGEM

- to regularly **review and assess** the **effectiveness** of disaster management at all levels
- to regularly review and assess **cooperation** between entities including the compatibility and consistency of systems and procedures
- to make disaster management standards
- to regularly review and assess disaster management standards
- to review, assess and report on **performance** by entities

Purpose

To enable confidence in
Qld's disaster
management
arrangements by
providing independent
assurance

**Partnering towards
emergency
management
excellence**

- **Marshalling expertise**
- **Creating partnerships**
- **Boosting confidence**
- **Providing independent assurance and advice**



Learning another language

Emergency Management Assurance Framework

Fig.1

Queensland Emergency Management Assurance Framework

Principles

Leadership

Leadership at all levels is demonstrated through a commitment to a shared culture of disaster management excellence. Strategic planning, within the context of resources and risk, underpins clear decision making and planning to achieve outcomes.

Public safety

Queensland's disaster management arrangements are delivered through effective disaster management groups where policy, procedure and practice all focus on safety of the public, engaging stakeholders and sharing responsibility.

Partnership

Everyone has a role to ensure Queensland is the most disaster-resilient State. Strategic partnerships are well-governed, drive clear roles and responsibilities, and promote true collaboration.

Performance

Productivity and effectiveness are measured by a combination of quality, quantity, cost, time or human relationships. Performance is monitored and analysed against standards and good practice across the spectrum of prevent, prepare, respond and recover.

Standard for Disaster Management in Qld

Shared responsibilities

Hazard Identification
& Risk Assessment

Hazard Mitigation
& Risk Reduction

Preparedness
& Planning

Emergency
Communications

Response

Relief
& Recovery

Key outcomes

Good practice attributes

The attributes that enable and indicate the quality of the outcome

Solutions, programs or systems are **scalable** and can be applied in any size or type of event

Systems and solutions are **interoperable** and able to operate seamlessly

Solutions, programs or systems are **adaptive** and flexible to the needs of the stakeholder

Solutions, programs or systems can demonstrate **value for money**

Solutions, programs or systems are **comprehensive** and consider all phases of disaster management

Accountabilities

The area assessed against the ability to deliver the outcome

Governance arrangements support local needs

Doctrine is in place that embeds common language, creates unity and clear purpose

The required **enablers** such as systems, resources, information and technologies are developed and maintained

The required **capability** is established, tested and maintained

Performance is measured, reported and managed to drive continuous improvement

The Framework

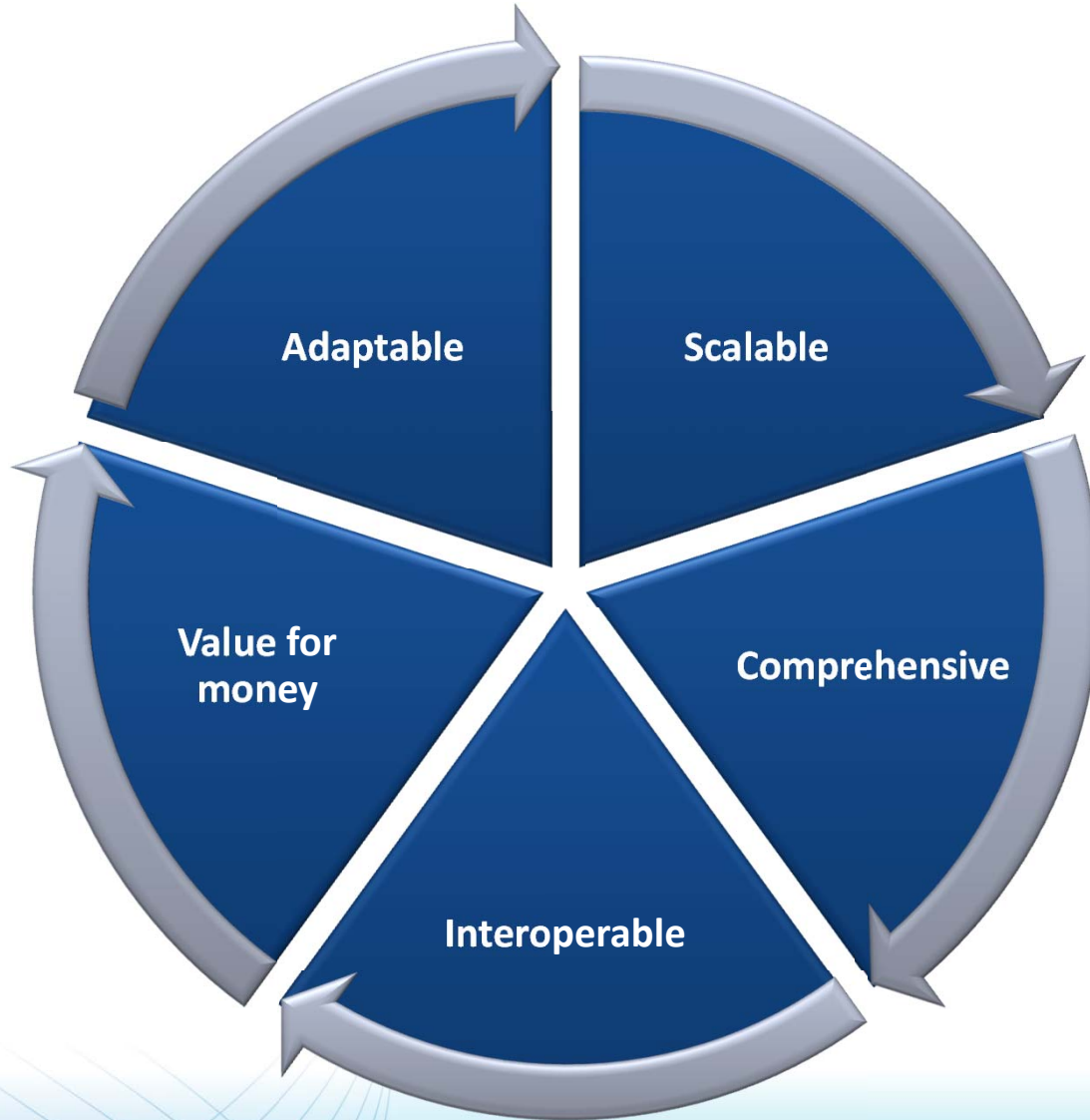
The Framework outlines the outcomes to be achieved through disaster management in Queensland, it does not prescribe how to achieve them.



