

Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Accountabilities of Outcome 9a

AP9a

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 9a: 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?

Contact

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Prompt Sheet: Indicators of Outcome 9a

IP9a

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 9a: 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 9a

AI9a

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 9a: 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 9a

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

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 9a

119a

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 9a: 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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