

## STATEMENT OF WITNESS

**Prepared by:** Legal Services Unit

**Date:** 30/09/2011

**Name of Witness:** Bruce Thomas Grady

**Address of Witness:** Emergency Services Complex, Cnr Park and Kedron Park Road, Kedron

**Occupation:** Public Servant

**Position:** Assistant Director-General (Emergency Management Queensland)

I, Bruce Thomas Grady, Assistant Director-General (Emergency Management Queensland) for the Department of Community Safety state:

1. I have previously provided a statement to the Queensland Floods Commission of Inquiry dated 23 March 2011.
2. I provide this statement in response to the Commission's requirement to provide a further statement, dated 22 September 2011 (reference 1724836).
3. Given the nature of the information requested by the Commission, I have caused a search of the records held by the Department to be undertaken as well as the preparation and collation of a range of data including financial and statistical information. Unless otherwise stipulated, I rely on these records and this data in responding to the Commission's requirement.

### Background of the State Emergency Service:

4. The State Emergency Service (SES) is established under Part 6 of the *Disaster Management Act 2003* (DMA).
5. Section 82 of the DMA provides for the general functions of the SES which are:

*The functions of the SES are as follows—*

*(a) to perform rescue or similar operations in an emergency situation;*

*(b) to perform search operations in an emergency or similar situation;*

*(c) to perform other operations in an emergency situation*

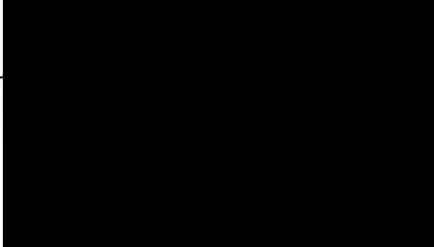
*to—*

*(i) help injured persons; or*

*(ii) protect persons or property from danger or*

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*potential danger associated with the emergency;*  
*(d) to perform other activities to help communities prepare for, respond to and recover from an event or a disaster;*  
*(e) to perform activities to raise the profile of the SES or raise funds to support the SES in the performance of its functions.*

6. These general functions have been further broken down into:
  - i) Operational response (including flood boat operations, resupply and road crash rescue); and
  - ii) Operational preparedness (including community education, training, exercises and recruitment.)
7. In accordance with section 87 of the DMA, the Chief Executive (or delegate) must approve (in consultation with local government) the specific functions that are appropriate for each individual SES unit. A list of specific functions is attached and marked "BTG-1".
8. Section 83 of the DMA provides for the responsibilities of the Chief Executive in relation to the SES. Members are appointed (by the Chief Executive or delegate) pursuant to section 84.
9. The SES is broken down into SES units in each local government area and further broken down into individual SES groups. SES units have a local controller nominated by the relevant local government and appointed by the Chief Executive (or delegate) pursuant to section 85 of the DMA.
10. The SES is a skills based organisation that is often required to work under difficult and challenging circumstances. SES groups are often faced with circumstances where danger is a consideration that must be confronted and assessed in determining how, or if at all, a task should be performed. It is vital that there is clear guidance and support, effective training, standards and a level of discipline in applying those standards.
11. Community expectations are that the SES will deliver an effective and efficient response and to achieve this there must standards for equipment, training, and a unified approach to doctrine.
12. In a major event there may be a requirement to deploy SES staff and for a local controller to manage a SES volunteer workforce that is significantly larger than the local unit (this may vary from a small deployment of 10 up to multiple deployments numbering several hundred personnel). It should not be an automatic expectation that all volunteer leaders have the skills to manage a workforce of this size. Events of this scale are usually managed by an Incident Management Team (IMT) and paragraphs 77 and 78 of this statement provide further information about IMT(s) and their operation.

