



Emergency Management Queensland Divisional Plan 2008–2012

Whole of Department

Vision: *World class emergency and disaster management services*

Role: *We save lives, protect property and improve community safety and resilience*

Goal 1: Focus on front-line service delivery

- 1.1 Implement effective and efficient demand management strategies for front-line emergency services
- 1.2 Improve operational information and communication technology systems to enhance emergency service capability
- 1.3 Recruit and retain a diverse workforce with the right competencies to effectively deliver emergency services

Goal 2: Strengthen community capability and resilience

- 2.1 Ensure communities have effective and responsive emergency and disaster systems in place
- 2.2 Ensure communities, including remote Indigenous communities, have the resources and capacity to prepare for and respond to emergencies and disasters
- 2.3 Leverage strategic partnerships with government, community and business sectors

Goal 3: Support volunteer emergency service organisations

- 3.1 Ensure volunteers have the appropriate training, equipment and infrastructure to undertake their role safely and effectively
- 3.2 Ensure effective recruitment and retention of emergency service volunteers

Goal 4: Build organisational capability and resilience

- 4.1 Engage in continuous quality improvement with strategic planning, risk and performance management and accountability within our organisation
- 4.2 Strengthen and maintain our corporate governance processes
- 4.3 Engage effectively with central/regional collaboration to provide better services for communities
- 4.4 Maintain a strong focus on staff health and well-being
- 4.5 Incorporate rigorous and sustainable legislative and policy development

Values

Accountability	Community service	Diversity	Integrity	Leadership	Learning	Safety	Teamwork
We are accountable for our decisions and our performance	Our people have a strong commitment to the communities we service and community safety	We recognise the value and the inclusion of people from a wide variety of backgrounds in everything we do and foster an environment where people feel safe from harassment and discrimination	We support open and honest communication and act with integrity	We value and foster leadership based on our common vision, strategic direction and high standards of ethical behaviour	We value sharing of information and constructive feedback in order to continually improve our services	We are strongly committed to the provision of a workplace that is free from harm	We encourage a work environment based on teamwork, mutual support, common purpose, trust, and respect for the history and cultures of all the emergency services, volunteer services and others who contribute to our business achievements

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This Divisional Plan will transition to new State Government targets as outlined in 'Towards Q2' (published September 2008) by 1 July 2009. Alignment will occur with the 'Towards Q2' ambitions and targets, particularly DES contributions to Healthy: Queensland will have the shortest public waiting times in Australia; and Fair: Increase by 50 per cent the proportion of Queenslanders involved in their communities as volunteers.

Our purpose is to:

- take responsibility for Queensland's disaster management arrangements and ensuring the effectiveness of the disaster management system
- contribute to safe, more resilient and sustainable communities

2008 Government priorities	Fostering healthy individuals and communities	Managing climate change and protecting the environment	Strengthening Indigenous communities					
	<ul style="list-style-type: none"> • Minimise the risk and impact of accidents, emergencies and disasters • Continue to improve the standard and accessibility of hospital and health service 	<ul style="list-style-type: none"> • Prepare for and mitigate the potential effects of environmental disasters 	<ul style="list-style-type: none"> • Improve the delivery of services to Aboriginal and Torres Strait Islander communities 					
Vision	World class emergency and disaster management services							
Role	We save lives, protect property and improve community safety and resilience							
EMQ Outputs	Disaster Management		Volunteer Management		Helicopter Rescue			
Performance measures	<ul style="list-style-type: none"> • Number of people receiving disaster management training incorporating disaster mitigation concepts • Number of warnings, advices, bulletins requiring follow-up action by the State Disaster Coordination Centre (SDCC) • Number of warning, advices, bulletins received and assessed through the SDCC • Percentage of Local Disaster Management Groups with current Disaster Management Plans 		<ul style="list-style-type: none"> • Number of SES volunteers • Number of SES volunteer hours of operations 		<ul style="list-style-type: none"> • Number of EMQ Helicopter Rescue hours of operation: <ul style="list-style-type: none"> - Aeromedical - Counter Disaster - Search and Rescue - Other 			
Goals	Goal 1: Focus on front-line service delivery		Goal 2: Strengthen community capability and resilience		Goal 3: Support volunteer emergency service organisations		Goal 4: Build organisational capability and resilience	
Sub-strategies and links to Strategic Plan	SP1.1	Build strategies to manage growth in helicopter demand , particularly in relation to funding sustainability	SP2.1	Build strategies to ensure Climate Change (CC) adaptation is in the main stream of Disaster Management, including participation in the National Adaptation Research Forum (NARF), establishing a baseline from which to measure CC	SP3.1	Enhance the capacity to deliver efficient and effective outcomes for training and equipping the SES	SP4.1	Build the use and understanding of an EMQ performance management framework – Business Management
	SP1.1	Continue the testing of Disaster Management capability through education and exercises	SP2.1	Build a framework to assist local disaster management groups develop effective evacuation plans	SP3.2	Develop, deliver and monitor a recruitment strategy in line with the Toward Q2 2020 initiative, to attract and retain Emergency Services volunteers	SP4.2	Continue to develop and output focused performance based culture – Business Management
	SP1.1	Build operational excellence through commencing a program for the development of practical, accessible Disaster Management Operations Doctrine	SP2.2	Build state-wide a risk profile by building a hazard profile for every local government area			SP4.3	Continue to meet training targets for operations and disaster management training to staff, partners and volunteers Professional Development
	SP1.2	Enhance the arrangements with Community Helicopter Provider's to provide practical, timely performance data	SP2.3	Continue to build capacity to delivery community education messages – Community Engagement			SP4.4	Continue to implement the Department's vision of ZEROharm – Business Management
	SP1.2	Continue to develop and strengthen disaster management and information systems to support the operational capability of EMQ	SP2.3	Enhance the efficiency and effectiveness of overall grants management by ensuring a more targeted whole of state strategic approach to the assessment of grant applications – Community Engagement				Build a framework for the training of sufficient staff, State and Local government employees and volunteers to meet capacity and capability requirements to agreed competency levels – Professional Development
	SP1.3	Continue the helicopter acquisition (and sale) capital program through the introduction of the AW139 craft and recruitment (CBRC funding) of additional positions					SP4.5	Continue to exercise Disaster Management Governance arrangements to comply with the 'Disaster Management Act 2003'
	SP1.3	Build the foundation of management of the SES by securing agreement with local government around the approved functions for and target membership of the SES						
Performance and reporting mechanisms	The Executive Director has implemented a three-tiered monthly performance reporting process for the EMQ Senior Executive Management Team; 1. Service Delivery Performance Report (a tool to capture quantitative and qualitative mandatory, legislative and internal performance measures); 2. Human Resources management via Region/Unit/Branch; 3. Budget management (variance and discrepancy analysis)							