

To: Doug Savage (Local Controller, Calliope, Gladstone Regional),

You have been identified as a State Emergency Service Local Controller. As such, the Commission is interested in finding out from you more about the nature, role and funding of SES units in Queensland. We are particularly interested in knowing how your SES unit and its various groups operate, and how operations were undertaken during the 2010/2011 floods. This will help us to understand better the arrangements for running the SES in Queensland.

We would appreciate your taking the time to answer the following questions. This should take about 15 minutes. Upon completion, please forward the questionnaire by mail to: Queensland Floods Commission of Inquiry, GPO Box 178, Brisbane QLD 4001; or by way of email to [info@floodcommission.qld.gov.au](mailto:info@floodcommission.qld.gov.au) by **Friday, 14 October 2011**. If you are legally represented, you should forward it to the Commission through your legal representative.

Alternatively, if you do not wish to provide a written response to the Commission, we can arrange to have a Commission investigator ask you these questions over the phone. If you would prefer to respond in this way, please contact Conor McGarrity on (07) [REDACTED] or [REDACTED]

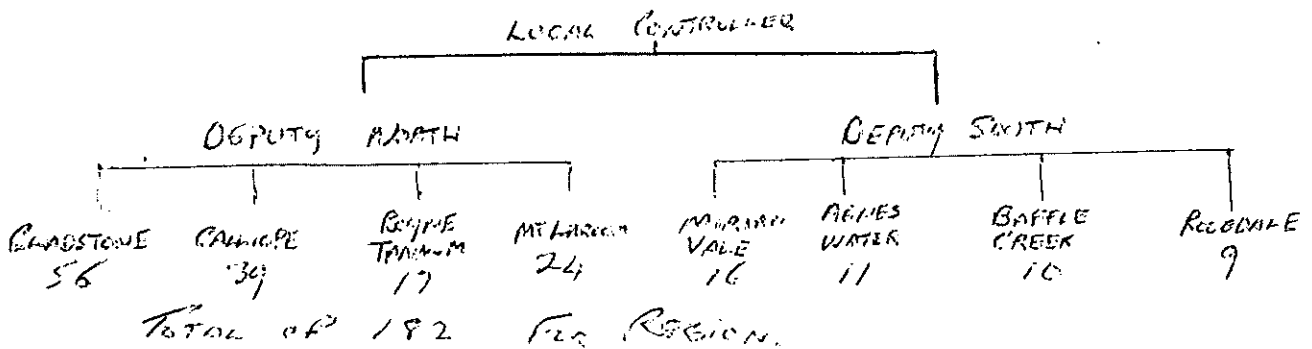
The information you provide may be used in the preparation of the Commission's final report, which will be published in February 2012.

## Questionnaire for SES Local Controllers

The following questionnaire is split into six sections. Each section contains a number of questions asking you to describe the nature of your SES unit/groups, and also the nature of response operations conducted by your SES unit/groups during the 2010/2011 floods. Please complete the questionnaire and return it to the Commission by Friday, 14 October 2011.

### 1. Structure of SES units

1.1 Please describe the structure of your unit, including the number and location of any constituent groups and the number of members in each group.



1.2 Please indicate whether any members of your unit are employed on a paid, full-time basis. If so, how many are employed on this basis and what positions do they fill?

NO PAID FULL TIME EMPLOYEES

Structure of SES units

1.3 Do you believe there is a need for SES members (including Local Controllers) to be employed on a paid, full-time basis? Please explain why or why not, including whether there are other ways in which SES members could be rewarded for their time.

NO. THE STATE EMERGENCY SERVICE IS A VOLUNTEER ORGANISATION AND ITS EXECUTIVE MEMBERS SHOULD BE VOLUNTEERS ALSO. PAYING MEMBERS DESTROYS THE VOLUNTEER ETHIC AND INTRODUCES ANOTHER PROBLEM OF WHO THE PAID MEMBER REPORTS TO AND CRIES INTO QUESTION THEIR DECISIONS IF CONFLICT ARISES.

1.4 If there is more than one Local Controller in your local government area, what effect does this have on operations?

THERE IS ONLY ONE LOCAL CONTROLLER IN THE GLADSTONE REGION.

