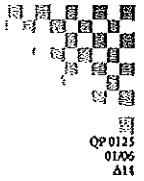# QUEENSLAND POLICE SERVICE

STATEMENT OF WITNESS

Occurrence #: _____

Statement no.: **2**   Date: **20/05/2011**

Statement of

Name of witness: **STEWART, Ian Duncan Hunter**

Date of birth: _____ Age: _____ Occupation: **Deputy Commissioner of Queensland Police Service**

Police officer taking statement

Name: _____

Rank: _____ Reg. no.: _____

Region/Command/Division: _____ Station: _____

Statement:

Addendum to Statement previously supplied to the Commission of Inquiry on 8 March 2011 –

I provided evidence to the Commission of Inquiry on Friday 13 May 2011. During my evidence a number of issues were canvassed, some of which I would like to expand upon in this addendum.
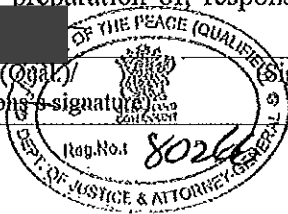
As mentioned in my evidence, the Senior Executive of the Queensland Police Service (QPS) held a formal debrief to determine the issues that were done well by the Service and those that could have been done better. Learnings from both of these aspects are essential. This debrief was held on 15 February 2011. From this debrief seventy (70) recommendations were formulated regarding work that the Service could undertake to improve its performance during disaster events. These recommendations are currently being addressed by the Service and will take a period of time to fully complete. Attached is a copy of the recommendations, as requested by the Commission of Inquiry.

In my evidence I referred to a concept of a Queensland College of Natural Disasters. Training of QPS members and our key partners in disaster management is essential to ensure effective and appropriate preparation of, response to and recovery from

_____ (Witness's signature)

(Justice of the Peace (Qual.)/ Commissioner for Declarations signature)

(Signature of police officer preparing statement)

Reg.No.: 802c

disaster events. Such an initiative will also address the increasing number of standards that confront emergency management responders and leaders. This concept of a college was essentially an idea that I considered and potentially could be established in a fully accredited training facility such as that that currently being built by the Service – the Westgate Project at Wacol. This project will deliver a new training environment for police. In addition to the educational precinct, the new academy will include an operational precinct providing a participant accommodation, replica (scenario) village, a simulation building and the completed driver training facility. The inclusion of a disaster management college could be an important and cost effective enhancement of this Project.
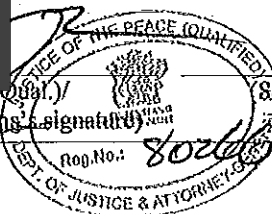
The dual role implemented by the QPS involving the placement of extra senior police to ensure operational effectiveness of core business and disaster management of areas during these events was successful. This was discussed in my evidence. The dual command structure is not uncommon in policing jurisdictions. In fact, it plays a role in national terrorism policies. How the QPS operates to ensure its overall major functions – the preservation of life and good order and the prevention and detection of crime should remain a decision for the Service. Considering the vast geographic and diverse populations of Queensland it would be inherently dangerous to legislate specific operational policing decisions. Whilst this dual, complimentary command structure was appropriate during these flood and cyclone events, it may not be suitable during others. Each disaster event and the effects of such events need to be considered individually. As no floods are ever the same, it seems true that no policing of any event would necessarily be the same.

Whilst in my evidence I stated that I hoped the Commission may look at this it was not my intention that such specific policing strategies should be incorporated as a legislative requirement. In my opinion there is a clear division between the operational decisions of the Service and those which Government may choose to legislate. To perform its functions, the QPS needs to retain its flexibility to respond to varied and dynamic events.

(Witness's signature)

Justice of the Peace (Qual.)/
Commissioner for Declarations signature

(Signature of police officer preparing statement)

At the conclusion of my evidence, I placed on record my firm belief that there was an incredible amount of work completed by the member of the QPS, other government and non-government agencies and the community in general. From this effort there are many lessons learnt which I hope will also be considered by the Commission.
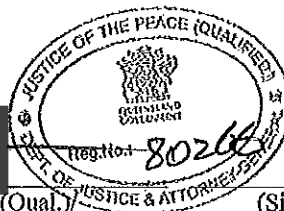
The information contained in this statement is provided on the basis of the knowledge, information and material currently available to me.

