

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 1

II1

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 1: There is a shared understanding of risks for all relevant hazards

Examples of the Indicators of Outcome 1

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

The risk assessment process

The risk assessment process involves all relevant entities

- The process that disaster management groups go through to develop or update their risk assessment involves all the entities of the group
- Entities include all of the relevant internal stakeholders in the process of developing or updating their risk assessment

The risk assessment process follows a recognised methodology

- Entities use a recognised methodology such as the [Queensland Emergency Risk Management Framework Risk Assessment Tool](#) when developing their risk assessment
- Entities enlist consultants who follow an accredited risk assessment process such as [ISO 31000 Risk Management](#) to undertake the risk assessment on their behalf

The risk assessment process considers all hazards and potential risks

- Entities have a recent, comprehensive hazard assessment that is used during the risk assessment process, so that all hazards and potential risks are being considered
- The risk assessment process considers both hazards that have already occurred, and those with the potential to occur that create a risk
- The risk assessment considers concurrent and converging events (i.e. the potential for multiple different hazards to unfold in the same location during the same time period)

The risk assessment process is evidence-based

- Entities reference flood modelling and data to support the level of flood risk determined for at-risk areas
- Entities refer to bushfire hazard mapping when determining bushfire risk

The risk assessment process draws on local knowledge and experiences

- Entities consider what has happened in the past as a factor in assessing the risk posed by hazards

- Entities engage with Traditional Owners regarding the hazards that have the potential to impact on the area, and draws on local knowledge and experience of First Nations peoples to inform the risk assessment

Risk assessments

Risk assessments incorporate community values and priorities

- Risk assessments consider the potential impact of hazards and hazard mitigation measures on places of cultural significance
- Risk assessments consider the potential impact of hazards on both critical infrastructure (such as roads, bridges and utilities) and infrastructure identified by the community as being of social importance

Risk assessments are fit for purpose and relevant to the local context

- Risk assessments are developed for a specific entity, and for a specific local context
- Risk assessments contain the information that entities need to make decisions about how to address the impacts of hazards and the risks that they cause to the community

Risk assessments are accessible to all relevant entities

- Risk assessments are available on entities' websites and can be accessed by other entities and the community
- Risk assessments are available in the different languages common in major proportions of the relevant community, making it accessible to people of culturally and linguistically diverse backgrounds

Risk assessments inform all phases of disaster management

- The risk assessment informs the actions that entities take during prevention, preparedness, response and recovery

Risk assessments underpin all disaster management activities

- Entities choose which risk reduction activities to prioritise based on the risk assessment
- Plans are updated based on changes to the risk assessment
- Response activities and the decisions that entities make are influenced by the information contained in the risk assessment

Risk assessments inform business continuity planning

- The hazards and potential impacts in the risk assessment inform entities' business continuity planning

Risk assessments identify, refer or accept residual risk

- The risk assessment identifies the residual risk posed by the impacts of each relevant hazard after the proposed treatment has been applied, and whether residual risk will be accepted or transferred to another entity
- Entities advise other entities that they are referring the residual risk identified in the risk assessment to them, what that residual risk is, and the treatments that have already been applied

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 1

IP1

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 1: There is a shared understanding of risks for all relevant hazards

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

The risk assessment process

The risk assessment process involves all relevant entities

- Who are the entities that are relevant to the risk assessment process?
- Have they all been included in the risk assessment process?
- Have they all chosen to participate in the risk assessment process?

The risk assessment process follows a recognised methodology

- What recognised methodology does the risk assessment process use to develop the risk assessment?

The risk assessment process considers all hazards and potential risks

- Does the risk assessment process consider both hazards that have already occurred, and potential hazards?
- Is the risk assessment based on a current hazard assessment?
- Does the risk assessment consider converging events?
- Does the risk assessment consider both the likely and unlikely impacts of potential hazards?

The risk assessment process is evidence-based

- What evidence is the risk assessment process based on?
- What are the sources for this evidence?

The risk assessment process draws on local knowledge and experiences

- Does the risk assessment process draw on the local knowledge and experiences of community members?
- Does the risk assessment process consider previous events and their impacts?
- Does the risk assessment process integrate the knowledge and experience of Traditional Owners?

Risk assessments

Risk assessments incorporate community values and priorities

- Does the risk assessment include information about the locations, assets, infrastructure and social structures that the community values?

- Does the risk assessment include information about sites of cultural significance, and the wishes of Traditional Owners regarding how hazards in those locations should be managed and mitigated?

Risk assessments are fit for purpose and relevant to the local context

- Is the risk assessment specific to the local area, geography and context?
- Does the risk assessment contain all of the information needed in order to prioritise risks and treatments?

Risk assessments are accessible to all relevant entities

- Is the public risk assessment kept or made available in a place/s where other entities and the community can find it and access it?
- Is the risk assessment available in different formats to cater for the needs of different people? (e.g. culturally and linguistically diverse people, people with disability, people who require different methods of access)

Risk assessments inform all phases of disaster management

- Is the risk assessment used to inform the actions taken during prevention, preparedness, response and recovery?

Risk assessments underpin all disaster management activities

- Is the risk assessment the basis for all disaster management activities?
- Does your entity consider the risk assessment, in addition to other information, prior to making decisions and taking actions?

Risk assessments inform business continuity planning

- Does the risk assessment inform the business continuity plan?

Risk assessments identify, refer or accept residual risk

- Does the risk assessment identify residual risk?
- Does the risk assessment identify how each residual risk will be treated (i.e. will it be accepted or referred)?
- If the risk assessment refers a residual risk, has the entity it has been referred to been consulted and has it accepted the risk?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 1

A11

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 1: There is a shared understanding of risks for all relevant hazards

This is about risk assessments: the process to develop them, who is involved, what is included and considered, and what the risk assessment is used for.

Examples of applying the Accountabilities to Outcome 1

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities know whose role and responsibility it is to develop their risk assessment
- Entities who should be involved in the risk assessment process are aware of their involvement and responsibilities, and it is documented

Entities have been authorised to carry out their delegated responsibilities

- Entities delegate individuals with the authority needed to develop the risk assessment
- When undertaking a risk assessment on behalf of a group, the other members know which entity will be conducting it, and the chair has authorised it

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities know who is authorised to make decisions about the risk assessment
- Entities know who is authorised to approve the risk assessment

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- There is a process for reporting on changes to the risk assessment
- The need to regularly update the risk assessment is monitored

Decisions are recorded as they are made, and their implementation is monitored

- Entities record the decision to make changes to the risk assessment in a decision register
- Entities monitor updates to the risk assessment to ensure that they add value

Doctrine

Roles and responsibilities are based on relevant doctrine

- The requirement for entities to have an updated risk assessment is based on doctrine such as the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)
- The roles of individuals in developing or updating the risk assessment is based on doctrine such as internal procedures and role descriptions

The action or activity is based on relevant doctrine

- The need for entities to develop a risk assessment is based on doctrine such as the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)
- Entities have internal procedures that state that a risk assessment is required

Doctrine is agreed and shared between entities

- If undertaking a risk assessment on behalf of a group, all entities of that group have access to and agree on the doctrine that determines that it should be developed

Common language is being used, and terminology is agreed and consistent with doctrine

- The language used in the risk assessment is consistent with sector-specific doctrine such as the [Queensland Disaster Management Lexicon](#) and the [Disaster Management Act 2003](#)
- When consulting with a group about the risk assessment, entities check that everyone understands the language being used, and agree to define key words consistently

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities are in contact with other entities that are involved in developing the risk assessment
- Individuals have a professional relationship with others who are involved in updating the risk assessment, and it helps to enable success in the project

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities have conducted training on how to undertake a risk assessment
- The knowledge and training required in order to conduct a risk assessment has been documented

Opportunities are provided for on-the-job training and development

- Individuals are given the opportunity to be involved in the risk assessment process, where they haven't been before

Upskilling and cross-training provide a reserve of personnel

- Additional personnel are trained on when and how the risk assessment needs to be reviewed
- More than one person has been trained on how to access the risk assessment

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have a risk management system that helps to successfully keep track of and prioritise the risks identified in the risk assessment
- Individuals have access to a computer with internet access that can help to facilitate development or updating the risk assessment

Enablers are accessible to the relevant entities, including the community if necessary

- Entities have access to a risk management system or program

- Entities have access to the doctrine needed to complete a risk assessment such as [*ISO 31000 Risk Management*](#) or the [*Queensland Emergency Risk Management Framework*](#)

Enablers meet the needs and requirements of all relevant entities

- Entities' risk management systems are designed to work in a way that meets specific identified needs, and they do
- Entities have the means to make the risk assessment available to those who need it, for example it can be loaded to a website for access by other entities or the community

Benchmarks for the performance of enablers have been established and are being met

- Entities determine the minimum requirements of their risk management system before it is implemented or purchased
- The computer that individuals have access to for the purpose of updating the risk assessment works the way that they expect it to

Alternatives or backups are in place

- Individuals could access a different computer to update the risk assessment with if theirs stopped working properly
- The risk assessment can be accessed in more than one way, for example through an intranet, via the website, and in hard copy

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that can include the risk assessment process

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know which skills are needed to undertake or update the risk assessment
- The capabilities needed to complete the risk assessment align to training such as a module in the [*Queensland Disaster Management Training Framework*](#)

A variety of exercising and testing methods are being conducted and evaluated

- The risk assessment is used to inform an annual exercise

Insights are included in a lessons management process

- Entities gather insights about the process to update the risk assessment, and include them in a lessons management program
- Insights about using the risk assessment are developed through the lessons management program

Lessons identified are shared with other entities, and with the community when relevant

- Entities share lessons that they identify about the risk assessment process with other entities
- Individuals share lessons that they identify about updating the risk assessment with colleagues

Improvements are made based on insights gained through testing, exercises and operational activity

- The risk assessment is updated based insights gained during operations
- The risk assessment process is updated based on lessons identified while conducting it

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 1

AP1

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 1: There is a shared understanding of risks for all relevant hazards

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Who has the primary role and responsibility to develop the risk assessment?
- Who else should be involved in the risk assessment process, and are they aware of their involvement and responsibilities?

Entities have been authorised to carry out their delegated responsibilities

- Who is authorised to make decisions and approve the risk assessment?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for developing risk assessments and where is it documented?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on changes to the risk assessment?
- Where does the need to develop or update the risk assessment originate from (i.e. is it based in legislation, internal policy etc.)?

Decisions are recorded as they are made, and their implementation is monitored

- How is the need to update the risk assessment on a regular basis monitored? What processes are in place to do this?
- How are decisions to make changes to the risk assessment recorded?
- How are the changes to the risk assessment monitored to ensure that they add value or achieve the intended outcome?

Doctrine

Roles and responsibilities are based on relevant doctrine

- What doctrine is your entity's requirement to have a risk assessment based on?
- What doctrine are the roles and responsibilities associated with developing and updating the risk assessment based on?

The action or activity is based on relevant doctrine

- What doctrine is the act of development or update of the risk assessment based on?

Doctrine is agreed and shared between entities

- Is the doctrine that identifies the need for, and responsibilities associated with, the risk assessment agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is language common to everyone involved being used when discussing, developing and updating the risk assessment?
- Is the language and terminology being used during the risk assessment process consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities involved in developing the risk assessment been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people involved in the risk assessment process?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs of those involved in the risk assessment process been identified and documented?
- Has training in how to undertake or update the risk assessment been completed by the people involved?

Opportunities are provided for on-the-job training and development

- Have other personnel in your entity been given the opportunity to be involved in the risk assessment process, where they haven't been before?
- Have additional personnel in your entity been trained on when and how the risk assessment needs to be reviewed, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Have multiple people been shown how to access the risk assessment, where accessing it is not part of their normal role?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have the hardware, software, resources and other equipment needed in place to undertake the risk assessment process?
- Are there processes and procedures in place to use these enablers when undertaking the risk assessment process, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Have the people who are undertaking the risk assessment process been given adequate access to these enablers to allow them to perform their duties?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to undertake the risk assessment process work the way they are intended to, and do they enable the development of a risk assessment that meets your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity has in place to undertake the risk assessment process meet the minimum requirements that your entity has of them?

Alternatives or backups are in place

- Are there alternative resources available that could be used to undertake the risk assessment process if the primary resources fail or are not available?
- Are you able to access the risk assessment from more than one location, or is there a backup available if the primary copy should fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include the risk assessment process?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce in order for the risk assessment process to be successfully undertaken? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the risk assessment and the risk assessment process? Is it included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the risk assessment process, and the risk assessment itself, in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about the risk assessment and the risk assessment process with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the risk assessment and the risk assessment process based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 2

112

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 2: Risk is managed to reduce the impact of disasters on the community

Examples of the Indicators of Outcome 2

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Mitigation and risk reduction activities

Mitigation and risk reduction activities are informed by risk assessments

- Entities conduct mitigation and risk reduction activities for the hazards identified in the risk assessment
- Entities conduct hazard reduction burns in areas of high bushfire risk identified in the risk assessment

Mitigation and risk reduction activities are prioritised based on risk assessments and available resources

- Entities prioritise mitigation measures for hazards that are more likely to occur, or that will have a greater impact on the community
- Entities prioritise activities that can be performed immediately with the available resources, and schedules work that requires additional resources for the future

Mitigation and risk reduction activities are included in strategic and operational plans

- Entities consider the hazard mitigation activities that they conduct to be part of an overall strategy related to community safety, and includes these activities in strategic plans
- Activities performed to reduce risks and mitigate against hazards are included in both event-specific and for normal business operational plans

Mitigation and risk reduction activities are considered business-as-usual

- Entities include mitigation and risk reduction activities in normal business operations, and consider them to be primary functions
- When developing public green spaces, entities consider ways that the landscape can safely divert excess water from heavy rainfall into reservoirs, waterways or other natural areas designed to reduce the potential impacts

Mitigation and risk reduction activities consider unintended consequences

- Entities consider the potential for habitat loss when creating firebreaks

- When regenerating a waterway for floodplain management, entities also consider ways of increasing the area's biodiversity

Entities

Entities understand hazards and risks

- Entities take the time to understand the hazards and associated risks identified in the risk assessment, and the impacts that they may have on the community

Entities embed mitigation and risk reduction activities into normal business

- When heavy rainfall is expected, road maintenance crews conduct additional checks of stormwater drains

Entities encourage and enable the community to help manage their own risks

- The community is provided with information about the risks specific to their area, and the actions they can take
- Entities provide the community with resources and information, and provides training opportunities that help them to manage their own risks

Entities work together to manage risks

- Hazard reduction burns are conducted jointly between the relevant entities
- Disaster management groups work with the Queensland Police Service to manage the safe movement of people during events

The community

The community knows their hazards and the associated risks

- Entities make the risk assessment available on their website, and promote it on social media channels, enabling the community to understand the hazards identified for their area and the associated risks
- Entities conduct community surveys to proactively evaluate levels of community understanding of the hazards and risks that are present in the area

The community is invested and acts to reduce the impact of events

- Individuals in the community clean their gutters annually and clear their properties of flammable debris
- There is strong community participation in volunteerism related to disaster management

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 2

IP2

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 2: Risk is managed to reduce the impact of disasters on the community

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Mitigation and risk reduction activities

Mitigation and risk reduction activities are informed by risk assessments

- Are hazard mitigation and risk reduction activities based on the hazards and associated risks identified in the risk assessment?

Mitigation and risk reduction activities are prioritised based on risk assessments and available resources

- Have hazard mitigation and risk reduction activities been prioritised based on the risk assessment?
- Have the resources available been considered when prioritising the performance of hazard mitigation and risk reduction activities?

Mitigation and risk reduction activities are included in strategic and operational plans

- Have hazard mitigation and risk reduction activities been included in strategic plans?
- Have hazard mitigation and risk reduction activities been included in operational plans?

Mitigation and risk reduction activities are considered business-as-usual

- Is the potential for hazard mitigation and risk reduction considered as a secondary function of other business projects or activities?
- Are hazard mitigation and risk reduction activities considered part of core business?

Mitigation and risk reduction activities consider unintended consequences

- Are secondary and unintended impacts considered when planning and performing hazard mitigation and risk reduction activities?

Entities

Entities understand hazards and risks

- Does your entity know which hazards and associated risks impact it or its community?
- Which hazards and/or risks is your entity responsible for?
- Does your entity understand the cause and effect of hazards that affect it?

Entities embed mitigation and risk reduction activities into normal business

- Has your entity embedded hazard mitigation and risk reduction activities into normal business?

Entities encourage and enable the community to help manage their own risks

- How does your entity encourage the community to help to manage their own risks?
- Does your entity enable the community by providing them with information and resources that facilitate self-management of the hazards and risks relevant to them?

Entities work together to manage risks

- Which other entities does your entity work with to manage risks?
- What are the activities that your entity conducts with other entities to manage risks together?

The community

The community knows their hazards and the associated risks

- Has the community been provided with information about the potential hazards in their area, and the associated risks?
- Has your entity engaged with the community to determine whether they are aware of their hazards and the risks associated with them?

The community is invested and acts to reduce the impact of events

- Does the community take action to reduce the impact of events on their own circumstances?
- Does the community seek information and guidance from your entity about the actions that they can take to reduce the impact of events on their own lives, and that of the broader community?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 2

AI2

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 2: Risk is managed to reduce the impact of disasters on the community

This is about hazard mitigation and risk reduction activities: how they are informed and prioritised, how entities understand hazards and embed mitigation into normal operations, and how the community understands and acts in relation to their risks.

Examples of applying the Accountabilities to Outcome 2

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities know which mitigation activities they are responsible for
- Individuals know whose role it is to conduct hazard mitigation activities
- The community's role in reducing their own risks is documented

Entities have been authorised to carry out their delegated responsibilities

- Entities have been authorised to conduct risk reduction activities, for example they have the proper authority to clear fire breaks
- The authority for entities to conduct hazard mitigation activities is given in legislation

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities know where their authority to make decisions about hazard mitigation comes from
- Approval to conduct risk reduction activities is given by an entity who is authorised to do so

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities have a process for reporting on the risk reduction activities that they conduct
- Entities have a process for monitoring the impact of their risk reduction activities

Decisions are recorded as they are made, and their implementation is monitored

- Entities record decisions about how to mitigate against the impacts of hazards in a decision register
- The decisions entities make about how to conduct risk reduction activities are monitored

Doctrine

Roles and responsibilities are based on relevant doctrine

- The responsibility for entities to conduct risk reduction activities is based on doctrine such as the [Disaster Management Act 2003](#) or the [Queensland State Disaster Management Plan](#)
- The role of individuals in conducting hazard mitigation activities is based on doctrine such as disaster management plans or procedures for that hazard

The action or activity is based on relevant doctrine

- The way that entities conduct risk reduction activities is based on internal procedures
- The types of hazard mitigation activities that entities conduct are based on policy

Doctrine is agreed and shared between entities

- The doctrine that determines the appropriate ways to reduce a risk is agreed between the entities involved with mitigating that risk

Common language is being used, and terminology is agreed and consistent with doctrine

- The terminology used to discuss hazards and risks with others is consistent with sector-specific doctrine such as the [Queensland Disaster Management Lexicon](#) and the [Australian Disaster Resilience Glossary](#)
- When information is provided to the community about their hazards and the associated risks, entities use plain English and avoid technical terms and uncommon acronyms where possible

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities are part of a formal network of different entities that are involved in helping to reduce risk such as an area fire management group
- Entities maintain good relationships with the individuals and entities they work with when mitigating the impacts of hazards, such as others on their disaster management group

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities conduct training on how to perform the risk reduction measures they are responsible for
- Entities document the training requirements for conducting risk reduction activities

Opportunities are provided for on-the-job training and development

- Entities improve others' understanding by showing them how to conduct risk reduction activities
- Entities provide opportunities for personnel to learn more about risk reduction

Upskilling and cross-training provide a reserve of personnel

- Entities train more than one individual on how to perform risk reduction activities

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have the right tools, machines or equipment to conduct risk reduction activities
- Entities have suitable resources to determine the appropriate hazard mitigation activities, for example entities have a flood study that can be used to inform decisions about infrastructure

Enablers are accessible to the relevant entities, including the community if necessary

- The community has access to a hazard assessment for their area, enabling them to undertake their own risk reduction activities
- Entities have access to modelling software that assists in prioritising risk reduction activities

Enablers meet the needs and requirements of all relevant entities

- The tools that entities use to conduct risk reduction activities work the way they need them to
- The risk assessment entities use to inform risk reduction activities is up to date

Benchmarks for the performance of enablers have been established and are being met

- The tools entities use to conduct risk reduction activities meet the minimum performance requirements set for them
- The software entities use to prioritise risk reduction activities works the way it is expected to

Alternatives or backups are in place

- Individuals have access to replacement tools if the ones they use break or aren't accessible, for example a computer with access to the software needed can be borrowed if theirs breaks
- Entities can access alternative equipment to conduct risk reduction activities; this might be either another version of the same tool, or a different tool that could achieve a similar outcome

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that can include mitigation and risk reduction activities
- Entities include risk reduction activities their lessons management process

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- The capabilities needed in order to conduct risk reduction activities have been documented and align to recognised training
- Entities have identified the capabilities needed to conduct mitigation and risk reduction activities, and the training that builds those capabilities

A variety of exercising and testing methods are being conducted and evaluated

- Entities consider and include the mitigation measures in place when conducting an exercise
- Entities use modelling to test their mitigation measures against different scenarios, such as how different flooding scenarios might impact dam infrastructure or bridges

Insights are included in a lessons management process

- Entities develop insights about mitigation and risk reduction activities through their lessons management process

Lessons identified are shared with other entities, and with the community when relevant

- Entities share lessons identified about risk reduction practices with other entities
- Entities share lessons identified about potential improvements in the risk reduction activities that can be taken by individuals with the community

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities adapt and improve the way that mitigation activities are conducted based on how successful they were during operational activity
- Entities update internal procedures related to conducting risk reduction activities based on insights developed during exercises

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 2

AP2

Managing risk

The management of risk is fundamental to making the community safer. Risks need to be identified for both natural and human-caused hazards. Entities have a shared responsibility to work together with their community to develop integrated strategies to manage these risks.