## 2. Readiness for the 2010/2011 floods

We would like to know whether you feel that your unit was adequately prepared to cope with the demands of the 2010/2011 floods. Please provide a brief explanation in response to the following questions.

2.1 Did your unit have enough training to prepare it for the 2010/2011 floods?

YES THIS REGION HAS A LONG ESTABLISHED SES WITH LONG SERVING MEMBERS WITH ADEQUATE TRAINING.

2.2 Did your unit have enough volunteers to cope with demand?

YES. NUMBERS WERE TIGHT AS DEPLOYMENTS TO OTHER AREAS REQUIRED AVAILABLE STAFF BUT WE STILL HAD SUFFICIENT TO COPE.

2.3 Did your unit have enough equipment and resources?

YES

2.4 Overall, do you think your unit was adequately prepared to respond to the 2010/2011 floods?

YES. SUFFICIENT WARNING PREPARING AND PREPOSITIONING OF EQUIPMENT ALLOWED FOR AN ADEQUATE RESPONSE

### 3. Operations during the 2010/2011 floods

3.1 Please describe the activities undertaken by your unit and/or its groups during the 2010/2011 floods (e.g. Requests for Assistance, rescues, evacuations).

1. RFA'S TO ISOLATED PROPERTIES
2. RESCUE OF STANDED TOURISTS AND PEOPLE STUCK IN FLOODWATER OR BETWEEN FLOODED CREEKS.
3. RESUPPLY OF FOOD AND MEDICAL SUPPLIES TO ISOLATED AREAS.
4. WATER SEARCH FOR DOWNING VICTIM "BOYNE RIVER MOUTH"
5. DEPLOYMENT OF FLOODBOAT CREWS AND VESSELS TO ROCKHAMPTON TO ASSIST IN FLOOD OPERATIONS.
6. DEPLOYMENT OF GENERAL CREWS TO ROCKHAMPTON TO ASSIST IN FLOOD OPERATIONS
7. SUPPORT LOCAL RESIDENTS WITH SANDBAGGING, ETC TO ASSIST WITH MANAGEMENT OF SURFACE WATER RUNOFF
8. POSITIONING SANDBAGS TO INLAND TOWNS PRIOR TO FLOOD EVENT.
9. GENERAL ASSISTS TO POLICE ~~AT~~ ROADBLOCKS AND ASSIST WITH RECOVERIES OF VEHICLES FROM FLOODED CREEKS.
10. ASSIST COMMUNITY WITH NUMEROUS REQUESTS TO REDUCE WATER PROBLEMS. ASSESSING ROOFS ETC.
11. DEPLOYMENTS TO TOWNSVILLE REGION TO ASSIST AFTER "YASI"

#### 4. Command and control

4.1 Generally speaking, please describe your responsibilities as Local Controller during disaster response operations.

WORK AS PART OF A COORDINATED GROUP "LDMG" TO MANAGE S.E.S. RESPONSE TO DISASTER OPERATIONS

4.2 As a Local Controller, who do you report to during disaster response

operations? IN THIS REGION ALL SERVICES AND COUNCILS WORK AS A PART OF THE LDMG AND REPORT TO THE LDMG ON OPERATIONAL MATTERS.

4.3 Where does your SES unit receive Requests for Assistance from?

VARIOUS SOURCES REQUESTS RECEIVED FROM S.M.A.T. SERVICE BLD., R.F.A., THE LOCAL PUBLIC, PHONE, OTHER SERVICES, 99 POLICE & FIRE

4.4 What is the process of tasking SES members when Requests for Assistance

are received by your unit? R.F.A.'S ARE EVALUATED AND PRIORITISED PRIOR TO TASKING AND ENTERED INTO DATABASE. TASKING TO TEAMS CAN BE BY VARIOUS METHODS FROM MANUALLY HANDLED TO TEAM RADIO, PHONE. ALL TASKS ARE RECORDED ON R.F.A. DOCKETS. UNFINISHED TASKS ARE CREATED IN DATABASE "R.F.A."