I D H STEWART

Deputy Commissioner

Queensland Police Service

(Witness's signature)	(Justice of the Peace (Qual.)/ Commissioner for Declarations's signature)	(Signature of police officer preparing statement)

Issue Identified	Term	Responsibility	Time frame (i.e. general indication of when it is likely to be resolved or what needs development before resolution)
COMMAND AND CONTROL			

1. Consideration of the development of comprehensive guidelines for Police Operations Cell / regional Major Incident Rooms together with the roles of Assistant Commissioners and Chief Superintendents including:
  o roles and responsibilities coordinated with SDCC and DDMC;
  o trigger points for activation;
  o Administrative Branch input/liaison officers;
  o HR liaison officers/liaison officers.
	Short	OSC	

2. Consider strategies to enhance Intelligence Gathering/Situational Awareness.
  o Consideration of intelligence cells in DDC models to provide enhanced situational awareness.
  o Development of a suite of tools to enhance situational awareness including:
    ▪ IT solutions e.g. mapping;
    ▪ Manned Aircraft;
    ▪ Unmanned Aircraft;
    ▪ Satellites;
    ▪ getting people on ground effectively and efficiently (e.g. Grantham experience with PSRT, SERT);
    ▪ feedback from other agencies, e.g. QRFS Swift Water Teams and Urban Rescue Teams.
	Mid	OSC	

3. Develop policy of exposing officers involved with Disaster Management by deploying staff of non-affected areas to Disaster areas.	Short	OSC	
4. Liaison with ADF to clarify their roles and responsibilities during deployments, in particular call out procedures and defence aid to civil community (DACC) and develop this information into a guideline for all DDCs. o Clarify ADF recovery deployments	Short	OSC	

taking into consideration commercial contracts engaged by Local Government.			
5. Consideration of integration of meetings/briefings to enhance efficiencies of various Management Groups eg: the timing and frequency of meetings.	Short	OSC	

6. Consideration of implementation of procedures for appropriate recording of decision-making processes including:
  o IT solutions currently used by military; and
  o Staff Officer/Recorders.
	Mid	ICT in consultation with regions and commands	

7. Identify key learnings and incorporate into Disaster Management training e.g. Relationship Building, Evacuation, and High Visibility Policing through Operation Safeguard.	Short	ETC	
8. Consider process for improved communication to officers on the ground including IT solutions, SMS, Facebook and Twitter accessible on telephones.	Short	ICT in consultation with MandPA	

9. Development of policy relating to reporting and investigation of missing persons during disaster events including:
  o SOR developed system for checking vehicles, system used by FNR;
  o Release of information re deaths to be verified by one area only. (e.g. AC SOR);
  o Early involvement of SCOC.
	Short	OSC	

10. Consideration of development of policy to commence investigative response (including possible use of iMac) prior to arrival of MIR staff. (e.g. Grantham, SCOC unable to get access due to floods). o Also consider development of policy where support staff delayed due to access issues.	Mid	SCOC in consultation with regions and commands	
11. Consideration of policy to provide appropriate physical resources for QPS staff at SDCC.	Mid	OSC	
12. Consideration of development of policy to utilise police as adopted Operation Safeguard.	Mid	OSC	
13. Consider enhancement of current policy for the	Short	SCOC	

co-ordination of dignitaries visiting the effected areas. o Consider model used by ADF.			
14. Develop policy to incorporate the use of Consulate Liaison Officers during disasters and major incidents.	Short	OOC	
15. Consideration of the development of search and rescue policy to deal with mass missing persons in disaster situations.	Short	OSC	

16. Review the roles of DDC and XOs including:
    o   Meetings - numbers of and necessity to attend meetings;
    o   Requirement for at least two (2) XOs;
    o   Appropriate rank of XOs. (e.g. Senior Sgt generally, Inspector for Brisbane DDMG).
	Mid	OSC	