Principles



Good Practice Attributes



What is
effective
disaster
management?

Accountabilities

Governance

Doctrine

Enablers

Performance

Capabilities

Structure of the Standard

Shared Responsibility

Preparedness and Planning

Component

Planning

Key Outcomes

Each entity agrees the priorities for disaster management and the responsibilities for key functions and roles including necessary authorities

Indicators

The planning process, including documenting roles and responsibilities, involves engagement with all stakeholders

EXAMPLE



Providing Assurance

Confidence through knowledge

IGEM Assurance Activities

Outlined in the EMAF

external drivers

Environment and Horizon Scanning

Analysis

Enquiry

Knowledge Management

Priority
Complexity
Assessment

tier 1 activities

- Prioritisation Tool

tier 2 activities

- engagement

- governance review

- evaluation of current sector issues

tier 1 & 3 activities

- of emerging trends and drivers

- IGEM facilitate external activity
- Issue outcomes (advice, professional (external products)

tier 2 activities

- practice considerations, issue assessments & evaluations

- recommendations)

- research & reviews

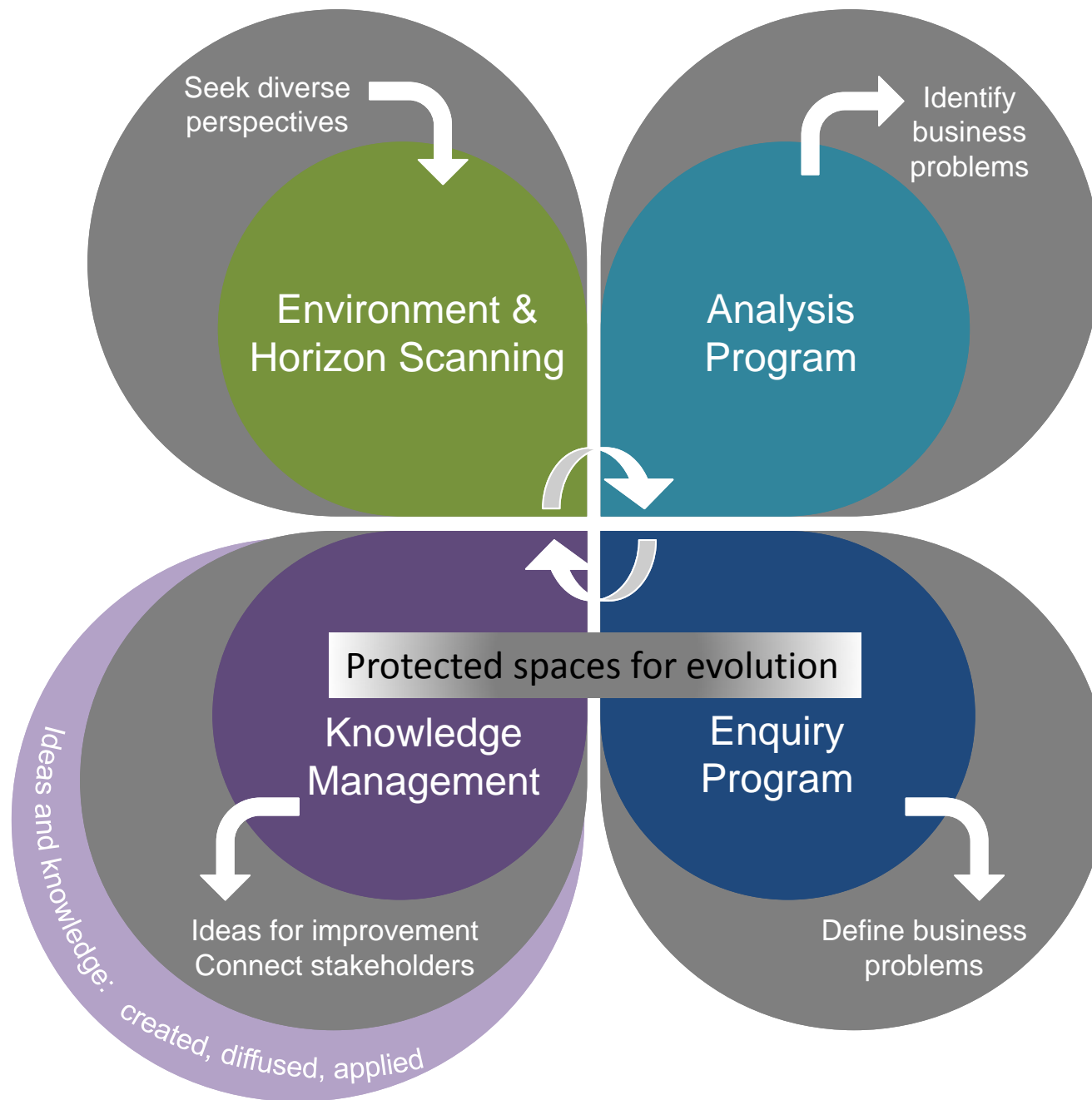
- Evaluation of disaster management plan monitoring report outcomes effectiveness