4.5 During the 2010/2011 floods, did your unit receive any competing Requests for Assistance? If so, how were these managed or prioritised?

NO

Command and control

4.6 During the 2010/2011 floods, did your unit receive any Requests for Assistance that it was unable to respond to? If so, how were these requests managed?

NO SOME REQUESTS TOOK LONGER BECAUSE OF ISOLATION, AND COMMS FAILURES BUT WERE RESOLVED WITH THE USE OF A HELICOPTER.

4.7 Were any members of your unit deployed to any other region during the 2010/2011 floods? If so, how was this managed?

YES TEAMS WERE DEPLOYED TO ROCKHAMPTON OVER AN EXTENDED PERIOD FOR FLOOD OPERATIONS AND INNSVILLE AND NORTH QUEENSLAND FOLLOWING "VAST" EMQ REQUESTED TEAMS. L.C. AND GROUP LEADERS SELECTED TEAMS FOR DEPLOYMENT  
EMQ. ARRANGED TRANSPORT AND ACCOMMODATION.

4.8 During the 2010/2011 floods, what was the nature of your unit's contact and coordination (if any) with the following:

a) Local Disaster Coordinator

REGULAR CONTACT

b) Local Disaster Coordination Centre

REGULAR CONTACT + BRIEFINGS

c) Local Disaster Management Group

CONSTANT CONTACT. PART OF TERM.

Command and control

4.9 During the 2010/2011 floods, what was the nature of your unit's contact and coordination (if any) with the following:

a) District Disaster Coordinator

SEVERAL CONTACTS.

b) District Disaster Coordination Centre

PREPLANNING + BRIEFING MEETINGS  
REGULAR CONTACT.

c) District Disaster Management Group

REGULAR CONTACT THROUGH "LIDING"

4.10 During the 2010/2011 floods, what was the nature of your contact (if any) with Emergency Management Queensland's Area Directors and/or Regional Directors?

RECEIVED REQUESTS FOR DEPLOYMENT STAFF  
SOME PREPLANNING AND PREPOSITIONING OF EQUIP

4.11 During the 2010/2011 floods, what was the nature of your interactions (if any) with other emergency service organisations?

CLOSE WORKING RELATIONSHIP POLICE FIRE QAS.  
MILITARY OPERATIONS AND MULTISERVICE REQUIREMENTS



## Command and control

4.12 During the 2010/2011 floods, were the requirements or expectations of local disaster managers ever in conflict with those of Emergency Management Queensland? If so, how were these various demands resolved (if at all)?

THERE WERE NO CONFLICTS BETWEEN MYSELF AND EMQ. BECAUSE THEY ARE LITTLE OR NO INPUT TO THE SES RESPONSE IN THIS REGION. I CAN NOT SPEAK FOR OTHERS.

4.13 In your view, what is the role of Emergency Management Queensland's Area and Regional Directors during disasters?

1. TO PROVIDE ASSISTANCE WHEN REQUESTED
2. TO PROVIDE RELIABLE ADVICE WHEN REQUESTED
3. TO PROVIDE ACCESS TO STATE & FEDERAL RESOURCES WHEN REQUIRED. AND TO ASSIST WITH THE DEPLOYMENT OF OUTSIDE STAFF TO AN AREA.
4. TO PROVIDE A KNOWLEDGEABLE PERSON, NOT TO TRY A TAKEOVER.

## 5. Communications

5.1 What type/s of communication devices were available and/or used during the 2010/2011 floods?

VHF RADIO NETWORK. REPEATER BASED  
VHF RADIO NETWORK  
MOBILE + FIXED PHONES  
EMAIL + INTERNET.

5.2 Did any of the communication devices your unit used fail during the 2010/2011 floods? If so, please provide details.

MOBILE + FIXED PHONES FAILED DUE TO  
WASHED OUT OPTIC FIBRE CABLE.  
EMAIL WAS STILL AVAILABLE VIA SATELLITE.  
COMMS TO BUFFERS + RECORDS WERE CONDUCTED VIA  
EMAIL FOR SHORT PERIOD TILL THE FIBRE REPAIRED.