17. Consideration to establishing at Regional level an Inspector for Disaster Management, Counter Terrorism and Major Events.	Short	HRD in consultation with OSC	
18. Consider opportunities to further enhance the level of morale and enthusiasm within the QPS and the community support displayed towards the Service following the policing response to disasters e.g.: reputation management.	Mid	HRD in consultation with OSC	
MEDIA			
19. Consider how to effectively integrate social media networks.	Mid	MandPA in consultation with ICT	
20. Consider use of social network as an information gathering system.	Mid	MandPA in consultation with ICT	
21. Consider gathering information relating to road closures through "crowd sourcing".	Mid	MandPA in consultation with ICT	
22. Liaison with government agencies and non-government agencies to ensure websites updated related to disaster management issues.	Mid	OSC	
23. Consider reinforcement of the policy to ensure media present at disaster/incident areas.	Short	MandPA	
EDUCATION AND TRAINING			
24. Consider policy to ensure a cadre of trained officers to manage an all hazards response.	Mid	OSC in consultation with regions	
25. Enhanced training of senior police officers particularly in QPS incident command system.	Mid	ETC	

BUSINESS CONTINUITY PLANS			

26. Business Continuity Plans to be reviewed to ensure its effectiveness in all types of events.
    o   Business Continuity Plans for each area must not be made in isolation.
    o   Overview of Business Continuity Plans must ensure that plans are achievable.
	Short	All regions and commands – overview by ESC
		
		Lead area – ESC	

27. Consultation with electricity providers to enhance discussion with QPS during decision-making process for electricity shut down to critical infrastructure.	Short	All regions Lead region MNR	
28. Consider external providers continuity (e.g. Finance to review SSAs).	Short	All regions, directorates and commands Lead area – Finance Division	
TRAFFIC MANAGEMENT			
29. Consideration of development of traffic management cell within POC / MIR / DDCC.	Mid	OSC	
30. Consideration of development of policy for lockdown of roads during recovery.	Mid	OSC	
HUMAN RESOURCE MANAGEMENT			

31. Enhanced policy regarding welfare support for affected members after hours.
    o   Consideration to the expansion of the SOR and HWP welfare package.
    o   Consideration of practices adopted by SCOC.
	Short	HRD	

32. Consider national agreement for deployments of interstate police (see South Australian model).	Mid	HRD	
33. Enhanced policy to ensure early engagement of HR and IR in POC.	Short	HRD in consultation with OSC	
34. Review fatigue management guidelines to ensure workable during sustained disasters.	Short	HRD	

35. Consider the development of a database to identify:
    o   skills of all staff in order to effectively and efficiently identify people in organisation for specific roles;
    o   staff who are available to be
	Mid	HRD in consultation with ETC	

operationally deployed (e.g. no work restrictions or physc history); o staff willing to be recalled to duty and/or deployed; o Options to examine Aurion, Advance, SharePoint, QPrime.			
36.Enhancement of policy regarding the deployment (requests for staff and the type of staff to be deployed) and equipment (including the development of an aid memoir for officers being deployed).	Mid	HRD in consultation with OSC	
FINANCE & ADMINISTRATION			
37.Consider methods of enhancing the tracking of QPS equipment (e.g. barcodes etc).	Mid	ICT in consultation with Admin Div	
38.Evaluation of Travel Management System with regards to usage during disaster management.	Mid	Admin Div	
39.Consider ability and necessity to stock pile equipment or pre-deploy equipment.	Mid	ICT	
40.Enhancement of policy to provide early injection of staff from Administration Division into POC.	Short	OSC in consultation with Admin Branch	
41.Development of state-wide framework to manage finances effectively during disaster.	Mid	Finance Div	
42.Liaison with Shared Services providers regarding ability to continue business during disaster.	Short	Finance Div	
43.Consideration of strategies to claim back operating expenses (e.g. telephones, electricity etc) under NDRRA provisions.	Short	Finance Div	
44.Consideration of uniforms suitable for deployment during disasters /incidents e.g.: t-shirts similar to AFP.; tabards etc.	Med	HRD	
EVACUATION			
45.Conduct comprehensive review of Evacuation Centres giving consideration to: o Suitable location; o Suitable for specific disaster/hazard (e.g. level of rating for cyclone); o Accessibility – e.g. time of availability (e.g. Educational Institutions), road access;	Short	All Regions Lead region FNR	