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13. As a community based volunteer organization, it is not expected that the SES operate under strict command and control principles (i.e. similar to those in a permanently staffed, uniformed, emergency service organisation). However, the nature of many of the activities undertaken by the SES and the environment in which they occur, require the SES to have elements of the structure and disciplined approach of permanently staffed emergency service organisations.
14. While the DMA is not prescriptive in matters of structure or command it does require (at section 83) that the chief executive establish management and support services, and policies to help the SES perform its functions efficiently and effectively. The development of SES doctrine, including a rank structure, was undertaken to meet this requirement.
15. While organised into units and groups, the SES is established as a State Service. This means that it must be capable of bringing together personnel from different units and groups in times of major disaster events and they must be able to be managed as a single service and to efficiently and effectively respond to community needs during disaster events.
16. The DMA contemplates a collaborative arrangement between the State and Local government in relation to supporting the SES. Section 88A of the DMA refers to agreements between the Department and each local government to define responsibilities of each party in relation to the SES. As at 27 September 2011, five agreements have been executed with local governments. A copy of the draft Memorandum of Agreement (used to commence negotiations with each local government) is attached at marked "BTG-2".
17. EMQ plays a vital role in providing assistance, support and coordination to the SES by working with SES units to maximize preparedness and to provide operational support as required.
18. Despite the fact there may be individual criticisms and preferences as to how the SES could or should work, it is overall a remarkable organisation. It is filled with people whose only expectation is to serve their community and their State in times of need. The performance of the SES in major events such as Tropical Cyclone Larry, major flooding events, and the catastrophic flood and cyclone events of 2010-2011 continues to be outstanding.
19. Within this broad context it is accepted that there is always room for improvement (both individually and organisationally). There are lessons that need to be identified and learned and it is with this and an understanding of the inherent diversity of the SES in mind that the response to the requirements of the Commission of Inquiry are framed.

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**1. The total current number of SES units (and groups) in Queensland and the total number of active and inactive volunteers in each unit, including whether or not there are any local governments that do not have an established SES unit.**

**SES Units and Groups**

20. Each local government area in Queensland (with the exception of Mapoon Aboriginal Shire Council and Napranum Aboriginal Shire Council) has its own SES unit, making a total of 72 SES units throughout the State.
21. An SES unit may comprise of a number of individual SES groups, and there are a total of 338 individual SES groups operating throughout the State.
22. In addition to the two Aboriginal Councils referred to in paragraph 4 there are also 31 SES Groups that have been established that do not have any current members. The primary reasons are:
- Small resident population
  - Ageing population
  - Smaller resourced local government
  - Often little operational activity

It should be noted that many of these smaller areas may have a nearby functional SES unit that can provide service to those communities as required.

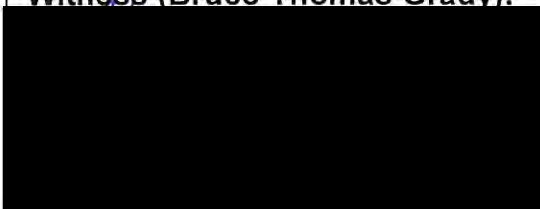
23. A list of the 31 groups is attached and marked “**BTG-3**”.

**SES Volunteers**

24. As at 31 August 2011, there were a total of 8558 SES volunteers, comprising of 7213 active volunteers and 1345 reserves.
25. A SES member is classified as a reserve member if they have not attended 75% of scheduled group/unit training sessions in a calendar year.
26. Local Controllers have a discretion to classify a member of the SES (who would otherwise be classified as a reserve member) as an active member if they are satisfied with their reasons for not being able to attend scheduled training. For example, because of work commitments.
27. This data (including a breakdown of SES Units, Groups and volunteer numbers) has been collated into a spreadsheet and is attached to this statement and marked “**BTG-4**”.

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**2. All available funding programs for the SES administered by the State government as well as other known sources of SES funding not provide by the State government**

28. There are a number of specific purpose funding programs provided by the state government to assist with the operation of the State Emergency Service, including:

- i) SES local government Subsidies;
- ii) SES Volunteer Executive Allowances;
- iii) SES Non-Recurrent Subsidy Program;
- iv) Additional funding programs not administered by the Department of Community Safety ("DCS").

29. A summary of each of these funding programs follows.

**i) SES Local government Subsidies**

30. Emergency Management Queensland ("EMQ") administers a state government subsidy program to assist local government with the cost of running local SES Units/Groups as part of their disaster management program for the community.

31. The criteria used to determine the amount payable for the subsidy funding is as follows:

- A base amount of \$3,000 (GST exclusive) is paid to each local government SES Unit operating within the local government area;
- local governments receive an extra \$100 (GST exclusive) for each additional active SES Group;
- local governments with a population in excess of 45,000 who have only one group attached to an SES Unit, receive an additional \$500 (GST exclusive) as compensation for the operation of a single, large unit; and
- local governments that have active Emergency Services (ES) Cadet Groups within their areas of responsibility receive an additional \$300 (GST exclusive) for each active Emergency Services Cadet Group.