Outcome 2: Risk is managed to reduce the impact of disasters on the community

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Whose primary role and responsibility is it to perform the hazard mitigation and risk reduction activities that have been identified?
- Which other entities have a role or responsibilities to mitigate a hazard or manage certain risks? Have they agreed to this role? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities identified as having a responsibility to mitigate a hazard or reduce a risk, have the authority they need to perform those activities?
- Have the individuals who have been delegated responsibility to perform hazard mitigation and risk reduction activities on behalf of their entity been given the authority needed to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for performing hazard mitigation and risk reduction activities, and is it being done in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on hazard mitigation and risk reduction activities?
- What arrangements or processes are in place for monitoring the outcomes of activities performed to mitigate hazards or manage risks?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions around hazard mitigation and risk reduction recorded? Are these decisions recorded as they are made?
- How are decisions about hazard mitigation and risk reduction activities monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- What doctrine is your entity's roles and responsibilities around hazard mitigation and risk reduction based on?

The action or activity is based on relevant doctrine

- What doctrine is the activities your entity performs in order to mitigate hazards and manage risks based on?

Doctrine is agreed and shared between entities

- Is the doctrine that identifies the need for hazard mitigation and risk reduction, and the associated roles, responsibilities and activities, agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is language common to everyone involved being used when discussing and performing hazard mitigation and risk reduction activities?
- Is the language and terminology relating to hazard mitigation and risk reduction being used consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that have roles and responsibilities relating to the hazards and/or risks that your entity is responsible for managing been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people involved in mitigating the hazards and associated risks that relate to you or your entity?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs of those involved in performing risk reduction and hazard mitigation activities been identified and documented?
- Have the people responsible for performing hazard mitigation and risk reduction activities successfully completed the identified training as needed?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to perform hazard mitigation or risk reduction activities, where they haven't been before?
- Have additional personnel been trained to understand the hazard mitigation and risk reduction responsibilities of your entity, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know what the relevant hazards and associated risks are, and how to mitigate them?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment in place that it needs in order to perform the hazard mitigation and risk reduction activities that it is responsible for?
- Are there processes and procedures in place for how to use the equipment associated with performing hazard mitigation and risk reduction activities, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Have the people who are performing hazard mitigation and risk reduction activities got access to the enabling equipment that allows them to perform their duties?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to perform hazard mitigation and risk reduction activities work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity has in place to perform hazard mitigation and risk reduction activities meet the minimum requirements that your entity has of them?

Alternatives or backups are in place

- Are there alternative resources available that could be used to \hazard mitigation and risk reduction activities if the primary resources fail or are not available?
- Are you able to perform your hazard mitigation or risk reduction role from a different location should the primary location fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include hazard mitigation and risk reduction activities?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully perform hazard mitigation and risk reduction activities? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the hazard mitigation and risk reduction activities that it performs? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about hazard mitigation and risk reduction activities in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about hazard mitigation and risk reduction activities with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it mitigates hazards and performs risk reduction based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 3

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Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Planning for disaster management

Planning for disaster management is embedded into core business

- Entities conduct planning for disaster management as part of normal business processes such as annual strategic and operational planning
- Planning for disaster management is a core function of disaster management groups

Planning for disaster management is embedded into maintaining service delivery

- Entities incorporate the potential impacts of different hazards or events into business continuity planning
- Entities embed the need to perform disaster management activities into business continuity arrangements, to allow for different staffing and resourcing needs during events

Planning for disaster management is a collaborative process

- Disaster management groups ask for feedback and input from members while developing the disaster management plan
- Entities involve others, both internally and from other entities, in the planning process, and collaborate with them when developing plans and strategies for disaster management

Planning for disaster management is coordinated between entities

- The update or release of new versions of the [Queensland State Disaster Management Plan](#) is a trigger for other entities to conduct a planning process to revise their own plans
- Planning by state agencies is conducted collaboratively with district and local entities with interlinked roles and responsibilities to ensure that the resulting plans are interoperable

Planning for disaster management is undertaken and informed by the appropriate entities

- Planning for disaster management plans is led by the responsible entity in accordance with the [Disaster Management Act 2003](#) and the [Queensland State Disaster Management Plan](#), and involves all relevant entities, such as members of the relevant disaster management group
- Planning for disaster management is informed by entities with skills, knowledge, expertise or accountability, for example:

- planning related to floodplain management is informed by flood engineers
- planning related to community engagement is informed by individuals with engagement, marketing or communications expertise
- planning related to places of cultural significance is informed by and involves Traditional Owners and Custodians

Planning for disaster management is based on a recognised methodology

- Evacuation planning is conducted in alignment with methodology such as that described in the Australian Institute for Disaster Resilience's [*Evacuation Planning Handbook*](#)

The planning process

The planning process provides a shared understanding of agreed roles and responsibilities

- The roles and responsibilities of different entities are discussed with them during the planning process, so that all of the entities involved understand and agree to them

The planning process provides a shared understanding of capability and capacity

- The planning process provides an opportunity for entities to openly discuss their capability and capacity for disaster management activities with other entities, so that all of the entities involved share an understanding of what others are able to contribute and do

The planning process provides a shared understanding of limits and escalation points

- Entities discuss and establish their capability limits and the extent of their capacity during the planning process, including how converging and compounding events might impact these, so that all entities involved understand each other's limits
- The planning process enables the entities involved to determine and agree to the points at which their collective ability to cope or capacity to respond will be exceeded, and the trigger points for escalation of requests for assistance

The planning process provides a shared understanding of processes for escalation

- The planning process includes discussion and facilitates a shared understanding of the most effective ways to escalate requests for assistance to different agencies, entities, or different levels of Queensland's disaster management arrangements

The planning process provides a shared understanding of the management of resources

- The different ways that entities manage and access resources, both internally and between different entities, is discussed during the planning process, so that the entities involved share an understanding of each other's resource management processes

The planning process provides a shared understanding of internal arrangements that may affect others

- The planning process includes discussion between the different entities involved around internal arrangements and needs that may impact on other entities
- Entities discuss the internal timeframes that exist to gain approvals for supplying equipment to others during the planning process

Communities

Communities are included in the planning process

- Entities actively seek to include Traditional Owners in the process of planning for mitigation measures to be conducted in or around areas of cultural significance
- Landholders are included in bushfire mitigation and management planning conducted by area fire management groups

Communities have access to relevant plans and information

- Entities designate relevant disaster management plans as 'public' so that they can be made available to the community
- Disaster management plans and information are publicly available on entities' websites, or physical copies are available on request

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 3

IP3

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Planning for disaster management

Planning for disaster management is embedded into core business

- How has your entity embedded planning for disaster management into its core business?

Planning for disaster management is embedded into maintaining service delivery

- How has your entity embedded planning for disaster management into maintaining service delivery?
- How has your entity included planning for disaster management in business continuity planning?

Planning for disaster management is a collaborative process

- Which other entities does your entity collaborate with when planning for disaster management?
- How does your entity include others in the disaster management planning process?

Planning for disaster management is coordinated between entities

- How does your entity ensure that its disaster management planning process is coordinated with other entities?
- Which other entities does your entity coordinate with when planning for disaster management?

Planning for disaster management is undertaken and informed by the appropriate entities

- Which are the appropriate entities to conduct disaster management planning?
- Which are the appropriate entities to inform disaster management planning?

Planning for disaster management is based on a recognised methodology

- What methodology does your entity use when planning for disaster management?

The planning process

The planning process provides a shared understanding of agreed roles and responsibilities

- How does your entity promote a shared understanding of roles and responsibilities during the planning process?
- Are roles and responsibilities discussed and agreed to during the planning process?

The planning process provides a shared understanding of capability and capacity

- Are the capabilities and capacity of different entities discussed during the planning process?
- Does the planning process facilitate a shared understanding of capabilities and capacity between the different entities involved?

The planning process provides a shared understanding of limits and escalation points

- Are the limits and escalation points for the capabilities and capacity of different entities discussed during the planning process?
- Does the planning process facilitate a shared understanding of limits and escalation points between the different entities involved?

The planning process provides a shared understanding of processes for escalation

- Does the planning process include discussion and facilitate a shared understanding of the processes for escalation between the different entities involved?

The planning process provides a shared understanding of the management of resources

- Does the planning process include discussion and facilitate a shared understanding of the resources that different entities have access to?
- Does the planning process include discussion and facilitate a shared understanding of the way that different entities' resources are managed?

The planning process provides a shared understanding of internal arrangements that may affect others

- Does the planning process include discussion and facilitate a shared understanding of the internal arrangements that may impact on entities' ability to fulfil their roles or responsibilities?
- Does the planning process include discussion and facilitate a shared understanding of the internal needs that an entity might have, that may impact on their ability to share personnel and resources?

Communities

Communities are included in the planning process

- Does your entity actively seek and include representatives from the community in the planning process?
- Does your entity invite input from the community when conducting the planning process?

Communities have access to relevant plans and information

- Are your entity's plans available to the community, where appropriate?
- Does your entity proactively provide the community with information and suitable plans and resources regarding disaster management as part of the planning process?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 3

AI3

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

This is about the planning process: how the planning process is embedded into core business and coordinated between different entities, how it enables a shared understanding of roles, capabilities and capacities, and how the community is included.

Examples of applying the Accountabilities to Outcome 3

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities consider the relevant doctrine and consult with stakeholders to identify their roles and responsibilities in the planning process
- Entities know their own role and responsibilities in the planning process

Entities have been authorised to carry out their delegated responsibilities

- All members of disaster management groups are involved in the disaster management plan review process
- All members of disaster management groups have the authority to accept and approve planning actions on behalf of their entities

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Residual risk identified within the planning process is communicated to the relevant entity to address any issues

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities understand that the effectiveness of their disaster management plan is to be reviewed on an annual basis according to the [Disaster Management Act 2003](#)

Decisions are recorded as they are made, and their implementation is monitored

- Disaster management planning decisions are recorded in disaster management group minutes and shared with the group

Doctrine

Roles and responsibilities are based on relevant doctrine

- Planning is aligned to the requirements of the [Disaster Management Act 2003](#), the [Queensland State Disaster Management Plan](#) and the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

The action or activity is based on relevant doctrine

- The disaster management planning process is based on appropriate doctrine such as the [Queensland Emergency Risk Management Framework](#) risk assessment
- The planning process is based on an all-hazards approach as outlined in the [Queensland State Disaster Management Plan](#)

Doctrine is agreed and shared between entities

- Entities incorporate relevant plans from across the disaster management sector when undertaking the planning process
- Planning at the local level is done in conjunction with the disaster district

Common language is being used, and terminology is agreed and consistent with doctrine

- Terminology specific to a particular entity is understood by all stakeholders in the planning process
- The planning process considers the need for plans to be translated into different languages to ensure they are accessible to culturally and linguistically diverse communities
- The planning process adopts the definitions for terminology used in the [Australian Disaster Resilience Glossary](#) and the [Queensland Disaster Management Lexicon](#)

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- The planning process includes collaboration with community leaders and members from identified community groups, including Traditional Owners and Custodians
- As part of the planning process, entities develop a stakeholder list to record contact details for identified vulnerable sites, such as aged care facilities

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities know which of the training modules in the [Queensland Disaster Management Training Framework](#) to complete to help inform the planning process
- As part of the planning process, entities consider the training needs that may arise and develop a training program to facilitate them
- The planning process includes appropriately qualified technical experts when conducting hazard-specific, operational or functional planning

Opportunities are provided for on-the-job training and development

- Entities give personnel the opportunity to complete [Queensland Disaster Management Training Framework](#) Module One: Queensland Disaster Management Arrangements
- Entities invite individuals from outside the disaster management unit to participate in the disaster management planning process

Upskilling and cross-training provide a reserve of personnel

- As part of the planning process, a roster of personnel is maintained to record relevant training and participation in exercises, and for fatigue management during events
- The planning process considers a succession plan to address staff absences and turnover

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- During the planning process, entities establish a social media or online presence to act as a trusted source of information for disaster management
- Entities use research during the planning process to ensure appropriate mechanisms are being used to engage stakeholders and/or the community

Enablers are accessible to the relevant entities, including the community if necessary

- Entities have an online platform such as a disaster management dashboard available on their website with real-time information for the community
- Entities plan for community resources to be available in a number of languages relevant to culturally and linguistically diverse members of their community

Enablers meet the needs and requirements of all relevant entities

- Entities include the [*Disability-Inclusive Disaster Risk Reduction Framework and Toolkit*](#) in the planning process and make it available to stakeholders on their website
- Channels of communication to tourists and seasonal workers are included in the planning process

Benchmarks for the performance of enablers have been established and are being met

- Entities ensure new communication channels are tested prior to implementation to ensure they meet minimum requirements
- The requirements in the business continuity plan form a benchmark for disaster management planning to build upon

Alternatives or backups are in place

- Planning for disaster management considers a contingency for public warnings to tourists and visitors who may not be signed up to local alert systems
- If members of a disaster management group's planning committee are not able to meet in person, they have access to alternative online methods of meeting and communicating

Continuous Improvement

An established lessons management process is being undertaken

- Lessons are identified through after-action reviews and recorded in a central location so they can be addressed in future planning processes
- Entities establish a process for employees to record observations about the planning process in a central location

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities develop a capability framework to accompany their disaster management planning roles and responsibilities

A variety of exercising and testing methods are being conducted and evaluated

- Disaster management groups hold an annual discussion exercise to identify gaps in planning
- The planning process is regularly tested to make sure that it is effective

Insights are included in a lessons management process

- Insights from previous planning processes and after-action reviews are included in the disaster management planning process

Lessons identified are shared with other entities, and with the community when relevant

- Relevant lessons identified during the planning process are shared through community forums

- Lessons identified about the planning process are shared with other entities through the annual plan assessment process

Improvements are made based on insights gained through testing, exercises and operational activity

- The implementation of lessons identified about the planning process is tested through exercises to ensure lessons are embedded into future practices
- The planning process is continuously improved through lessons identified from exercises, operations or knowledge sharing

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 3

AP3

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a planning role or a responsibility to be involved in the planning process? Have they agreed to be involved? Where is their role documented?

Entities have been authorised to carry out their delegated responsibilities

- Have the entities involved in the planning process got the authority they need to perform those activities?
- Have the individuals who have been delegated responsibility to perform planning on behalf of their entity been authorised to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for performing the planning process, and is it being done in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the planning process?
- What arrangements or processes are in place for monitoring the outcomes of the planning process?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions made during the planning process recorded? Are these decisions recorded as they are made?
- How are decisions about the planning process monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- What doctrine are your entity's planning roles and responsibilities based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity conducts the planning process based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the planning process agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is language common to everyone involved being used during the planning process?
- Is the language and terminology being used during the planning process consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in the planning process been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that you or your entity is conducting the planning process with?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs of those involved in the planning process been identified and documented?
- Have the people responsible for conducting the planning process successfully completed the identified training as needed?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to participate in the planning process, where they haven't been before?
- Have additional personnel been trained to conduct the planning process for your entity, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know how to conduct the planning process, and what is required?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to participate in the planning processes that it is involved in or responsible for?
- Are there processes and procedures in place for how to use the equipment associated with conducting the planning process, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Have the people who are involved in the planning process got access to the enabling equipment that allows them to perform their duties?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with the planning process work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity has in place to assist with the planning process meet the minimum requirements that your entity has of them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to perform the planning process if the primary enablers fail or are not available?
- Are you able to perform your planning role from a different location should the primary location fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include the planning process?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully conduct the planning process? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the planning process that it conducts? Is it included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the planning process in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about the planning process with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it conducts planning based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 4

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Planning and plans

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Outcome 4: Plans outline and detail how the impact of disasters on the community will be reduced

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Disaster management plans

Disaster management plans are informed by disaster management guidelines

- Entities' plans are informed by the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

Disaster management plans are informed by evidence

- Bushfire management plans are informed by data about existing fuel loads and climatological impacts
- The Queensland [Emergency Management Sector Adaptation Plan for climate change](#) is informed by climate science

Disaster management plans are informed by risks

- Entities develop sub plans for the hazards and associated risks identified in the risk assessment

Disaster management plans are informed by people with relevant skills or expertise

- People with relevant skills or expertise inform disaster management plans, for example evacuation centre management plans are informed by individuals who have completed training in evacuation centre management
- Operational plans for an event are informed by individuals with training in an operational methodology such as that described in the Australian Institute for Disaster Resilience's [Incident Management Handbook](#)

Disaster management plans are approved by the accountable entity

- The [Queensland State Disaster Management Plan](#) is approved by the Queensland Disaster Management Committee
- Hazard-specific response plans are developed and approved by the primary agency

Disaster management plans consider activities initiated by the community

- Management of food donated by the community is included in evacuation centre management plans
- Local governments have a plan in place for management of spontaneous volunteers

Disaster management plans consider funding arrangements, eligibility criteria, and activation mechanisms

- The triggers and necessary approvals for activation are included in disaster management plans
- Recovery plans include information about the [Disaster Recovery Funding Arrangements](#), and the eligibility criteria for these arrangements

Disaster management plans identify redundancies for people and resources

- Entities identify alternate personnel to fill the roles needed to operationalise disaster management plans
- Disaster management plans identify the alternative resources available if primary resources cannot be accessed, where they come from and how they can be used

Disaster management planning and plans

Disaster management planning and plans are fit for purpose and meet entity needs

- The processes described in disaster management plans align to the activities performed by personnel in practice

Disaster management planning and plans meet the needs of the community

- Disaster management planning and plans are specific to the community they apply to, including the community's specific geographical, socio-economic and societal attributes
- Planning and plans include things that the community has identified as being important, such as local landmarks that the community has identified as being of special value or significance

Disaster management planning and plans identify and acknowledge community capability and capacity

- Disaster management planning and plans acknowledge the capability and capacity of different community and volunteer organisations and the ways in which they contribute to disaster management

Disaster management planning and plans are integrated and consider multi-agency requirements

- District disaster management groups review the relevant local disaster management plans when developing the district disaster management plan to ensure that they are aligned
- Entities develop plans that include the resourcing requirements of other entities where relevant

Disaster management planning and plans address the management of offers of assistance

- The disaster management planning process includes discussions about how offers of assistance will be managed, including donations of food and household goods, financial donations, and offers of physical assistance to conduct response, relief or recovery efforts
- Local governments have a sub-plan that determines how offers of assistance will be managed

Disaster management planning and plans establish the requirements for post-event evaluation

- The planning process includes discussions that determine how post-event evaluation will be conducted, and the performance indicators that will be included in the evaluation
- Disaster management plans document the need for post-event evaluation, and the performance indicators for the activities and actions described in each plan

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Planning and plans

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Outcome 4: Plans outline and detail how the impact of disasters on the community will be reduced

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Disaster management plans

Disaster management plans are informed by disaster management guidelines

- Are disaster management plans informed by disaster management guidelines?
- How are disaster management guidelines used when developing disaster management plans?