o Level of Evacuation Centre rating (e.g. Cat 5 cyclone); o Recognition of various forms of Evacuation Centres (i.e. formal, informal, places of shelter, pre-impact, post-impact); o Communication strategies to communities and agencies regarding centres.			
46.Liaisons to ensure the management (including the distribution of food and water) of Centres is appropriate.	Short	All regions Lead Region FNR.	
47.Conduct review of QPS Evacuation policy and procedures.	Short	OSC	
48.Policy development to ensure senior officers are deployed to each evacuation centre.	Short	SCOC	
49.Policy development regarding the strategies to ensure safety with regards to ANCOR offenders in Centres.	Mid	SCOC	
LOCAL DISASTER MANAGEMENT GROUPS			
50.Consideration to any necessary boundary changes.	Mid	OSC in consultation with Regions.	
51.Development of relationships to ensure effective responses (select right people for right roles).	Short	All regions Lead region MNR	
52.Conduct Disaster Management training and exercises for all agencies, including cross boundary LMDGs. o Consultation with EMQ to ensure shared goals.	Mid	All regions Lead area OSC	
53.Review LMDG plans – ensure local government has considered its capacity to carry out plans e.g.: evacuations. o Consultation with EMQ to ensure shared goals.	Short	All regions Lead region CER	
54.Consideration to seeking a requirement for LDMG plans to be published on websites. o Consideration to seeking a requirement for LDMG plans to be linked funding to compliance.	Mid	OSC	
DISTRICT DISASTER MANAGEMENT GROUPS			
55.Consideration to any necessary boundary changes.	Mid	OSC consulting	

		with Regions	

56. Development of guidelines for DDMG and DDC.
    o Including timely activations and declarations;
    o Consider including an enhanced role of DDMG/DDC to ensure LDMG plans are sufficient;
    o Provide appropriate training and exercises in disaster management.
	Mid	OSC	

57. Development of strategies to enable community to become self sufficient and more resilient in disaster incidents e.g.:
    o establish new SES areas;
    o add to Crime Prevention Officers roles;
    o public information sessions.
	Mid	All regions and OSC
		
		Lead region NCR	

58. Review of DDCCs and POC to ensure sufficiently equipped and within appropriate locations. o Consider physical structure of the Brisbane DCC to enhance operational effectiveness.	Mid	All regions and OSC Lead region MNR	
59. Liaison with and policy enhancement with Queensland Fire and Rescue to share aerial support to gather intelligence.	Short	OSC	
60. Development of checklist/guide to assist with recovery (E.g. Bris DCC priority issues – transport, electricity, communications, business etc).	Mid	OSC	
INFORMATION TECHNOLOGY & COMMUNICATION			
61. Consider methods to enhance flood alert messages. o Include development of a suite of flood alert options; door knocks, (eg PSRT vehicles with loud speakers) media etc tailored to situation.	Mid	ICT in consultation with regions	
62. Enhancement of information systems. o Integrated Information Systems for (1) Planning and (2) Briefings for distribution/access of all levels – Local Governments, Planners, Politicians.	Long	ICT	
63. Development of standards for record retention.	Mid	ICT	
64. Review of power and communication sites for PHQ.	Mid	ICT	

65.Consideration of mobile facilities during disasters.	Mid	ICT	
66.Consider any suitable IT solutions for predictive modelling of weather events and mapping of same.	Mid	ICT	
67.Consider update of resources (e.g. Blackberries/Laptops). o Identify needs (Radios/Sat phones).	Mid	ICT	
68.Review of integration of Policelink with DDC for diversion of phones during disasters.	Mid	ICT	
69. Understand the standards applied to restoration of communications / power generators / networks rebuild - by the provider (eg towns with a hospital or several Govt & private clinics were prioritised above other work in towns with no significant health premises). This will strongly support - disaster planning	Mid	ICT	
70. Work with DCS in developing new comms centres disaster mgmt hubs outside SEQ Justice may be interested also with escaping prisoner disasters.	Long	ICT	