

## Getting to know the Standard for Disaster Management in Queensland Info Sheet: Indicators of Outcome 5

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### Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

## Outcome 5: Entities proactively and openly engage with communities

**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**

### Communications

#### Entities distribute communications that are risk-based

- Entities distribute information to the community about the risks that have been identified in the risk assessment
- Entities communicate to other entities and the community when an event that poses a risk is likely to or is occurring

#### Entities distribute communications that use plain language and common terminology

- Communications to other entities and to the community use plain English and avoid unnecessary acronyms and technical jargon
- Entities use terms from the [Queensland Disaster Management Lexicon](#) or the [Australian Disaster Resilience Glossary](#) in the communications that they distribute

#### Entities distribute communications that are current, timely, fit for purpose and easy to understand

- The communications that entities distribute about events contain the most current information available and are updated quickly when the information or situation changes
- Entities distribute communications in a timely manner, when the information being conveyed is relevant and meets a current need
- Communications distributed by entities during events are clear, specific and action-based

#### Entities distribute communications that meet the needs of the community

- Communities in areas prone to severe storms are provided with communications on how to prepare their homes and properties, and what to do during and after a severe storm
- Entities develop fact sheets and other resources on topics that the community asks for information about and that they are responsible for under the [Queensland State Disaster Management Plan](#)
- Entities distribute communications that meet the needs of people in the community with disabilities, by creating and distributing them in different ways that make them more accessible, as outlined in the [Disability-Inclusive Disaster Risk Reduction Framework and Toolkit](#)

Entities distribute communications that are developed and delivered by the appropriate mechanism and entity

- Communications relating to bushfire originate from Queensland Fire and Emergency Services, and are on-shared by other entities
- Emergency warnings where immediate action is needed are distributed via an [Emergency Alert](#) and the use of the [Standard Emergency Warning Signal](#) on broadcast media
- Emergency warnings in communities that do not have consistent mobile phone reception or access to landlines are delivered by loudhailer, emergency sirens or through doorknocking
- Updates about a currently occurring event are provided to residents in an evacuation centre by noticeboard and regular verbal briefings and updates from an authoritative source, such as a representative from the local disaster management group

### Engagement activities

Engagement activities are sustainable

- The engagement activities that entities perform can be sustained for the duration of time that they are needed
- Entities allocate budget and resources to engagement activities that enables them to be continued
- Entities supplement a large annual preparedness event by more regular online and paper communications that are readily consumable by the community

Engagement activities are appropriately resourced

- Entities designate personnel to perform disaster management engagement activities and formalise this role in their position description
- Personnel are afforded enough time and the right equipment to perform engagement activities

Engagement activities build on existing relationships and communication forums

- Entities seek out existing communication forums in the community and between other entities, and use these as a platform for engagement activities
- Entities leverage existing relationships with community groups to offer them presentations and workshops about disaster preparedness

Engagement activities establish two-way information sharing and learning opportunities between entities and the community

- Entities seek to engage in a two-way discussion with communities through the engagement activities that they conduct
- Entities actively seek to understand the community's perspective and acknowledge and value their input to discussions about disaster management

Engagement activities are consistent and coordinated between entities

- Local governments partner with local State Emergency Service groups and Queensland Police Service adopt-a-cops to engage with local schools
- Different entities conducting community engagement activities in the same area provide the community with consistent information, such as identifying the same major hazards

Engagement activities are documented and based on a recognised methodology

- Entities keep a record of the disaster management engagement activities that they conduct, who was involved, and who in the community was engaged
- Entities use a recognised community engagement methodology such as the Australian Institute for Disaster Resilience's [Community Engagement for Disaster Resilience Handbook](#)

Engagement activities gather the knowledge, experience and shared history of the community

- Entities plan engagements with the intent of hearing the community's stories and learning about their experiences
- Entities record the community's knowledge, experiences and shared history, and use this to inform their disaster management practices

Engagement activities are tested for understanding, effectiveness, and community perception of authority

- Entities test engagement activities, including communications and warnings, with the community, to ensure that they are understood in the way intended
- Entities test preparedness messages with the community to see whether the community will take the intended actions in response to them
- Warning messages are tested with the community to determine whether they will act as directed

## Contact

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[info@igem.qld.gov.au](mailto:info@igem.qld.gov.au)

[www.igem.qld.gov.au](http://www.igem.qld.gov.au)

## Understanding the Standard for Disaster Management in Queensland Prompt Sheet: Indicators of Outcome 5

IP5

### Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

## Outcome 5: Entities proactively and openly engage with communities

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.