Disaster management plans are informed by evidence

- What evidence informs disaster management plans?
- How is evidence used as a basis for disaster management plans?

Disaster management plans are informed by risks

- How are risks used to inform disaster management plans?
- How do disaster management plans incorporate the risks identified in the risk assessment?

Disaster management plans are informed by people with relevant skills or expertise

- Which individuals and entities have skills or expertise relevant to the disaster management plan? Are they involved in developing or updating it?
- How are the skills and expertise of relevant people or entities incorporated into disaster management plans?

Disaster management plans are approved by the accountable entity

- Which individual or entity is accountable for approving the disaster management plan?
- Has the disaster management plan been approved by the accountable individual or entity?

Disaster management plans consider activities initiated by the community

- What activities might the community initiate that are related to the disaster management plan?
- How are community-initiated activities incorporated into the disaster management plan?

Disaster management plans consider funding arrangement, eligibility criteria, and activation mechanisms

- What funding arrangements does the disaster management plan need to consider?

- What are the eligibility criteria for the funding arrangements considered in the disaster management plan?
- What are the activation mechanisms for the funding arrangements considered in the disaster management plan?

Disaster management plans identify redundancies for people and resources

- What are the positions or roles identified in the disaster management plan? Does the plan identify alternate personnel who could fill these roles, should the primary person not be available?
- What resources and equipment are identified in the disaster management plan? Does the plan identify alternatives, should the primary resources fail or be unavailable?

Disaster management planning and plans

Disaster management planning and plans are fit for purpose and meet entity needs

- Are the disaster management plans that result from the planning process fit for purpose?
- Do disaster management plans meet the entity's needs?

Disaster management planning and plans meet the needs of the community

- What needs does the community have that can be met by disaster management planning and plans?
- How do disaster management planning and plans meet the community's needs?

Disaster management planning and plans identify and acknowledge community capability and capacity

- What capabilities and capacity does the community have?
- How are community capabilities and capacity identified and incorporated into disaster management planning and plans?

Disaster management planning and plans are integrated and consider multi-agency requirements

- How are disaster management planning and plans integrated?
- How are multi-agency requirements integrated into disaster management planning and plans?

Disaster management planning and plans address the management of offers of assistance

- Are offers of assistance considered in disaster management planning and plans?
- How are offers of assistance addressed in disaster management planning and plans?

Disaster management planning and plans establish the requirements for post-event evaluation

- Is post-event evaluation considered in disaster management planning and plans?
- How are the requirements for post-event evaluation established in disaster management planning and plans?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 4

AI4

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 4: Plans outline and detail how the impact of disasters on the community will be reduced

This is about disaster management plans: the things that they are informed by, what they consider, and the needs they identify and meet.

Examples of applying the Accountabilities to Outcome 4

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- The disaster management plan clearly identifies all roles and outlines their responsibilities
- The roles and responsibilities that have been documented in the disaster management plan have been agreed to by the relevant entities

Entities have been authorised to carry out their delegated responsibilities

- The responsibility for an entity to develop a hazard-specific plan is identified in the [Queensland State Disaster Management Plan](#)
- Individuals are authorised to perform the tasks that they are responsible for under their entity's disaster management plan

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- The disaster management plan outlines Queensland's disaster management arrangements and identifies the entity's place in them
- Entities have documented the process for the making and approval of decisions in the disaster management plan

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- The entity has a documented process for reporting on and monitoring decisions and actions that are made in accordance with plans
- The disaster management plan explains how entities will monitor and report on the outcome of decisions

Decisions are recorded as they are made, and their implementation is monitored

- Changes made to the disaster management plan are managed through version control
- Disaster management plans are reviewed regularly by the disaster management group and changes are recorded in and monitored through group meeting minutes

Doctrine

Roles and responsibilities are based on relevant doctrine

- The disaster management plan acknowledges the relevant legislative instruments and associated documents that determine the entity's delegated responsibilities
- The roles and responsibilities in the disaster management plan are drawn from relevant doctrine such as the [Disaster Management Act 2003](#) or the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

The action or activity is based on relevant doctrine

- The disaster management plan acknowledges the State Disaster Management Group's [Strategic Policy Framework](#) for disaster management for the state
- The disaster management plan is developed based on relevant doctrine such as that outlined in the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

Doctrine is agreed and shared between entities

- The disaster management plan reflects the shared doctrine used by all entities in the disaster management group
- Disaster management plans are developed and reviewed in collaboration with all relevant stakeholders

Common language is being used, and terminology is agreed and consistent with doctrine

- The language and terminology used in disaster management plans is consistent with the [Queensland Disaster Management Lexicon](#)
- The disaster management plan is written in plain language that can be easily understood by community members

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities establish relationships with the other entities identified in their disaster management plan as having related roles or responsibilities
- Relevant entities and their contact details are listed in the disaster management plan

Training requirements are documented, and the necessary skills and knowledge are being met

- The training requirements, such as the modules of the [Queensland Disaster Management Training Framework](#) that are mandatory or recommended for key disaster management and operational roles, are documented in the disaster management plan
- Entities have documented and provided training for roles that are included in disaster management plans

Opportunities are provided for on-the-job training and development

- Entities include the disaster management plan in induction packs for new employees, either in hard copy or via a link to access it online
- Individuals are aware of the training opportunities available for taking on the disaster management roles in their entity's disaster management plan

Upskilling and cross-training provide a reserve of personnel

- More than one person has been identified to receive the training needed to perform the roles identified in the disaster management plan
- Entities deliver training for the roles identified in the disaster management plan in partnership with relevant stakeholders from the community, such as representatives from community groups

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have the tools needed to develop disaster management plans, such as access to a computer with word processing software

Enablers are accessible to the relevant entities, including the community if necessary

- Entities make disaster management plans available to the community in various ways, such as digitally through a website, or making printed versions available at customer service counters
- Entities have ways of making internal disaster management plans available to other relevant entities, such as through a secure online file transfer system

Enablers meet the needs and requirements of all relevant entities

- Entities make disaster management plans available in multiple languages, and accessible through assisted technologies on request, depending on the community's needs
- Entities make disaster management plans available to others in a way that meets their needs, such as making hard copies available in areas without consistent internet access

Benchmarks for the performance of enablers have been established and are being met

- The technology used by entities to make disaster management plans available is tested with the community to determine their expectations and needs
- The tools used by entities to develop plans work in the way they are intended to, for example entities use cloud-based word processing software that is intended to allow multiple users to edit a document at the same time, and it does

Alternatives or backups are in place

- Hard copies of the disaster management plans are available on request, or in case the digital copies cannot be accessed
- Entities consider using cloud-based technology for backing up plans and software

Continuous Improvement

An established lessons management process is being undertaken

- The lessons identified during and after events or exercises are captured and inform future disaster management plans
- Entities record observations about their disaster management plan in the lessons management system

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know which training, skills and information are needed in order to write an effective disaster management plan
- Entities develop a training program based on a training needs analysis for all roles identified in the disaster management plan

A variety of exercising and testing methods are being conducted and evaluated

- The disaster management plan states how it will be exercised or tested, and how often
- The disaster management group evaluates the way that the disaster management plan is tested

Insights are included in a lessons management process

- Entities collect observations and develops insights regarding the disaster management plan
- Entities use insights about the disaster management plan to identify lessons about things that worked well, and improvements that could be made

Lessons identified are shared with other entities, and with the community when relevant

- The lessons identified about the plan are considered and addressed during the annual disaster management plan review
- The lessons entities identify about the disaster management plan are shared with other relevant entities, such as disaster management group members

Improvements are made based on insights gained through testing, exercises and operational activity

- Records are kept from exercises and after-action reviews which are then used as an evidence base when reviewing the disaster management plan
- Entities ensure all projects include an evaluation component where insights can be collected to inform future plans

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 4

AP4

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 4: Plans outline and detail how the impact of disasters on the community will be reduced

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a responsibility to develop and update the plan/s? Have they agreed to this requirement? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in developing or updating the plan/s have the authority they need to do so?
- Have the individuals who have been delegated responsibility to develop or update the plan/s on behalf of their entity been authorised to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for developing and updating the plan/s, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the status of the plan/s?
- What arrangements or processes are in place for monitoring the effectiveness of the plan/s?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions made about the plan/s recorded? Are these decisions recorded as they are made?
- How are decisions about the plan/s monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities to have and update the plan/s based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity develops and updates the plan/s based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the plan/s agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used in the plan/s?
- Is the language and terminology used in the plan/s consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are identified in your entity's plan/s been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that are identified in your entity's plan/s, and vice-versa?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to the content of the plan/s been identified and documented?
- Have the people responsible for performing roles and activities identified in the plan/s successfully completed the identified training as needed?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to develop, update and implement the plan/s, where they haven't been before?
- Have additional personnel been trained on how and when to develop, update and implement the plan/s, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know how to perform the roles and activities identified in the plan/s?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to develop, update and implement the plan/s?
- Are there processes and procedures in place for how to use the equipment when developing and updating the plan/s, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Have the people who are involved in developing and updating the plan/s got access to the enabling equipment that allows them to perform their duties?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with developing and updating the plan/s work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity has in place to develop and update the plan/s meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to develop and update the plan/s if the primary enablers fail or are not available?
- Are you able to develop or update the plan/s from a different location should the primary location fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include developing and updating the plan/s?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully develop and update the plan/s? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the plan/s? Does your entity include the plan/s in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the plan/s in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about the plan/s with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the plan/s based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 5

115

Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

Outcome 5: Entities proactively and openly engage with communities

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Communications

Entities distribute communications that are risk-based

- Entities distribute information to the community about the risks that have been identified in the risk assessment
- Entities communicate to other entities and the community when an event that poses a risk is likely to or is occurring

Entities distribute communications that use plain language and common terminology

- Communications to other entities and to the community use plain English and avoid unnecessary acronyms and technical jargon
- Entities use terms from the [Queensland Disaster Management Lexicon](#) or the [Australian Disaster Resilience Glossary](#) in the communications that they distribute

Entities distribute communications that are current, timely, fit for purpose and easy to understand

- The communications that entities distribute about events contain the most current information available and are updated quickly when the information or situation changes
- Entities distribute communications in a timely manner, when the information being conveyed is relevant and meets a current need
- Communications distributed by entities during events are clear, specific and action-based

Entities distribute communications that meet the needs of the community

- Communities in areas prone to severe storms are provided with communications on how to prepare their homes and properties, and what to do during and after a severe storm
- Entities develop fact sheets and other resources on topics that the community asks for information about and that they are responsible for under the [Queensland State Disaster Management Plan](#)
- Entities distribute communications that meet the needs of people in the community with disabilities, by creating and distributing them in different ways that make them more accessible, as outlined in the [Disability-Inclusive Disaster Risk Reduction Framework and Toolkit](#)

Entities distribute communications that are developed and delivered by the appropriate mechanism and entity

- Communications relating to bushfire originate from Queensland Fire and Emergency Services, and are on-shared by other entities
- Emergency warnings where immediate action is needed are distributed via an [Emergency Alert](#) and the use of the [Standard Emergency Warning Signal](#) on broadcast media
- Emergency warnings in communities that do not have consistent mobile phone reception or access to landlines are delivered by loudhailer, emergency sirens or through doorknocking
- Updates about a currently occurring event are provided to residents in an evacuation centre by noticeboard and regular verbal briefings and updates from an authoritative source, such as a representative from the local disaster management group

Engagement activities

Engagement activities are sustainable

- The engagement activities that entities perform can be sustained for the duration of time that they are needed
- Entities allocate budget and resources to engagement activities that enables them to be continued
- Entities supplement a large annual preparedness event by more regular online and paper communications that are readily consumable by the community

Engagement activities are appropriately resourced

- Entities designate personnel to perform disaster management engagement activities and formalise this role in their position description
- Personnel are afforded enough time and the right equipment to perform engagement activities

Engagement activities build on existing relationships and communication forums

- Entities seek out existing communication forums in the community and between other entities, and use these as a platform for engagement activities
- Entities leverage existing relationships with community groups to offer them presentations and workshops about disaster preparedness

Engagement activities establish two-way information sharing and learning opportunities between entities and the community

- Entities seek to engage in a two-way discussion with communities through the engagement activities that they conduct
- Entities actively seek to understand the community's perspective and acknowledge and value their input to discussions about disaster management

Engagement activities are consistent and coordinated between entities

- Local governments partner with local State Emergency Service groups and Queensland Police Service adopt-a-cops to engage with local schools
- Different entities conducting community engagement activities in the same area provide the community with consistent information, such as identifying the same major hazards

Engagement activities are documented and based on a recognised methodology

- Entities keep a record of the disaster management engagement activities that they conduct, who was involved, and who in the community was engaged
- Entities use a recognised community engagement methodology such as the Australian Institute for Disaster Resilience's [Community Engagement for Disaster Resilience Handbook](#)

Engagement activities gather the knowledge, experience and shared history of the community

- Entities plan engagements with the intent of hearing the community's stories and learning about their experiences
- Entities record the community's knowledge, experiences and shared history, and use this to inform their disaster management practices

Engagement activities are tested for understanding, effectiveness, and community perception of authority

- Entities test engagement activities, including communications and warnings, with the community, to ensure that they are understood in the way intended
- Entities test preparedness messages with the community to see whether the community will take the intended actions in response to them
- Warning messages are tested with the community to determine whether they will act as directed

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 5

IP5

Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

Outcome 5: Entities proactively and openly engage with communities

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Communications

Entities distribute communications that are risk-based

- What are the relevant risks that entities' communications are based on?
- How are the communications that your entity distributes based on these risks?

Entities distribute communications that use plain language and common terminology

- Does your entity use plain language in the communications that it distributes?
- Do the communications that your entity distribute use common terminology?

Entities distribute communications that are current, timely, fit for purpose and easy to understand

- Are your entity's communications distributed in a timely manner, so that they are current when received?
- Are the communications that your entity distributed fit for purpose? Do they meet the needs of those who receive them? How has this been verified?
- How does your entity ensure that its communications are easily understood by recipients?

Entities distribute communications that meet the needs of the community

- Has your entity identified the community's communication needs?
- How do the communications that your entity distribute meet the community's needs?

Entities distribute communications that are developed and delivered by the appropriate mechanism and entity

- Has your entity identified the appropriate distribution mechanism/s for the communications that it develops and distributes?
- Is your entity primarily responsible for the communications that it develops?
- Are communications developed by the entity with responsibility to do so, and shared by other entities from the primary source?

Engagement activities

Engagement activities are sustainable

- Are engagement activities able to be sustained for extended periods of time where necessary?

Engagement activities are appropriately resourced

- Are engagement activities and roles properly resourced, both in terms of personnel and equipment?

Engagement activities build on existing relationships and communication forums

- What are the existing relationships and communication forums that your entity is involved in or has access to?
- How does your entity build on these existing relationships and communication forums with the engagement activities that it conducts?

Engagement activities establish two-way information sharing and learning opportunities between entities and the community

- How does your entity engage with the community in ways that facilitate two-way sharing of information?
- How does your entity use engagement activities to facilitate two-way learning opportunities with the community?

Engagement activities are consistent and coordinated between entities

- How does your entity ensure that its engagement activities contain information and are consistent with those of other entities?
- In what ways does your entity coordinate its engagement activities with other entities?

Engagement activities are documented and based on a recognised methodology

- Are the engagement activities that your entity conducts documented?
- Which methodology are the engagement activities that your entity conducts based on?

Engagement activities gather the knowledge, experience and shared history of the community

- How does your entity use engagement activities to gather the knowledge, experience and shared history of the community?
- How does your entity incorporate the knowledge, experience and shared experience of the community into its disaster management practices?

Engagement activities are tested for understanding, effectiveness, and community perception of authority

- Does your entity test its engagement activities with recipients, including the community?
- How does your entity test whether its engagement activities are understood?
- How does your entity test the effectiveness of its engagement activities?
- How does your entity test whether the community perceives its engagement activities as being authoritative?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 5

A15

Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

Outcome 5: Entities proactively and openly engage with communities

This is about how entities engage with their community: the kind of communications that they distribute and how they distribute them, the type of engagement activities that they undertake, how those activities are supported and coordinated, and what they achieve.

Examples of applying the Accountabilities to Outcome 5

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities have agreed roles and responsibilities (including back-up support) for engaging with the community, including drafting, approving, and issuing consistent information
- Entities have delegated personnel with the role to manage community awareness, education, engagement, information and warnings

Entities have been authorised to carry out their delegated responsibilities

- Entities delegate personnel with the authority to conduct community engagement activities on their behalf
- Entities have been authorised to engage with community members on sites managed by others

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Individuals know who within their entity has the authority to make decisions about community engagement activities
- Entities work within the authorising environment to gain approval for warnings, for example they develop pre-prepared and pre-approved [Emergency Alert](#) polygons and messaging in collaboration with the State Disaster Coordination Centre Watch Desk

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Community engagement programs include an evaluation component to monitor progress and assess outcomes, such as the evaluation measures available in the [Monitoring, evaluation and learning toolkit](#) available through the Bushfire and Natural Hazards Cooperative Research Centre
- Individuals understand how to access and use the tasking log in their entity's disaster coordination centre to record outgoing communications during a disaster event

Decisions are recorded as they are made, and their implementation is monitored

- Entities have a process for recording decisions in relation to authorising community warnings and alerts, and it is used
- Entities monitor the warnings that they have issued to ensure that they continue to meet the community's needs

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role and responsibilities of entities when issuing an [Emergency Alert](#) are based on relevant doctrine such as the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)
- The requirements for entities to perform community engagement activities are based on relevant doctrine, such as the [Queensland State Disaster Management Plan](#)

The action or activity is based on relevant doctrine

- Entities base community engagement programs on well researched, fit-for-purpose techniques such as those in the [Community engagement techniques toolkit](#) available through the Bushfire and Natural Hazards Cooperative Research Centre
- Entities use cross-sectoral doctrine such the [Disability-Inclusive Disaster Risk Reduction Framework and Toolkit](#) to reach vulnerable parts of their community during engagement activities

Doctrine is agreed and shared between entities

- Community engagement programs follow national doctrine that is available to other relevant entities, such as the [Community Engagement for Disaster Resilience Handbook](#) developed by the Australian Institute for Disaster Resilience
- Entities share their community engagement plans with other entities in their disaster management group

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities are guided by the relevant doctrine such as the Australian Institute for Disaster Resilience's [Public Information and Warnings Handbook](#) to write effective warning messages for the community
- Community messaging and education programs provide specific, tangible examples of what to do to avoid hazards, such as the guidance provided in the Australian Institute for Disaster Resilience's [Public Information and Warnings Handbook](#)
- Community engagement activities use plain language, and the terminology is based on relevant doctrine such as the [Australian Disaster Resilience Glossary](#) and the [Queensland Disaster Management Lexicon](#)

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities encourage two-way communication with the community and stakeholders through techniques such as community forums and focus groups, and leveraging existing community groups and networks
- Entities cultivate positive relationships with community leaders so they can establish public engagement, messaging and delivery channels in partnership with them

Training requirements are documented, and the necessary skills and knowledge are being met

- Individuals complete the necessary training to perform community engagement in their disaster management role, such as the [Queensland Disaster Management Training Framework](#) community engagement module

- Entities maintain training records related to community engagement and facilitate regular refresher training

Opportunities are provided for on-the-job training and development

- Individuals from outside the disaster management workgroup are invited to observe exercises testing community information and warning techniques
- Entities give personnel the opportunity to develop new skills related to community engagement, such as attending and participating in community forums, or learning how to correctly post information to social media accounts

Upskilling and cross-training provide a reserve of personnel

- Entities maintain a roster of personnel trained in community engagement activities as backups to ensure that the role can be filled if the primary person responsible is not available

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities actively expand their knowledge of community networks using tools such as the [International Association for Public Participation \(IAP2\) Public Participation Spectrum](#) to identify the level of community participation needed in any public engagement programs
- Entities have a system to capture the knowledge, experience and shared history of the community
- Entities use the agreed processes and triggers for issuing the Standard Emergency Warning Signal (SEWS) as identified in the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

Enablers are accessible to the relevant entities, including the community if necessary

