Understanding the Standard for Disaster Management in Queensland
Prompt Sheet: Indicators of Outcome 6

IP6

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 6: The community makes informed choices about disaster management, and acts on them

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.

Communities

Communities are aware of their level of susceptibility to disasters
- How does your entity provide communities with information about their level of susceptibility to different disasters and events?
- How does your entity ensure that communities understand their level of susceptibility?

Communities receive relevant, timely, consistent, easy-to-understand warnings
- Are the warnings that communities receive from your entity relevant and specific to them?
- Are the warnings that communities receive from your entity sent and received at the right time?
- Are the warnings that communities receive from your entity consistent (format, language etc.)?
- How does your entity ensure that the warnings that communities receive are easy to understand?

Communities have access to relevant information about disasters that affect them
- Does your entity make contextualised information available to communities about disasters that affect them?
- How does your entity make relevant information about disasters more accessible to communities?

Communities are aware of the support that is available to them, and their eligibility to access it
- How does your entity ensure that communities are aware of the support that is available to them?
- What information does your entity provide to communities about their eligibility to access support?

Entities

Entities define communities that are at risk of impact from an event
- Has your entity identified the communities that are at risk of impact from the hazards noted in the risk assessment?
- Has your entity defined and documented the boundaries of at-risk communities?

Entities identify and engage with those in the community who are or may be more susceptible to the impact of disasters than others
- Has your entity identified communities who are or may be more susceptible to the impact of disasters than others?

- Has your entity identified and engaged appropriately with those in the community who:
    - have a disability?
    - are elderly?
    - live with chronic illness?
    - are culturally and/or linguistically diverse?
    - experience homelessness?
    - are new, visiting or unfamiliar with the area?
    - are socio-economically disadvantaged?
    - have recently been impacted by a disaster event?
    - experience other circumstances that may adversely impact their ability to cope with events?

Entities provide the community with information that enables them to prevent, prepare for, respond to, and recover from the impact of disasters

- What information does your entity provide the community to enable them to prevent, prepare for, respond to, and recover from the impact of disasters?
- How does your entity ensure that the information that it provides the community enables this?

Entities support the community in developing skills, capability and capacity for disaster management

- What are the skills and capabilities that your entity helps to build in the community?
- How does your entity support the community to increase their skills and capability for disaster management?
- How does your entity help to increase the disaster management capacity of the community?

Entities seek feedback from the community about disaster management practices

- Does your entity seek feedback from the community about disaster management practices?
- How does your entity incorporate the community's feedback into future disaster management practices?

Contact

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Understanding the Standard for Disaster Management in Queensland
Prompt Sheet: Accountabilities of Outcome 6

AP6

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 6: The community makes informed choices about disaster management, and acts on them

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 support the community to take appropriate actions?
- Have these entities agreed to perform these roles? Where is it documented?

Entities have been authorised to carry out their delegated responsibilities
- Do the entities involved in supporting the community to take actions appropriate to them have the authority they need to do so?

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised
- What is the authorising environment that is in place for entities to support the community in taking appropriate actions, 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 actions that the community takes with regard to disaster management, and the support that entities have given them?
- What arrangements or processes are in place for monitoring the effectiveness of the support that your entity is providing to the community?
- What arrangements or processes are in place for monitoring your community's level of awareness of their susceptibility to risks and willingness to act on their own behalf?

Decisions are recorded as they are made, and their implementation is monitored
- Where are decisions made about ways to support the community in taking appropriate actions recorded? Are these decisions recorded as they are made?
- How are decisions about how the community is provided with support to act 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 support the community is taking appropriate actions based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity supports the community to take actions appropriate to them based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity supports the community in taking actions appropriate to their circumstances agreed and shared between entities?

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

- Is common language used when providing the community with support to act?
- Is the language and terminology used when supporting the community in taking appropriate actions 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 actions that your entity takes to support the community to take actions appropriate to them, been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with to support the community's actions?

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

- Have the training needs related to providing the community with the support they need to take appropriate actions related to disaster management been identified and documented?
- Have the people responsible for supporting the community in taking appropriate actions 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 supporting the community to act, where they haven't been before?
- Have additional personnel been trained on how and when to provide the community with support to take actions appropriate to them, 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 provide the support to the community 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 provide the support to the community that it is responsible for?
- Are there processes and procedures in place for how to use the equipment needed to provide support to the community, and are they being followed?

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

- Do the people who provide support to the community to take actions appropriate to them 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 providing the community with support to act on their own behalf 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 provide the community with support to take actions appropriate to them 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 provide support to the community to take actions appropriate to them if the primary enablers fail or are not available?
- Are you able to support the community 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 the ways that support is provided to the community?

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 support the community in taking actions appropriate to their circumstances? Have those capabilities been aligned to the training required to develop them?