### Communications

Entities distribute communications that are risk-based

- What are the relevant risks that entities' communications are based on?
- How are the communications that your entity distributes based on these risks?

Entities distribute communications that use plain language and common terminology

- Does your entity use plain language in the communications that it distributes?
- Do the communications that your entity distribute use common terminology?

Entities distribute communications that are current, timely, fit for purpose and easy to understand

- Are your entity's communications distributed in a timely manner, so that they are current when received?
- Are the communications that your entity distributed fit for purpose? Do they meet the needs of those who receive them? How has this been verified?
- How does your entity ensure that its communications are easily understood by recipients?

Entities distribute communications that meet the needs of the community

- Has your entity identified the community's communication needs?
- How do the communications that your entity distribute meet the community's needs?

Entities distribute communications that are developed and delivered by the appropriate mechanism and entity

- Has your entity identified the appropriate distribution mechanism/s for the communications that it develops and distributes?
- Is your entity primarily responsible for the communications that it develops?
- Are communications developed by the entity with responsibility to do so, and shared by other entities from the primary source?

### Engagement activities

Engagement activities are sustainable

- Are engagement activities able to be sustained for extended periods of time where necessary?

### Engagement activities are appropriately resourced

- Are engagement activities and roles properly resourced, both in terms of personnel and equipment?

### Engagement activities build on existing relationships and communication forums

- What are the existing relationships and communication forums that your entity is involved in or has access to?
- How does your entity build on these existing relationships and communication forums with the engagement activities that it conducts?

### Engagement activities establish two-way information sharing and learning opportunities between entities and the community

- How does your entity engage with the community in ways that facilitate two-way sharing of information?
- How does your entity use engagement activities to facilitate two-way learning opportunities with the community?

### Engagement activities are consistent and coordinated between entities

- How does your entity ensure that its engagement activities contain information and are consistent with those of other entities?
- In what ways does your entity coordinate its engagement activities with other entities?

### Engagement activities are documented and based on a recognised methodology

- Are the engagement activities that your entity conducts documented?
- Which methodology are the engagement activities that your entity conducts based on?

### Engagement activities gather the knowledge, experience and shared history of the community

- How does your entity use engagement activities to gather the knowledge, experience and shared history of the community?
- How does your entity incorporate the knowledge, experience and shared experience of the community into its disaster management practices?

### Engagement activities are tested for understanding, effectiveness, and community perception of authority

- Does your entity test its engagement activities with recipients, including the community?
- How does your entity test whether its engagement activities are understood?
- How does your entity test the effectiveness of its engagement activities?
- How does your entity test whether the community perceives its engagement activities as being authoritative?

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## Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 5

A15

### Community engagement

The community is central to disaster management. Community engagement entails actively involving the community in managing their risk. It involves collaboratively planning how the community's collective efforts will contribute to their safety. Community engagement builds local capability, capacity and community self-reliance. This allows entities to focus their efforts where they are needed most.

### Outcome 5: Entities proactively and openly engage with communities

This is about how entities engage with their community: the kind of communications that they distribute and how they distribute them, the type of engagement activities that they undertake, how those activities are supported and coordinated, and what they achieve.

