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**TRANSCRIPT OF PROCEEDINGS**

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**INDEPENDENT COMMISSION OF INQUIRY INTO QUEENSLAND POLICE  
SERVICE RESPONSES TO DOMESTIC AND FAMILY VIOLENCE**

**COMMISSIONER: HER HONOUR JUDGE DEBORAH RICHARDS**

**COUNSEL ASSISTING: RUTH O'GORMAN QC**

**ANNA CAPPELLANO**

**Land Court of Queensland, Brisbane Magistrates Court,  
Level 8/362 George Street, Brisbane.**

**Thursday, 18 August 2022**

1 COMMISSIONER: Ms O'Gorman.

2

3 MS O'GORMAN: Good morning, Commissioner. There are two  
4 witnesses scheduled to give evidence this morning. The  
5 first witness is Mr Leon Allen, the Under Treasurer with  
6 Queensland Treasury. The second witness will be Police  
7 Commissioner Katarina Carroll. Before I call either of  
8 those witnesses I will tender their statements and the  
9 statement of one other person. I'll tender them as a  
10 bundle. It's tender bundle U. The first item is the  
11 questions asked of Mr Allen and his written responses, as  
12 well as two of the documents referred to in his written  
13 responses; the second is the statement of Police  
14 Commissioner Katarina Carroll, including the attachments to  
15 her statements; and the third is a statement of Ian Harsley  
16 APM, an Assistant Commissioner. I tender those.

17

18 COMMISSIONER: Exhibit 37.

19

20 **EXHIBIT #37 TENDER BUNDLE U**

21

22 MS O'GORMAN: In relation to the first witness, Mr Allen,  
23 he is here represented today by Mr Michael Copley QC.  
24 I might just allow Mr Copley to announce his appearance.

25

26 MR COPLEY: If the Commissioner pleases, Copley -  
27 C-o-p-l-e-y - initials MJ. I appear for Mr Allen  
28 instructed by the Crown Law office.

29

30 COMMISSIONER: Thank you.

31

32 MS O'GORMAN: I call Mr Leon Allen.

33

34 <LEON ALLEN, sworn:

35

36 MS O'GORMAN: Just in case Mr Allen requires it, might  
37 I ask your associate just to provide Mr Allen with his  
38 written responses and the two documents referred to in  
39 those responses for the purposes of his giving evidence.

40 Mr Allen, your full name is Leon Allen?

41 A. Correct.

42

43 Q. And you're the Under Treasurer with the  
44 Queensland Treasury department?

45 A. Correct.

46

47 Q. On 11 August 2022 the Commission of Inquiry posed a

1 series of written questions to you?

2 A. They did.

3

4 Q. And you responded to those in writing on 16 August  
5 2022?

6 A. Yes.

7

8 Q. Those questions largely related to funding mechanisms  
9 in respect of the Queensland Police Service?

10 A. They did.

11

12 Q. In front of you I think you have been provided with  
13 those written questions and the written responses that you  
14 provided. Could you just satisfy yourself that what has  
15 been tendered are the questions which were asked of you and  
16 the answers that you did provide?

17 A. They are.

18

19 Q. Thank you. Now, as Under Treasurer you're  
20 responsible, are you not, for the compilation and provision  
21 of the state budget papers to the Queensland Treasurer?

22 A. Yes.

23

24 Q. And in compiling those papers you're given by various  
25 bodies, but relevantly for our purposes the Queensland  
26 Police Service, service delivery statements?

27 A. Yes.

28

29 Q. Now, service delivery statements predominantly contain  
30 budget financial and non-financial information about each  
31 department, relevantly here the QPS, for both the current  
32 and the coming financial year?

33 A. That's right.

34

35 Q. They include a summary of performance measures for  
36 each service delivery area within that department, that is  
37 the QPS?

38 A. That's correct.

39

40 Q. Now, included in the bundle that was provided to you  
41 should be a copy of the QPS service delivery statement for  
42 the 2021/2022 Queensland budget. Have you got that there?

43 A. I do.

44

45 Q. And also a copy of the Queensland Police Service  
46 service delivery statement for the 2022/2023 Queensland  
47 budget?

1 A. Yes, I do.

2

3 Q. All right. Thank you. Perhaps if you could just pop  
4 those to one side. I don't need to take you to the detail  
5 of any of those for the moment. Responses to and  
6 investigation of domestic and family violence are not a  
7 performance measure contained within those service delivery  
8 statements, are they?