- Entities engage and provide information through a range of channels to cover different events and communication needs
- The community has access to ways to share information, local knowledge and experience to enhance disaster management

Enablers meet the needs and requirements of all relevant entities

- Entities develop mechanisms to help practitioners understand the engagement needs of the community, considering demographics and other matters of local relevance such as geographic isolation, transient populations, limited services or infrastructure, accessibility and vulnerable populations
- Entities identify and address barriers to engagement and make participation accessible to all stakeholders

Benchmarks for the performance of enablers have been established and are being met

- Entities regularly measure the performance of systems that enable community engagement to ensure that they are working as intended
- Entities are aware of current evidence-based good practice and use the latest techniques as the benchmark to reach the community and measure awareness

Alternatives or backups are in place

- Entities have alternative warning systems in place, such as door knocking and air raid sirens, should technology fail during a disaster event
- Entities can access the channels used to communicate with the community in multiple ways, for example social media accounts can be accessed on both a desktop computer and mobile device

Continuous Improvement

An established lessons management process is being undertaken

- Entities include community engagement activities in a lessons management process
- Entities have a process to capture community feedback to inform lessons identified and future activities

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities conduct a training needs assessment to ensure their capability and capacity to engage and communicate meet the needs of the community
- Entities understand the capabilities needed to communicate and engage with their local community

A variety of exercising and testing methods are being conducted and evaluated

- Entities use discussion and functional exercises with single and multiple stakeholders to test communication and warning systems
- Entities consider best practice when engaging with the community, including the importance of evaluating the effectiveness of the engagement
- Entities use training and exercise opportunities to test public engagement activities and content

Insights are included in a lessons management process

- Entities gather insights about engagement activities from across the organisation to identify lessons and form solutions to benefit their community
- Entities craft insights drawn from community feedback and engagement observations

Lessons identified are shared with other entities, and with the community when relevant

- Entities share lessons identified with other relevant stakeholders to improve their community engagement capabilities
- Entities use their community and stakeholder networks to share relevant lessons identified

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities update standard operating procedures related to engagement based on insights gained and lessons identified following testing, exercises and events
- Individuals update their work processes based on insights and lessons identified by their entity
- Entities adjust their community engagement techniques based on lessons identified and evidence-based research

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 5

AP5

Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

Outcome 5: Entities proactively and openly engage with communities

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a responsibility to distribute communications and perform engagement activities? Have they agreed to perform this role? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in distributing communications and performing engagement have the authority they need to do so?
- Have the individuals who have been delegated responsibility to distribute communications or perform engagement activities on behalf of their entity been authorised to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for distributing communications and performing engagement activities, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the distribution of communications and the engagement activities conducted?
- What arrangements or processes are in place for monitoring the effectiveness of the communications and engagement conducted?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions made about communications and engagement activities recorded? Are these decisions recorded as they are made?
- How are decisions about communications and engagement activities monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities to distribute communications and perform engagement activities based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity develops and distributes communications and performs engagement activities based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that communications are developed and distributed and engagement activities are performed, agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used in communications and engagement?
- Is the language and terminology used in communications and engagement consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in developing and distributing communications and performing engagement activities been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity distributes communications or performs engagement activities to or with?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to distributing communications and performing engagement activities been identified and documented?
- Have the people responsible for distributing communications and performing engagement activities successfully completed the identified training as needed?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to develop and distribute communications and perform engagement activities, where they haven't been before?
- Have additional personnel been trained on how and when to develop and distribute communications and perform engagement activities, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know how to develop and distribute the communications and perform the engagement activities that your entity is responsible for?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to develop and distribute the communications and perform the engagement activities that it is responsible for?
- Are there processes and procedures in place for how to use the equipment needed to develop and distribute communications and perform engagement activities, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people who develop and distribute communications and perform engagement activities have access to the enabling equipment that allows them to perform their duties?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with developing and distributing communications and performing engagement activities work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity has in place to develop and distribute communications and perform engagement activities meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to develop and distribute communications and perform engagement activities if the primary enablers fail or are not available?
- Are you able to develop and distribute communications and perform engagement activities from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include communications and engagement activities?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully develop and distribute communications and perform engagement activities? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the communications and engagement activities that it is responsible for? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about communications and engagement activities in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about communications and engagement activities with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to communications and engagement activities based on insights gained through testing, exercises and operational activity?

Contact

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 6

IP6

Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

Outcome 6: The community makes informed choices about disaster management, and acts on them

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Communities

Communities are aware of their level of susceptibility to disasters

- How does your entity provide communities with information about their level of susceptibility to different disasters and events?
- How does your entity ensure that communities understand their level of susceptibility?

Communities receive relevant, timely, consistent, easy-to-understand warnings

- Are the warnings that communities receive from your entity relevant and specific to them?
- Are the warnings that communities receive from your entity sent and received at the right time?
- Are the warnings that communities receive from your entity consistent (format, language etc.)?
- How does your entity ensure that the warnings that communities receive are easy to understand?

Communities have access to relevant information about disasters that affect them

- Does your entity make contextualised information available to communities about disasters that affect them?
- How does your entity make relevant information about disasters more accessible to communities?

Communities are aware of the support that is available to them, and their eligibility to access it

- How does your entity ensure that communities are aware of the support that is available to them?
- What information does your entity provide to communities about their eligibility to access support?

Entities

Entities define communities that are at risk of impact from an event

- Has your entity identified the communities that are at risk of impact from the hazards noted in the risk assessment?
- Has your entity defined and documented the boundaries of at-risk communities?

Entities identify and engage with those in the community who are or may be more susceptible to the impact of disasters than others

- Has your entity identified communities who are or may be more susceptible to the impact of disasters than others?

- Has your entity identified and engaged appropriately with those in the community who:
 - have a disability?
 - are elderly?
 - live with chronic illness?
 - are culturally and/or linguistically diverse?
 - experience homelessness?
 - are new, visiting or unfamiliar with the area?
 - are socio-economically disadvantaged?
 - have recently been impacted by a disaster event?
 - experience other circumstances that may adversely impact their ability to cope with events?

Entities provide the community with information that enables them to prevent, prepare for, respond to, and recover from the impact of disasters

- What information does your entity provide the community to enable them to prevent, prepare for, respond to, and recover from the impact of disasters?
- How does your entity ensure that the information that it provides the community enables this?

Entities support the community in developing skills, capability and capacity for disaster management

- What are the skills and capabilities that your entity helps to build in the community?
- How does your entity support the community to increase their skills and capability for disaster management?
- How does your entity help to increase the disaster management capacity of the community?

Entities seek feedback from the community about disaster management practices

- Does your entity seek feedback from the community about disaster management practices?
- How does your entity incorporate the community's feedback into future disaster management practices?

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 6

AP6

Community engagement

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Outcome 6: The community makes informed choices about disaster management, and acts on them

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a responsibility to support the community to take appropriate actions?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in supporting the community to take actions appropriate to them have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for entities to support the community in taking appropriate actions, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the actions that the community takes with regard to disaster management, and the support that entities have given them?
- What arrangements or processes are in place for monitoring the effectiveness of the support that your entity is providing to the community?
- What arrangements or processes are in place for monitoring your community's level of awareness of their susceptibility to risks and willingness to act on their own behalf?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions made about ways to support the community in taking appropriate actions recorded? Are these decisions recorded as they are made?
- How are decisions about how the community is provided with support to act monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities to support the community is taking appropriate actions based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity supports the community to take actions appropriate to them based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity supports the community in taking actions appropriate to their circumstances agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used when providing the community with support to act?
- Is the language and terminology used when supporting the community in taking appropriate actions consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in the actions that your entity takes to support the community to take actions appropriate to them, been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with to support the community's actions?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to providing the community with the support they need to take appropriate actions related to disaster management been identified and documented?
- Have the people responsible for supporting the community in taking appropriate actions successfully completed the identified training as needed?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to participate in supporting the community to act, where they haven't been before?
- Have additional personnel been trained on how and when to provide the community with support to take actions appropriate to them, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know how to provide the support to the community that your entity is responsible for?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to provide the support to the community that it is responsible for?
- Are there processes and procedures in place for how to use the equipment needed to provide support to the community, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people who provide support to the community to take actions appropriate to them have access to the enabling equipment that allows them to perform their duties?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with providing the community with support to act on their own behalf work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity has in place to provide the community with support to take actions appropriate to them meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to provide support to the community to take actions appropriate to them if the primary enablers fail or are not available?
- Are you able to support the community from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include the ways that support is provided to the community?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully support the community in taking actions appropriate to their circumstances? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that it provides support to the community to take appropriate actions on their own behalf regarding disaster management? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the actions it takes to support the community in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about providing support to the community to enable them to act on their own behalf with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it supports the community to act based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 6

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Community engagement

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Outcome 6: The community makes informed choices about disaster management, and acts on them

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Communities

Communities are aware of their level of susceptibility to disasters

- The community is provided with information that helps them to understand the different hazards that impact them, and the ways that they are susceptible to those impacts
- Entities engage with the community to determine their level of awareness about how disasters impact them

Communities receive relevant, timely, consistent, easy-to-understand warnings

- Bushfire warnings distributed by Queensland Fire and Emergency Services lead with an action statement and include a call to action, such as a direction to 'Act now' and steps for the community to take
- Warnings are delivered in time for the community to act on them
- Warnings for the same event reference place names and impacts using the same language and terminology

Communities have access to relevant information about disasters that affect them

- The information that is available to communities about disasters that affect them is specific to that community
- Entities ensure that communities can access relevant information about disasters, by providing it in a variety of ways that address the needs of that community

Communities are aware of the support that is available to them, and their eligibility to access it

- Clear information is provided to the community about the ways that different entities can help them during and after an event, and the criteria for that assistance
- The community has access to information about the financial assistance that is available to them when they are impacted by a disaster, the eligibility requirements for access to that assistance, and how to access it

Entities

Entities define communities that are at risk of impact from an event

- Entities define and document the physical boundaries of communities that are within the likely impact area of hazards relevant to that community
- Entities create flood maps based on the probability that different severe weather events will impact the community, and the geographic areas that each event level is likely to impact
- Entities identify communities that are likely to become isolated due to the impact of an event

Entities identify and engage with those in the community who are or may be more susceptible to the impact of disasters than others

- Entities conduct specific engagement activities with people in the community who are impacted differently by events than others, such as people with disability or chronic illness
- Entities engage with those in the community who may lack the resources to cope with or be resilient to the impact of events, such as those who experience homelessness, are socio-economically disadvantaged, or have recently been impacted by a disaster event
- Entities engage with individuals who are visiting or new to the area or community

Entities provide the community with information that enables them to prevent, prepare for, respond to, and recover from the impact of disasters

- Entities inform the community when an event is likely or going to occur, what the impacts are likely to be, and the appropriate actions to take
- Community recovery agencies provide information to the community about the mental health services available to assist with recovery from an event

Entities support the community in developing skills, capability and capacity for disaster management

- The community is an active and valued participant in disaster management exercises
- Entities offer the community training opportunities related to disaster management, such as psychological first aid courses
- Entities support disaster management volunteerism

Entities seek feedback from the community about disaster management practices

- Local governments seek feedback from individuals who use cyclone shelters about their experience
- Entities conduct post-exercise evaluations that include feedback from the community members involved
- Entities ask community members whether they find the information and assistance available in community recovery hubs valuable

Contact

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 6

A16

Community engagement

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Outcome 6: The community makes informed choices about disaster management, and acts on them

This is about how engagement by disaster management practitioners supports the community to take actions appropriate to them: this includes the community's awareness of hazards and risk, their access to information and resources, and how entities support that understanding and tailor communications based on risk and susceptibility.

Examples of applying the Accountabilities to Outcome 6

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities work with stakeholders to define clear roles and responsibilities when creating formal partnerships with community groups
- Entities understand the role and responsibilities of the community in maintaining effective disaster management

Entities have been authorised to carry out their delegated responsibilities

- Entities provide the community with information about how to deal with the impact of disaster events in line with their responsibilities as authorised in the [Queensland State Disaster Management Plan](#)
- Entities authorise personnel to conduct engagement activities in partnership with community leaders

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities give personnel approval to provide support to the community to develop disaster management capabilities
- Entities enable the community to act on their own behalf, through understanding the role and authority of community leaders and members as outlined in the Australian Institute for Disaster Resilience's [Community Engagement for Disaster Resilience Handbook](#)

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities monitor their community engagement strategies to ensure they meet community information needs
- Entities include community feedback as an evaluation tool when monitoring engagement activity outcomes

Decisions are recorded as they are made, and their implementation is monitored

- Entities record the decisions made around how they use information gained from the community to ensure that Queensland right to information and privacy legislation is adhered to
- Entities monitor the decisions made around the ways that information is provided to the community about the support available to them, to see whether that impacts on the amount of support being accessed

Doctrine

Roles and responsibilities are based on relevant doctrine

- The roles community members can play in disaster management and how entities work with them is based on doctrine, for example ways of working with spontaneous volunteers are based on the Australian Institute for Disaster Resilience's [*Communities Responding to Disasters: Planning for Spontaneous Volunteers Handbook*](#)
- The disaster management plan provides information to the community on disaster management roles and responsibilities and acknowledges the role of the community

The action or activity is based on relevant doctrine

- Entities base their community engagement activities on doctrine such as the Australian Institute for Disaster Resilience's [*National Community Engagement for Disaster Resilience Handbook*](#)
- Entities use doctrine such as the [*People with vulnerabilities in disasters framework*](#) to help to identify communities who may be more susceptible to impacts from an event than others
- The way that entities use information gained through community engagement activities conforms to right to information and privacy legislative requirements

Doctrine is agreed and shared between entities

- The doctrine used by entities to determine ways of engaging with the community is available to the community
- Entities share their community engagement plan with other relevant entities, to ensure they are coordinated and that the community's needs are being met

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities tailor community messaging and education to the community that they are connecting with
- Entities consult with specialists and use the appropriate guiding doctrine to ensure that the language used is suitable for the engagement activity, for example school-based programs are linked to the national curriculum and contain age-appropriate content

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities engage local organisations to co-design community messaging, to establish and strengthen partnerships
- Entities use established local networks and industry contacts to establish and maintain new relationships with community organisations

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities document and provide the training required to provide communities the information they need to make informed choices about disaster management
- Individuals have the necessary skills and knowledge to enable understanding of cultural nuances, norms and complexities when communicating with the community

Opportunities are provided for on-the-job training and development

- Entities provide opportunities for personnel to learn more about the community's information and engagement needs
- Individuals are given the opportunity to develop new skills while performing activities related to community engagement

Upskilling and cross-training provide a reserve of personnel

- Entities train multiple personnel to perform each community engagement role, so that if the primary person responsible is not available there is someone else who can step in
- When individuals go on leave, their community engagement role is backfilled, upskilling others in the entity to perform it if needed

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities provide information on local hazards to the community through various mediums, such as videos, written material and artwork, to overcome potential communication barriers
- Entities are aware of the most appropriate communication channels to reach their community, such as social media or radio
- Entities actively seek to identify and address technological barriers to engagement

Enablers are accessible to the relevant entities, including the community if necessary

- Entities have a disaster dashboard on their website that contains information about how to prevent, prepare for, respond to, and recover from the impact of disasters
- The community knows where to source localised information to prepare for future events
- Individuals know where to locate their entity's stakeholder engagement framework

Enablers meet the needs and requirements of all relevant entities

- Entities have the tools needed to effectively communicate with community members from diverse backgrounds, including those who are culturally and linguistically diverse
- Entities have the tools to define communities at risk of impact from an event, such as flood modelling showing which physical areas of the community may be impacted

Benchmarks for the performance of enablers have been established and are being met

- Entities use evidence-based research to measure the impact of the information that they distribute, and the engagement processes that they use, on community preparedness levels
- Entities use metrics on web traffic to test community reach for social media sites and to establish the performance requirements for warnings distributed through these channels

Alternatives or backups are in place

- Entities source suitable redundancies for communicating important information to their area which the community will also be familiar with, such as the potential use of satellite phones or available alternative technologies in remote communities
- Entities have different methods in place to warn the community if technology fails during an event, such as door knocking or an alert siren
- Entities have access to communication tools that they do not normally use, such as UHF and satellite phones, to manage technological redundancies during disasters

Continuous Improvement

An established lessons management process is being undertaken

- Entities incorporate observations made through community engagement into their lesson management process to enrich insights and lessons identified

- Entities have an internal lessons management process which includes lessons about the community's actions

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities understand, or have arranged to acquire, training in the principles of adult learning and information retention
- Entities conduct regular needs assessments of employee training requirements in stakeholder engagement capabilities

A variety of exercising and testing methods are being conducted and evaluated

- Entities include community members in relevant disaster management exercises to test community preparedness campaign penetration and comprehension
- Entities are aware of a variety of ways to measure community preparedness to ensure engagement activities meet outcomes and community needs
- Entities include the testing of community warning systems in inter-agency exercises
- Entities incorporate adult learning principles in their community engagement activities and test their effectiveness

Insights are included in a lessons management process

- Entities develop insights from observations and feedback received through community engagement activities
- Entities have processes to measure community awareness and develop observations and insights into lessons identified to improve future community preparedness campaigns

Lessons identified are shared with other entities, and with the community when relevant

- Entities share lessons identified regarding community engagement activities and community preparedness with other entities on their disaster management group
- Entities incorporate lessons identified when co-designing community engagement activities

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities take an adaptive and flexible approach to community engagement, so that they can incorporate lessons identified during engagement activities and improve processes as needed
- Entities make improvements to the processes used to seek feedback from the community about disaster management practices, based on the insights gained while seeking that feedback

Contact

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Understanding the Standard for Disaster Management in Queensland Prompt Sheet: Accountabilities of Outcome 7

AP7

Capability integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 7: Resources are prioritised and shared with those who need them, when they need them

This is about resource and information management: how entities understand and manage their own and each other's requirements, how these needs are coordinated and made available, and how sensitive data is kept secure.

Gesetzgebung

Entire article is available for free at <https://doi.org/10.1186/s13047-023-00401-7>

Please note that the following questions apply only to individuals who have been formally trained in how the Accreditation Standards are applied to the response to the ethics concerns and whether they may be able to use them as a checklist.

- [illegible]

Opportunities for the provision of the job training are being established and are being met

- Entities provide opportunities for others to learn about their resources and information during the training situations, including the kinds of data that might need to be captured, and why

Alternatives or backups are in place

- Individuals are shown how to access and use their entity's disaster management resources by someone else who has done it before
- Are there alternative resources or equipment available that could be used to manage and share resources and information if the primary enablers fail or are not available?

Upskilling and cross training provide a reserve of personnel

- Entities train more than one individual to manage and share information and intelligence, ensuring that other entities differ with them so that if the person who is primarily responsible for this task is not available, someone else will be able to fill in

Continuous Improvement

- Individuals are trained on how to manage resources where it is not their usual designated role, allowing them to be a backup for others

An established lessons management process is being undertaken

Enablers

- Does your entity have an established lessons management process in place that can include the management and sharing of resources and information?

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities have the tools needed to manage resources, such as having a system, process or software in place for this purpose
- Entities have identified the capabilities that are sensitive data, such as specialist management and share resources and information? Have those capabilities been aligned to the training required to develop them?

Enablers are accessible to the relevant entities, including the community if necessary

- The resources needed to perform a resource management role, such as the procedures to follow, are accessible to individuals performing the role

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that information is managed and shared, for example information subscriptions or using news accounts that give it full access to news articles

Insights are included in the lessons management process

- Does your entity have insights about managing and sharing resources and information that meet their needs, for example, the process of entities in place in their resource management system that allow other entities' resources to be allocated

Lessons identified are shared with other entities, and with the community when relevant

- Entities have tools that enable them to securely share data in a format that other entities can access
- Does your entity share the lessons it identifies about managing and sharing resources and information with other entities, and with the community when relevant?

Benchmarks for the performance of enablers have been established and are being met

- Entities set minimum requirements for the systems they store information and records in, such as the need to meet the requirements of the [Public Records Act 2002](#), and they are being met

Improvements are made based on insights gained through testing, exercises and operational activity

- The physical equipment needed to access and allocate resources meets minimum performance requirements, for example the computer hardware needed to use works and has access to the information based on insights gained through testing, exercises and operational activity?