32. The Annual local government subsidies process commences in July and is generally paid in the first week of December.

33. The total budget available is \$480,000 (excluding GST).

34. The total amount of grants approved by the Minister for the local governments in 2009-2010 was \$482,500 (excluding GST).

35. The total amount of grants approved by the Minister for the local governments in 2010-2011 was \$480,350 (excluding GST).

36. A spreadsheet providing details of grants (including a breakdown of payments to local governments and individual SES groups) is attached and marked "BTG-5".

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**ii) SES Volunteer Executive Allowances**

37. On 31 May 1984, Ministerial approval was obtained for the payment of an annual "Out of Pocket Allowance" (now known as "Volunteer Executive Allowance") to assist to offset expenses that might be incurred by Volunteer Executives whilst carrying out duties associated with SES activities.
38. On 21 October 2008 the Director-General, Department of Community Safety, approved to increase the amounts payable to SES Volunteer Executives each year in line with the current Consumer Price Index. The revised rates for 2010-11 are as follows:

	Local Controller	Deputy Controller	Group Leaders	Cadet Coordinators	Volunteer Executive Committee	Volunteer Executive Committee Chair
Current Rate	\$388.10	\$294.95	\$294.95	\$294.95	\$294.95	\$388.10

39. The SES Volunteer Executive Allowance claims process commences in July each year and allowances are generally paid in the first week of December.
40. The total budget available is \$145,000 (excluding GST).
41. The total amount of allowances approved to be paid to SES Volunteer Executives in 2009-2010 was \$134,637.40 (excluding GST).
42. The total amount of allowances approved to be paid to SES Volunteer Executives in 2010-2011 was \$135,929.60 (excluding GST).
43. A spreadsheet providing a break down of the allowances paid to SES Volunteer Executives is attached marked "BTG-6".

**iii) State Emergency Service (SES) Non-Recurrent Subsidy Program**

44. The aim of the SES Non-Recurrent Subsidy Program is to provide assistance to Local governments supporting the activities of the SES. All Queensland local governments are eligible to apply under the Program.

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**Eligible Projects under the Program**

45. SES Accommodation Subsidies:

- SES Accommodation Subsidies are provided to local governments to assist with the purchase, construction, extension or renovation of buildings; and/or acquisition of land to accommodate SES Units/Groups.
- The subsidy is available to fund up to 75 percent of the total project cost, to a maximum subsidy of \$50,000.

46. SES Motor Vehicle and Motor Vehicle Accessories Subsidies.

- SES Motor Vehicle and Motor Vehicle Accessories Subsidies are provided by the state government to assist local governments with the acquisition/replacement of suitable rescue vehicles.
  - o A subsidy is available on a matched 'dollar for dollar' basis to a maximum subsidy of \$15,000, to assist with the purchase of motor vehicles.
  - o A subsidy of up to \$3,800 is also available to assist with the purchase and fitting of vehicle accessories to assist with SES activities.
- SES vehicles and accessories under this program are purchased by local governments.

47. SES Office Equipment Subsidies.

- The SES Office Equipment subsidy is provided to assist with the provision of DVD players, televisions, computers, photocopiers, facsimiles and other office equipment required for the effective operation of an SES Unit/Group.
- Reimbursement to the value of 50 percent of the items cost is paid to the relevant SES Unit/Group, up to a maximum of \$500 for televisions, DVD players, photocopiers, facsimiles, general office equipment and satellite telephones, and up to a maximum of \$750 for computers and printers.

48. The Program opens in September each year and the Minister for Police, Corrective Services and Emergency Services writes to all local governments inviting applications. Applications close the following December and The State Assessment Committee appraise applications in February. Following Ministerial approval, the announcement of successful and unsuccessful applicants is usually made in April or May.

49. The total available budget for the SES Non-Recurrent Subsidy program is \$317,000 per annum and comprises: Accommodation \$132,000; Motor Vehicle and Accessories \$175,000 and Office Equipment - \$10,000.

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50. The total funding approved by the Minister for 2009-2010 was \$494,810.85, comprising of \$306,771.48 of program funding. EMQ looks for opportunities to redirect appropriate unexpended funding to the SES non-recurrent funding program to maximise support for volunteers. In 2008-2009 this equated to \$188,000, made up of \$172,039.37 in additional funding allocated to the program from EMQ's budget and \$16,000 surplus funds from 2008-2009.