(professional practice considerations and recommendations) to resolution

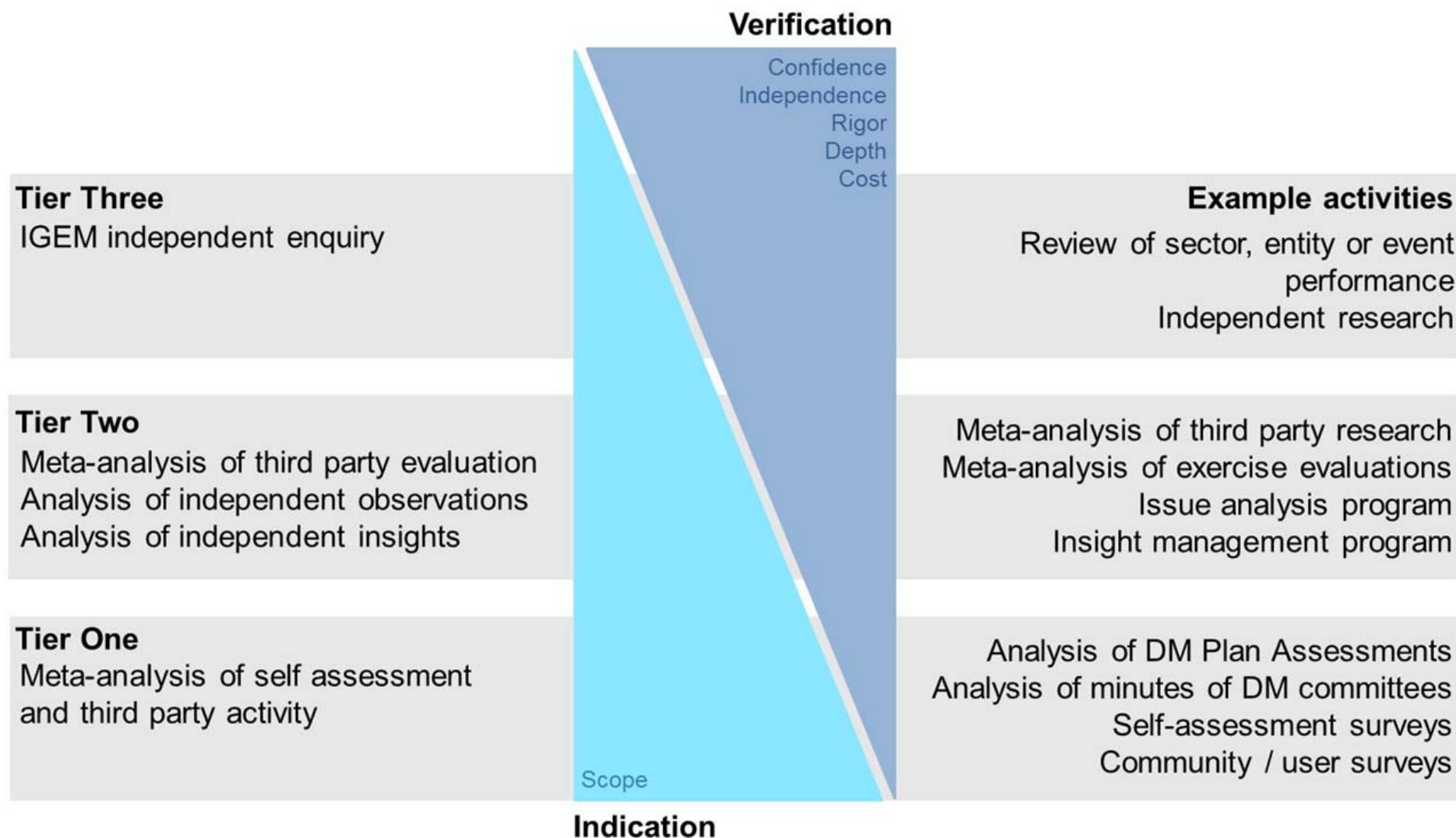
assurance provided to disaster management sector to inform decision-making

