

**INQUIRY INTO RESPONSE TO MAJOR FLOODING
ACROSS NEW SOUTH WALES IN 2022**

Name: Name suppressed

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Partially
Confidential

Northern Rivers 2022 Flood Inquiry

Much feedback that I've heard about the flood response relates to:

- Command and Control (who takes control of what)
- Communication (push, pull & infrastructure)

Re-imagining Emergency Preparedness, Response & Recovery

In a perfect world / what does or could work	What won't or doesn't work
All-in-One <i>Civil Defence</i> response & preparation organisation that includes flood, fire, search & rescue etc	Command & control system based on popularity eg vote for leaders creating power bases & ego related decision making
NSW Fire & Rescue retained firefighter model where low volume /risk station locations: <ul style="list-style-type: none"> - pay for training with minimum standards - physical requirements (risk approach) based on functional role requirements - Directly over-seen, supervised & supported by highly professional personnel - Specialist training - Clear command & control - High quality equipment 	<i>Hand-me down</i> equipment that is over 20 years old so that people feel less valued
AIIMS <ul style="list-style-type: none"> - Fully resourced <i>Community Liaison</i> functions to be operational all year round; with the primary purpose to create and maintain communication channels within the community and media channels; and - Fully resourced <i>Situational Officer</i> function to be operational all year round; with the primary purpose to create and maintain communication and relationships with external organisations and internal divisions; - As a means to support the <i>Regional Commander</i> 	Unprofessional appearance and behaviours of first responders/preparation; old boys club cultural
Structure that embraces local event volunteer surge workforce that creates a tiered flexible <i>membership model</i> <ul style="list-style-type: none"> - Untrained <i>surge volunteers</i> (QR Code registration) work under direct supervision of: - Trained/endorsed (minimal training requirements) <i>professional volunteer</i>, who are supported by: - <i>Retained Coordinators</i> (higher level minimum training); and - <i>Professional LEMO / Support</i> 	Focusing on the glory/adrenalin functions and not valuing community education & preparation functions
Wholistic approach that links preparation, response & recovery	Separate siloed organisations that compete for staff & volunteers with inequitable budgets, pay rates & profile

Single RTO for competency training including the NFP recovery agencies to increase interagency cooperation and relationships	Qualifications with limited relevance outside of that specific organisation eg Crew Leader
Regional training & support centres with multifunctional facilities that can be used as operational incident control centres	Inflexible membership & qualification requirements for volunteer organisations that are under-resourced
Neighbourhood Safer Places that are both flood and fire appropriate locations of last resort / evacuation centres; priority funding for locations with semi-isolated populations (over a #) that don't have suitable location to build a suitable <i>Climate Refuge Facility</i> like a community hall or (?high school) sports centre with standalone remote power systems; cool room (to escape from heat); communication systems;	Neighbourhood Safer Places (NSWRFS) that are in flood prone locations eg Tumbarumba; or so far away from populations that, during an emergency, it would be unsafe to evacuate towards. Eg Cooks Gap > Gulgong
REMO/LEMO type fully-funded full-time paid roles to work with key property owners & operators (Forestry, NPWS, Farmers, Council, Business) and recovery NFPs (Red Cross, Anglicare, aged care providers etc) to have a comprehensive plan to cover the LGA/Region for all likely events (fire, flood, landslips, earthquake, tsunami etc) and Coordinate responses as required.	Bushfire Management Plan that doesn't include recovery and only relates to Fire;
Have designated UHF channels for different location units so that surge volunteers and local community members are able to be informed.	Radio communication systems being closed systems and the general public unable to hear what is occurring in immediate locations or call for help when phone systems are overwhelmed or knocked out.
Local communications strategies tailored to local risks and community needs thru built relationships and are coordinated with preventative activities – advertising / showcasing partnership community benefit activities eg Landcare, MTB Club, Forestry clearing waterway, paths & creating trails and the expected outcomes.	Bushfire preparation <i>Clean-up Weekend</i> conducted on the same weekend for the entire state when fire risks are different to the area eg Far South Snowy Valleys usually aren't in Fire Season until December or January; Far North Coast in September.

Yours sincerely

Master of Strategic Organisational Development