Getting to know the Standard for Disaster Management in Queensland
Info Sheet: Indicators of Outcome 8

II8

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 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

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

Entities

Entities consider the community's capability and capacity to manage their own risks

- Entities consider whether landholders in remote areas might have supplies that will enable them to withstand being isolated by an event for a period
- Entities consider the percentage of the community that has purchased home and contents insurance that includes coverage for disaster events

Entities work together to build capability and capacity

- Entities are involved in multi-agency committees and groups that help them to better understand each other's practices and learn how best to work together
- Local governments participate in the Disaster Management Officer's Network to collaboratively develop skills and share what works for them

Entities have and maintain agreements for the provision and delivery of services and resources

- Local governments have agreements in place with the Australian Red Cross to manage evacuation centres
- Entities have agreements in place with local suppliers for the provision of equipment, food and other resources during and after events

Entities have agreements with others for access to systems, documents and resources

- Entities have agreements in place confirming the resources that will be shared with other entities and how they will be accessed
- Entities establish agreements with other entities to give liaison officers access to disaster management systems and information during events

Entities develop and implement coordinated strategies

- Different entities that are members of area fire management groups coordinate their land management strategies
- District disaster coordinators ensure that the strategies and plans of local disaster management groups within their districts are coordinated and work well together

Training and exercising programs

Training and exercising programs are determined by needs, roles and responsibilities

- Entities with a public information role conduct internal training in their communications practices and systems
- Each of the members on disaster management groups at the local, district and state level receive the mandatory training required under the *Queensland Disaster Management Training Framework*

Training and exercising programs are informed by evidence, risk and doctrine

- Entities develop exercises that are informed by the hazards and associated risks identified in the risk assessment
- The training programs developed by entities meet the training requirements identified in relevant doctrine

Training and exercising programs are developed in collaboration with relevant entities

- Disaster management groups develop their exercising programs collaboratively with the member agencies on that group, and other entities that might be invited to participate
- The entities that work together in a disaster coordination centre collaboratively develop training for their different roles, to align with and gain familiarity with, each other's practices

Training and exercising programs are coordinated across and involve all relevant entities

- Entities conduct exercises that include the entities that would be involved in a real event
- Entities train alongside and together with other entities with similar roles
- Formalised training is provided consistently to different entities within the same disaster management system, with tailored content provided where required

Training and exercising programs are developed and conducted by the appropriate entities

- Modules under the *Queensland Disaster Management Training Framework* are trained by appropriately skilled and authorised individuals, such as Queensland Fire and Emergency Services' Emergency Management Coordinators

Training and exercising programs are consistent with recognised methodology

- Entities use a recognised methodology to develop and run exercises such as that described in the Australian Institute for Disaster Resilience's *Managing Exercises Handbook*

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Understanding the Standard for Disaster Management in Queensland
Prompt Sheet: Indicators of Outcome 8

IP8

Capability integration
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Outcome 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

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.

Entities
Entities consider the community's capability and capacity to manage their own risks
- Has your entity engaged with the community to determine their capability and capacity to manage their own risks?
- How does your entity consider the community's capability and capacity to manage their own risks when conducting disaster management activities?

Entities work together to build capability and capacity
- How does your entity work together with other entities to build capability and capacity?

Entities have and maintain agreements for the provision and delivery of services and resources
- Does your entity have agreements in place for the provision and delivery of services and resources that may be needed for disaster management?
- How does your entity ensure that these agreements are maintained?

Entities have agreements with others for access to systems, documents and resources
- Does your entity have agreements in place with other entities for access to systems, documents and resources that may be needed for disaster management?

Entities develop and implement coordinated strategies
- Has your entity developed and implemented disaster management strategies that coordinate with other entities' strategies?
- How does your entity ensure that its strategies are coordinated with other entities?

Training and exercising programs
Training and exercising programs are determined by needs, roles and responsibilities
- Which training and exercising programs will cater to your entity's needs, roles and responsibilities?
- What content, skills and information do training and exercising programs need to contain, to cater to your entity's needs, roles and responsibilities?

Training and exercising programs are informed by evidence, risk and doctrine

- Are the training and exercising programs that your entity participates in informed by evidence, risk and doctrine?
- How do evidence, risk and doctrine influence the content, skills and information delivered in training and exercising programs?

Training and exercising programs are developed in collaboration with relevant entities

- Which other entities does your entity perform certain disaster management activities with?
- Has your entity developed training and exercising programs that develop the capabilities and capacity needed to perform these activities in collaboration with the relevant entities?

Training and exercising programs are coordinated across and involve all relevant entities

- Are training and exercising programs coordinated across all relevant entities? Do they teach skills and knowledge in a consistent way to all entities?
- Do training and exercising programs involve all relevant entities?

Training and exercising programs are developed and conducted by the appropriate entities

- Are training and exercising programs developed by the appropriate entities?
- Are training and exercising programs conducted and delivered by the appropriate entities?

Training and exercising programs are consistent with recognised methodology

- Are your entity's training and exercising programs developed and delivered in a way that is consistent with a recognised methodology?