IGEM Assurance Activities

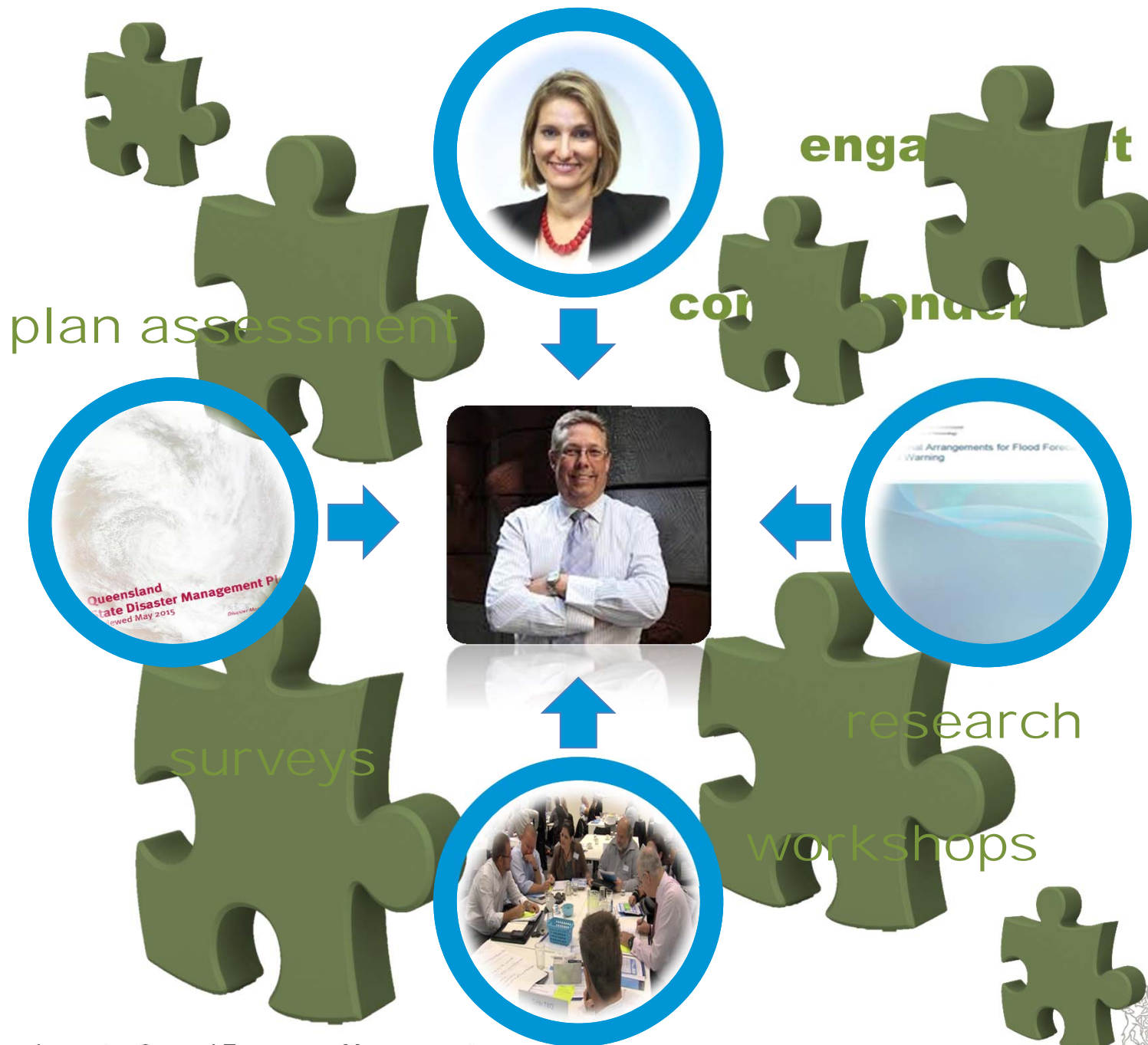
Innovation



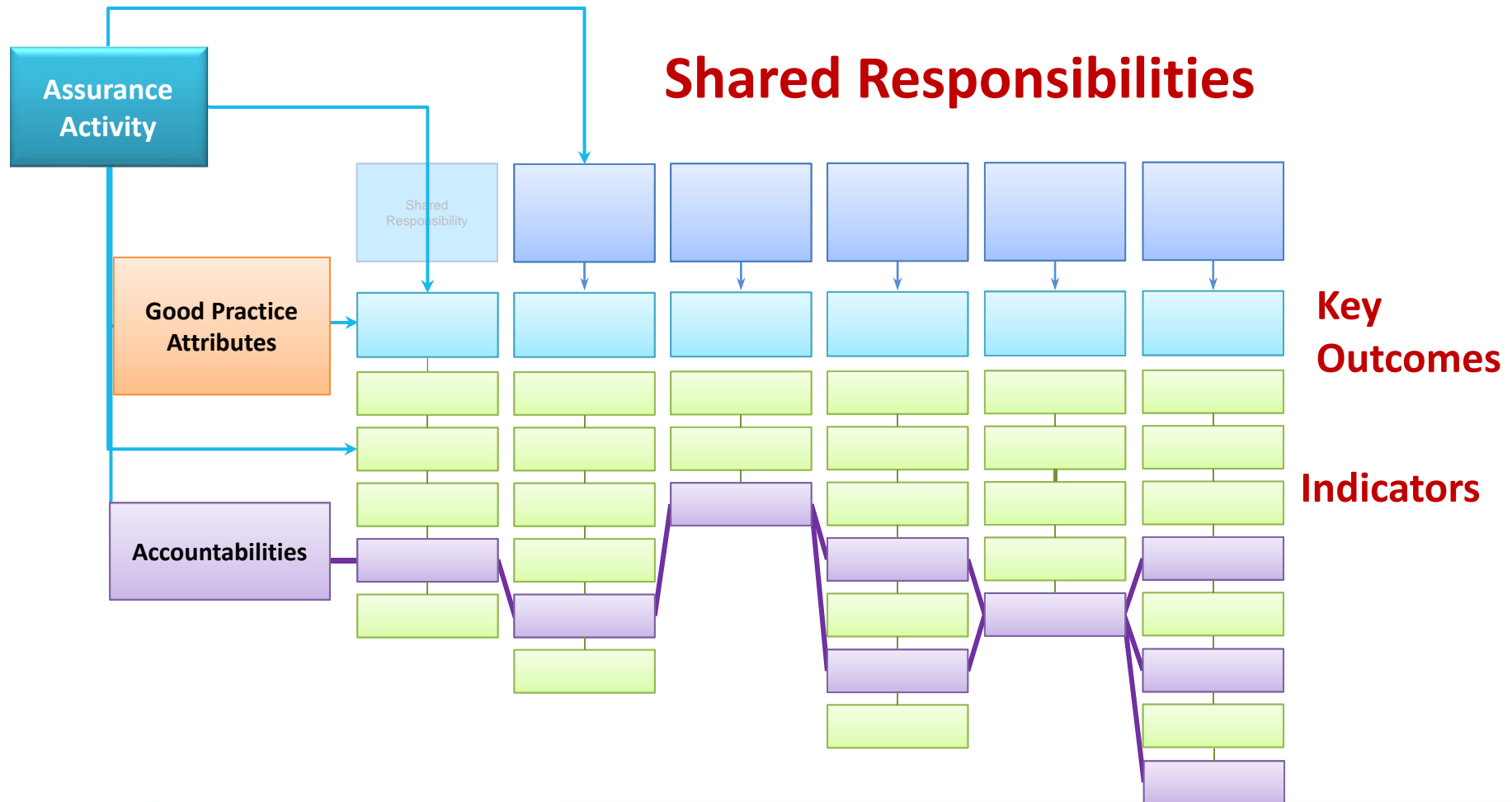
Tiers of assurance activities



How we gather information

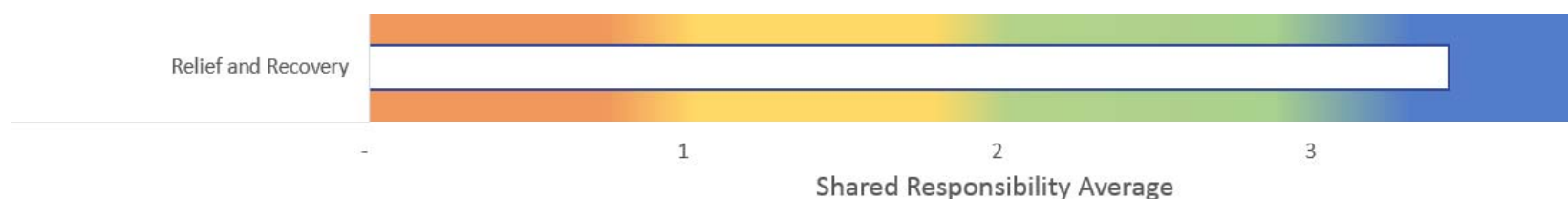


Slice & Dice