51. The total funding approved by the Minister for 2010-2011 was \$1,038,324.54 comprising of \$303,843.62 in program funding and \$734,480.92 in unallocated Federal funding (resulting from the finalisation of a federal program) that was allocated to support SES funding applications.

52. A spreadsheet detailing all payments made under this program in both 2009/2010 and 2010/2011 is attached and marked "BTG-7".

### Additional Funding

53. In addition to funding provided by the State government through the above programs there are three additional sources of funds for the SES:

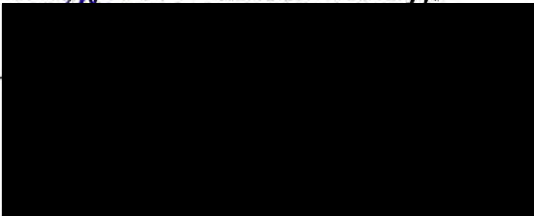
- i. **Direct funding provided by Local government:** EMQ has no detail on the quantum of funding provided in total or to individual units through this source.
- ii. **Sponsorship or Donations.** A sponsorship arrangement is in place with NRMA insurance which is commercial in confidence.

In addition a number of donations have been made to the SES through EMQ. Total donations expended for 2009-2010 were \$67,763; and for 2010-2011 \$266,056. Donated funds are applied to purchase additional SES equipment.

- iii. **Local Fund Raising.** Individual SES Units/Groups may be involved in local fund raising activities and section 82(e) of the DMA includes the raising of funds in the functions of the SES. EMQ has no direct oversight of fund raising activities undertaken by individual units or groups and no detail as to the quantum raised by local fund raising activity.

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**3. A breakdown (form, amount and purpose) of the State government's funding of SES units, as well as total expenditure, for the financial years 2009-10 and 2010-11.**

**Funding/Subsidies**

- 54. The State government does not directly fund SES units or groups and the programs referred to in question 2 provide funding to local governments for the use of SES units and groups.
- 55. The programs referred to in paragraphs 30 to 36 are provided annually to support the operations of all SES units and groups.
- 56. The SES Volunteer Executive Allowances referred to in paragraphs 37 to 42 are paid directly to SES volunteer executives.
- 57. The SES non-recurrent subsidy program is a competitive grants program where applications are assessed against criteria.

**Expenditure**

- 58. EMQ provides the SES with:
  - i) Supplies and services; and
  - ii) Staff dedicated to specifically supporting the SES.

Two tables detailing this expenditure for the 2009/2010 and 2010/2011 years are attached and marked "BTG-8".

- 59. In the 2010/2011 financial year actual expenditure was some 1 million dollars below budget. This was due to the extended run of natural disasters which caused much planned and budgeted activity to not be completed. Further, expenditure redirected to disaster response and recovery is recoverable through the Natural Disaster Relief and Recovery Arrangements (NDRRA), and is therefore not reflected in expenditure reported.
- 60. In addition, there is a number of EMQ staff who provide significant support and services to the SES as part of their regular duties. For example, I estimate that I would spend approximately one third of my time undertaking work relating to the SES. The cost should be taken into account when considering the total expenditure table above.

**4. How the funding allocation for the SES is determined for any given year, including the procedure for making an assessment of SES budgetary requirements.**

- 61. The operating budget for EMQ and consequently for the SES is fixed on a "no policy change" basis over a rolling four year forward estimate period.

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62. The annual Government budget cycle allows departments to submit proposals for service enhancements which are considered by the Cabinet Budget Review Committee (CBRC.) Approved service enhancements are one source of "new" money for the agency.
63. Other sources of "new" money for the agency may be as a result of changes in Government policy (for example Enterprise Bargaining increases for public service staff) or government funded election commitments for service improvements.
64. Thus, the budget provided for the SES will generally be static from one year to the next with adjustments to recognise any approved "new" money. EMQ administers workers' compensation and insurance for SES volunteers also pays the premiums (relevant to the SES) for the Queensland Government Insurance Fund. The proportion of the budget allocated to SES equipment and SES training is determined taking into account the following considerations:-

**SES Equipment**

To ensure SES groups are adequately equipped to perform their agreed functions, funding is allocated by taking into consideration:

- Analysis of stock condition;
- Geographical information, community risk profiles and population trends, including the location of other SES groups, current equipment and other emergency agencies with similar rescue functions;
- Operational statistics e.g. number and type of SES callouts;
- The training profile of members; and
- Information provided by key stakeholders i.e. EMQ staff, local government, direct input from SES groups.