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

- Does your entity test the ways that it provides support to the community to take appropriate actions on their own behalf regarding disaster management? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the actions it takes to support the community 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 providing support to the community to enable them to act on their own behalf 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 supports the community to act based on insights gained through testing, exercises and operational activity?

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Getting to know the Standard for Disaster Management in Queensland
Info Sheet: Indicators of Outcome 6

II6

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 6: The community makes informed choices about disaster management, and acts on them

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

Communities

Communities are aware of their level of susceptibility to disasters
- The community is provided with information that helps them to understand the different hazards that impact them, and the ways that they are susceptible to those impacts
- Entities engage with the community to determine their level of awareness about how disasters impact them

Communities receive relevant, timely, consistent, easy-to-understand warnings
- Bushfire warnings distributed by Queensland Fire and Emergency Services lead with an action statement and include a call to action, such as a direction to 'Act now' and steps for the community to take
- Warnings are delivered in time for the community to act on them
- Warnings for the same event reference place names and impacts using the same language and terminology

Communities have access to relevant information about disasters that affect them
- The information that is available to communities about disasters that affect them is specific to that community
- Entities ensure that communities can access relevant information about disasters, by providing it in a variety of ways that address the needs of that community

Communities are aware of the support that is available to them, and their eligibility to access it
- Clear information is provided to the community about the ways that different entities can help them during and after an event, and the criteria for that assistance
- The community has access to information about the financial assistance that is available to them when they are impacted by a disaster, the eligibility requirements for access to that assistance, and how to access it

Queensland Government

Entities

Entities define communities that are at risk of impact from an event

- Entities define and document the physical boundaries of communities that are within the likely impact area of hazards relevant to that community
- Entities create flood maps based on the probability that different severe weather events will impact the community, and the geographic areas that each event level is likely to impact
- Entities identify communities that are likely to become isolated due to the impact of an event

Entities identify and engage with those in the community who are or may be more susceptible to the impact of disasters than others

- Entities conduct specific engagement activities with people in the community who are impacted differently by events than others, such as people with disability or chronic illness
- Entities engage with those in the community who may lack the resources to cope with or be resilient to the impact of events, such as those who experience homelessness, are socio-economically disadvantaged, or have recently been impacted by a disaster event
- Entities engage with individuals who are visiting or new to the area or community

Entities provide the community with information that enables them to prevent, prepare for, respond to, and recover from the impact of disasters

- Entities inform the community when an event is likely or going to occur, what the impacts are likely to be, and the appropriate actions to take
- Community recovery agencies provide information to the community about the mental health services available to assist with recovery from an event

Entities support the community in developing skills, capability and capacity for disaster management

- The community is an active and valued participant in disaster management exercises
- Entities offer the community training opportunities related to disaster management, such as psychological first aid courses
- Entities support disaster management volunteerism

Entities seek feedback from the community about disaster management practices

- Local governments seek feedback from individuals who use cyclone shelters about their experience
- Entities conduct post-exercise evaluations that include feedback from the community members involved
- Entities ask community members whether they find the information and assistance available in community recovery hubs valuable

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Getting to know the Standard for Disaster Management in Queensland
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AI6

Community engagement

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Outcome 6: The community makes informed choices about disaster management, and acts on them

This is about how engagement by disaster management practitioners supports the community to take actions appropriate to them: this includes the community's awareness of hazards and risk, their access to information and resources, and how entities support that understanding and tailor communications based on risk and susceptibility.

Examples of applying the Accountabilities to Outcome 6

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 work with stakeholders to define clear roles and responsibilities when creating formal partnerships with community groups
- Entities understand the role and responsibilities of the community in maintaining effective disaster management

Entities have been authorised to carry out their delegated responsibilities
- Entities provide the community with information about how to deal with the impact of disaster events in line with their responsibilities as authorised in the *Queensland State Disaster Management Plan*
- Entities authorise personnel to conduct engagement activities in partnership with community leaders

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised
- Entities give personnel approval to provide support to the community to develop disaster management capabilities
- Entities enable the community to act on their own behalf, through understanding the role and authority of community leaders and members as outlined in the Australian Institute for Disaster Resilience's *Community Engagement for Disaster Resilience Handbook*

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions
- Entities monitor their community engagement strategies to ensure they meet community information needs
- Entities include community feedback as an evaluation tool when monitoring engagement activity outcomes

Queensland
Government

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

- Entities record the decisions made around how they use information gained from the community to ensure that Queensland right to information and privacy legislation is adhered to
- Entities monitor the decisions made around the ways that information is provided to the community about the support available to them, to see whether that impacts on the amount of support being accessed