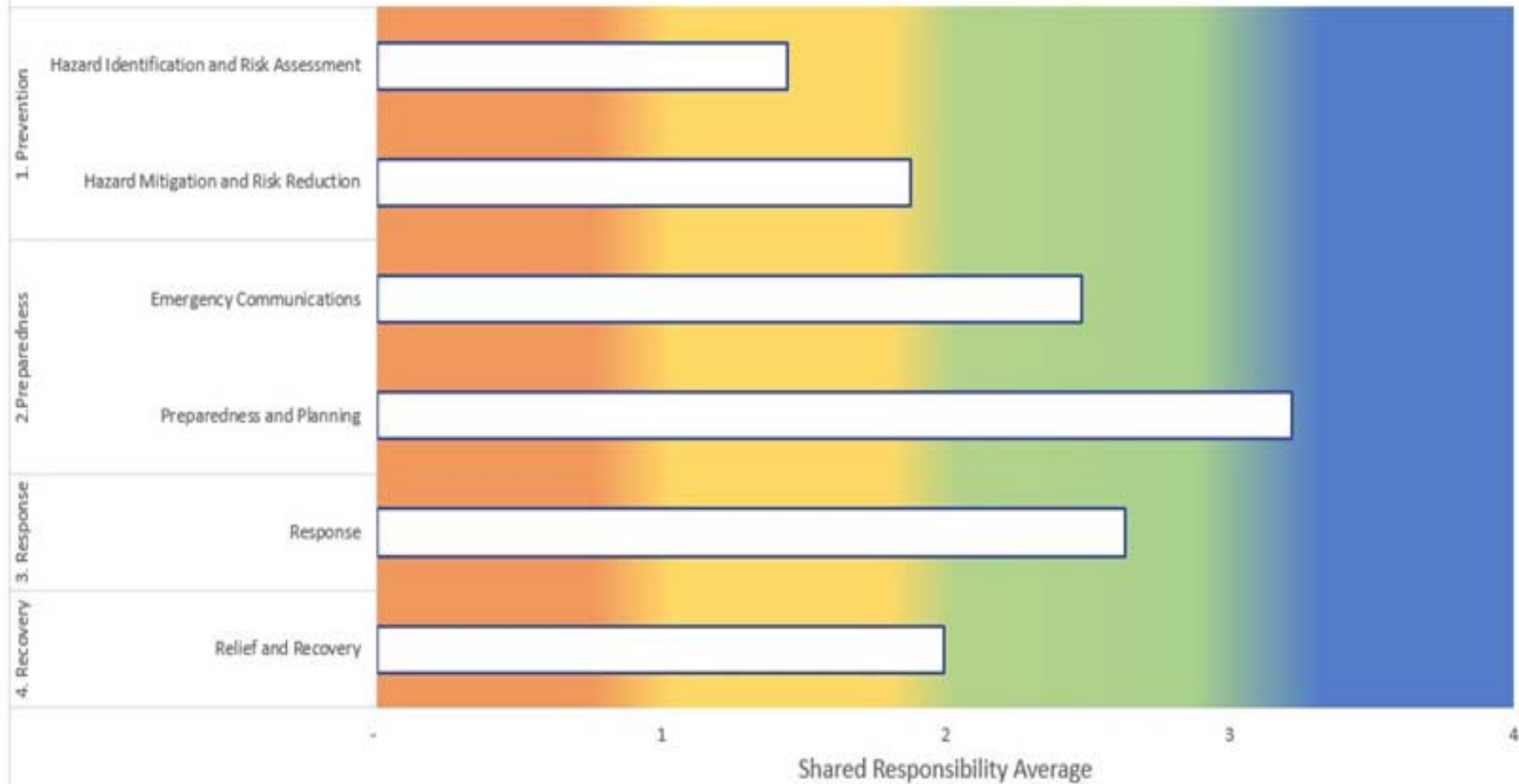
Phases	Shared Responsibility	Component	Tasks
1. Prevention	Hazard Identification and Risk Assessment	Hazard Identification and Risk	Complete
	Hazard Mitigation and Risk Reduction	Hazard Mitigation and Risk Reduction	Complete