Alternatives or backups are in place

If entities are not able to borrow equipment from another entity under an existing resource-sharing arrangement because it is already in use, a list of alternative suppliers is in place

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- Entities can access information through other methods if the normal channel cannot provide it, for example a dataset may not be publicly available through a web search, but it might be available through an online portal

Continuous Improvement

An established lessons management process is being undertaken

- Entities include information about the way resources are prioritised in an established lessons management process
- Entities include a category for lessons about sharing information with other entities in the lessons management process

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities identify and document the capabilities needed to provide relevant information to other entities, and the training that facilitates those capabilities
- Individuals know what they need to be capable of doing in order to effectively perform a resource management role, and what training they could access to build those capabilities

A variety of exercising and testing methods are being conducted and evaluated

- Entities perform tests on their information management system to ensure that it meets security requirements, and evaluate the results
- Entities participate in exercises that include and consider the resources they have access to, and what the capability limits are

Insights are included in a lessons management process

- Entities include observations and develop insights about their information requirements, and include them in the lessons management process
- Entities use the lessons management process to develop insights about the resources needed and their capability limits

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons identified about their intelligence needs with other entities
- Entities discuss the lessons identified about resource sharing arrangements with other entities that form part of those arrangements

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities adapt the processes used to coordinate and allocate resources based on the insights gained during exercises and the potential improvements identified during debriefs
- Entities change the way they handle information based on experience gained during operational activity, for example they add a new categorisation or tag for incoming information when it is identified that this would be useful

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 8

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Capability integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Entities

Entities consider the community's capability and capacity to manage their own risks

- Entities consider whether landholders in remote areas might have supplies that will enable them to withstand being isolated by an event for a period
- Entities consider the percentage of the community that has purchased home and contents insurance that includes coverage for disaster events

Entities work together to build capability and capacity

- Entities are involved in multi-agency committees and groups that help them to better understand each other's practices and learn how best to work together
- Local governments participate in the Disaster Management Officer's Network to collaboratively develop skills and share what works for them

Entities have and maintain agreements for the provision and delivery of services and resources

- Local governments have agreements in place with the Australian Red Cross to manage evacuation centres
- Entities have agreements in place with local suppliers for the provision of equipment, food and other resources during and after events

Entities have agreements with others for access to systems, documents and resources

- Entities have agreements in place confirming the resources that will be shared with other entities and how they will be accessed
- Entities establish agreements with other entities to give liaison officers access to disaster management systems and information during events

Entities develop and implement coordinated strategies

- Different entities that are members of area fire management groups coordinate their land management strategies
- District disaster coordinators ensure that the strategies and plans of local disaster management groups within their districts are coordinated and work well together

Training and exercising programs

Training and exercising programs are determined by needs, roles and responsibilities

- Entities with a public information role conduct internal training in their communications practices and systems
- Each of the members on disaster management groups at the local, district and state level receive the mandatory training required under the [Queensland Disaster Management Training Framework](#)

Training and exercising programs are informed by evidence, risk and doctrine

- Entities develop exercises that are informed by the hazards and associated risks identified in the risk assessment
- The training programs developed by entities meet the training requirements identified in relevant doctrine

Training and exercising programs are developed in collaboration with relevant entities

- Disaster management groups develop their exercising programs collaboratively with the member agencies on that group, and other entities that might be invited to participate
- The entities that work together in a disaster coordination centre collaboratively develop training for their different roles, to align with and gain familiarity with, each other's practices

Training and exercising programs are coordinated across and involve all relevant entities

- Entities conduct exercises that include the entities that would be involved in a real event
- Entities train alongside and together with other entities with similar roles
- Formalised training is provided consistently to different entities within the same disaster management system, with tailored content provided where required

Training and exercising programs are developed and conducted by the appropriate entities

- Modules under the [Queensland Disaster Management Training Framework](#) are trained by appropriately skilled and authorised individuals, such as Queensland Fire and Emergency Services' Emergency Management Coordinators

Training and exercising programs are consistent with recognised methodology

- Entities use a recognised methodology to develop and run exercises such as that described in the Australian Institute for Disaster Resilience's [Managing Exercises Handbook](#)

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 8

IP8

Capability integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Entities

Entities consider the community's capability and capacity to manage their own risks

- Has your entity engaged with the community to determine their capability and capacity to manage their own risks?
- How does your entity consider the community's capability and capacity to manage their own risks when conducting disaster management activities?

Entities work together to build capability and capacity

- How does your entity work together with other entities to build capability and capacity?

Entities have and maintain agreements for the provision and delivery of services and resources

- Does your entity have agreements in place for the provision and delivery of services and resources that may be needed for disaster management?
- How does your entity ensure that these agreements are maintained?

Entities have agreements with others for access to systems, documents and resources

- Does your entity have agreements in place with other entities for access to systems, documents and resources that may be needed for disaster management?

Entities develop and implement coordinated strategies

- Has your entity developed and implemented disaster management strategies that coordinate with other entities' strategies?
- How does your entity ensure that its strategies are coordinated with other entities?

Training and exercising programs

Training and exercising programs are determined by needs, roles and responsibilities

- Which training and exercising programs will cater to your entity's needs, roles and responsibilities?
- What content, skills and information do training and exercising programs need to contain, to cater to your entity's needs, roles and responsibilities?

Training and exercising programs are informed by evidence, risk and doctrine

- Are the training and exercising programs that your entity participates in informed by evidence, risk and doctrine?
- How do evidence, risk and doctrine influence the content, skills and information delivered in training and exercising programs?

Training and exercising programs are developed in collaboration with relevant entities

- Which other entities does your entity perform certain disaster management activities with?
- Has your entity developed training and exercising programs that develop the capabilities and capacity needed to perform these activities in collaboration with the relevant entities?

Training and exercising programs are coordinated across and involve all relevant entities

- Are training and exercising programs coordinated across all relevant entities? Do they teach skills and knowledge in a consistent way to all entities?
- Do training and exercising programs involve all relevant entities?

Training and exercising programs are developed and conducted by the appropriate entities

- Are training and exercising programs developed by the appropriate entities?
- Are training and exercising programs conducted and delivered by the appropriate entities?

Training and exercising programs are consistent with recognised methodology

- Are your entity's training and exercising programs developed and delivered in a way that is consistent with a recognised methodology?

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 8

AP8

Capability integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a role or responsibility to work together with other entities to build complementary capabilities and shared capacity?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in building complementary capabilities and shared capacity with other entities have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for entities when working together with other entities to build complementary capabilities and shared capacity, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the decisions made about the ways that entities work together to build complementary capabilities and shared capacity?
- What arrangements or processes are in place for monitoring the outcomes of decisions made about building complementary capabilities and shared capacity between entities?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions about building complementary capabilities and shared capacity recorded? Are these decisions recorded as they are made?
- How are decisions about building complementary capabilities and shared capacity monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities around building complementary capabilities and shared capacity together with other entities based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity builds complementary capabilities and shared capacity with other entities based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity builds complementary capabilities and shared capacity agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used when building complementary capabilities and shared capacity together with other entities?
- Is the language and terminology used when building complementary capabilities and shared capacity together with other entities consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in developing complementary capabilities and shared capacity with your entity been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with to develop complementary capabilities and shared capacity?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to building complementary capabilities and shared capacity together with other entities been identified and documented?
- Have the people identified to develop the skills needed to build complementary capabilities and shared capacity with other entities successfully completed the necessary training?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to work together with other entities to build complementary capabilities and shared capacity, where they haven't been before?
- Have additional personnel been trained on how to build complementary capabilities and shared capacity with other entities, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know about the complementary capabilities and shared capacity that your entity shares with other entities?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to develop complementary capabilities and shared capacity together with other entities?
- Are there processes and procedures in place for the equipment that your entity uses when developing complementary capabilities and shared capacity with other entities, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people in your entity who are involved in building complementary capabilities and shared capacity with other entities have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with developing complementary capabilities and shared capacity with other entities work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity uses when building complementary capabilities and shared capacity between other entities meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to build complementary capabilities and shared capacity with other entities if the primary enablers fail or are not available?
- Are complementary capabilities and shared capacity able to be developed from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include complementary capabilities and shared capacity that it has built together with other entities?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully work together with other entities to build complementary capabilities and shared capacity for disaster management? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that it develops complementary capabilities and shared capacity together with other entities? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the way that complementary capabilities and shared capacity are developed together with other entities in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about building complementary capabilities and shared capacity with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it develops complementary capabilities and shared capacity with other entities based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 8

A18

Capability integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

This is about entities building complementary capabilities: how entities work together to understand and coordinate capability and capacity, and how training and exercising programs are collaboratively developed and implemented to promote consistent understanding in the sector.

Examples of applying the Accountabilities to Outcome 8

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities have agreements such as Memorandums of Understanding in place with other entities to establish the way they will share resources during an event
- The role of entities in developing exercises has been identified and documented, for example it is noted in the disaster management group meeting minutes that they have been delegated responsibility to lead development of the annual exercise

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise their personnel to work with other entities to coordinate their disaster management training programs
- The [Disaster Management Regulation 2014](#) provides the basis for entities to be represented on disaster management groups

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities have identified who has the authority to make and approve decisions about giving other entities access to their internal systems
- Entities work within the authorising environment that exists for the provision of services and resources during an event, such as the Request for Assistance process identified in the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities have arrangements in place to regularly report on their Training Needs Analysis and update it when training is undertaken to ensure that their workforce is appropriately trained
- Entities have arrangements in place for reporting on the outcomes of exercises, such as the requirement to fill out a participant feedback report to help to evaluate the success of the exercise

Decisions are recorded as they are made, and their implementation is monitored

- Entities document the decisions made with other entities to grant access to each other's systems or resources, such as keeping copies of formal letters and emails that confirm the access arrangements in place, and monitor how frequently these arrangements are enacted
- The decision for entities to develop and deliver cross-agency training is documented, and whether this results in improved understanding of other entities' capabilities and roles is monitored

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities to develop a training program is based on relevant doctrine, such as the requirement to ensure that disaster management practitioners are properly trained under the [Disaster Management Act 2003](#)
- The responsibility for entities to ensure that individuals have the training needed to fulfil their disaster management roles is based on relevant doctrine, such as internal policies

The action or activity is based on relevant doctrine

- Entities base their exercise program on relevant doctrine, such as the Terms of Reference of their disaster management group
- The required training that entities include in their Training Needs Analysis is based on doctrine, such as the modules in the [Queensland Disaster Management Training Framework](#) that are mandatory or needs-based for certain roles
- Entities develop exercises in line with national guidelines for exercise management, such as the Australian Institute for Disaster Resilience's [Managing Exercises Handbook](#)

Doctrine is agreed and shared between entities

- Entities share the doctrine their disaster management strategy is based on with other entities when working together to develop coordinated strategies
- The doctrine that gives entities the responsibility to provide training to other entities is widely known, such as the [Disaster Management Act 2003](#)

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use common language and reference source documents such as the [Queensland Disaster Management Lexicon](#) for specific terminology when developing exercises
- Entities include definitions of specific or uncommon terms used during an event in any training packages that they develop for that kind of event

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities develop positive relationships with individuals both internally and from other entities that enable the building of shared capability
- Entities maintain a network of trusted contacts from within the disaster management sector that makes it easier to give and gain access to each other's resources through formal and informal agreements

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities document the training needed to perform certain roles during an event, and invite relevant stakeholders and community members to attend training courses
- Entities ensure that their personnel's training is up to date by ensuring refresher courses are taken as prescribed by the [Queensland Disaster Management Training Framework](#)

Opportunities are provided for on-the-job training and development

- Entities give personnel involved in creating policy and procedures the opportunity to be involved in exercising and training development for those documents
- Entities give personnel the opportunity to develop new skills and further understanding of other entities' roles, by partnering them with individuals from other entities during inter-agency exercises

Upskilling and cross-training provide a reserve of personnel

- Entities provide relevant emergency management training, such as psychological first aid courses, to community members who provide volunteer assistance during events
- Entities provide pre-season training and resources to remote communities, so that if the area becomes inaccessible to practitioners, there are others located there who can fill their roles

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have a learning management system, or access to a learning management system, for the delivery of online training
- Entities have tools such as template agreements that can be used as a basis to establish service delivery agreements with other entities
- Entities have the tools needed to deliver training and exercises, such as training resources and trainer notes

Enablers are accessible to the relevant entities, including the community if necessary

- Entities make training for relevant technologies accessible to other entities by including them in formal training opportunities and providing them with the logins needed to fully participate
- Entities have access to the resources needed to develop inter-agency exercises, such as a bookable room with a projector so that multiple people from different entities can view the same screen when working together

Enablers meet the needs and requirements of all relevant entities

- Inter-agency training programs contain training courses and modules that are relevant to the entities involved, and are delivered in a way that enables them all to participate
- The tools entities use to ensure service agreements with other entities are maintained, such as calendar reminders that include sufficient lead time to renew the agreement, meet their needs

Benchmarks for the performance of enablers have been established and are being met

- The physical tools and equipment used by entities during exercises meet minimum performance requirements set for them by the entity
- The tools used by entities to develop coordinated strategies with other entities work the way that they need to, for example their computer works and can open and edit the file types being used

Alternatives or backups are in place

- If entities are not able to attend face-to-face training, they can be granted access to online training modules through a learning management system
- Entities have backup resources in place if the primary resource being used during an exercise is not available, such as having an additional room booked if the primary location for a desktop exercise is not available on the day

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process in place which includes information about the training program

- Entities include information about the agreements in place with other entities in their lessons management program

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know which capabilities are needed in order to develop and deliver exercises, and which training is needed to build them, such as the relevant modules in the [Queensland Disaster Management Training Framework](#)
- Entities know which capabilities they need in order to enter into agreements with other entities, and what the training needs are for those capabilities, for example when formal agreements need to be legally binding entities may engage assistance from a trained legal practitioner

A variety of exercising and testing methods are being conducted and evaluated

- Entities vary the method of exercising when delivering on their exercising program, by using a combination of desktop, field and functional exercises, and involving a variety of entities depending on and suitable to the scenario
- Entities test the way they work together with other entities, including new skills developed to meet an identified need, to determine whether their capabilities are integrated

Insights are included in a lessons management process

- Entities make observations and develop insights about the success of joint exercises in their lessons management program
- Entities develop insights from observations that are included in their lessons management program about the kinds of cross-agency agreements that have proven beneficial

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons identified about the potential to build shared capacity with the other entities that could help to build it
- Entities share lessons identified about how to successfully develop a collaborative exercise with other entities, with other individuals who might try to do the same thing

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities make improvements to their training program to fill gaps that have been identified in both internal and cross-agency capability
- Entities suggest changes to the agreements they have in place with other entities for the provision of services and resources based on different needs identified during operations

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 9

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Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 9: Response operations minimise the negative impacts of an event on the community and provide the support needed for recovery

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Response operations

Response operations are coordinated

- The different entities involved in response to an event coordinate their activities with each other to ensure that roles, responsibilities and actions are understood and there are no gaps
- Entities coordinate response operations internally to ensure that resources are deployed as needed and responsibilities are being fulfilled

Response operations are timely and reflect the urgency of the situation

- Entities respond to events with speed and resources that reflect how significant the impacts are, and how quickly they need to be addressed in order to manage the situation effectively
- The number and type of personnel and equipment an entity deploys to an event reflect a number of variables, including the severity of the incident, the weather conditions, the risk to life, property and the environment, and the likelihood of the incident escalating

Response operations are informed by plans

- Entities base the way that they conduct response operations on disaster management plans
- Response operations in relation to referable dams are conducted according to the Emergency Action Plan and the communication and response plans developed by entities with associated roles

Response operations are risk-based and based on evidence

- Entities prioritise operations responding to an immediate risk to life, over operations where this risk does not exist
- Entities initiate tsunami response operations based on evidence and advice provided by the [Australian Tsunami Warning System](#), confirmed by the Bureau of Meteorology, Geoscience Australia and the Department of Home Affairs

Response operations are based on community needs

- Response operations prioritise the things that the community values or needs in order to survive, such as the industry or natural area that the community is built around

Response operations are conducted, led and coordinated by the appropriate entities

- Multi-agency response operations related to a local-level event are coordinated by the local disaster coordinator on behalf of the local disaster management group

- Response operations for the containment and eradication of emergency animal and plant diseases and pests are led by the Department of Agriculture and Fisheries
- The Department of Environment and Science leads firefighting response on national parks, conservation parks and state forests, where there is no threat to life or property

Entities

Entities conduct response operations that start at the right time

- The evacuation of at-risk communities is conducted prior to the community being impacted
- Queensland Health and the relevant hospital and health services begin messaging to at-risk individuals, and prepare for additional health admissions for heat-related illnesses prior to the impacts of a predicted heatwave

Entities conduct response operations that support the transition between response, relief and recovery

- Entities consider what will need to happen in order for relief and recovery to occur in relation to an event, and facilitate these needs through response operations
- Entities conducting response operations engage in consistent, open, two-way communication with those providing relief and recovery efforts, to ensure that operations are conducive to positive community outcomes

Entities conduct response operations that incorporate the functions of recovery

- Entities consider environmental impacts and how the environment can be supported to recover when deciding how to conduct response operations
- Mandatory evacuation orders provide enough details for the community to understand why the evacuation is necessary and what they need to do, lessening the human and social impacts of being required to evacuate

Entities conduct response operations that support the activities initiated by the community

- Rural fire brigades assist landholders with bushfire response operations they are conducting on their properties
- Entities assist members of the community who are moving livestock in response to an event by sourcing vehicles that can transport large numbers of livestock

Entities conduct response operations that minimise the likelihood of unintended consequences impacting the community

- Entities deployed to a different location to respond an event coordinate with the local disaster coordination centre, to ensure that the accommodation that they use does not impact on housing that is intended for evacuees
- Entities implement evacuation routes that direct the community away from the likely future impact area of the hazard, minimising the potential that evacuees will need to be relocated

Entities conduct response operations that improve the community's ability to cope with future events

- Entities include community members such as landholders in their response operations, giving them an opportunity to learn technical skills that they can apply themselves in future events
- Entities include volunteers and volunteering agencies in response operations

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 9

IP9

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 9: Response operations minimise the negative impacts of an event on the community and provide the support needed for recovery

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Response operations

Response operations are coordinated

- How does your entity ensure that the operations that it conducts during response are coordinated, both with internal operations and those conducted by other entities?

Response operations are timely and reflect the urgency of the situation

- Does your entity conduct response operations that are timely?
- Do the response operations that your entity conducts reflect the urgency of the situation?

Response operations are informed by plans

- Are your entity's response operations informed by plans?
- Does your entity use disaster management plans during response operations?

Response operations are risk-based and based on evidence

- Are the response operations that your entity conducts based on risk?
- Does your entity use evidence as a basis for its response operations?

Response operations are based on community needs

- How does your entity determine what the community's needs are during response?
- Does your entity base response operations on the community's needs?

Response operations are conducted, led and coordinated by the appropriate entities

- What are the response operations that your entity is responsible for conducting, leading and/or coordinating?
- Are the response operations that your entity is involved in conducted, led and coordinated by the appropriate entities with that role or responsibility?

Entities

Entities conduct response operations that start at the right time

- How does your entity determine the right time to begin response operations?
- What triggers or criteria does your entity consider to decide when to begin response operations?
- Does your entity start its response operations at the right time?

Entities conduct response operations that support the transition between response, relief and recovery

- Does your entity consider the transition between response, relief and recovery when conducting response operations?
- How does your entity ensure that response operations support this transition?

Entities conduct response operations that incorporate the functions of recovery

- Does your entity consider the functions of recovery when conducting response operations?
- How does your entity incorporate the functions of recovery into response operations?

Entities conduct response operations that support the activities initiated by the community

- How does your entity determine the response operations that the community initiates?
- How do your entity's response operations support the activities that the community initiates?

Entities conduct response operations that minimise the likelihood of unintended consequences impacting the community

- Does your entity consider the unintended consequences, outcomes or impacts, both positive and negative, of the response operations that they conduct?
- How does your entity minimise the likelihood that response operations will have unintended negative impacts on the community?

Entities conduct response operations that improve the community's ability to cope with future events

- Does your entity consider ways that response operations might improve the community's ability to cope with future events?
- What measures does your entity implement through its response operations to improve the community's ability to cope with future events?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 9

A19

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 9: Response operations minimise the negative impacts of an event on the community and provide the support needed for recovery

This is about response operations: the attributes that they have, the needs they meet, and the way that entities conduct them.