### Examples of applying the Accountabilities to Outcome 5

**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 have agreed roles and responsibilities (including back-up support) for engaging with the community, including drafting, approving, and issuing consistent information
- Entities have delegated personnel with the role to manage community awareness, education, engagement, information and warnings

##### Entities have been authorised to carry out their delegated responsibilities

- Entities delegate personnel with the authority to conduct community engagement activities on their behalf
- Entities have been authorised to engage with community members on sites managed by others

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

- Individuals know who within their entity has the authority to make decisions about community engagement activities
- Entities work within the authorising environment to gain approval for warnings, for example they develop pre-prepared and pre-approved [Emergency Alert](#) polygons and messaging in collaboration with the State Disaster Coordination Centre Watch Desk

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

- Community engagement programs include an evaluation component to monitor progress and assess outcomes, such as the evaluation measures available in the [Monitoring, evaluation and learning toolkit](#) available through the Bushfire and Natural Hazards Cooperative Research Centre
- Individuals understand how to access and use the tasking log in their entity's disaster coordination centre to record outgoing communications during a disaster event



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

- Entities have a process for recording decisions in relation to authorising community warnings and alerts, and it is used
- Entities monitor the warnings that they have issued to ensure that they continue to meet the community's needs

### Doctrine

Roles and responsibilities are based on relevant doctrine

- The role and responsibilities of entities when issuing an [Emergency Alert](#) are based on relevant doctrine such as the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)
- The requirements for entities to perform community engagement activities are based on relevant doctrine, such as the [Queensland State Disaster Management Plan](#)

The action or activity is based on relevant doctrine

- Entities base community engagement programs on well researched, fit-for-purpose techniques such as those in the [Community engagement techniques toolkit](#) available through the Bushfire and Natural Hazards Cooperative Research Centre
- Entities use cross-sectoral doctrine such the [Disability-Inclusive Disaster Risk Reduction Framework and Toolkit](#) to reach vulnerable parts of their community during engagement activities

Doctrine is agreed and shared between entities

- Community engagement programs follow national doctrine that is available to other relevant entities, such as the [Community Engagement for Disaster Resilience Handbook](#) developed by the Australian Institute for Disaster Resilience
- Entities share their community engagement plans with other entities in their disaster management group

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

- Entities are guided by the relevant doctrine such as the Australian Institute for Disaster Resilience's [Public Information and Warnings Handbook](#) to write effective warning messages for the community
- Community messaging and education programs provide specific, tangible examples of what to do to avoid hazards, such as the guidance provided in the Australian Institute for Disaster Resilience's [Public Information and Warnings Handbook](#)
- Community engagement activities use plain language, and the terminology is based on relevant doctrine such as 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

- Entities encourage two-way communication with the community and stakeholders through techniques such as community forums and focus groups, and leveraging existing community groups and networks
- Entities cultivate positive relationships with community leaders so they can establish public engagement, messaging and delivery channels in partnership with them

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

- Individuals complete the necessary training to perform community engagement in their disaster management role, such as the [Queensland Disaster Management Training Framework](#) community engagement module

- Entities maintain training records related to community engagement and facilitate regular refresher training

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

- Individuals from outside the disaster management workgroup are invited to observe exercises testing community information and warning techniques
- Entities give personnel the opportunity to develop new skills related to community engagement, such as attending and participating in community forums, or learning how to correctly post information to social media accounts

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

- Entities maintain a roster of personnel trained in community engagement activities as backups to ensure that the role can be filled if the primary person responsible is not available

## Enablers

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

- Entities actively expand their knowledge of community networks using tools such as the [International Association for Public Participation \(IAP2\) Public Participation Spectrum](#) to identify the level of community participation needed in any public engagement programs
- Entities have a system to capture the knowledge, experience and shared history of the community
- Entities use the agreed processes and triggers for issuing the Standard Emergency Warning Signal (SEWS) as identified in the [Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline](#)

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

- Entities engage and provide information through a range of channels to cover different events and communication needs
- The community has access to ways to share information, local knowledge and experience to enhance disaster management

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

- Entities develop mechanisms to help practitioners understand the engagement needs of the community, considering demographics and other matters of local relevance such as geographic isolation, transient populations, limited services or infrastructure, accessibility and vulnerable populations
- Entities identify and address barriers to engagement and make participation accessible to all stakeholders