2. Preparedness	Preparedness and Planning	Capability Integration	Complete
		Planning	Complete
	Emergency Communications	Public Engagement	Input Required
		Communication Systems	Input Required
		Warnings	Input Required



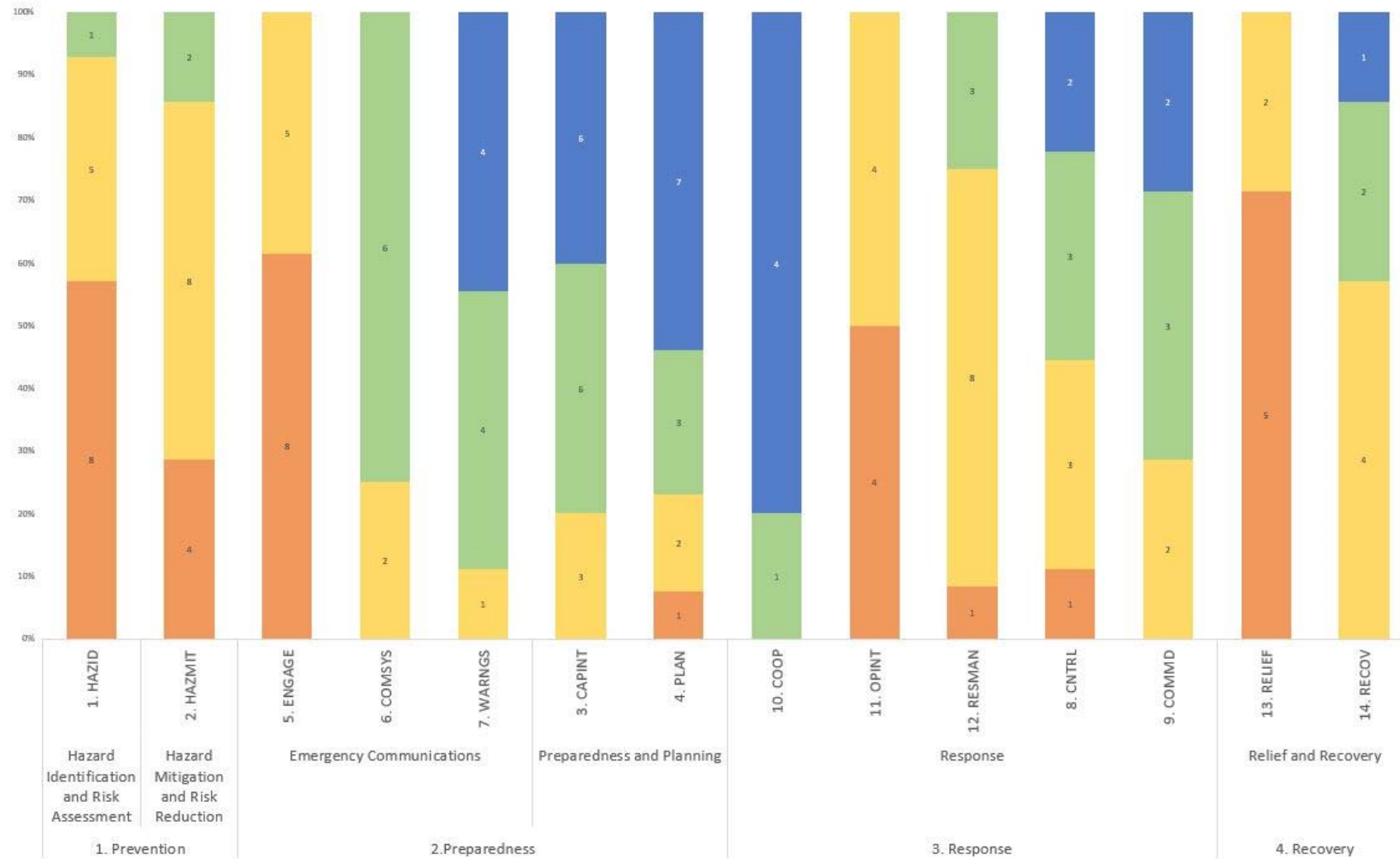
Limited	Development Area	Well Placed	Strong
Not well placed to address weaknesses in the short to medium term and needs additional capacity and support to secure effective delivery.	More action is required to close current capability gaps and deliver improvements over the medium term. Capacity to deliver is not assured.	Capability gaps are identified and practical improvements are planned or underway, with capacity to achieve outcomes.	Outstanding capability supported by evidence of good practice and capacity to sustain.

