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

Contact

Contact us for more information or to share your good practice ideas:
info@igem.qld.gov.au
www.igem.qld.gov.au

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?

Contact

Contact us for more information or to share your good practice ideas:
info@igem.qld.gov.au
www.igem.qld.gov.au

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

AI1

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

Contact

Contact us for more information or to share your good practice ideas:

info@igem.qld.gov.au

www.igem.qld.gov.au

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?

Contact

Contact us for more information or to share your good practice ideas:

info@igem.qld.gov.au

www.igem.qld.gov.au