Getting to know the Standard for Disaster Management in Queensland
Info Sheet: Indicators of Outcome 4

II4

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 4: Plans outline and detail how the impact of disasters on the community will be reduced

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

Disaster management plans

Disaster management plans are informed by disaster management guidelines
- Entities' plans are informed by the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline*

Disaster management plans are informed by evidence
- Bushfire management plans are informed by data about existing fuel loads and climatological impacts
- The Queensland *Emergency Management Sector Adaptation Plan for climate change* is informed by climate science

Disaster management plans are informed by risks
- Entities develop sub plans for the hazards and associated risks identified in the risk assessment

Disaster management plans are informed by people with relevant skills or expertise
- People with relevant skills or expertise inform disaster management plans, for example evacuation centre management plans are informed by individuals who have completed training in evacuation centre management
- Operational plans for an event are informed by individuals with training in an operational methodology such as that described in the Australian Institute for Disaster Resilience's *Incident Management Handbook*

Disaster management plans are approved by the accountable entity
- The *Queensland State Disaster Management Plan* is approved by the Queensland Disaster Management Committee
- Hazard-specific response plans are developed and approved by the primary agency

Disaster management plans consider activities initiated by the community
- Management of food donated by the community is included in evacuation centre management plans
- Local governments have a plan in place for management of spontaneous volunteers

Disaster management plans consider funding arrangements, eligibility criteria, and activation mechanisms
- The triggers and necessary approvals for activation are included in disaster management plans
- Recovery plans include information about the Disaster Recovery Funding Arrangements, and the eligibility criteria for these arrangements

Disaster management plans identify redundancies for people and resources
- Entities identify alternate personnel to fill the roles needed to operationalise disaster management plans
- Disaster management plans identify the alternative resources available if primary resources cannot be accessed, where they come from and how they can be used

Disaster management planning and plans

Disaster management planning and plans are fit for purpose and meet entity needs
- The processes described in disaster management plans align to the activities performed by personnel in practice

Disaster management planning and plans meet the needs of the community
- Disaster management planning and plans are specific to the community they apply to, including the community's specific geographical, socio-economic and societal attributes
- Planning and plans include things that the community has identified as being important, such as local landmarks that the community has identified as being of special value or significance

Disaster management planning and plans identify and acknowledge community capability and capacity
- Disaster management planning and plans acknowledge the capability and capacity of different community and volunteer organisations and they ways in which they contribute to disaster management

Disaster management planning and plans are integrated and consider multi-agency requirements
- District disaster management groups review the relevant local disaster management plans when developing the district disaster management plan to ensure that they are aligned
- Entities develop plans that include the resourcing requirements of other entities where relevant

Disaster management planning and plans address the management of offers of assistance
- The disaster management planning process includes discussions about how offers of assistance will be managed, including donations of food and household goods, financial donations, and offers of physical assistance to conduct response, relief or recovery efforts
- Local governments have a sub-plan that determines how offers of assistance will be managed

Disaster management planning and plans establish the requirements for post-event evaluation
- The planning process includes discussions that determine how post-event evaluation will be conducted, and the performance indicators that will be included in the evaluation
- Disaster management plans document the need for post-event evaluation, and the performance indicators for the activities and actions described in each plan

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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 4: Plans outline and detail how the impact of disasters on the community will be reduced

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.

Disaster management plans

Disaster management plans are informed by disaster management guidelines
- Are disaster management plans informed by disaster management guidelines?
- How are disaster management guidelines used when developing disaster management plans?

Disaster management plans are informed by evidence
- What evidence informs disaster management plans?
- How is evidence used as a basis for disaster management plans?

Disaster management plans are informed by risks
- How are risks used to inform disaster management plans?
- How do disaster management plans incorporate the risks identified in the risk assessment?

Disaster management plans are informed by people with relevant skills or expertise
- Which individuals and entities have skills or expertise relevant to the disaster management plan? Are they involved in developing or updating it?
- How are the skills and expertise of relevant people or entities incorporated into disaster management plans?

Disaster management plans are approved by the accountable entity
- Which individual or entity is accountable for approving the disaster management plan?
- Has the disaster management plan been approved by the accountable individual or entity?

Disaster management plans consider activities initiated by the community
- What activities might the community initiate that are related to the disaster management plan?
- How are community-initiated activities incorporated into the disaster management plan?