9 A. No, (indistinct words).

10

11 Q. And within the service delivery statements themselves  
12 who is it - is it the Treasury department or is it the  
13 Queensland Police Service - who decides what the  
14 performance measures are?

15 A. Service delivery statements are (indistinct words).

16

17 Q. So, as I understand it, although those papers come via  
18 the minister it is the QPS that determines what are the  
19 appropriate performance measures to be contained within  
20 those statements?

21 A. (Indistinct words).

22

23 Q. All right. Thank you. Pursuant to the Financial  
24 Accountability Act of 2009 the Commissioner of Police is an  
25 accountable officer, isn't he or she?

26 A. Yes.

27

28 Q. An accountable officer has obligations under  
29 section 61 of that Act to - and these are not  
30 exhaustive - achieve reasonable value for money by ensuring  
31 the operations of the body are carried out efficiently,  
32 effectively and economically?

33 A. Correct.

34

35 Q. And also to establish and keep funds and accounts in  
36 compliance with the prescribed requirements?

37 A. Yes.

38

39 Q. And, pursuant to section 68 of that Act as the  
40 accountable officer, the Commissioner of Police is required  
41 to prepare a budget for the department and give it to the  
42 appropriate minister?

43 A. That's correct.

44

45 Q. Aside from the papers prepared to support yearly  
46 funding for the QPS, requests for additional funding may  
47 occur via ministers making submissions to a Cabinet Budget

1 Review Committee?

2 A. That's correct.

3

4 Q. But, as I understand it, any of those submissions  
5 don't necessarily come through to Treasury and they're  
6 therefore retained by either you or members of your staff;  
7 is that right?

8 A. That's right. They're cabinet documents.

9

10 Q. Okay. Now, those funding requests may be made in  
11 relation to either a single agency or in some cases a whole  
12 of government request in response to events such as the  
13 "Not Now, Not Ever" report recommendations?

14 A. That would be correct (indistinct words).

15

16 Q. Funding decisions, whether as part of a budget or  
17 through that CBRC decision-making process, are published in  
18 budget documents, are they not?

19 A. Correct.

20

21 Q. You mention in your written responses to  
22 the Commission that in the 2016/2017 financial year Budget  
23 Paper 4 detailed that additional funding was provided to  
24 the QPS which included \$2.2 million over four years with  
25 funding ongoing beyond year 4 to support cultural change in  
26 line with the recommendations of the "Not Now, Not Ever"  
27 report?

28 A. Yes.

29

30 Q. The allocation of those funds and the integration of  
31 those funds into Queensland Police Service's own operations  
32 was a matter for the discretion of the Commissioner as the  
33 accountable officer for that service, were they not?

34 A. (Indistinct words).

35

36 Q. And in this case we're talking about the  
37 Police Commissioner as the accountable officer for the QPS?

38 A. Yes.

39

40 Q. Also as I understand it from your written responses  
41 additional funding has been allocated in the 2022/2023  
42 financial budget for measures to implement the "Hear Her  
43 Voice" recommendations?

44 A. That's correct.

45

46 Q. Now, for the QPS the allocation of those funds  
47 amounting to some millions of dollars are a matter for the

1 accountable officer, that is the Police Commissioner?

2 A. Yes.

3

4 MS O'GORMAN: Those are the questions that I have for you.  
5 Thank you, Mr Allen. There may be some more.

6

7 COMMISSIONER: Ms Hillard, do you have any questions?

8

9 MS HILLARD: Only two topics.

10

11 <EXAMINATION BY MS HILLARD:

12

13 Q. You may or may not be able to answer these questions.  
14 There has been some evidence from the officers involved in  
15 delivering the training to police officers about wanting to  
16 engage and consult with domestic and family violence  
17 experts and specialists. Are you able to say whether or  
18 not there is a mechanism for a specific budget to be  
19 allocated to the police to contract with and to pay those  
20 specialists?

21 A. (Indistinct words).

22

23 Q. In respect of one thing that you say that is mentioned  
24 there is reference to sometimes there can be central  
25 oversight of implementation where there's multi-government  
26 responses. Are you able to say how that budget, for  
27 example, in that scenario of contracting out and engaging  
28 and having that, would that come under that ambit of the  
29 multi-government administration, perhaps?

