

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 3

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Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

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

Planning for disaster management

Planning for disaster management is embedded into core business

- Entities conduct planning for disaster management as part of normal business processes such as annual strategic and operational planning
- Planning for disaster management is a core function of disaster management groups

Planning for disaster management is embedded into maintaining service delivery

- Entities incorporate the potential impacts of different hazards or events into business continuity planning
- Entities embed the need to perform disaster management activities into business continuity arrangements, to allow for different staffing and resourcing needs during events

Planning for disaster management is a collaborative process

- Disaster management groups ask for feedback and input from members while developing the disaster management plan
- Entities involve others, both internally and from other entities, in the planning process, and collaborate with them when developing plans and strategies for disaster management

Planning for disaster management is coordinated between entities

- The update or release of new versions of the [Queensland State Disaster Management Plan](#) is a trigger for other entities to conduct a planning process to revise their own plans
- Planning by state agencies is conducted collaboratively with district and local entities with interlinked roles and responsibilities to ensure that the resulting plans are interoperable

Planning for disaster management is undertaken and informed by the appropriate entities

- Planning for disaster management plans is led by the responsible entity in accordance with the [Disaster Management Act 2003](#) and the [Queensland State Disaster Management Plan](#), and involves all relevant entities, such as members of the relevant disaster management group
- Planning for disaster management is informed by entities with skills, knowledge, expertise or accountability, for example:

- planning related to floodplain management is informed by flood engineers
- planning related to community engagement is informed by individuals with engagement, marketing or communications expertise
- planning related to places of cultural significance is informed by and involves Traditional Owners and Custodians

Planning for disaster management is based on a recognised methodology

- Evacuation planning is conducted in alignment with methodology such as that described in the Australian Institute for Disaster Resilience's [Evacuation Planning Handbook](#)

The planning process

The planning process provides a shared understanding of agreed roles and responsibilities

- The roles and responsibilities of different entities are discussed with them during the planning process, so that all of the entities involved understand and agree to them

The planning process provides a shared understanding of capability and capacity

- The planning process provides an opportunity for entities to openly discuss their capability and capacity for disaster management activities with other entities, so that all of the entities involved share an understanding of what others are able to contribute and do

The planning process provides a shared understanding of limits and escalation points

- Entities discuss and establish their capability limits and the extent of their capacity during the planning process, including how converging and compounding events might impact these, so that all entities involved understand each other's limits
- The planning process enables the entities involved to determine and agree to the points at which their collective ability to cope or capacity to respond will be exceeded, and the trigger points for escalation of requests for assistance

The planning process provides a shared understanding of processes for escalation

- The planning process includes discussion and facilitates a shared understanding of the most effective ways to escalate requests for assistance to different agencies, entities, or different levels of Queensland's disaster management arrangements

The planning process provides a shared understanding of the management of resources

- The different ways that entities manage and access resources, both internally and between different entities, is discussed during the planning process, so that the entities involved share an understanding of each other's resource management processes

The planning process provides a shared understanding of internal arrangements that may affect others

- The planning process includes discussion between the different entities involved around internal arrangements and needs that may impact on other entities
- Entities discuss the internal timeframes that exist to gain approvals for supplying equipment to others during the planning process

Communities

Communities are included in the planning process

- Entities actively seek to include Traditional Owners in the process of planning for mitigation measures to be conducted in or around areas of cultural significance
- Landholders are included in bushfire mitigation and management planning conducted by area fire management groups

Communities have access to relevant plans and information

- Entities designate relevant disaster management plans as 'public' so that they can be made available to the community
- Disaster management plans and information are publicly available on entities' websites, or physical copies are available on request

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Understanding the Standard for Disaster Management in Queensland

Prompt Sheet: Indicators of Outcome 3

IP3

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

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.

Planning for disaster management

Planning for disaster management is embedded into core business

- How has your entity embedded planning for disaster management into its core business?

Planning for disaster management is embedded into maintaining service delivery

- How has your entity embedded planning for disaster management into maintaining service delivery?
- How has your entity included planning for disaster management in business continuity planning?

Planning for disaster management is a collaborative process

- Which other entities does your entity collaborate with when planning for disaster management?
- How does your entity include others in the disaster management planning process?

Planning for disaster management is coordinated between entities

- How does your entity ensure that its disaster management planning process is coordinated with other entities?
- Which other entities does your entity coordinate with when planning for disaster management?