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Understanding the Standard for Disaster Management in Queensland
Prompt Sheet: Accountabilities of Outcome 8

AP8

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 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community

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 role or responsibility to work together with other entities to build complementary capabilities and shared capacity?
- 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 building complementary capabilities and shared capacity with other entities 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 when working together with other entities to build complementary capabilities and shared capacity, 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 decisions made about the ways that entities work together to build complementary capabilities and shared capacity?
- What arrangements or processes are in place for monitoring the outcomes of decisions made about building complementary capabilities and shared capacity between entities?

Decisions are recorded as they are made, and their implementation is monitored
- Where are decisions about building complementary capabilities and shared capacity recorded? Are these decisions recorded as they are made?
- How are decisions about building complementary capabilities and shared capacity 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 around building complementary capabilities and shared capacity together with other entities based on?

The action or activity is based on relevant doctrine

- Which doctrine is the way that your entity builds complementary capabilities and shared capacity with other entities based on?

Doctrine is agreed and shared between entities

- Is the doctrine that informs the way that your entity builds complementary capabilities and shared capacity agreed and shared between entities?

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

- Is common language used when building complementary capabilities and shared capacity together with other entities?
- Is the language and terminology used when building complementary capabilities and shared capacity together with other entities 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 complementary capabilities and shared capacity with your entity been contacted?
- Have you developed a professional (and/or personal) relationship with the other entities/people that your entity works with to develop complementary capabilities and shared capacity?

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

- Have the training needs related to building complementary capabilities and shared capacity together with other entities been identified and documented?
- Have the people identified to develop the skills needed to build complementary capabilities and shared capacity with other entities successfully completed the necessary training?

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

- Are other personnel in your entity given opportunities to work together with other entities to build complementary capabilities and shared capacity, where they haven't been before?
- Have additional personnel been trained on how to build complementary capabilities and shared capacity with other entities, 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 about the complementary capabilities and shared capacity that your entity shares with other entities?

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 complementary capabilities and shared capacity together with other entities?
- Are there processes and procedures in place for the equipment that your entity uses when developing complementary capabilities and shared capacity with other entities, and are they being followed?

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

- Do the people in your entity who are involved in building complementary capabilities and shared capacity with other entities have access to the enabling equipment that allows them to do so?

Enablers meet the needs and requirements of all relevant entities

- Do the enablers that your entity has in place to assist with developing complementary capabilities and shared capacity with other entities 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 uses when building complementary capabilities and shared capacity between other entities 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 build complementary capabilities and shared capacity with other entities if the primary enablers fail or are not available?
- Are complementary capabilities and shared capacity able to be developed 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 complementary capabilities and shared capacity that it has built together with other entities?

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 work together with other entities to build complementary capabilities and shared capacity for disaster management? 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 develops complementary capabilities and shared capacity together with other entities? Are they included in exercising?

Insights are included in a lessons management process

- Does your entity include insights about the way that complementary capabilities and shared capacity are developed together with other entities 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 building complementary capabilities and shared capacity 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 develops complementary capabilities and shared capacity with other entities based on insights gained through testing, exercises and operational activity?

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AI8

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 8: Entities develop integrated capabilities and shared capacity to reduce the impact of disasters on the community
This is about entities building complementary capabilities: how entities work together to understand and coordinate capability and capacity, and how training and exercising programs are collaboratively developed and implemented to promote consistent understanding in the sector.

Examples of applying the Accountabilities to Outcome 8
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 agreements such as Memorandums of Understanding in place with other entities to establish the way they will share resources during an event
- The role of entities in developing exercises has been identified and documented, for example it is noted in the disaster management group meeting minutes that they have been delegated responsibility to lead development of the annual exercise

Entities have been authorised to carry out their delegated responsibilities
- Entities authorise their personnel to work with other entities to coordinate their disaster management training programs
- The *Disaster Management Regulation 2014* provides the basis for entities to be represented on disaster management groups

The authorising environment for decisions and approvals has been identified and agreed to, and is being utilised
- Entities have identified who has the authority to make and approve decisions about giving other entities access to their internal systems
- Entities work within the authorising environment that exists for the provision of services and resources during an event, such as the Request for Assistance process identified in the *Queensland Prevention, Preparedness, Response and Recovery Disaster Management Guideline*

Arrangements are in place for reporting on and monitoring the outcomes of decisions and actions
- Entities have arrangements in place to regularly report on their Training Needs Analysis and update it when training is undertaken to ensure that their workforce is appropriately trained
- Entities have arrangements in place for reporting on the outcomes of exercises, such as the requirement to fill out a participant feedback report to help to evaluate the success of the exercise

Queensland
Government

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

- Entities document the decisions made with other entities to grant access to each other's systems or resources, such as keeping copies of formal letters and emails that confirm the access arrangements in place, and monitor how frequently these arrangements are enacted
- The decision for entities to develop and deliver cross-agency training is documented, and whether this results in improved understanding of other entities' capabilities and roles is monitored