Disaster management plans consider funding arrangement, eligibility criteria, and activation mechanisms
- What funding arrangements does the disaster management plan need to consider?

- What are the eligibility criteria for the funding arrangements considered in the disaster management plan?
- What are the activation mechanisms for the funding arrangements considered in the disaster management plan?

Disaster management plans identify redundancies for people and resources
- What are the positions or roles identified in the disaster management plan? Does the plan identify alternate personnel who could fill these roles, should the primary person not be available?
- What resources and equipment are identified in the disaster management plan? Does the plan identify alternatives, should the primary resources fail or be unavailable?

Disaster management planning and plans

Disaster management planning and plans are fit for purpose and meet entity needs
- Are the disaster management plans that result from the planning process fit for purpose?
- Do disaster management plans meet the entity's needs?

Disaster management planning and plans meet the needs of the community
- What needs does the community have that can be met by disaster management planning and plans?
- How do disaster management planning and plans meet the community's needs?

Disaster management planning and plans identify and acknowledge community capability and capacity
- What capabilities and capacity does the community have?
- How are community capabilities and capacity identified and incorporated into disaster management planning and plans?

Disaster management planning and plans are integrated and consider multi-agency requirements
- How are disaster management planning and plans integrated?
- How are multi-agency requirements integrated into disaster management planning and plans?

Disaster management planning and plans address the management of offers of assistance
- Are offers of assistance considered in disaster management planning and plans?
- How are offers of assistance addressed in disaster management planning and plans?

Disaster management planning and plans establish the requirements for post-event evaluation
- Is post-event evaluation considered in disaster management planning and plans?
- How are the requirements for post-event evaluation established in disaster management planning and plans?

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Info Sheet: Accountabilities of Outcome 4

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 4: Plans outline and detail how the impact of disasters on the community will be reduced

This is about disaster management plans: the things that they are informed by, what they consider, and the needs they identify and meet.

Examples of applying the Accountabilities to Outcome 4

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 disaster management plan clearly identifies all roles and outlines their responsibilities
- The roles and responsibilities that have been documented in the disaster management plan have been agreed to by the relevant entities

Entities have been authorised to carry out their delegated responsibilities
- The responsibility for an entity to develop a hazard-specific plan is identified in the *Queensland State Disaster Management Plan*
- Individuals are authorised to perform the tasks that they are responsible for under their entity's disaster management plan

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised
- The disaster management plan outlines Queensland's disaster management arrangements and identifies the entity's place in them
- Entities have documented the process for the making and approval of decisions in the disaster management plan

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions
- The entity has a documented process for reporting on and monitoring decisions and actions that are made in accordance with plans
- The disaster management plan explains how entities will monitor and report on the outcome of decisions

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

- Changes made to the disaster management plan are managed through version control
- Disaster management plans are reviewed regularly by the disaster management group and changes are recorded in and monitored through group meeting minutes

Doctrine

Roles and responsibilities are based on relevant doctrine

- The disaster management plan acknowledges the relevant legislative instruments and associated documents that determine the entity's delegated responsibilities
- The roles and responsibilities in the disaster management plan are drawn from relevant doctrine such as the *Disaster Management Act 2003* or the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline*

The action or activity is based on relevant doctrine

- The disaster management plan acknowledges the State Disaster Management Group's *Strategic Policy Framework* for disaster management for the state
- The disaster management plan is developed based on relevant doctrine such as that outlined in the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline*

Doctrine is agreed and shared between entities

- The disaster management plan reflects the shared doctrine used by all entities in the disaster management group
- Disaster management plans are developed and reviewed in collaboration with all relevant stakeholders

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

- The language and terminology used in disaster management plans is consistent with the *Queensland Disaster Management Lexicon*
- The disaster management plan is written in plain language that can be easily understood by community members

People

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

- Entities establish relationships with the other entities identified in their disaster management plan as having related roles or responsibilities
- Relevant entities and their contact details are listed in the disaster management plan

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

- The training requirements, such as the modules of the *Queensland Disaster Management Training Framework* that are mandatory or recommended for key disaster management and operational roles, are documented in the disaster management plan
- Entities have documented and provided training for roles that are included in disaster management plans

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

- Entities include the disaster management plan in induction packs for new employees, either in hard copy or via a link to access it online
- Individuals are aware of the training opportunities available for taking on the disaster management roles in their entity's disaster management plan