5.3 Generally speaking, are any of the communication methods your unit uses integrated or inter-operable with other emergency service organisations?

NO EXCEPT PHONE + EMAIL

## 6. Funding

6.1 Where does your unit receive funding from?

COUNCIL, STATE, FUNDRAISING & DONATIONS

6.2 Has your unit applied for additional funding from the State Government in the 2009/2010 or 2010/2011 financial years? If so, what was the funding program and did you find the application process easy/difficult?

SOME GROUPS HAVE APPLIED WITH SOME SUCCESS.  
THE FUNDING PROGRAM IS NOT KNOWN TO ME AT THIS TIME.

6.3 Do you have input into how the funding received by your unit is used?

YES IT IS AN REGGED PROCESS & AMOUNT  
WHICH IS ADMINISTERED BY COUNCIL & L.C.

6.4 In your view, is the total amount of funding currently received by your unit adequate? If not, please describe how your unit would benefit from additional funding.

IT IS ADEQUATE AND IS REVIEWABLE IF  
ADDITIONAL FUNDING IS REQUIRED. THERE ARE  
ALSO RESERVE FUNDS AVAILABLES FOR EMERGENCY  
SITUATIONS.

Funding

6.5 Do you think that the way in which funding is allocated and distributed to your unit is adequate? If not, how could this be improved?

YES IT IS ADEQUATE.

6.6 Does your unit undertake any additional fundraising activities? If so:

YES.

a) what types of fundraising activities does your unit undertake?

CARPARKING AT MAJOR COMMUNITY EVENTS  
DONATIONS FROM CORPORATE SECTOR ETC.  
FUNDRAISING EVENTS IN AID OF S.E.S.

b) approximately what percentage of your operating budget does this account for?

VARIABLES ACROSS GROUPS ON AVERAGE 10%.

c) does fundraising present any difficulties?

SOME GROUPS HAVE VERY LIMITED ACCESS TO  
FUNDRAISING WHILE OTHERS ARE QUITE SUCCESSFUL  
FUNDRAISING DOES PRESENT PROBLEMS FOR SIMPLER  
GROUPS

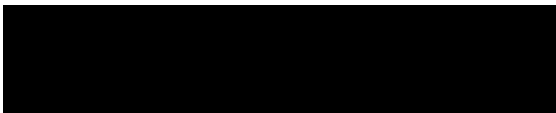
## 7. Other

7.1 Do you have any suggestions as to how the SES can attract and retain members, either for your particular unit or at a state-wide level?

1. INCREASE RECRUITING AFTER MAJOR EVENTS (STATE FUNDED) WHILE EVENTS ARE STILL FRESH IN THE MINDS OF POTENTIAL MEMBERS.
2. REDUCE THE AMOUNT OF BUREAUCRATIC MANAGEMENT AND PAPERWORK THAT IS REQUIRED TO BE DONE BY GROUPS AND MEMBERS BY EMQ. MOST MEMBERS COME FROM INDUSTRY AND HAVE ALL THE SAFETY TRAINING AND SKILLS ALREADY AT A HIGHER LEVEL THAN WE REQUIRE BUT THEY HAVE TO DO ALL THE BASICS AGAIN AND WASTE MONTHS FOR NO REAL GAIN. A LOT OF INEXPERIENCED MEMBERS WOULD HELP.

7.2 Please make any other comments you wish about SES operations generally and/or during the 2010/2011 floods.

MY PERSONAL IMPRESSIONS ARE AS FOLLOWS  
S.E.S. VOLUNTEERS DID A REMARKABLE JOB PROTECTING AND ASSISTING THEIR COMMUNITIES  
S.E.S. MEMBERS TEND TO MANAGE THESE EVENTS AND GENERALLY TAKE A DIM VIEW OF EMQ TAKING OVER AND THIS LEADS TO CONFLICT AND INEFFICIENCY.  
IN THE GLAUSTONE REGION EMQ HAD LITTLE OR NO INVOLVEMENT. THE LDMG AND S.E.S. HAD NO CONFLICTS

  
LOCAL CONTACT FOR GLAUSTONE

Thank you for taking the time to complete this questionnaire