

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

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 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?

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 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 uses 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

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 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?

Contact

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

info@igem.qld.gov.au

www.igem.qld.gov.au