

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

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### Managing risk

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

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

### Examples of the Indicators of Outcome 2

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

#### Mitigation and risk reduction activities

Mitigation and risk reduction activities are informed by risk assessments

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

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

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

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

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

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

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

Mitigation and risk reduction activities consider unintended consequences

- Entities consider the potential for habitat loss when creating firebreaks

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

### Entities

#### Entities understand hazards and risks

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

#### Entities embed mitigation and risk reduction activities into normal business

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

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

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

#### Entities work together to manage risks

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

### The community

#### The community knows their hazards and the associated risks

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

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

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

### Contact

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## Understanding the Standard for Disaster Management in Queensland

### Prompt Sheet: Indicators of Outcome 2

IP2

#### Managing risk

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

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

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

### Mitigation and risk reduction activities

Mitigation and risk reduction activities are informed by risk assessments

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

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

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

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

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

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

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

Mitigation and risk reduction activities consider unintended consequences

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

### Entities

Entities understand hazards and risks

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

Entities embed mitigation and risk reduction activities into normal business

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

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

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

### Entities work together to manage risks

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

## The community

### The community knows their hazards and the associated risks

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

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

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

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

AI2

### Managing risk

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

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

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

### Examples of applying the Accountabilities to Outcome 2

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

#### Governance

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

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

Entities have been authorised to carry out their delegated responsibilities

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

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

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

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

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

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

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

## Doctrine

Roles and responsibilities are based on relevant doctrine

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

The action or activity is based on relevant doctrine

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

Doctrine is agreed and shared between entities

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

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

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

## People

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

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

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

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

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

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

Upskilling and cross-training provide a reserve of personnel

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

## Enablers

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

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

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

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



### Enablers meet the needs and requirements of all relevant entities

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

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

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

### Alternatives or backups are in place

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

## Continuous Improvement

### An established lessons management process is being undertaken

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

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

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

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

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

### Insights are included in a lessons management process

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

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

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

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

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

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## Understanding the Standard for Disaster Management in Queensland

### Prompt Sheet: Accountabilities of Outcome 2

AP2

#### Managing risk

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

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

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

### Governance

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

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

Entities have been authorised to carry out their delegated responsibilities

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

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

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

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

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

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

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



## Doctrine

### Roles and responsibilities are based on relevant doctrine

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

### The action or activity is based on relevant doctrine

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

### Doctrine is agreed and shared between entities

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

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

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

## People

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

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

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

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

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

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

### Upskilling and cross-training provide a reserve of personnel

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

## Enablers

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

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

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

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

Enablers meet the needs and requirements of all relevant entities

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

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

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

Alternatives or backups are in place

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

## Continuous Improvement

An established lessons management process is being undertaken

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

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

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

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

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

Insights are included in a lessons management process

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

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

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

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

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

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