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

- Entities regularly measure the performance of systems that enable community engagement to ensure that they are working as intended
- Entities are aware of current evidence-based good practice and use the latest techniques as the benchmark to reach the community and measure awareness

### Alternatives or backups are in place

- Entities have alternative warning systems in place, such as door knocking and air raid sirens, should technology fail during a disaster event
- Entities can access the channels used to communicate with the community in multiple ways, for example social media accounts can be accessed on both a desktop computer and mobile device



## Continuous Improvement

An established lessons management process is being undertaken

- Entities include community engagement activities in a lessons management process
- Entities have a process to capture community feedback to inform lessons identified and future activities

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

- Entities conduct a training needs assessment to ensure their capability and capacity to engage and communicate meet the needs of the community
- Entities understand the capabilities needed to communicate and engage with their local community

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

- Entities use discussion and functional exercises with single and multiple stakeholders to test communication and warning systems
- Entities consider best practice when engaging with the community, including the importance of evaluating the effectiveness of the engagement
- Entities use training and exercise opportunities to test public engagement activities and content

Insights are included in a lessons management process

- Entities gather insights about engagement activities from across the organisation to identify lessons and form solutions to benefit their community
- Entities craft insights drawn from community feedback and engagement observations

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

- Entities share lessons identified with other relevant stakeholders to improve their community engagement capabilities
- Entities use their community and stakeholder networks to share relevant lessons identified

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

- Entities update standard operating procedures related to engagement based on insights gained and lessons identified following testing, exercises and events
- Individuals update their work processes based on insights and lessons identified by their entity
- Entities adjust their community engagement techniques based on lessons identified and evidence-based research

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## Understanding the Standard for Disaster Management in Queensland

### Prompt Sheet: Accountabilities of Outcome 5

AP5

### Community engagement

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## Outcome 5: Entities proactively and openly engage with communities

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 distribute communications and perform engagement activities? Have they agreed to perform this role? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities

- Do the entities involved in distributing communications and performing engagement have the authority they need to do so?
- Have the individuals who have been delegated responsibility to distribute communications or perform engagement activities 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 distributing communications and performing engagement activities, 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 distribution of communications and the engagement activities conducted?
- What arrangements or processes are in place for monitoring the effectiveness of the communications and engagement conducted?

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

- Where are decisions made about communications and engagement activities recorded? Are these decisions recorded as they are made?
- How are decisions about communications and engagement 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

- Which doctrine is your entity's role and responsibilities to distribute communications and perform engagement activities based on?

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

- Which doctrine is the way that your entity develops and distributes communications and performs engagement activities based on?

### Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that communications are developed and distributed and engagement activities are performed, agreed and shared between entities?

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

- Is common language used in communications and engagement?
- Is the language and terminology used in communications and engagement 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 developing and distributing communications and performing engagement activities been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity distributes communications or performs engagement activities to or with?

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

- Have the training needs related to distributing communications and performing engagement activities been identified and documented?
- Have the people responsible for distributing communications and performing engagement 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 develop and distribute communications and perform engagement activities, where they haven't been before?
- Have additional personnel been trained on how and when to develop and distribute communications and perform engagement activities, 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 develop and distribute the communications and perform the engagement activities that your entity is responsible for?

## 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 and distribute the communications and perform the engagement activities that it is responsible for?
- Are there processes and procedures in place for how to use the equipment needed to develop and distribute communications and perform engagement activities, and are they being followed?

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

- Do the people who develop and distribute communications and perform engagement activities have 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 distributing communications and performing engagement 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 develop and distribute communications and perform engagement activities 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 distribute communications and perform engagement activities if the primary enablers fail or are not available?
- Are you able to develop and distribute communications and perform engagement activities 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 communications and engagement 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 develop and distribute communications and perform engagement 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 communications and engagement activities that it is responsible for? Are they included in exercising?

### Insights are included in a lessons management process

- Does your entity include insights about communications and engagement 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 communications and engagement 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 communications and engagement activities based on insights gained through testing, exercises and operational activity?

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