**SES Training**

To ensure the SES is adequately trained to perform their function, funding is allocated by taking into consideration:

- The agreed functions for SES units and groups;
- The membership profile of the SES;
- Compliance with national training accreditation requirements; and
- Information provided by key stakeholders, including, EMQ staff, local government and direct input from SES groups.

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**5. As stated in the Government Response to the Commission's interim report, particulars about the further roll-out of the request for assistance operational tasking tool, the volunteer connectivity projects and the volunteers capability project.**

65. The Government Response to the Commission's Interim report provided for expenditure of \$4.5M over 5 years to:
- continue to roll out the request for assistance operational tasking tool;
  - establish a volunteer connectivity project; and
  - identify and develop technology support tools to support operations and management of SES groups and units.
66. The purpose of these initiatives is to improve efficiency, enhance the levels of contemporary technology available to support volunteers, and to develop (with volunteers) additional ICT tools to improve speed and effectiveness of response and reporting operational data.

**Requests for Assistance**

67. As provided for by Interim Report Recommendation 5.35, the priority element to be undertaken is a streamlining of the data from requests for assistance coming from the public to the SES line - 132 500.
68. DCS has been working with Smart Service Queensland (SSQ) to streamline data capture and processes for calls to 132500 and integrating this with the Software system to support SES tasking called *RFA Online*. This initiative will enable SSQ call takers to enter requests for assistance from the public directly into the RFA Online system. The RFA Online software (and amended scripts for SSQ staff in support the new processes) are scheduled to go live on Friday 30 September 2011.

**Volunteer Connectivity**

69. The Volunteer Connectivity initiative will provide business grade ICT connection and the provision of additional computers. This will make, for example, access to RFA Online available to all SES units and Groups so that data can be delivered directly to volunteers and tasks can be managed and data reported via the RFA Online software.
70. The Queensland government response to the interim report has provided 2.25 million over 5 years to this initiative.

**Volunteer Capability**

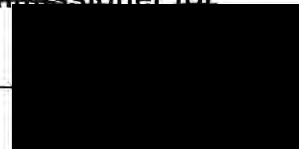
71. This program seeks to identify specific SES requirements and provide volunteers with access to software that will assist in reducing administrative burden and provide opportunities to enhance systems support to volunteers during operations. A Senior Program Officer has been appointed within EMQ to commence work on this initiative and will work closely with DCS Information and Communications Services, and the All-Hazards Information Management System (AHIMS) program. Volunteers will be closely consulted on this initiative.

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72. The Queensland government response to the interim report has provided 2.25 million over 5 years to this initiative.

**6. The role of EMQ officers in managing the tasking and deployment of SES members during a disaster and their role 'on the ground' during a disaster.**

73. It is necessary to clearly establish the meaning of tasking and deployment as they have a specific definition when they relate to an SES operational environment.

**Tasking**

74. In responding to the Commission's inquiries regarding tasking, I have answered the question on the basis that tasking refers to the allocation of requests for assistance to the SES and not the giving of directions to SES members. The role of EMQ officers in managing the tasking and deployment of SES members during a disaster and their role "on the ground" during a disaster is dealt with in detail in paragraphs 88 and 89 and questions 7 and 8 of this statement.

75. Requests for assistance may come in from the public, a Local government, Local and District Disaster Management Groups, the Queensland Police Service, or other emergency service organisations.

76. The decision to accept tasks is the responsibility of the Local Controller, and at all stages the Local Controller is responsible for the command and control of their members.

77. In a large and/or complex event, all SES tasks are likely to be managed through an SES Incident Management Team (IMT) under the management of an incident controller appointed for that particular incident. The role of the IMT is to establish communication channels with the sources of tasking, to record and prioritise all tasks, allocate tasks, plan for future requirements, arrange logistics and operations support, ensure records and reporting requirements are met.

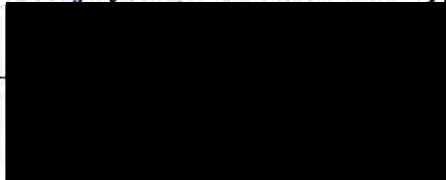
78. The incident controller may be a SES volunteer, EMQ staff member, or from another organisation (e.g. a member of the Queensland Fire and Rescue Service). An IMT may be operated by SES volunteers, EMQ staff, or staff from other agencies (and most likely a combination of all of these). Tasking is managed as a cooperative structure through established incident management principles. Acceptance of a task, or the approach to resolving individual tasks, is the responsibility of Volunteer executives and individual SES teams. Decisions are based on a risk assessment of the task and the relevant training and skills of team members.