Planning for disaster management is undertaken and informed by the appropriate entities

- Which are the appropriate entities to conduct disaster management planning?
- Which are the appropriate entities to inform disaster management planning?

Planning for disaster management is based on a recognised methodology

- What methodology does your entity use when planning for disaster management?

The planning process

The planning process provides a shared understanding of agreed roles and responsibilities

- How does your entity promote a shared understanding of roles and responsibilities during the planning process?
- Are roles and responsibilities discussed and agreed to during the planning process?

The planning process provides a shared understanding of capability and capacity

- Are the capabilities and capacity of different entities discussed during the planning process?
- Does the planning process facilitate a shared understanding of capabilities and capacity between the different entities involved?

The planning process provides a shared understanding of limits and escalation points

- Are the limits and escalation points for the capabilities and capacity of different entities discussed during the planning process?
- Does the planning process facilitate a shared understanding of limits and escalation points between the different entities involved?

The planning process provides a shared understanding of processes for escalation

- Does the planning process include discussion and facilitate a shared understanding of the processes for escalation between the different entities involved?

The planning process provides a shared understanding of the management of resources

- Does the planning process include discussion and facilitate a shared understanding of the resources that different entities have access to?
- Does the planning process include discussion and facilitate a shared understanding of the way that different entities' resources are managed?

The planning process provides a shared understanding of internal arrangements that may affect others

- Does the planning process include discussion and facilitate a shared understanding of the internal arrangements that may impact on entities' ability to fulfil their roles or responsibilities?
- Does the planning process include discussion and facilitate a shared understanding of the internal needs that an entity might have, that may impact on their ability to share personnel and resources?

Communities

Communities are included in the planning process

- Does your entity actively seek and include representatives from the community in the planning process?
- Does your entity invite input from the community when conducting the planning process?

Communities have access to relevant plans and information

- Are your entity's plans available to the community, where appropriate?
- Does your entity proactively provide the community with information and suitable plans and resources regarding disaster management as part of the planning process?

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Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 3

AI3

Planning and plans

Planning involves many steps. It should result in entities working with their community to prioritise how their collective and collaborative efforts will reduce the impact of disasters on the community. Plans document these efforts, identify interdependencies, roles and responsibilities, and provide guidance on how to undertake disaster management. The planning process results in a shared understanding of the efforts required to reduce the risk to the community.

Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

This is about the planning process: how the planning process is embedded into core business and coordinated between different entities, how it enables a shared understanding of roles, capabilities and capacities, and how the community is included.

Examples of applying the Accountabilities to Outcome 3

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 consider the relevant doctrine and consult with stakeholders to identify their roles and responsibilities in the planning process
- Entities know their own role and responsibilities in the planning process

Entities have been authorised to carry out their delegated responsibilities

- All members of disaster management groups are involved in the disaster management plan review process
- All members of disaster management groups have the authority to accept and approve planning actions on behalf of their entities

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

- Residual risk identified within the planning process is communicated to the relevant entity to address any issues

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

- Entities understand that the effectiveness of their disaster management plan is to be reviewed on an annual basis according to the [Disaster Management Act 2003](#)

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

- Disaster management planning decisions are recorded in disaster management group minutes and shared with the group

Doctrine

Roles and responsibilities are based on relevant doctrine

- Planning is aligned to the requirements of the [Disaster Management Act 2003](#), the [Queensland State Disaster Management Plan](#) and the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

The action or activity is based on relevant doctrine

- The disaster management planning process is based on appropriate doctrine such as the [Queensland Emergency Risk Management Framework](#) risk assessment
- The planning process is based on an all-hazards approach as outlined in the [Queensland State Disaster Management Plan](#)

Doctrine is agreed and shared between entities

- Entities incorporate relevant plans from across the disaster management sector when undertaking the planning process
- Planning at the local level is done in conjunction with the disaster district

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

- Terminology specific to a particular entity is understood by all stakeholders in the planning process
- The planning process considers the need for plans to be translated into different languages to ensure they are accessible to culturally and linguistically diverse communities
- The planning process adopts the definitions for terminology used in the [Australian Disaster Resilience Glossary](#) and the [Queensland Disaster Management Lexicon](#)

People

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

- The planning process includes collaboration with community leaders and members from identified community groups, including Traditional Owners and Custodians
- As part of the planning process, entities develop a stakeholder list to record contact details for identified vulnerable sites, such as aged care facilities