Examples of applying the Accountabilities to Outcome 9

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities' roles in response operations are established and documented
- Individuals know what their responsibilities are during response to an event

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise individuals to perform the responsibilities allocated to their role during disaster response operations
- Entities have the authority to carry out response operations, for example it is given in legislation

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities understand which decisions they have the authority to make during response to an event, and which decisions need to be made by other entities
- Individuals gain approval from the appropriate entity for actions they need to perform during response operations

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities have a process in place for keeping track of decisions made during response operations, and monitor the impact they have
- Entities record the actions taken during response operations, and their outcomes, in a register so that they can be included in event reporting

Decisions are recorded as they are made, and their implementation is monitored

- Entities record the decisions made by individuals in positions of authority during response, and they are evaluated in after-action debriefs and reviews
- Individuals record the actions they are directed to take during response operations, and monitor their effectiveness

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities in disaster response operations is based on relevant doctrine, such as the [Queensland State Disaster Management Plan](#)
- The responsibilities attached to individual roles during response to an event are based on relevant doctrine such as internal processes or procedures

The action or activity is based on relevant doctrine

- The actions taken by entities in response to an event are based on relevant doctrine, for example entities open and establish cyclone shelters in accordance with the relevant procedures and in a way that aligns to the [Queensland Cyclone Shelter Reference Guide. 1.188](#)
- The way entities perform activities during response operations are based on relevant doctrine, such as internal guidelines and processes

Doctrine is agreed and shared between entities

- The doctrine entities base their disaster response operations on has been agreed to and is shared between the entities involved, for example entities at the state level agree to base their roles and responsibilities on those outlined in the [Queensland State Disaster Management Plan](#)

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use terminology that is consistent with accepted disaster management doctrine such as the [Queensland Disaster Management Lexicon](#) or the Australian Institute for Disaster Resilience's [Australian Disaster Resilience Glossary](#) when discussing response operations
- Entities use common language and terminology that is widely known in the sector when discussing response operations with other entities or providing situation reports to external personnel

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities establish relationships with other entities they work together with during response operations
- Individuals build positive relationships with others in the sector who perform a similar role or have a similar function, enabling them to be contacted for advice or assistance during an event

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities document the training that personnel need in order to perform disaster response roles, and ensure that individuals allocated to these roles have fulfilled those requirements
- Entities know which skills and training personnel need to have in order to perform their duties safely during response to an event

Opportunities are provided for on-the-job training and development

- Entities provide personnel with opportunities to develop new skills during response operations
- Entities pair individuals with less experience with those who are highly skilled or experienced when conducting response operations in order to build higher levels of capability

Upskilling and cross-training provide a reserve of personnel

- Entities ensure that backup personnel are trained for each position required during response to an event, to cater for fatigue management and variable staff availability
- Individuals are trained in more than one response role, so that they are able to help others or provide additional capacity if needed

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have the tools needed to perform their disaster response roles
- Entities have the resources needed to conduct response operations, and they are used according to the processes that have been agreed to

Enablers are accessible to the relevant entities, including the community if necessary

- The tools that entities need during response operations are accessible, for example the software used by entities is simple to access and log into
- Entities have access to tools shared by other entities to assist in responding to a disaster

Enablers meet the needs and requirements of all relevant entities

- The tools used by entities during disaster response meet their needs, for example there are enough computers in their disaster coordination centre for everyone to have one
- The data that entities have access to is sufficient to enable an effective disaster response

Benchmarks for the performance of enablers have been established and are being met

- The physical tools that entities use during response operations meet minimum performance requirements
- The resources that entities use during disaster response, such as tasking and communications software, work the way they are expected to

Alternatives or backups are in place

- Entities can access alternative tools to replace or supplement the ones that are primarily used to perform response operations
- Entities make provisions for backup equipment to be available for response operations, such as sourcing alternative equipment from a different location if the primary equipment is inaccessible

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that includes the activities conducted during disaster response operations

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know which capabilities are needed to perform their role during response to an event, and which training is needed in order to develop them
- Entities have a register of the training that it requires personnel to complete prior to performing certain roles during response operations

A variety of exercising and testing methods are being conducted and evaluated

- Entities run response-based exercises and improve practices and processes based on feedback gained during exercise debriefs
- Entities test the way activities related to different roles are performed during response operations, and determine whether they could be done differently to improve outcomes

Insights are included in a lessons management process

- Entities include observations and develop insights about the actions taken during response operations, and include them in the lessons management process
- Entities develop insights from the observations made during post-event debriefs, and include them in their internal lessons management process

Lessons identified are shared with other entities, and with the community when relevant

- Entities share lessons that they identify through conducting disaster response operations with other relevant entities to enable capability building across the sector
- Entities share system-level lessons they have identified about disaster response with other entities through participating in a system-wide lessons management process

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities analyse insights about the effectiveness of response operations, and use them as the basis to make improvements to their practices
- Individuals suggest improvements to the processes associated with their response roles based on insights gained during exercises

Contact

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 9

AP9

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 9: Response operations minimise the negative impacts of an event on the community and provide the support needed for recovery

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a role or responsibility to conduct response operations?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in conducting response operations have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for entities when conducting response operations, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the decisions made about and during response operations?
- What arrangements or processes are in place for monitoring the outcomes of decisions made about and during response operations?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions about response operations recorded? Are these decisions recorded as they are made?
- How are decisions about response operations monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities for conducting response operations based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity conducts response operations and activities based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity conducts response operations agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used about and when conducting response operations?
- Is the language and terminology used about and when conducting response operations consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in conducting response operations together with your entity been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with when conducting response operations?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to conducting response operations been identified and documented?
- Have the people in your entity who are responsible for conducting response operations successfully completed the necessary training?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to be involved in response operations, where they haven't been before?
- Have additional personnel been trained on how to conduct response operations, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know which response operations your entity is responsible for, and how to conduct them?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to conduct the response operations that it is responsible for?
- Are there processes and procedures in place for the equipment that your entity uses when conducting response operations, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people in your entity who are involved in conducting response operations have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with conducting response operations work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity uses when conducting response operations meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to conduct response operations if the primary enablers fail or are not available?
- Are response operations able to be conducted from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include response operations?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully conduct response operations? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that it conducts response operations? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the way that response operations are conducted in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about conducting response operations with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it conducts response operations based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 10

II10

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 10: Relief operations minimise the negative impacts of an event on the community and provide the support needed for recovery

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Relief operations

Relief operations are coordinated

- Opening an evacuation centre is coordinated with the need to evacuate, so that the evacuation centre is established, and evacuation centre personnel are inducted, prior to evacuees arriving

Relief operations are timely and reflect the urgency of the situation

- Personnel trained in psychological first aid are deployed as first responders to a mass casualty event
- Immediate shelter is provided to communities who become isolated from the place where they are staying due to an event

Relief operations are informed by plans

- Evacuation centre management is informed by an evacuation centre management sub-plan
- Cyclone shelters are opened and managed according to the management plan for that shelter

Relief operations are risk-based and based on evidence

- Evacuation centre locations are chosen based on the likelihood that they will be safe from ongoing impacts of the event
- Psychological first aid is administered as part of immediate relief, based on evidence that it can contribute to an individual's ability to recover and build resilience

Relief operations are based on community needs

- Entities meet the immediate food, water and sheltering needs of community members who have been impacted by an event
- Cyclone shelters are made available to community members whose residences are not capable of withstanding an imminent cyclone
- Evacuation centres are accessible to people with disability, such as people who use wheelchairs

Relief operations are conducted, led and coordinated by the appropriate entities

- Evacuation centres are established by local governments
- Psychological first aid is provided by trained personnel, such as trained volunteers from the Australian Red Cross

Entities

Entities conduct relief operations that start at the right time

- Evacuation centres are opened pre-emptively when an event is likely to create the need for individuals to evacuate
- Psychological first aid is offered and provided to community members and responding entities at the earliest opportunity during an event
- Hospital and health services provide electrolyte replenishing supplements to people who are vulnerable to heat illnesses, such as those with existing chronic illness, at the start of a heatwave

Entities conduct relief operations that support the transition between response, relief and recovery

- The provision of immediate shelter supports the community to cope with the initial impacts of an event, enabling them to transition towards recovery
- Entities establish evacuation centres on or near sites where community recovery hubs can be co-located, providing those impacted with easy access to resources that support the recovery process

Entities conduct relief operations that incorporate the functions of recovery

- Entities source the food and water provided to community members as immediate relief from local providers, which contributes to local economic recovery
- The provision of psychological first aid during relief contributes to the human and social recovery of the community

Entities conduct relief operations that support the activities initiated by the community

- Immediate sheltering options are provided to communities who self-evacuate
- Entities supply bottled water to community organisations who are providing an air-conditioned refuge to vulnerable members of the community during a heatwave

Entities conduct relief operations that minimise the likelihood of unintended consequences impacting the community

- Entities provide the community with bottled water during immediate relief, so that they do not rely on tap water that may have been contaminated by the event
- Entities source the equipment and resources used in evacuation centres from local suppliers, to support and sustain the recovery of the local economy

Entities conduct relief operations that improve the community's ability to cope with future events

- Psychological first aid provided during relief teaches individuals important skills that help them to cope with future events

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 10

IP10

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 10: Relief operations minimise the negative impacts of an event on the community and provide the support needed for recovery

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Relief operations

Relief operations are coordinated

- How does your entity ensure that the operations that it conducts during relief are coordinated, both with internal operations and those conducted by other entities?

Relief operations are timely and reflect the urgency of the situation

- Does your entity conduct relief operations that are timely?
- Do the relief operations that your entity conducts reflect the urgency of the situation?

Relief operations are informed by plans

- Are your entity's relief operations informed by plans?
- Does your entity use disaster management plans during relief operations?

Relief operations are risk-based and based on evidence

- Are the relief operations that your entity conducts based on risk?
- Does your entity use evidence as a basis for its relief operations?

Relief operations are based on community needs

- How does your entity determine what the community's needs are during relief?
- Does your entity base relief operations on the community's needs?

Relief operations are conducted, led and coordinated by the appropriate entities

- What are the relief operations that your entity is responsible for conducting, leading and/or coordinating?
- Are the relief operations that your entity is involved in conducted, led and coordinated by the appropriate entities with that role or responsibility?

Entities

Entities conduct relief operations that start at the right time

- How does your entity determine the right time to begin relief operations?
- What triggers or criteria does your entity consider to decide when to begin relief operations?
- Does your entity start its relief operations at the right time?

Entities conduct relief operations that support the transition between response, relief and recovery

- Does your entity consider the transition between response, relief and recovery when conducting relief operations?
- How does your entity ensure that relief operations support this transition?

Entities conduct relief operations that incorporate the functions of recovery

- Does your entity consider the functions of recovery when conducting relief operations?
- How does your entity incorporate the functions of recovery into relief operations?

Entities conduct relief operations that support the activities initiated by the community

- How does your entity determine the relief operations that the community initiates?
- How do your entity's relief operations support the activities that the community initiates?

Entities conduct relief operations that minimise the likelihood of unintended consequences impacting the community

- Does your entity consider the unintended consequences, outcomes or impacts, both positive and negative, of the relief operations that they conduct?
- How does your entity minimise the likelihood that relief operations will have unintended negative impacts on the community?

Entities conduct relief operations that improve the community's ability to cope with future events

- Does your entity consider ways that relief operations might improve the community's ability to cope with future events?
- What measures does your entity implement through its relief operations to improve the community's ability to cope with future events?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 10

AI10

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 10: Relief operations minimise the negative impacts of an event on the community and provide the support needed for recovery

This is about relief operations: the attributes that they have, the needs they meet, and the way that entities conduct them.

Examples of applying the Accountabilities to Outcome 10

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- The roles performed by entities during relief operations are agreed to and documented
- Entities know what their responsibilities are when undertaking relief operations

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise personnel to perform the responsibilities allocated to them during disaster relief operations
- Entities have the authority to carry out relief operations, for example it is one of their responsibilities under the [Queensland State Disaster Management Plan](#)

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Individuals know who in their entity has the authority to decide which actions they should perform to provide relief during disaster operations
- Entities understand which decisions related to the provision of relief during disaster operations need to be approved by another entity, and which decisions can be made under their own authority

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- There is a process for entities to record the actions they take when providing relief during disaster operations
- Entities have a process in place for monitoring the results of the decisions they make about the provision of relief

Decisions are recorded as they are made, and their implementation is monitored

- Entities record the decisions they make about how relief is going to be provided, and monitor them to ensure that they are carried out that way in practice

- Entities keep a log of the decisions they make when conducting relief operations, such as keeping an action register when operating an evacuation centre, and review these decisions to ensure that they achieve the intended results

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role that entities have to conduct relief operations is based on doctrine such as the [*Queensland State Disaster Management Plan*](#)
- The responsibility to conduct relief operations related to individuals' roles are based on relevant doctrine such as disaster management sub-plans or associated procedures

The action or activity is based on relevant doctrine

- The actions performed by entities when providing relief during disaster operations are based on relevant doctrine, for example immediate relief funding is provided and administered according to the [*Queensland Disaster Relief and Recovery Guidelines*](#)
- The way individuals conduct relief activities as part of their role is based on relevant doctrine, for example the way that psychological first aid is provided aligns to the Australian Red Cross's [*Psychological First Aid: Supporting people affected by disaster in Australia*](#)

Doctrine is agreed and shared between entities

- The doctrine that entities base relief operations on, such as the [*Queensland State Disaster Management Plan*](#) and the [*Queensland Disaster Relief and Recovery Guidelines*](#), has been agreed to and shared between the entities involved

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use terminology related to relief in a way that is consistent with relevant doctrine such as the [*Queensland Disaster Management Lexicon*](#)
- When discussing relief operations with others, entities use terminology and language that is widely understood in the sector, and avoid internal jargon and acronyms

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities build relationships with other entities that perform relief operations, which enable them to access assistance or advice from others when performing their role
- Entities establish formal contact with other entities to enable relief to be provided effectively

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities know which training is needed to perform certain roles during relief operations, and this is documented
- Entities complete a training needs assessment for the roles they are responsible for regarding provision of relief, and ensure that the personnel performing those roles have met the required training, skills and knowledge

Opportunities are provided for on-the-job training and development

- Entities enable personnel to further develop their skills while providing relief during disaster operations, by pairing individuals with less experience with those who are very experienced to facilitate on-the-job development opportunities
- Entities give personnel the opportunity to learn about different roles during relief operations

Upskilling and cross-training provide a reserve of personnel

- Entities train more than one individual in each role that they are responsible for during relief operations, providing backups if needed
- Individuals in the same workgroup cross-train in each other's relief roles, so that they can assist each other or provide additional capacity if needed

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have the resources needed to conduct relief operations
- The tools used by entities to perform relief operations are fit for purpose, for example the tools used to register people arriving at an evacuation centre are suitable for the circumstances

Enablers are accessible to the relevant entities, including the community if necessary

- Individuals can access the tools, such as procedures and equipment, that they use to perform their role during relief operations
- Entities give external personnel who are assisting in inter-agency relief operations access to the tools and systems, such as logins to the software being used, that they need to perform their role

Enablers meet the needs and requirements of all relevant entities

- The tools used by entities when conducting relief operations meet their needs, for example guidelines and procedures give instructions that are relevant to the role they apply to
- Entities have equipment that meets their needs and helps to facilitate provision of relief, such as vehicles with enough seats to transport a whole relief team to the site where they are needed

Benchmarks for the performance of enablers have been established and are being met

- Entities establish minimum requirements for the tools used during relief operations, and their tools meet those requirements when being used

Alternatives or backups are in place

- Entities can access alternative tools if the primary tools used to conduct relief operations fail to work, for example if the laptop being used to register occupants in an evacuation centre cannot connect to the internet, paper forms can be used instead

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that can include activities that they conduct during relief operations
- Entities include the actions they take when conducting relief operations in their lessons management process

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities identify the capabilities needed to fulfil their role during relief operations, and the training that those capabilities aligns to
- The things that individuals need to be capable of when conducting relief operations have been identified and documented as part of their role description or work processes

A variety of exercising and testing methods are being conducted and evaluated

- Entities include scenarios that focus on relief operations in exercises, and they form part of the exercise debrief
- Entities test the procedures associated with relief roles during business-as-usual, and discover ways that they could be improved

Insights are included in a lessons management process

- Entities include observations made by personnel performing relief roles in the lessons management process, to help to develop insights
- Entities include observations made when conducting relief operations in the lessons management process, and uses them to develop insights and identify lessons

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons they identify about the way relief operations are conducted with other entities, so that others can identify whether these lessons might also apply to them
- Entities share the lessons they identify about the way that relief is provided with the community where relevant, to assist with community-led relief efforts

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities make improvements to the way relief operations are conducted based on the insights and lessons identified while undertaking relief operations
- Entities adjust and improve the way they deliver relief based on the results of event and exercise debriefs

Contact

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 10

AP10

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 10: Relief operations minimise the negative impacts of an event on the community and provide the support needed for recovery

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a role or responsibility to conduct relief operations?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in conducting relief operations have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for entities when conducting relief operations, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the decisions made about and during relief operations?
- What arrangements or processes are in place for monitoring the outcomes of decisions made about and during relief operations?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions about relief operations recorded? Are these decisions recorded as they are made?
- How are decisions about relief operations monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities for conducting relief operations based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity conducts relief operations and activities based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity conducts relief operations agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used about and when conducting relief operations?
- Is the language and terminology used about and when conducting relief operations consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in conducting relief operations together with your entity been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with when conducting relief operations?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to conducting relief operations been identified and documented?
- Have the people in your entity who are responsible for conducting relief operations successfully completed the necessary training?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to be involved in relief operations, where they haven't been before?
- Have additional personnel been trained on how to conduct relief operations, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know which relief operations your entity is responsible for, and how to conduct them?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to conduct the relief operations that it is responsible for?
- Are there processes and procedures in place for the equipment that your entity uses when conducting relief operations, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people in your entity who are involved in conducting relief operations have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with conducting relief operations work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity uses when conducting relief operations meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to conduct relief operations if the primary enablers fail or are not available?
- Are relief operations able to be conducted from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include relief operations?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully conduct relief operations? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that it conducts relief operations? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the way that relief operations are conducted in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about conducting relief operations with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it conducts relief operations based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 11

II11

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 11: Recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individual circumstances rather than as a checklist

Recovery operations

Recovery operations are coordinated

- The different aspects of recovery are coordinated, for example recovery funds used to purchase goods to support human and social recovery are spent locally, helping to support local economic recovery
- Entities conducting recovery coordinate their operations with entities conducting response and relief, so that different operations do not produce conflicting outcomes

Recovery operations are timely and reflect the urgency of the situation

- Mass carcass disposal of livestock that perishes due to an event is conducted as soon as possible in cooperation with the livestock owner, to minimise the potential for disease
- Community recovery hubs are established and manned by the entities providing services as soon as there is an identified need

Recovery operations are informed by plans

- State-level recovery operations are informed by the [Queensland Recovery Plan](#)
- Local disaster management groups base their recovery operations on their recovery sub plan

Recovery operations are risk-based and based on evidence

- Recovery operations prioritise clean-up of areas or items that pose a risk to public health
- Temporary housing is provided to the community based on evidence, such as damage assessments, identifying that their normal housing will be uninhabitable for an extended period due to the impacts of an event

Recovery operations are based on community needs

- Entities continue recovery operations until the community no longer needs them; this can be days, months or years depending on the impacts of the event
- Disaster recovery funding is made available to impacted communities who need it

Recovery operations are conducted, led and coordinated by the appropriate entities

- Operations specific to one of the five recovery functions are led by the appropriate sub-committee
- Environmental recovery is led by the Department of Environment and Science

Entities

Entities conduct recovery operations that start at the right time

- Entities begin recovery operations while an event is still unfolding, to ensure that recovery activities are initiated early and built into response operations
- Economic recovery measures are implemented early, to minimise long-term economic impacts where possible

Entities conduct recovery operations that support the transition between response, relief and recovery

- Entities conducting recovery operations work closely with those conducting response and relief activities, so that the activities surrounding an event are integrated
- Community recovery hubs link the community to services that help them to transition from response and immediate relief, to recovery from an event

Entities conduct recovery operations that incorporate the functions of recovery

- Entities consider and address all five recovery functions (human and social; economic; environment; building; roads and transport) when conducting recovery operations
- Recovery operations include reinstating roads and transport routes, enabling trade to recommence and making it easier for other recovery efforts to occur

Entities conduct recovery operations that support the activities initiated by the community

- Entities support community members conducting mass clean-up after an event by arranging for removal of large or dangerous objects
- Local governments provide a green waste collection service to the affected community after a severe storm or cyclone

Entities conduct recovery operations that minimise the likelihood of unintended consequences impacting the community

- Traditional Owners are involved in recovery efforts, to ensure that the actions taken respect cultural requirements and do not infringe on human rights
- Environmental recovery efforts that involve assisting natural regeneration by manual re-planting, use species that are native to that environment and avoid using introduced species

Entities conduct recovery operations that improve the community's ability to cope with future events

- Recovery involving the built environment is based on the principle to 'build back better', lessening the potential for future similar events to have the same physical impacts
- Entities involve the community in recovery operations, such as helping with environmental restoration efforts, to enable a sense of empowerment and strengthen the view that recovery in the face of disasters is possible

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 11

IP11

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 11: Recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Recovery operations

Recovery operations are coordinated

- How does your entity ensure that the operations that it conducts during recovery are coordinated, both with internal operations and those conducted by other entities?