79. A flow-charting illustrating the management of requests for assistance by the SES is attached "BTG-9"

80. The red arrows in this flow chart indicate areas where in my opinion improvements could be made in relation to communication regarding SES tasking and activities.

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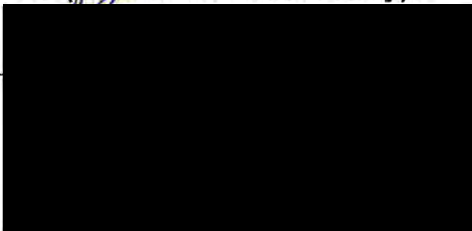
81. The red arrow marked "1" highlights a need for SES tasks to be reported to the local government and LDMG as they arise to provide situational awareness of the tasks arising in response to a disaster situation.
82. The red arrow marked "2" highlights that on occasion SES members or IMTs may communicate directly with EMQ to request significant further resources (e.g. deployed personnel) rather than communicating through the LDMG.
83. The red arrows marked "3" and "4" highlight the preferred information path, e.g. from the SES 'on the ground', through the LDMG who will consult with EMQ directly regarding any requests or requirements for significant additional resources or equipment. It is important that any changes to "2", "3" or "4" take account of urgency and the need for timely decisions in order to provide an effective response to the community.

**Deployment**

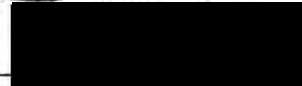
84. Deployment is defined as the movement of volunteers from their local government area to another area within Queensland, or another State or Territory. The Doctrine provided in answer to Requirement 11 provides an overview and description of roles and responsibilities for deployments.
85. Inter-regional deployments are coordinated by EMQ at a State Level and are managed at a regional level by the EMQ Regional Director (or delegate).
86. SES members may be requested to deploy to another EMQ Region or from time to time, or inter-state where an event escalates beyond the capacity of the local area to respond. This may include events that overwhelm the existing SES Unit's capacity to respond, or require a protracted response resulting in fatigue management, rostering issues, or other availability issues.
87. SES members of a deployed Task Force will be under the command of the relevant SES Local Controller or delegate of the Requesting Region.
88. When an SES taskforce is deployed they will be accompanied by an EMQ liaison officer. The role of this officer is to ensure that they are integrated into local arrangements, that requirements for their accommodation, food and general welfare are in place and to provide any additional support and assistance as required. EMQ officers have the appropriate financial delegation and capacity to meet the cost of sustaining a deployment of SES volunteers.

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**General information about the role of EMQ officers ‘on the ground’**

89. The role of EMQ officers in relation to the SES is very much dependant on the scale and duration of an event. For small events EMQ will have a minor role in assisting the local Controller or other volunteer executives in managing a response. In larger events which become more complex in nature the role may need to escalate. Some examples of the role that EMQ might play and the circumstances under which that might occur are as follows:

- Provide a coordination function to gain additional resources or people;
- Provide advice and a linkage to the Local Disaster Management Group if required;
- Provide welfare support for volunteers, food, accommodation, fatigue management etc;
- Assist with planning;
- Provide a liaison officer to SES deployments; and
- Assist with specialist activities such as radio communications.

All of the above activities are undertaken on the basis that they are necessary and are negotiated with SES leaders and/or there has been an assessment that a particular SES operation is either unsafe or failing to meet reasonable community expectations.

90. EMQ doctrine seeks to strike a balance between the need for this flexible and cooperative approach and the need to ensure the safety and well-being of volunteers and the expectation of the community for an efficient and effective response. EMQ officers need to ensure that agreed doctrine and safety requirements are adhered to, and that the overall strategic requirements set by a Local, District or (the) State, Disaster Management Group are being met.

***7. The EMQ positions/entities responsible for tasking of SES volunteers, including the Local Controller, during disaster operations and the chain or reporting on the status of disaster operations.***

**Rank**

91. EMQ positions that hold a role in the SES rank structure are:

- Assistant Director-General
- Executive Director – Operations
- Regional Director
- Area Director
- Regional Training and Equipment Coordinator
- Training Coordinator
- Training Officer

A chart detailing the SES rank structure is attached and marked “BTG-10”.

