

Getting to know the Standard for Disaster Management in Queensland Info Sheet: Accountabilities of Outcome 7

A17

Capability integration

Capability integration involves entities building their capabilities together in a way that complements existing capability within the community. Capability integration is dependent on a shared understanding of the goals that guide the sector, and the ability to share and manage resources appropriately.

Outcome 7: Resources are prioritised and shared with those who need them, when they need them

This is about resource and information management: how entities understand and manage their own and each other's requirements, how these needs are coordinated and made available, and how sensitive data is kept secure.

Examples of applying the Accountabilities to Outcome 7

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

Governance

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

- Entities know their role around how information and intelligence products are sourced and managed, and what responsibilities they have
- Entities have identified their roles and responsibilities in terms of resource management, and have documented them in internal plans and procedures

Entities have been authorised to carry out their delegated responsibilities

- Entities have the correct authority to obtain and manage data and information, such as being authorised to request certain information under legislation
- Individuals are delegated responsibility to manage certain resources by those with the authority to do so, such as an authorised officer

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

- Entities know where their authority to make and approve decisions about management of shared resources comes from
- Entities understand the structures in place to authorise decisions about the collection and storage of sensitive data

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

- Entities have a process in place for monitoring and reporting on the management of physical resources, such as plant and equipment
- There is a process in place that allows entities to report on the way they use information and intelligence products

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

- Entities record decisions made about the allocation of resources including the length of time allocated and who they are allocated to, using resource management software, a spreadsheet, or other methods
- Entities record decisions made about the sharing of intelligence products with other entities and the outcomes of those decisions, including what the data is used for, if known

Doctrine

Roles and responsibilities are based on relevant doctrine

- Roles and responsibilities in relation to the development of intelligence products is based on relevant doctrine such as the [Queensland State Disaster Management Plan](#)
- Entities' roles in managing and sharing resources are based on relevant doctrine such as the disaster management plan

The action or activity is based on relevant doctrine

- The way that entities handle information is based on doctrine, for example it handles sensitive information in accordance with the [Information Privacy Act 2009](#)
- The way that entities manage and prioritise resources is based on doctrine such as approved internal policies or procedures

Doctrine is agreed and shared between entities

- The doctrine that entities follow when deciding how to handle and share information is agreed between entities, for example entities in the disaster management sector in Queensland all abide by the confidentiality restrictions set out in the [Disaster Management Act 2003](#)
- Entities identify the security classification level of information they handle, and make sure that other entities who have access to that information are aware of its classification and what that means, in alignment with the Queensland Government Enterprise Architecture's [Information classification framework definitions](#)

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

- Entities use language that is consistent with doctrine, such as the distinction between information, data and intelligence described by the definition for intelligence contained in the Australian Institute for Disaster Resilience's [Australian Disaster Resilience Glossary](#)
- Entities use common language when communicating with other entities about the sharing of resources, such as using widely known terminology rather than industry-specific jargon

People

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

- Entities build positive, trusting relationships with other entities that enable the sharing of data and information
- Entities build and maintain relationships with others that help them to understand the capability limits of each other's resources, and the situations when resources may need to be shared

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

- Entities have identified and documented the training requirements that individuals must meet prior to handling sensitive information
- Individuals have completed the necessary training prior to using their entity's resource management system

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

- Entities provide opportunities for others to learn more about their information requirements during certain situations and events, including the kind of data that might need to be captured, and why
- Individuals are shown how to access and use their entity's disaster management resources by someone else who has done it before

Upskilling and cross-training provide a reserve of personnel

- Entities train more than one individual on how to verify the intelligence products that other entities share with them, so that if the person who is primarily responsible for this task is not available, someone else will be able to fill in
- Individuals are trained on how to manage resources where it is not their usual designated role, allowing them to be a backup for others

Enablers

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

- Entities have the tools needed to manage resources, such as having a system, process or software in place for this purpose
- Entities have the tools needed to securely store sensitive data, such as specialist software

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

- The resources needed to perform a resource management role, such as the procedures to follow, are accessible to individuals performing the role
- The places that entities source information from are accessible, for example it has purchased subscriptions to online news accounts that give it full access to news articles

Enablers meet the needs and requirements of all relevant entities

- The tools that entities have in place for coordinating resources with other entities meet their needs, for example entities put categories in place in their resource management system that allow other entities' resources to be allocated
- Entities have tools that enable them to securely share data in a format that other entities can access

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

- Entities set minimum requirements for the systems they store information and records in, such as the need to meet the requirements of the [Public Records Act 2002](#), and they are being met
- The physical equipment needed to access and allocate resources meets minimum performance requirements, for example the computer individuals need to use works and has access to the resource management system

Alternatives or backups are in place

- If entities are not able to borrow equipment from another entity under an existing resource-sharing arrangement because it is already in use, a list of alternative suppliers is in place
- Entities can access information through other methods if the normal channel cannot provide it, for example a dataset may not be publicly available through a web search, but it might be available through an online portal

Continuous Improvement

An established lessons management process is being undertaken

- Entities include information about the way resources are prioritised in an established lessons management process
- Entities include a category for lessons about sharing information with other entities in the lessons management process

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

- Entities identify and document the capabilities needed to provide relevant information to other entities, and the training that facilitates those capabilities
- Individuals know what they need to be capable of doing in order to effectively perform a resource management role, and what training they could access to build those capabilities

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

- Entities perform tests on their information management system to ensure that it meets security requirements, and evaluate the results
- Entities participate in exercises that include and consider the resources they have access to, and what the capability limits are

Insights are included in a lessons management process

- Entities include observations and develop insights about their information requirements, and include them in the lessons management process
- Entities use the lessons management process to develop insights about the resources needed and their capability limits

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

- Entities share the lessons identified about their intelligence needs with other entities
- Entities discuss the lessons identified about resource sharing arrangements with other entities that form part of those arrangements

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

- Entities adapt the processes used to coordinate and allocate resources based on the insights gained during exercises and the potential improvements identified during debriefs
- Entities change the way they handle information based on experience gained during operational activity, for example they add a new categorisation or tag for incoming information when it is identified that this would be useful

Contact

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