Recovery operations are timely and reflect the urgency of the situation

- Does your entity conduct recovery operations that are timely?
- Do the recovery operations that your entity conducts reflect the urgency of the situation?

Recovery operations are informed by plans

- Are your entity's recovery operations informed by plans?
- Does your entity use disaster management plans during recovery operations?

Recovery operations are risk-based and based on evidence

- Are the recovery operations that your entity conducts based on risk?
- Does your entity use evidence as a basis for its recovery operations?

Recovery operations are based on community needs

- How does your entity determine what the community's needs are during recovery?
- Does your entity base recovery operations on the community's needs?

Recovery operations are conducted, led and coordinated by the appropriate entities

- What are the recovery operations that your entity is responsible for conducting, leading and/or coordinating?
- Are the recovery operations that your entity is involved in conducted, led and coordinated by the appropriate entities with that role or responsibility?

Entities

Entities conduct recovery operations that start at the right time

- How does your entity determine the right time to begin recovery operations?
- What triggers or criteria does your entity consider to decide when to begin recovery operations?
- Does your entity start its recovery operations at the right time?

Entities conduct recovery operations that support the transition between response, relief and recovery

- Does your entity consider the transition between response, relief and recovery when conducting recovery operations?
- How does your entity ensure that recovery operations support this transition?

Entities conduct recovery operations that incorporate the functions of recovery

- Does your entity consider the functions of recovery when conducting recovery operations?
- How does your entity incorporate the functions of recovery into recovery operations?

Entities conduct recovery operations that support the activities initiated by the community

- How does your entity determine the recovery operations that the community initiates?
- How do your entity's recovery operations support the activities that the community initiates?

Entities conduct recovery operations that minimise the likelihood of unintended consequences impacting the community

- Does your entity consider the unintended consequences, outcomes or impacts, both positive and negative, of the recovery operations that they conduct?
- How does your entity minimise the likelihood that recovery operations will have unintended negative impacts on the community?

Entities conduct recovery operations that improve the community's ability to cope with future events

- Does your entity consider ways that recovery operations might improve the community's ability to cope with future events?
- What measures does your entity implement through its recovery operations to improve the community's ability to cope with future events?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 11

AI11

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 11: Recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery

This is about recovery operations: the attributes that they have, the needs they meet, and the way that entities conduct them.

Examples of applying the Accountabilities to Outcome 11

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Entities' roles during recovery operations have been agreed to and documented
- The role of individuals during recovery operations and the responsibilities attached have been identified and documented, for example they are detailed in internal procedures

Entities have been authorised to carry out their delegated responsibilities

- Entities have the authority to perform recovery operations, for example they are delegated with recovery responsibilities in the [Queensland State Disaster Management Plan](#)
- Entities authorise their personnel to perform disaster recovery roles

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities know which decisions they are authorised to make and approve during disaster recovery operations, and which decisions other entities are responsible for
- Individuals know who in their entity has the authority to give approval for the activities they conduct when performing a recovery role

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- There is a process in place for entities to record the actions taken during recovery operations, and report on them
- Entities have a process in place for monitoring the decisions they make during recovery operations

Decisions are recorded as they are made, and their implementation is monitored

- Entities keep a record of the decisions they make about how to conduct recovery operations, and monitor them to see whether they achieve the intended results
- Entities record the decisions they make during recovery operations, and monitor them for effectiveness

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities during recovery operations are based on doctrine such as the [Queensland Recovery Plan](#)
- The responsibilities associated with individuals' recovery roles are based on relevant doctrine such as internal operating procedures

The action or activity is based on relevant doctrine

- The way that entities perform activities during recovery operations are based on doctrine such as plans or guidelines
- The actions that entities take during recovery operations are based on doctrine such as the [Queensland State Disaster Management Plan](#) and associated sub plans

Doctrine is agreed and shared between entities

- The doctrine used by entities to inform their recovery roles and the actions they take is available to other entities with a role in recovery
- Entities share internal doctrine regarding recovery operations with other entities that are involved in the same operation, for example the community recovery plan with other entities that are on the same human and social recovery committee

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use terminology that is consistent with doctrine such as the [Australian Disaster Resilience Glossary](#) and the [Queensland Disaster Management Lexicon](#) when discussing recovery operations with others
- Entities use plain language when conducting recovery operations, for example when delivering recovery assistance to community members entities use common, easy-to-understand terms and avoid jargon and industry-specific language

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities establish and maintain networks with other entities with disaster recovery roles, for example by being active members on inter-agency recovery sub-committees
- Entities establish good relationships with others who work in the disaster recovery space, such as other entities they work with in community recovery hubs, which enable collaborative work to be easier and more effective

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities complete a training needs assessment for the recovery roles that they are responsible for, and regularly assess whether personnel in those roles are sufficiently trained
- Entities include the skills and knowledge required for recovery roles in the role description, and facilitate personnel to meet these requirements

Opportunities are provided for on-the-job training and development

- Entities give personnel the opportunity to further develop their skills during disaster recovery operations by putting their training into practice
- Entities give personnel the opportunity to develop new skills while performing a recovery role, such as learning how to take down the details of community members who call a recovery hotline and refer them to the appropriate entity for assistance

Upskilling and cross-training provide a reserve of personnel

- Entities upskill personnel so that more than one person can perform each recovery role, in case the individual who is primarily responsible is not available
- Work groups within entities cross-train in each other's recovery roles so that they can assist each other, or cover each other's shifts if required

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Entities have the tools needed to perform recovery operations, such as the physical equipment or vehicles needed to clear roads of fallen trees
- Entities ensure that personnel have the resources needed to perform recovery roles, such as the procedures that explain how to perform the role that they have been allocated

Enablers are accessible to the relevant entities, including the community if necessary

- The tools that individuals use when performing their recovery role are accessible, for example they have a working username and password for online systems they need to use
- Entities have access to the resources needed to conduct recovery operations, for example entities have access to the results of completed damage assessments when developing a recovery plan

Enablers meet the needs and requirements of all relevant entities

- The resources such as computers and software used by individuals when performing their recovery roles meet their needs
- The tools and equipment used by entities during recovery are suitable for the job they are being used for

Benchmarks for the performance of enablers have been established and are being met

- The information resources, such as procedures and guidelines, that support individuals performing recovery roles accurately and clearly explain how to perform those roles when followed
- Entities determine the minimum requirements they have of the tools that they use during recovery operations, and the tools meet these requirements

Alternatives or backups are in place

- Individuals can access alternative tools and equipment to perform their recovery roles if they can't access the tools they would normally use
- Entities have backup equipment in place if the usual equipment used when conducting recovery operations fails or is in an inaccessible location

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process which includes the activities they perform during recovery operations

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities identify the training required in order for personnel to perform recovery roles, such as the mandatory or needs-based training identified in the [Queensland Disaster Management Training Framework](#)
- Entities identify the workforce capabilities they need in order to fulfil their roles during recovery, and the personnel with the training that meets these capabilities

A variety of exercising and testing methods are being conducted and evaluated

- Entities perform regular tests on the systems used during recovery operations and determine whether they are working as they should be
- Entities include recovery operations in various types of exercises, and evaluate performance through debriefing

Insights are included in a lessons management process

- Entities include observations made when conducting recovery operations in their lessons management process, and develop insights from similar observations
- Entities develop insights about recovery operations from observations made during exercises, and include them in the lessons management process

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons identified about the way recovery roles are performed with other entities with similar roles
- Entities share lessons that they identify about the way recovery has been conducted with other entities, so that they can determine whether those lessons might also apply to them

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities make improvements to the way recovery roles are performed based on insights formed during exercises and testing
- Entities improve their recovery operations based on insights gained through event debriefs

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 11

AP11

Operations

Operations are the activities undertaken by entities during response, relief and recovery for a specific event, including activities to mitigate and prepare for the impacts of that event.

Outcome 11: Recovery operations minimise the negative impacts of an event on the community and provide the support needed for recovery

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a role or responsibility to conduct recovery operations?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in conducting recovery operations have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for entities when conducting recovery operations, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the decisions made about and during recovery operations?
- What arrangements or processes are in place for monitoring the outcomes of decisions made about and during recovery operations?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions about recovery operations recorded? Are these decisions recorded as they are made?
- How are decisions about recovery operations monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities for conducting recovery operations based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity conducts recovery operations and activities based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity conducts recovery operations agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used about and when conducting recovery operations?
- Is the language and terminology used about and when conducting recovery operations consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that are involved in conducting recovery operations together with your entity been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with when conducting recovery operations?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to conducting recovery operations been identified and documented?
- Have the people in your entity who are responsible for conducting recovery operations successfully completed the necessary training?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to be involved in recovery operations, where they haven't been before?
- Have additional personnel been trained on how to conduct recovery operations, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know which recovery operations your entity is responsible for, and how to conduct them?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to conduct the recovery operations that it is responsible for?
- Are there processes and procedures in place for the equipment that your entity uses when conducting recovery operations, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people in your entity who are involved in conducting recovery operations have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with conducting recovery operations work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity uses when conducting recovery operations meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to conduct recovery operations if the primary enablers fail or are not available?
- Are recovery operations able to be conducted from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include recovery operations?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully conduct recovery operations? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that it conducts recovery operations? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the way that recovery operations are conducted in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about conducting recovery operations with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it conducts recovery operations based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 12

II12

Collaboration and coordination

Collaboration and coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 12: Entities proactively work together in a cooperative environment to achieve better results for the community

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individuals circumstances rather than as a checklist

Entities

Entities work within internal agency structures

- Entities follow their internal incident control chain of command when managing an incident as part of a wider disaster event
- Individuals working for a hospital and health service during a heatwave event work within the management structure of their entity

Entities work together within cross-agency arrangements

- The additional resource or support needs that are outside the role of the primary agency at local-level events are coordinated and fulfilled through the local disaster coordination centre
- State departments and agencies provide support to other entities according to the arrangements detailed in the [Queensland State Disaster Management Plan](#)

Entities implement disaster management systems and processes that coordinate with their normal business processes

- Local governments use the same system to register traffic control measures for maintenance and roadworks as they use for closing roads due to flooding
- The State Emergency Service uses the same system for allocating volunteers to assist lost bushwalkers as it uses to allocate personnel to severe storm response

Entities understand the information requirements of other entities

- The state disaster coordination centre knows what information local disaster management groups need to be provided before, during, and after an event
- Entities know what information they need to provide for daily briefings to others during an event

Entities have a formally assigned, accessible point of contact

- Entities that are on disaster management groups have formally assigned an individual to be the member, have designated a deputy member, and have provided current contact details for both
- Entities assign liaison officers to disaster coordination centres

Entities work in partnership with community groups and leaders

- Local governments work with disability support groups within their local government area to provide customised education and information, and work together to plan for disasters
- State agencies work with local government and Traditional Owners and Custodians to develop and implement land management practices

Decisions

Entities make decisions based on risk

- During an event, entities make the decision to act based on documented trigger points around the risk posed by potential impacts
- Entities decide to collaborate on projects based on an identified risk that they can address together

Entities make decisions based on a recognised and documented process

- Entities use a flow chart of the possible choices to make simple decisions
- Entities make decisions based on their responsibilities as identified in the [Queensland State Disaster Management Plan](#)
- Entities use a recognised methodology to guide their decision-making process, such as that described in the Australian Institute for Disaster Resilience's [Incident Management Handbook](#)

Entities make decisions based on the best available intelligence

- Decisions around future planning for disaster management are based on intelligence informed by the most recent scientifically validated information about climate change
- Entities make decisions about how to respond to an unfolding event that are based on intelligence products that were developed by individuals with expertise, from current, accurate information

Entities make decisions based on the capability and capacity of all relevant entities

- District disaster management groups make the decision to escalate requests for assistance to the State Disaster Management Group based on their knowledge that the capability and capacity of entities within the disaster district has been exceeded
- Entities on a disaster management group collaboratively decide the way that multi-agency operations will be conducted and supported, based on the available capability and capacity of all entities

Entities make decisions based on the positive impact they will make to community outcomes

- Entities choose to work together and build strong partnerships, which enable operations to be coordinated more smoothly
- During events, entities plan to prioritise the protection of facilities or areas that the community has identified as important, to enable a more positive outcome for the community

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 12

IP12

Collaboration and coordination

Collaboration and coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 12: Entities proactively work together in a cooperative environment to achieve better results for the community

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Entities

Entities work within internal agency structures

- What are the internal structures that your entity has in place that impact on the way that disaster management is conducted?
- What are your entity's internal lines of command? How does your entity use these when conducting disaster management activities?

Entities work together within cross-agency arrangements

- Does your entity have arrangements in place with other entities around the way that they will work together for disaster management?
- What are the lines of control that your entity is part of for disaster management?
- How does your entity work together with other entities using these arrangements?

Entities implement disaster management systems and processes that coordinate with their normal business processes

- Does your entity use the same systems for normal business and for disaster management? Or do the systems that your entity uses for normal business and disaster management integrate?
- Are the processes that your entity uses during normal business also able to be applied for disaster management?
- Has your entity identified the normal business systems and processes that need to be coordinated with the processes and systems used for disaster management?

Entities understand the information requirements of other entities

- Has your entity engaged with other entities about their information requirements?
- Does your entity understand which information other entities need for disaster management, and how they can facilitate that?

Entities have a formally assigned, accessible point of contact

- Has your entity formally assigned a point of contact that is accessible to other entities?
- Does your entity know who the points of contact are for other entities that it works with, and how to access them?

Entities work in partnership with community groups and leaders

- Has your entity identified community groups and leaders that it can work with for disaster management?
- How does your entity develop partnerships and work with community groups and leaders for disaster management?

Decisions

Entities make decisions based on risk

- Does your entity consider the risk assessment when making decisions?
- Does your entity consider the current risks that exist when making decisions?

Entities make decisions based on a recognised and documented process

- Is there a documented process that your entity uses to make decisions?
- Is there clarity around your entity's decision-making process, including triggers and conditions that spark the need for a decision to be made?

Entities make decisions based on the best available intelligence

- Does your entity base decisions on the best available intelligence?
- How does your entity incorporate timely, current, accurate intelligence into the decision-making process?

Entities make decisions based on the capability and capacity of all relevant entities

- Does your entity seek to understand the capability and capacity of all relevant entities when making decisions that require their input or action?
- Does your entity consider the capability and capacity of all relevant entities when making decisions?

Entities make decisions based on the positive impact they will make to community outcomes

- Does your entity consider the positive impact that decisions will have on the community when making them?
- Are the decisions that your entity makes based on and influenced by the positive ways that they will impact on community outcomes?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 12

AI12

Collaboration and coordination

Collaboration and Coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 12: Entities proactively work together in a cooperative environment to achieve better results for the community

This is about the way entities work: how lines of command and control are implemented and adhered to, how entities work with liaison officers and the community, and how decisions are made and documented.

Examples of applying the Accountabilities to Outcome 12

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Individuals know what their disaster management role is and how it interacts with the roles of others both internally and in other entities
- Entities identify how their role in disaster management aligns and works together with the roles of other entities

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise their personnel to work with other entities to better understand what their needs are and how they can be supported when conducting disaster management activities
- Entities have the authority to implement the lines of control that they are responsible for, for example it is given in the [Disaster Management Act 2003](#) or the [Queensland State Disaster Management Plan](#)

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities understand the different lines of command and control in disaster management, and which entities are authorised to make and approve decisions
- Entities know which decisions about disaster management they have the responsibility to make and approve

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities have arrangements in place for monitoring the work they do related to disaster management, such as processes to collect data on the effectiveness of the disaster management activities performed each year
- Entities have arrangements in place to enable reporting on their overall disaster management capability and capacity

Decisions are recorded as they are made, and their implementation is monitored

- Entities record and monitor the impact of decisions made when working toward a shared goal with other entities
- Entities keep a record of the decisions made when working together with others, for example when participating in a multi-agency planning meeting, records are kept of which action items each agency has decided to take ownership of

Doctrine

Roles and responsibilities are based on relevant doctrine

- Entities' roles to establish lines of control in certain situations or during certain disaster events is based on relevant doctrine, such as the [Queensland State Disaster Management Plan](#)
- The responsibility of individuals to be proactive in working together with other entities is established in the internal processes associated with their disaster management roles

The action or activity is based on relevant doctrine

- The regularity with which disaster management groups meet is based on relevant doctrine such as the [Disaster Management Act 2003](#) and the parameters that member agencies have agreed to in the Terms of Reference
- The way that entities work with other internal work groups to develop understanding about disaster management is based on doctrine, for example it forms part of the business continuity plan

Doctrine is agreed and shared between entities

- The processes and procedures around how entities work together with other entities under established lines of control are developed together with, and shared with those entities

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use common language when working with other entities, and avoid using internal jargon and acronyms that might hinder understanding
- The terminology used by entities when working cooperatively with other entities is consistent with doctrine such as the [Queensland Disaster Management Lexicon](#)

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities actively participate in the networks and groups they are part of, for example delegates attend most meetings to maintain a connection with other entities and deliver on responsibilities
- Entities build relationships with others, both internally and with those from other entities, that help them to work together effectively when needed
- The relationships that entities have with others in the sector enable them to seek advice, ask questions, and answer them openly and honestly

Training requirements are documented, and the necessary skills and knowledge are being met

- Entities complete the training needed in order to work effectively in an inter-agency disaster management environment, such as the [Queensland Disaster Management Training Framework](#) module on the Queensland Disaster Management Arrangements, which explains how these arrangements are intended to operate
- Entities complete a training needs assessment and facilitate their workforce to develop the skills needed to work in cooperation with others on disaster management projects
- Entities provide cultural intelligence training to individuals who will be working in partnership with Aboriginal peoples and Torres Strait Islander peoples as part of their disaster management role

Opportunities are provided for on-the-job training and development

- Entities give personnel the opportunity to attend meetings with other entities where disaster management is being discussed, to develop new skills and relationships
- Entities encourage their personnel to work in partnership with others for short periods of time, to learn more about their role in disaster management

Upskilling and cross-training provide a reserve of personnel

- Entities nominate and train deputies for each of the groups they are a member of, so that there is another person who can attend meetings if the primary member is not available
- Personnel in the same work group upskill in each other's roles, so that they can fill in if the primary person responsible is not available to fulfil a role

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Liaison officers deployed to another entity's coordination centre are provided with the correct access codes and a pass that allows them to access the centre, and abide by the agreed procedures for use
- Entities have tools such as software that enables different agencies involved in a cross-agency activity or project to share and work together

Enablers are accessible to the relevant entities, including the community if necessary

- Entities have access to a register of phone numbers and email addresses that enables them to contact and work with community groups and leaders
- Entities provide usernames and passwords to the other entities they are working with so that they can access specialist software if required

Enablers meet the needs and requirements of all relevant entities

- The information and data shared by entities when working together with other entities is applicable to the work being performed and meets the needs of everyone involved
- The tools used by entities when working on a collaborative project meet the needs of the other entities involved, for example when working with others in remote locations, meetings are held via teleconference or virtually so that all entities can attend and participate

Benchmarks for the performance of enablers have been established and are being met

- The tools used by entities to facilitate collaborative work with others work as required, for example the chosen file transfer system can handle files of the size that will be produced by the project