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92. Paragraphs 74 to 83 of this statement provide a breakdown of the interaction between EMQ and the SES in relation to tasking.

**Reporting**

93. Reporting the status of disaster operations is for the purpose of informing and providing situational awareness to the Local, District and State Disaster Management Groups.

94. For disaster events, reporting on SES activity should flow from an SES IMT to the Local Disaster Management Group.

95. While the collection and transmission of information is best managed through an SES IMT, EMQ may undertake a role to assist with facilitating reporting. This is necessary as sometimes those 'on the ground', are focussed on assisting individuals in need.

96. By doing this, EMQ assists in ensuring that critical data and situational awareness is available at all levels of the disaster management system.

**8. The Authority of EMQ Area Director and/or Regional Directors to task/direct SES member, both during disasters and at other times.**

97. There is no direct legislative basis for EMQ staff to direct an SES member during disaster operations or at other times.

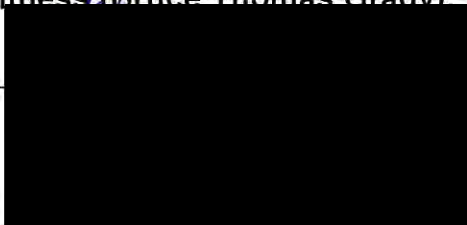
98. As referred in paragraph 8, section 83 requires the chief executive to establish management and support services for the SES, develop policies to help the SES perform its functions, and ensure that the SES local controller performs their functions and the SES operates safely and efficiently.

99. This is achieved by the development of doctrine which guides the nature of the relationship between SES volunteers and EMQ staff. The doctrine relating to command and control (as referred to in question 10 of this statement) bases the relationship between EMQ staff and volunteers on key principles rather than a strict command and control approach.

100. However, in circumstances where there is a risk to the safety or welfare of SES members or the efficiency and effectiveness of the SES or the SES response, EMQ staff will take on a more direct operational role.

This is page 15 of a statement comprising 18 page/s.

Witness (Bruce Thomas Grady):



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Declarations:



**9. The Volunteer portal available to SES members, including the type of information available on that portal and its usage by SES members.**

101. The SES volunteer portal is accessed via the internet and is both a source of information relevant to SES volunteering, and a collaborative site for volunteers to participate in discussion forums.
102. The SES Volunteer Portal was established in 2001 as part of the International Year of the Volunteer and was redeveloped into its current form in May 2009.
103. There are currently 1828 volunteers registered to access the SES Volunteer Portal. While users do need to be registered to access the portal there are no restrictions on an SES volunteer being granted access.
104. Current information available on the portal includes:

- **SES Training course information**

- Course information
- Policies and Procedures
- Training Resources
- Regional Training Calendars
- Recognition of prior learning

- **SES Equipment**

- Equipment Catalogues
- Equipment Bulletins / Updates
- New equipment
- Equipment Stock Information

- **SES Peer Support**

- Peer support contacts
- Peers support Resources

- **Work Place Health and Safety**

- Safety Bulletins
- Policies

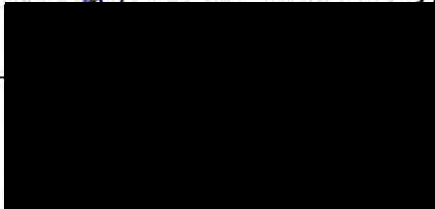
- **Community Education**

- Community Resources
- Online Resources

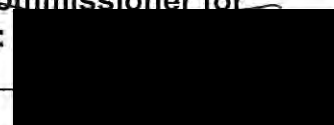
- **SES Operations Doctrine**

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Witness (Bruce Thomas Grady):



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- o The complete set of SES Doctrine is located on the portal.

105. Attached and marked "BTG-11" is a table that provides details of the average users per day (per month) for the period September 2010 to 23 September 2011.