Shared Responsibility Assessment

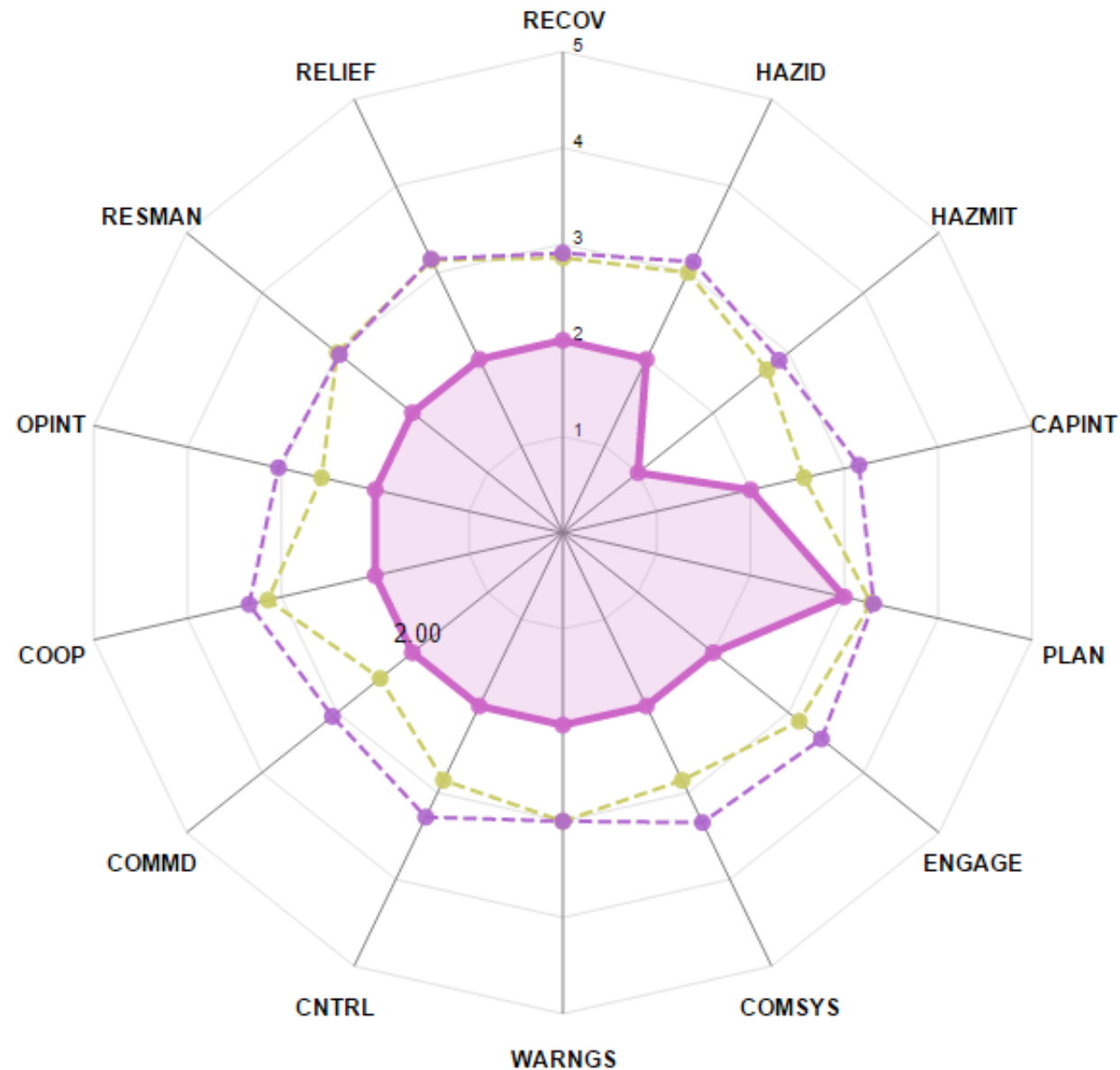


Component Assessment

1 - Concern 2 - Development Area 3 - Well Placed 4 - Strong



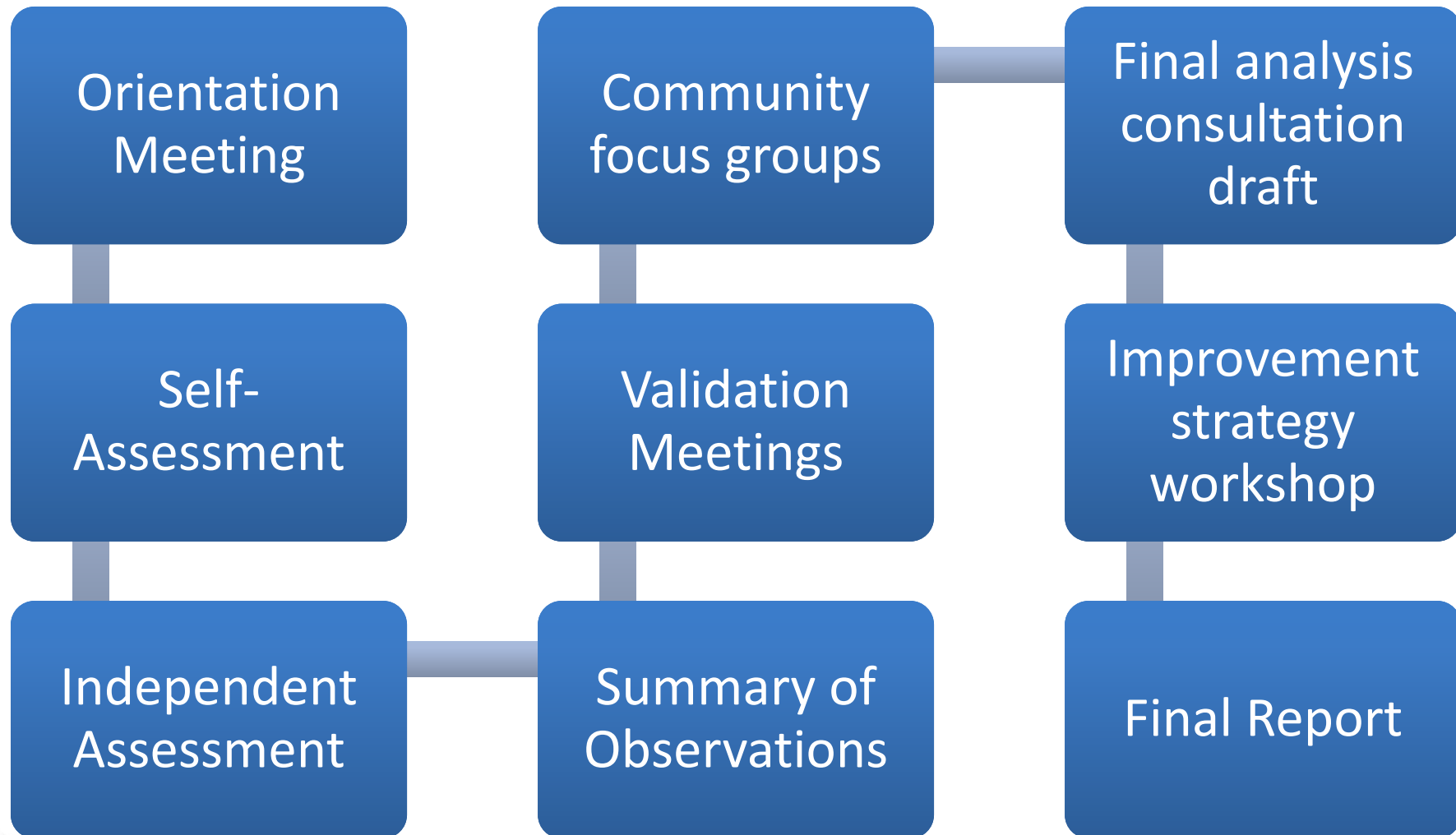
Disaster Management Plans



Reviews & Evaluation

- Warnings
- State agency integration
- Sheltering arrangement in cyclone and storm tide areas
- Callide Dam river catchment
- Dam release communications
- Aboriginal and Torres Strait Island Councils capability to deliver DM responsibilities
- DM capability at local and district level
- Evaluation of the State Disaster Coordination Centre (SDCC) improvement strategy
- Meta-analysis of exercises

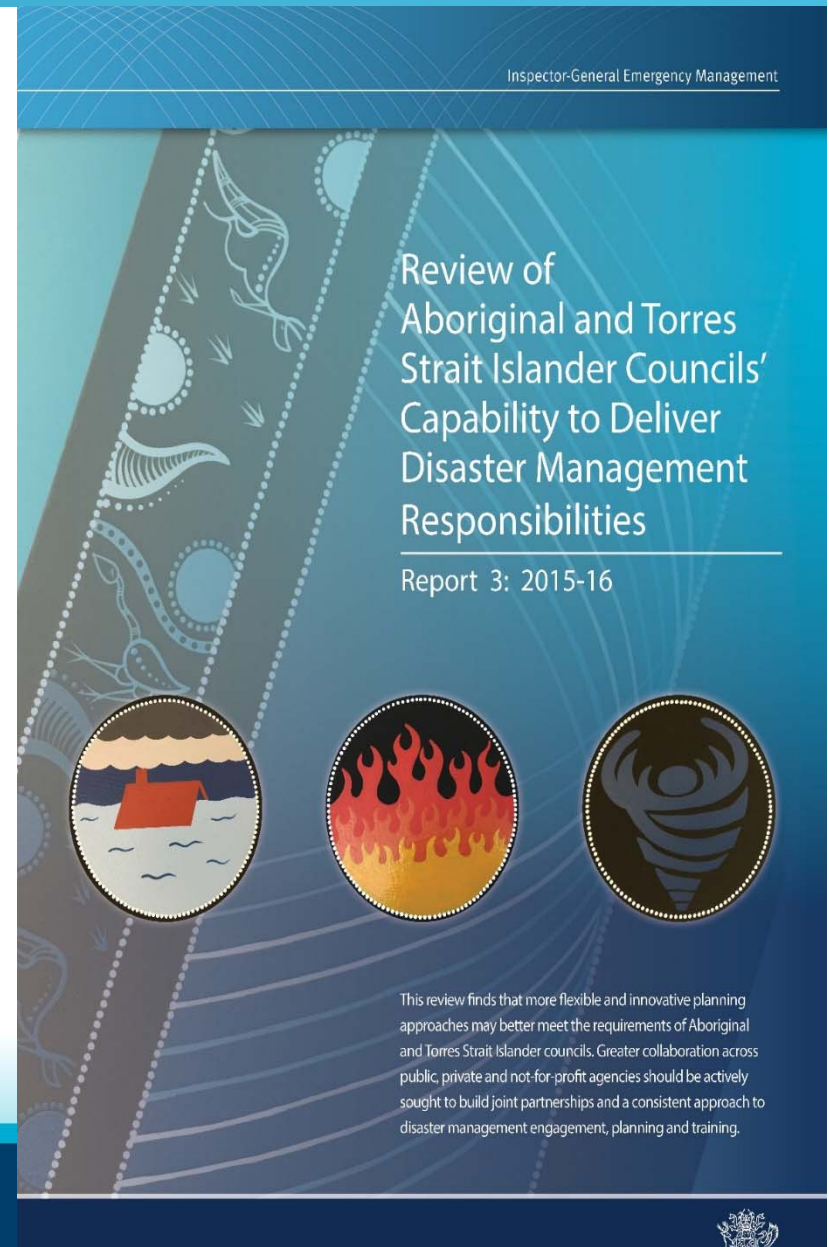
Disaster management capability review



Reviews & Evaluation

Themes

- Integrated, risk-based planning
- Triggers to escalate risk
- Vulnerability
- Governance & doctrine
- Commitment & accountability
- Reliance on relationships
- Sharing responsibility
- Risk, planning, recovery



Sustainable change

- Using the results
 - Advice
 - Professional practice considerations
 - Findings/recommendations

e.g CEO performance agreements

- We know from other high risk industry and complex systems that **culture is directly related to performance**





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*Sharing Responsibility.
Accepting Accountability.
Providing Assurance.*



Queensland Government