Doctrine

Roles and responsibilities are based on relevant doctrine

- The roles community members can play in disaster management and how entities work with them is based on doctrine, for example ways of working with spontaneous volunteers are based on the Australian Institute for Disaster Resilience's *Communities Responding to Disasters: Planning for Spontaneous Volunteers Handbook*
- The disaster management plan provides information to the community on disaster management roles and responsibilities and acknowledges the role of the community

The action or activity is based on relevant doctrine

- Entities base their community engagement activities on doctrine such as the Australian Institute for Disaster Resilience's *National Community Engagement for Disaster Resilience Handbook*
- Entities use doctrine such as the *People with vulnerabilities in disasters framework* to help to identify communities who may be more susceptible to impacts from an event than others
- The way that entities use information gained through community engagement activities conforms to right to information and privacy legislative requirements

Doctrine is agreed and shared between entities

- The doctrine used by entities to determine ways of engaging with the community is available to the community
- Entities share their community engagement plan with other relevant entities, to ensure they are coordinated and that the community's needs are being met

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

- Entities tailor community messaging and education to the community that they are connecting with
- Entities consult with specialists and use the appropriate guiding doctrine to ensure that the language used is suitable for the engagement activity, for example school-based programs are linked to the national curriculum and contain age-appropriate content

People

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

- Entities engage local organisations to co-design community messaging, to establish and strengthen partnerships
- Entities use established local networks and industry contacts to establish and maintain new relationships with community organisations

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

- Entities document and provide the training required to provide communities the information they need to make informed choices about disaster management
- Individuals have the necessary skills and knowledge to enable understanding of cultural nuances, norms and complexities when communicating with the community

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

- Entities provide opportunities for personnel to learn more about the community's information and engagement needs
- Individuals are given the opportunity to develop new skills while performing activities related to community engagement

Upskilling and cross-training provide a reserve of personnel

- Entities train multiple personnel to perform each community engagement role, so that if the primary person responsible is not available there is someone else who can step in
- When individuals go on leave, their community engagement role is backfilled, upskilling others in the entity to perform it if needed

Enablers

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

- Entities provide information on local hazards to the community through various mediums, such as videos, written material and artwork, to overcome potential communication barriers
- Entities are aware of the most appropriate communication channels to reach their community, such as social media or radio
- Entities actively seek to identify and address technological barriers to engagement

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

- Entities have a disaster dashboard on their website that contains information about how to prevent, prepare for, respond to, and recover from the impact of disasters
- The community knows where to source localised information to prepare for future events
- Individuals know where to locate their entity's stakeholder engagement framework

Enablers meet the needs and requirements of all relevant entities

- Entities have the tools needed to effectively communicate with community members from diverse backgrounds, including those who are culturally and linguistically diverse
- Entities have the tools to define communities at risk of impact from an event, such as flood modelling showing which physical areas of the community may be impacted

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

- Entities use evidence-based research to measure the impact of the information that they distribute, and the engagement processes that they use, on community preparedness levels
- Entities use metrics on web traffic to test community reach for social media sites and to establish the performance requirements for warnings distributed through these channels

Alternatives or backups are in place

- Entities source suitable redundancies for communicating important information to their area which the community will also be familiar with, such as the potential use of satellite phones or available alternative technologies in remote communities
- Entities have different methods in place to warn the community if technology fails during an event, such as door knocking or an alert siren
- Entities have access to communication tools that they do not normally use, such as UHF and satellite phones, to manage technological redundancies during disasters

Continuous Improvement

An established lessons management process is being undertaken

- Entities incorporate observations made through community engagement into their lesson management process to enrich insights and lessons identified

- Entities have an internal lessons management process which includes lessons about the community's actions

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

- Entities understand, or have arranged to acquire, training in the principles of adult learning and information retention
- Entities conduct regular needs assessments of employee training requirements in stakeholder engagement capabilities

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

- Entities include community members in relevant disaster management exercises to test community preparedness campaign penetration and comprehension
- Entities are aware of a variety of ways to measure community preparedness to ensure engagement activities meet outcomes and community needs
- Entities include the testing of community warning systems in inter-agency exercises
- Entities incorporate adult learning principles in their community engagement activities and test their effectiveness

Insights are included in a lessons management process

- Entities develop insights from observations and feedback received through community engagement activities
- Entities have processes to measure community awareness and develop observations and insights into lessons identified to improve future community preparedness campaigns

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

- Entities share lessons identified regarding community engagement activities and community preparedness with other entities on their disaster management group
- Entities incorporate lessons identified when co-designing community engagement activities

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

- Entities take an adaptive and flexible approach to community engagement, so that they can incorporate lessons identified during engagement activities and improve processes as needed
- Entities make improvements to the processes used to seek feedback from the community about disaster management practices, based on the insights gained while seeking that feedback

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