106. A demonstration of the portal can be arranged for the Commission if required.

**10. The current status of the document ODI 2.0 Operations Directive – Hierarchy of Command and Control (marked 'under review' and dated 22/12/2008) and, if a more recent version exists, a copy of the current applicable version.**

107. The document described in the question is the current version.

**11. The current status of the document ODI 8.1 Inter-region Deployment (marked 'draft' and dated 22/12/2010) and, if a more recent version exists, a copy of that version.**

108. The document described in the question is the current version.

**12. The current status of the document ODI 4.0 Incident Control Function (marked 'under review' and dated 20/08/2008) and, if a more recent version exists, a copy of the current version.**

109. The document described in the question is the current version.

**13. The Results of any EMQ assessment of the performance of the SES, including potential areas for improvement, subsequent to the 2010/11 floods.**

110. Since the 2010/2011 flooding events the following assessments have been undertaken:

**i) Brisbane Region SES Debrief**

This was an exercise undertaken by the Brisbane Regional Director by SES volunteers based on a debrief of their experience working within the Brisbane region as well as those that may have been deployed outside of Brisbane.

A copy of this debrief is attached and marked "BTG-12".

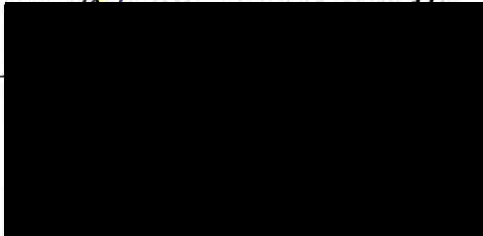
**ii) Review of Psychological Recovery of SES Members and Groups – Final Project**

A review undertaken by the SES welfare unit (the embrace program) relating to the overall psychological recovery of SES members.

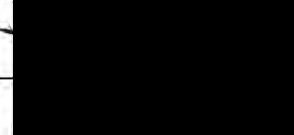
A copy of the final report is attached and marked "BTG-13".

This is page 17 of a statement comprising 18 page/s.

Witness (~~Bruce Thomas Grady~~):



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Declarations:~~

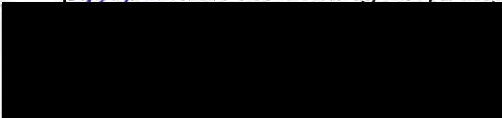



**14. If undertaken, the results of any previous State government administered surveys of SES members.**

111. I have undertaken a search of Departmental records and reveal a number of surveys that have been conducted. Those surveys are detailed below and attached to this statement:

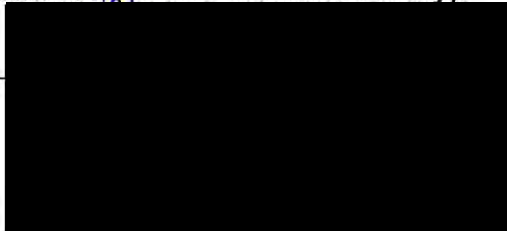
- i) Strategic Plan - Report on Volunteers Survey (2000) attached and marked **BTG-14**;
- ii) SES Stakeholder Satisfaction Survey (2002) attached and marked **"BTG-15"**;
- iii) SES Volunteer Training Satisfaction Survey Report (2003) attached and marked **"BTG-16"**;
- iv) SES Volunteer Survey for Brisbane, South East, South West, North Coast, Central, North and Far North Regions (2005) attached and marked **"BTG-17"**;
- v) SES Volunteer Survey (2010) – attached and marked **"BTG-18"**.
- vi) Managing SES volunteers are EMQ: 2010 Survey of Psychological Capital and Volunteers Responses to perceptions of psychological contract breach (2011) Attached and marked **"BTG-19"**.

112. I make this statement of my own free will believing its contents to be true and correct.

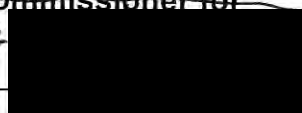
<p>Justices Act 1886</p> <p>I acknowledge by virtue of Section 110A (6) (c) (ii) of the Justices Act 1886 that:</p> <p>(1) This written statement by me dated 30/09/2011 and contained in the pages numbered 1 to 18 is true to the best of my knowledge and belief; and</p> <p>(2) I make it knowing that, if it were admitted as evidence, I may be liable to prosecution for stating anything that I know is false.</p> <p> ... Signature</p> <p>Signed at Brisbane this 30th day of September 2011</p> <p></p>
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This is page 18 of a statement comprising 18 page/s.

Witness (~~Bruce Thomas Grady~~):



~~JP/Lawyer/Commissioner for~~  
Declarations:



## STATEMENT OF BRUCE GRADY – INDEX OF ATTACHMENTS

Attachment Number	Description	Paragraph Reference
BTG-1	List of specific SES functions	7
BTG-2	Draft MOU (Generic)	16
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BTG-4	Spreadsheet detailing SES units, groups and volunteers	27
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