Upskilling and cross-training provide a reserve of personnel

- More than one person has been identified to receive the training needed to perform the roles identified in the disaster management plan
- Entities deliver training for the roles identified in the disaster management plan in partnership with relevant stakeholders from the community, such as representatives from community groups

Enablers

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

- Entities have the tools needed to develop disaster management plans, such as access to a computer with word processing software

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

- Entities make disaster management plans available to the community in various ways, such as digitally through a website, or making printed versions available at customer service counters
- Entities have ways of making internal disaster management plans available to other relevant entities, such as through a secure online file transfer system

Enablers meet the needs and requirements of all relevant entities

- Entities make disaster management plans available in multiple languages, and accessible through assisted technologies on request, depending on the community's needs
- Entities make disaster management plans available to others in a way that meets their needs, such as making hard copies available in areas without consistent internet access

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

- The technology used by entities to make disaster management plans available is tested with the community to determine their expectations and needs
- The tools used by entities to develop plans work in the way they are intended to, for example entities use cloud-based word processing software that is intended to allow multiple users to edit a document at the same time, and it does

Alternatives or backups are in place

- Hard copies of the disaster management plans are available on request, or in case the digital copies cannot be accessed
- Entities consider using cloud-based technology for backing up plans and software

Continuous Improvement

An established lessons management process is being undertaken

- The lessons identified during and after events or exercises are captured and inform future disaster management plans
- Entities record observations about their disaster management plan in the lessons management system

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

- Entities know which training, skills and information are needed in order to write an effective disaster management plan
- Entities develop a training program based on a training needs analysis for all roles identified in the disaster management plan

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

- The disaster management plan states how it will be exercised or tested, and how often
- The disaster management group evaluates the way that the disaster management plan is tested

Insights are included in a lessons management process

- Entities collect observations and develops insights regarding the disaster management plan
- Entities use insights about the disaster management plan to identify lessons about things that worked well, and improvements that could be made

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

- The lessons identified about the plan are considered and addressed during the annual disaster management plan review
- The lessons entities identify about the disaster management plan are shared with other relevant entities, such as disaster management group members

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

- Records are kept from exercises and after-action reviews which are then used as an evidence base when reviewing the disaster management plan
- Entities ensure all projects include an evaluation component where insights can be collected to inform future plans

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Planning and plans

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Outcome 4: Plans outline and detail how the impact of disasters on the community will be reduced

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 responsibility to develop and update the plan/s? Have they agreed to this requirement? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities
- Do the entities involved in developing or updating the plan/s have the authority they need to do so?
- Have the individuals who have been delegated responsibility to develop or update the plan/s 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 developing and updating the plan/s, 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 status of the plan/s?
- What arrangements or processes are in place for monitoring the effectiveness of the plan/s?

Decisions are recorded as they are made, and their implementation is monitored
- Where are decisions made about the plan/s recorded? Are these decisions recorded as they are made?
- How are decisions about the plan/s 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 to have and update the plan/s based on?

The action or activity is based on relevant doctrine
- Which doctrine is the way that your entity develops and updates the plan/s based on?

Doctrine is agreed and shared between entities
- Is the doctrine that informs the plan/s agreed and shared between entities?

Common language is being used, and terminology is agreed and consistent with doctrine
- Is common language used in the plan/s?
- Is the language and terminology used in the plan/s 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 identified in your entity's plan/s been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that are identified in your entity's plan/s, and vice-versa?

Training requirements are documented, and the necessary skills and knowledge are being met
- Have the training needs related to the content of the plan/s been identified and documented?
- Have the people responsible for performing roles and activities identified in the plan/s 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 develop, update and implement the plan/s, where they haven't been before?
- Have additional personnel been trained on how and when to develop, update and implement the plan/s, 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 perform the roles and activities identified in the plan/s?

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 develop, update and implement the plan/s?
- Are there processes and procedures in place for how to use the equipment when developing and updating the plan/s, and are they being followed?

Enablers are accessible to the relevant entities, including the community if necessary
- Have the people who are involved in developing and updating the plan/s 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 developing and updating the plan/s 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 develop and update the plan/s 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 develop and update the plan/s if the primary enablers fail or are not available?
- Are you able to develop or update the plan/s 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 developing and updating the plan/s?

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 develop and update the plan/s? 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 plan/s? Does your entity include the plan/s in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the plan/s 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 plan/s 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 plan/s based on insights gained through testing, exercises and operational activity?

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