

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 11

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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 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

Contact

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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 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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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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