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

- Entities know which of the training modules in the [Queensland Disaster Management Training Framework](#) to complete to help inform the planning process
- As part of the planning process, entities consider the training needs that may arise and develop a training program to facilitate them
- The planning process includes appropriately qualified technical experts when conducting hazard-specific, operational or functional planning

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

- Entities give personnel the opportunity to complete [Queensland Disaster Management Training Framework](#) Module One: Queensland Disaster Management Arrangements
- Entities invite individuals from outside the disaster management unit to participate in the disaster management planning process

Upskilling and cross-training provide a reserve of personnel

- As part of the planning process, a roster of personnel is maintained to record relevant training and participation in exercises, and for fatigue management during events
- The planning process considers a succession plan to address staff absences and turnover

Enablers

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

- During the planning process, entities establish a social media or online presence to act as a trusted source of information for disaster management
- Entities use research during the planning process to ensure appropriate mechanisms are being used to engage stakeholders and/or the community

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

- Entities have an online platform such as a disaster management dashboard available on their website with real-time information for the community
- Entities plan for community resources to be available in a number of languages relevant to culturally and linguistically diverse members of their community

Enablers meet the needs and requirements of all relevant entities

- Entities include the [Disability-Inclusive Disaster Risk Reduction Framework and Toolkit](#) in the planning process and make it available to stakeholders on their website
- Channels of communication to tourists and seasonal workers are included in the planning process

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

- Entities ensure new communication channels are tested prior to implementation to ensure they meet minimum requirements
- The requirements in the business continuity plan form a benchmark for disaster management planning to build upon

Alternatives or backups are in place

- Planning for disaster management considers a contingency for public warnings to tourists and visitors who may not be signed up to local alert systems
- If members of a disaster management group's planning committee are not able to meet in person, they have access to alternative online methods of meeting and communicating

Continuous Improvement

An established lessons management process is being undertaken

- Lessons are identified through after-action reviews and recorded in a central location so they can be addressed in future planning processes
- Entities establish a process for employees to record observations about the planning process in a central location

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

- Entities develop a capability framework to accompany their disaster management planning roles and responsibilities

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

- Disaster management groups hold an annual discussion exercise to identify gaps in planning
- The planning process is regularly tested to make sure that it is effective

Insights are included in a lessons management process

- Insights from previous planning processes and after-action reviews are included in the disaster management planning process

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

- Relevant lessons identified during the planning process are shared through community forums

- Lessons identified about the planning process are shared with other entities through the annual plan assessment process

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

- The implementation of lessons identified about the planning process is tested through exercises to ensure lessons are embedded into future practices
- The planning process is continuously improved through lessons identified from exercises, operations or knowledge sharing

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Outcome 3: There is a shared understanding of how the impact of disasters will be managed and coordinated

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 planning role or a responsibility to be involved in the planning process? Have they agreed to be involved? Where is their role documented?

Entities have been authorised to carry out their delegated responsibilities

- Have the entities involved in the planning process got the authority they need to perform those activities?
- Have the individuals who have been delegated responsibility to perform planning on behalf of their entity been authorised 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 the planning process, 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 the planning process?
- What arrangements or processes are in place for monitoring the outcomes of the planning process?

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

- Where are decisions made during the planning process recorded? Are these decisions recorded as they are made?
- How are decisions about the planning process 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 are your entity's planning roles and responsibilities based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity conducts the planning process based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the planning process 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 during the planning process?
- Is the language and terminology being used during the planning 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 that are involved in the planning process been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that you or your entity is conducting the planning process with?

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

- Have the training needs of those involved in the planning process been identified and documented?
- Have the people responsible for conducting the planning process 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 participate in the planning process, where they haven't been before?
- Have additional personnel been trained to conduct the planning process for 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 how to conduct the planning process, and what is required?

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 participate in the planning processes that it is involved in or responsible for?
- Are there processes and procedures in place for how to use the equipment associated with conducting the planning process, and are they being followed?

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

- Have the people who are involved in the planning process 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 assist with the planning process 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 assist with the planning process meet the minimum requirements that your entity has of them?

Alternatives or backups are in place

- Are there alternative resources or equipment available that could be used to perform the planning process if the primary enablers fail or are not available?
- Are you able to perform your planning 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 the planning 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 to successfully conduct the planning process? 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 planning process that it conducts? Is it included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the planning process 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 planning 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 way that it conducts planning based on insights gained through testing, exercises and operational activity?

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