Alternatives or backups are in place

- Entities have alternative options in place for collaborating with other entities, for example if files and information cannot be shared using file transfer software, they can be loaded to a USB and posted
- Entities can access an alternative method of performing their duties when working within cross-agency arrangements, for example meetings can be attended either in person or virtually

Continuous Improvement

An established lessons management process is being undertaken

- Entities have a lessons management process that can include the actions performed when working cooperatively together with other entities
- Entities include the activities they perform in collaboration with others in their lessons management process

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities know what capabilities are needed when working with other entities, such as certain skill sets that might be required on inter-agency projects
- Entities identify the capabilities their workforce needs to have in order to work effectively within cross-agency arrangements, and has identified the training that will facilitate the development of these capabilities

A variety of exercising and testing methods are being conducted and evaluated

- Entities use exercises to test the way that they operate within their own and other entities' lines of control
- Entities include their internal command structure in exercises, and test it to ensure that everyone internally understands how to operate

Insights are included in a lessons management process

- Entities make observations and insights about the way they work together with other entities, such as the extent to which other entities' information requirements and capabilities are understood, and include them in the lessons management process
- Entities use their lessons management process to develop insights about the way they work together with other entities within the disaster management arrangements

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons identified about how they collaborated with others, with other entities who were involved in that activity to promote cross-agency learning and understanding
- Entities share the lessons they identify through working within cross-agency arrangements with other entities

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities make improvements to the way they work with others based on insights and learnings gained during exercises or joint operations
- Individuals improve on the way that they interact with individuals from both their own and other entities based on insights gained by working with others

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 12

AP12

Collaboration and coordination

Collaboration and coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 12: Entities proactively work together in a cooperative environment to achieve better results for the community

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Which entities have a role or responsibility to work cooperatively together with others within disaster management, either internally or with other entities?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in disaster management activities or tasks that are being performed cooperatively together with others have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- What is the authorising environment that is in place for entities that are performing activities or tasks in cooperation with others, and are decisions and approvals being made in the way agreed to?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the decisions made when working cooperatively together with others, both internally and external to your entity?
- What arrangements or processes are in place for monitoring the outcomes of decisions made when working cooperatively together with others, both internally and external to your entity?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions made when working cooperatively together with others, both internally and external to your entity, recorded? Are these decisions recorded as they are made?
- How are decisions made when working cooperatively together with others, both internally and external to your entity, monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine is your entity's role and responsibilities for working cooperatively together with others, both internally and external to your entity, based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity works cooperatively together with others, both internally and external to your entity, based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity works cooperatively together with others, both internally and external to your entity, agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used when working cooperatively together with others, both internally and external to your entity?
- Is the language and terminology used when working cooperatively together with others, both internally and external to your entity, consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Have the other entities that work cooperatively together with your entity been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works cooperatively together with, both internally and external to your entity?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to the work that your entity performs cooperatively together with others, both internally and external to your entity, been identified and documented?
- Have the people in your entity who are responsible for performing work cooperatively with others, both internally and external to your entity, successfully completed the necessary training?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to work cooperatively together with others, both internally and external to your entity, where they haven't been before?
- Have additional personnel been trained on the work that your entity performs cooperatively with others, where they are not primarily responsible?

Upskilling and cross-training provide a reserve of personnel

- Do multiple personnel in your entity, other than those whose primary role it is, know which work your entity performs cooperatively with others, both internally and externally, and how it is performed?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs in order to work cooperatively together with others, both internally and external to your entity?
- Are there processes and procedures in place for the equipment that your entity uses when working cooperatively together with others, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people in your entity who perform work cooperatively together with others have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with working cooperatively together with others work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity uses when working cooperatively together with others meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used when working cooperatively together with others, if the primary enablers fail or are not available?
- Is work that is being performed cooperatively together with others able to be done from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include work that is performed cooperatively together with others, both internally and external to your entity?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully work cooperatively together with others, both internally and external to your entity? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the ways that it works cooperatively together with others, both internally and external to your entity? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the way that work is performed cooperatively together with others, both internally and externally, in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about working cooperatively with others, with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it works cooperatively together with others based on insights gained through testing, exercises and operational activity?

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 13

IP13

Collaboration and coordination

Collaboration and coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 13: A collaborative culture exists within disaster management

The following questions are intended to be used as prompts for entities to think about how the Indicators of this Outcome might apply to their own circumstances.

Entities

Entities explore and act on opportunities for collaboration with others

- Does your entity explore opportunities to collaborate with other entities?
- How does your entity act on opportunities to collaborate with others?

Entities show leadership through a commitment to, and investment in, practices that can be sustained

- How does your entity show leadership by committing to disaster management practices that can be sustained?
- How does your entity show leadership by investing in disaster management practices in ways that enable them to be sustained?

Entities integrate disaster management into strategic and operational plans

- Is disaster management included in your entity's strategic and operational plans?
- How has your entity integrated disaster management into strategic and operational planning?

Entities identify interdependencies and work with other entities in a collaborative, problem-solving way

- Does your entity work with other entities to identify interdependencies?
- Does your entity work with other entities in a collaborative, problem-solving way?

Individuals within the sector

Individuals within the sector recognise the importance of and maintain trusted relationships

- Do you, as an individual who works in disaster management, recognise how important it is to have trusted relationships?
- How do you, as an individual who works in the sector, establish and maintain these relationships?

Individuals within the sector use exercises and events as an opportunity to shadow and mentor others

- Do you, as an individual in the disaster management sector, seek opportunities during exercises and events to shadow others and learn new skills?

- How do you, as an individual who works in disaster management, facilitate learning experiences for other individuals in the sector by offering to mentor others during exercises and events?
- How do you, as an individual in the disaster management sector, facilitate increased capability and capacity by enabling shadowing and mentoring opportunities for others during exercising and events?

Individuals within the sector share their knowledge and experience with others

- Do you, as an individual in disaster management, seek opportunities to share your knowledge and experience with others?
- How do you, as an individual working in the disaster management sector, make time for and enable others who are seeking for you to share your knowledge and experience with them?

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 13

AP13

Collaboration and coordination

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Outcome 13: A collaborative culture exists within disaster management

The following questions are intended to be used as prompts for entities to think about how the Accountabilities might apply to their own circumstances.

Governance

Roles and responsibilities have been identified, agreed to, and documented

- What role does your entity play in creating and promoting a positive learning culture in disaster management? Where is this documented?
- What are the things that you are responsible for doing that promote a positive learning culture in disaster management? Have these responsibilities been documented?

Entities have been authorised to carry out their delegated responsibilities

- Does your entity have the authority to perform its role in creating and promoting a positive learning culture in disaster management?
- Have you been authorised to conduct activities that promote a positive learning culture in disaster management?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Is there an authorising environment in place for the decisions and approvals needed for you or your entity to engage in practices that promote a positive learning culture in disaster management? Has it been agreed to by other entities, and is it being used?

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- What is the process for reporting on the decisions and activities that are intended to promote a positive learning culture in disaster management?
- What arrangements or processes are in place for monitoring the outcomes of decisions and activities that are engaged in to promote a positive learning culture in disaster management?

Decisions are recorded as they are made, and their implementation is monitored

- Where are decisions that are intended to promote a positive learning culture in disaster management recorded? Are these decisions recorded as they are made?
- How are decisions that are intended to promote a positive learning culture in disaster management monitored? Does this monitoring help to ensure that the decisions result in the intended outcomes?

Doctrine

Roles and responsibilities are based on relevant doctrine

- Which doctrine are the roles that you or your entity use to promote a positive learning culture in disaster management based on?

The action or activity is based on relevant doctrine

- Which doctrine are the decisions and activities that you or your entity implement to promote a positive learning culture in disaster management based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the roles and activities that you or your entity engage in to promote a positive learning culture in disaster management agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine

- Is common language used when engaging in activities to create and promote a positive learning culture in disaster management?
- Is the language and terminology used when engaging in activities to create and promote a positive learning culture in disaster management consistent with the relevant doctrine?

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Has your entity engaged with other entities with the intention of creating and promoting a positive learning culture in disaster management?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works to promote a positive learning culture in disaster management?

Training requirements are documented, and the necessary skills and knowledge are being met

- Have the training needs related to the activities that your entity uses to create and promote a positive learning culture in disaster management been identified and documented?
- Have the people in your entity who engage in the activities that are intended to promote a positive learning culture in disaster management successfully completed the necessary training?

Opportunities are provided for on-the-job training and development

- Are other personnel in your entity given opportunities to participate in activities that facilitate a positive learning culture in disaster management, where they haven't been before?

Upskilling and cross-training provide a reserve of personnel

- Are multiple personnel in your entity, other than those whose primary role it is, aware of the activities that your entity engages in to promote a positive learning culture in disaster management, and how they are performed?

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Does your entity have all of the equipment that it needs to facilitate and engage in activities that are intended to promote a positive learning culture in disaster management?
- Are there processes and procedures in place for the equipment that your entity uses to facilitate and engage in activities that are intended to promote a positive learning culture in disaster management, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary

- Do the people in your entity who engage in activities intended to promote a positive learning culture in disaster management have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with promoting a positive learning culture in disaster management work the way they are intended to, and do they meet your entity's needs?

Benchmarks for the performance of enablers have been established and are being met

- Do the enablers that your entity uses when facilitate and promoting a positive learning culture in disaster management meet the minimum requirements that your entity has set for them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used when promoting a positive working culture in disaster management, if the primary enablers fail or are not available?
- Can the activities intended to facilitate a positive learning culture in disaster management be done from a different location or in a different way, should the primary method fail or not be accessible?

Continuous Improvement

An established lessons management process is being undertaken

- Does your entity have an established lessons management process in place that can include activities that are intended to facilitate a positive learning culture in disaster management?

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Has your entity identified the capabilities that it needs in its workforce to successfully facilitate a positive learning culture in disaster management? Have those capabilities been aligned to the training required to develop them?

A variety of exercising and testing methods are being conducted and evaluated

- Does your entity test the activities that it conducts to facilitate a positive learning culture in disaster management? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the activities that it conducts to facilitate a positive learning culture in disaster management in its lessons management process?

Lessons identified are shared with other entities, and with the community when relevant

- Does your entity share the lessons it identifies about facilitating a positive learning culture in disaster management with other entities, and with the community when relevant?

Improvements are made based on insights gained through testing, exercises and operational activity

- Does your entity make improvements to the way that it facilitate a positive learning culture in disaster management based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 13

II13

Collaboration and coordination

Collaboration and coordination refers to how entities consider an integrated approach, and work together to promote a positive environment within the disaster management sector across all phases of disaster management. It includes the ways in which they show leadership and commitment to the principles behind disaster management.

Outcome 13: A collaborative culture exists within disaster management

Please note: the following are examples only and should be used to inform understanding of how Indicators might be interpreted for individuals circumstances rather than as a checklist

Entities

Entities explore and act on opportunities for collaboration with others

- Entities engage in multi-agency research and collaborative projects, such as the development of the [Disability-Inclusive Disaster Risk Reduction Framework and Toolkit](#)
- Entities collaborate with community groups to develop strategies around how disaster management practitioners can support community-led actions

Entities show leadership through a commitment to, and investment in, practices that can be sustained

- Entities prioritise conducting disaster management training for personnel outside of the disaster management workgroup, to ensure that proper fatigue management can be carried out during events
- Entities distribute their disaster management responsibilities between enough personnel to enable all responsibilities to be addressed properly, without over-allocating work to individuals

Entities integrate disaster management into strategic and operational plans

- Local governments identify disaster management priorities and outcomes in their strategic plans
- State entities incorporate the principles and priorities of the Queensland [Emergency Management Sector Adaptation Plan for climate change](#) into their strategic and operational plans

Entities identify interdependencies and work with other entities in a collaborative, problem-solving way

- District disaster coordinators work collaboratively with the local disaster management groups within their disaster district to ensure that the district disaster management plan and local disaster management plans align
- Area fire management groups work collaboratively with landholders and other entities within their region to align fire breaks across different properties to make them more effective

Individuals within the sector

Individuals within the sector recognise the importance of and maintain trusted relationships

- Individuals understand the benefits of knowing the people they will work with in coordination centres during an event, and maintain contact and relationships with them outside of events

- Individuals recognise how important it is to have people they trust and from whom they can seek support and advice within the disaster management sector

Individuals within the sector use exercises and events as an opportunity to shadow and mentor others

- Individuals work with others from different jurisdictions with similar roles who have been deployed to support them during events, and take the opportunity to learn from each other
- Individuals use field exercises to teach additional personnel how to perform roles they might need to fill during an event

Individuals within the sector share their knowledge and experience with others

- Disaster management officers from local governments across Queensland participate in the Disaster Management Officer's Network, share their experiences and learnings with their colleagues, and offer each other assistance when questions are raised
- Individuals enter into mentorship agreements with others in the disaster management sector, and dedicate time to supporting their growth and professional development

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 13

AI13

Collaboration and coordination

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Outcome 13: A collaborative culture exists within disaster management

This is about creating a positive learning culture in the disaster management sector: how entities and individuals work together and invest in opportunities to improve themselves and each other.

Examples of applying the Accountabilities to Outcome 13

Please note: the following are examples only and should be used to inform understanding of how the Accountabilities might be applied to individual circumstances rather than as a checklist

Governance

Roles and responsibilities have been identified, agreed to, and documented

- Individuals identify the things they can do within disaster management roles to cultivate a collaborative culture, and include them in an annual performance plan
- Entities identify the role that they can take to help build a positive learning culture within disaster management

Entities have been authorised to carry out their delegated responsibilities

- Entities authorise their personnel to explore opportunities to collaborate with others, such as designing a multi-agency exercise in collaboration with delegates from other entities
- Entities grant their personnel the authority to integrate disaster management into normal business, such as aligning the business continuity plan with disaster management plans

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised

- Entities agree to an authorising environment to gain approval for the activities and decisions that need to be made when collaborating on a project with other entities

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions

- Entities report back to all the entities involved in a collaborative project about the outcomes of that project by providing regular updates and actively participating in meetings and discussions
- Entities have arrangements in place for reporting back to other entities or groups they are members of, about the outcomes of actions they take to show leadership and invest in disaster management practices

Decisions are recorded as they are made, and their implementation is monitored

- Entities record the decisions they make in relation to collaborative projects with other entities, and monitors them to ensure that they are implemented

- Entities monitor the decision for their personnel to contribute to a collaborative project to ensure that they are given the support necessary to fulfil that contribution

Doctrine

Roles and responsibilities are based on relevant doctrine

- Entities' responsibility to cultivate a collaborative culture in the disaster management sector is based on relevant doctrine, for example it is based on an outcome in the [Standard for Disaster Management in Queensland](#)
- The roles performed by entities when working collaboratively with others are based on relevant doctrine such as the [Queensland State Disaster Management Plan](#)

The action or activity is based on relevant doctrine

- The projects that entities choose to collaborate on are based on doctrine, for example a collaborative approach to adaptation and building community resilience is identified as being most effective in the [Emergency Management Sector Adaptation Plan for climate change](#)
- There is a basis in doctrine for entities to build trusted relationships with others across the disaster management sector, for example when building relationships with others in the sector entities consider the partnerships principle in the [Emergency Management Assurance Framework](#)

Doctrine is agreed and shared between entities

- Entities share relevant internal doctrine with others when working together in collaboration
- When entities develop sector-wide doctrine, they involve a wide range of different entities to help to co-design it, and gain broad agreement on its content prior to implementation

Common language is being used, and terminology is agreed and consistent with doctrine

- Entities use consistent terminology and define terms based on doctrine such as the [Queensland Disaster Management Lexicon](#) or the Australian Institute for Disaster Resilience's [Australian Disaster Resilience Glossary](#) when sharing their experience with others
- Entities use common language and avoid internal jargon when collaborating with others, to help to enable understanding and create a participatory environment

People

Enabling networks and relationships between individuals and entities, both formal and informal, have been established and maintained

- Entities actively build relationships with others in the disaster management sector and use those relationships to build each other's capability through the sharing of knowledge and experience
- Entities are active participants in a disaster management community of practice, to help build skills and share knowledge, and build a strong network of practitioners

Training requirements are documented, and the necessary skills and knowledge are being met

- Individuals identify additional skills that they could develop through collaboration with other entities, for example through working on a cross-agency community engagement campaign, individuals identify an opportunity to complete training on community engagement methods
- Entities show a commitment to sustainable disaster management practices by identifying and investing in training for their workforce, for example individuals with a disaster management role are sponsored to complete their Advanced Diploma of Public Safety (Emergency Management)

Opportunities are provided for on-the-job training and development

- Entities include a section on disaster management and business continuity in induction training for new employees
- Entities support a mentoring program and provide personnel with the time and resources needed to participate in it

- Entities endorse their personnel allocating a portion of time to professional development, such as completing additional modules in the [Queensland Disaster Management Training Framework](#), or speaking to someone with specialist knowledge of a subject area to broaden their knowledge

Upskilling and cross-training provide a reserve of personnel

- Entities provide personnel with opportunities to expand their skill set, enabling them to step into different roles as needed, for example individuals learn how to operate the software used by another state, and are therefore able to supplement their team during an event
- Individuals complete training that enables them to be allocated to a range of different roles or assist another entity through a formal agreement during an event, such as the [Council to Council \(C2C\)](#) sharing arrangements

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols

- Individuals have the tools needed to act on collaborative opportunities with others, such as a laptop or mobile device that can be used remotely when working at another entity's facility
- Entities have an up-to-date contact list of relevant individuals in other entities, to enable peer-to-peer sharing and consultation

Enablers are accessible to the relevant entities, including the community if necessary

- The resources used by entities when collaborating with others are accessible to others, for example shared documents are screen-reader enabled to make them more accessible to colleagues who are visually impaired
- Entities use tools that are accessible to the other entities they are collaborating with, for example tools and resources can be accessed with commonly used software so that the ability to collaborate does not require other entities to invest in specialist software

Enablers meet the needs and requirements of all relevant entities

- Entities adapt the tools used during collaborative opportunities so that they meet the needs of all entities involved, such as by adding extra columns in a data collection tool to meet another entity's information requirements
- The resources used by entities meet the requirements of others they are working with, for example plans and procedures that guide entities' actions include links or information regarding the related actions that other entities should be taking

Benchmarks for the performance of enablers have been established and are being met

- When working together on a document or policy, entities establish a minimum requirement that the cloud-based software being used is accessible to everyone on their own devices, and allows all involved to contribute simultaneously, and this requirement is being met
- Entities establish a requirement for disaster management to be explicitly referred to in the resources of other internal work groups, such as the strategic and operational plans of other internal departments, to enable linking-up of different operational requirements during an event

Alternatives or backups are in place

- Entities have alternative tools for collaborating and sharing with others, for example if there is no internet connection to allow exchange of emails, there is a satellite phone that will work

Continuous Improvement

An established lessons management process is being undertaken

- Entities include the actions they take to facilitate collaboration with others in their lessons management process

- Entities establish a lessons management process that involves other entities when they are working on a cross-agency project

The capabilities required have been identified, documented, and aligned to recognised and accepted training methodology

- Entities identify the capabilities needed in order to pursue collaborative opportunities with other entities, and the training that would generate those capabilities

A variety of exercising and testing methods are being conducted and evaluated

- Entities ask other entities to participate in exercises and include feedback from those other entities in the exercise debrief and evaluation
- Individuals test whether the ways that they intend to collaborate with others are going to work, and modify them based on the results of those tests, for example test links are sent from cloud-based software to see whether everyone can access them

Insights are included in a lessons management process

- Entities make observations and form insights about the relative benefits of collaboration and include them in the lessons management process
- Individuals include observations about the impact of participation in a cross-agency network on their capabilities and skills development in their entity's lessons management process
- Entities include insights about the interdependencies they have with other entities in the lessons management process

Lessons identified are shared with other entities, and with the community when relevant

- Entities share the lessons they identify about better ways of collaborating with other entities
- Individuals share the lessons they identify about how operating in a collaborative culture has benefited them with others, for example they talk to others about their mentoring experience

Improvements are made based on insights gained through testing, exercises and operational activity

- Entities adapt the way they collaborate with others based on feedback from that process, for example they change the way that input on policy documents is sought based on the preferred engagement methods of the target audience
- Individuals test different methods of performing certain roles or activities when they observe others who are achieving better outcomes by operating in a different way

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