Doctrine

Roles and responsibilities are based on relevant doctrine

- The role of entities to develop a training program is based on relevant doctrine, such as the requirement to ensure that disaster management practitioners are properly trained under the *Disaster Management Act 2003*
- The responsibility for entities to ensure that individuals have the training needed to fulfil their disaster management roles is based on relevant doctrine, such as internal policies

The action or activity is based on relevant doctrine

- Entities base their exercise program on relevant doctrine, such as the Terms of Reference of their disaster management group
- The required training that entities include in their Training Needs Analysis is based on doctrine, such as the modules in the *Queensland Disaster Management Training Framework* that are mandatory or needs-based for certain roles
- Entities develop exercises in line with national guidelines for exercise management, such as the Australian Institute for Disaster Resilience's *Managing Exercises Handbook*

Doctrine is agreed and shared between entities

- Entities share the doctrine their disaster management strategy is based on with other entities when working together to develop coordinated strategies
- The doctrine that gives entities the responsibility to provide training to other entities is widely known, such as the *Disaster Management Act 2003*

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

- Entities use common language and reference source documents such as the *Queensland Disaster Management Lexicon* for specific terminology when developing exercises
- Entities include definitions of specific or uncommon terms used during an event in any training packages that they develop for that kind of event

People

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

- Entities develop positive relationships with individuals both internally and from other entities that enable the building of shared capability
- Entities maintain a network of trusted contacts from within the disaster management sector that makes it easier to give and gain access to each other's resources through formal and informal agreements

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

- Entities document the training needed to perform certain roles during an event, and invite relevant stakeholders and community members to attend training courses
- Entities ensure that their personnel's training is up to date by ensuring refresher courses are taken as prescribed by the *Queensland Disaster Management Training Framework*

Opportunities are provided for on-the-job training and development
- Entities give personnel involved in creating policy and procedures the opportunity to be involved in exercising and training development for those documents
- Entities give personnel the opportunity to develop new skills and further understanding of other entities' roles, by partnering them with individuals from other entities during inter-agency exercises

Upskilling and cross-training provide a reserve of personnel
- Entities provide relevant emergency management training, such as psychological first aid courses, to community members who provide volunteer assistance during events
- Entities provide pre-season training and resources to remote communities, so that if the area becomes inaccessible to practitioners, there are others located there who can fill their roles

Enablers

Enablers are in place, are fit for purpose, and are being used in line with agreed protocols
- Entities have a learning management system, or access to a learning management system, for the delivery of online training
- Entities have tools such as template agreements that can be used as a basis to establish service delivery agreements with other entities
- Entities have the tools needed to deliver training and exercises, such as training resources and trainer notes

Enablers are accessible to the relevant entities, including the community if necessary
- Entities make training for relevant technologies accessible to other entities by including them in formal training opportunities and providing them with the logins needed to fully participate
- Entities have access to the resources needed to develop inter-agency exercises, such as a bookable room with a projector so that multiple people from different entities can view the same screen when working together

Enablers meet the needs and requirements of all relevant entities
- Inter-agency training programs contain training courses and modules that are relevant to the entities involved, and are delivered in a way that enables them all to participate
- The tools entities use to ensure service agreements with other entities are maintained, such as calendar reminders that include sufficient lead time to renew the agreement, meet their needs

Benchmarks for the performance of enablers have been established and are being met
- The physical tools and equipment used by entities during exercises meet minimum performance requirements set for them by the entity
- The tools used by entities to develop coordinated strategies with other entities work the way that they need to, for example their computer works and can open and edit the file types being used

Alternatives or backups are in place
- If entities are not able to attend face-to-face training, they can be granted access to online training modules through a learning management system
- Entities have backup resources in place if the primary resource being used during an exercise is not available, such as having an additional room booked if the primary location for a desktop exercise is not available on the day

Continuous Improvement

An established lessons management process is being undertaken
- Entities have a lessons management process in place which includes information about the training program

- Entities include information about the agreements in place with other entities in their lessons management program

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

- Entities know which capabilities are needed in order to develop and deliver exercises, and which training is needed to build them, such as the relevant modules in the *Queensland Disaster Management Training Framework*
- Entities know which capabilities they need in order to enter into agreements with other entities, and what the training needs are for those capabilities, for example when formal agreements need to be legally binding entities may engage assistance from a trained legal practitioner

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

- Entities vary the method of exercising when delivering on their exercising program, by using a combination of desktop, field and functional exercises, and involving a variety of entities depending on and suitable to the scenario
- Entities test the way they work together with other entities, including new skills developed to meet an identified need, to determine whether their capabilities are integrated

Insights are included in a lessons management process

- Entities make observations and develop insights about the success of joint exercises in their lessons management program
- Entities develop insights from observations that are included in their lessons management program about the kinds of cross-agency agreements that have proven beneficial

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

- Entities share the lessons identified about the potential to build shared capacity with the other entities that could help to build it
- Entities share lessons identified about how to successfully develop a collaborative exercise with other entities, with other individuals who might try to do the same thing

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

- Entities make improvements to their training program to fill gaps that have been identified in both internal and cross-agency capability
- Entities suggest changes to the agreements they have in place with other entities for the provision of services and resources based on different needs identified during operations

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