30 A. (Indistinct words).

31

32 MS HILLARD: Thank you, Commissioner. They were the only  
33 questions I had.

34

35 MR McCAFFERTY: Nothing, thank you, Commissioner.

36

37 MR HUNTER: Nothing, thank you, Commissioner.

38

39 COMMISSIONER: Mr Copley?

40

41 MR COPLEY: No questions, Your Honour, thank you.

42

43 COMMISSIONER: Ms O'Gorman?

44

45 MS O'GORMAN: I don't have any further questions. Thank  
46 you. Might Mr Allen be excused?

47

1 COMMISSIONER: Thanks. Thanks, Mr Allen. Thank you for  
2 coming in today. You're excused.

3

4 <THE WITNESS WITHDREW

5

6 MS O'GORMAN: Commissioner, I've just been informed that  
7 people watching the live stream are unable to hear what's  
8 being said, and I wonder if we might just take a moment to  
9 ensure that the technology is working.

10

11 COMMISSIONER: Okay. Yes, we can do that. Just before we  
12 do that, I might just place on the record the guidelines  
13 for the media protocols indicate that the live streaming is  
14 not to be recorded, rebroadcast, published or shared in any  
15 form. However, we have canvassed with the parties and  
16 there is no objection to the Commissioner's evidence being  
17 rebroadcast or published or shared, provided we can get the  
18 microphone working.

19

20 MS O'GORMAN: Thank you. Ten minutes?

21

22 COMMISSIONER: Just let me know when it works.

23

24 **SHORT ADJOURNMENT**

25

26 COMMISSIONER: Yes.

27

28 MS O'GORMAN: I understand the technical difficulties have  
29 been corrected and we're ready to resume, and in those  
30 circumstances I call the next witness, the Commissioner of  
31 Police, Katarina Carroll.

32

33 <KATARINA CARROLL, sworn:

34

35 <EXAMINATION BY MS O'GORMAN:

36

37 Q. Commissioner, your name is Katarina Carroll?

38 A. Yes.

39

40 Q. You're presently the Commissioner of Police and you  
41 have been since 2019?

42 A. That's correct.

43

44 Q. I would like to start by clarifying with you your  
45 reasons for attending at the Commission this morning. On  
46 Sunday, 14 August - Sunday just gone - it was reported in  
47 the press that you had convened a press conference at which

1 time you said to the assembled press, "I think it is  
2 important that I give evidence to give context, I think,  
3 more so to the reforms that we've embarked on, not just  
4 reforms around DV but things that may contribute to culture  
5 and what those reforms are." That's correct, isn't it?

6 A. I did. I did say that. You've got a better version  
7 of it because you've got the transcript.  
8

9 Q. Okay. All right. In case the impression was given to  
10 any of the assembled press that it was your decision of  
11 your own volition to come and give that evidence to  
12 the Commission, I just wanted to clarify a few of the  
13 circumstances that gave rise to your attendance here today.  
14 Do you recall that on Thursday, 4 August, after  
15 Assistant Commissioner Codd gave his evidence at  
16 the Commission, you were contacted by the Commission  
17 through your lawyers and offered the opportunity to come  
18 and give evidence to the Commission at that time?

19 A. That's correct.  
20

21 Q. On the basis that the Commission had formed some  
22 concerns following Assistant Commissioner Codd's evidence  
23 about the lack of resourcing of the Domestic, Family  
24 Violence and Vulnerable Persons Command?

25 A. That's correct.  
26

27 Q. And on the following day, Friday, 5 August, you  
28 communicated to the Commission that you did not want to  
29 take up that opportunity to come and give evidence at that  
30 time?

31 A. At that time, yes.  
32

33 Q. You were subsequently told, were you not, that you in  
34 fact were then required to come and give evidence on  
35 Thursday, 11 August?

36 A. Yes.  
37

38 Q. And asked if you needed a summons to be issued to you  
39 to have you attend or whether, knowing you were required,  
40 you were content to come along and give that evidence?

41 A. No, I was content to come along.  
42

43 Q. Okay. You were then - that is, on Thursday,  
44 11 August - sent a series of questions by representatives  
45 of the Commission letting you know what the matters that  
46 the Commission of Inquiry is interested to hear about from  
47 you?

1 A. That's correct.

2

3 Q. Okay. Can we turn to those areas of interest to  
4 the Commission then, and I want to start with the questions  
5 around the resourcing by the QPS of the Domestic and Family  
6 Violence Command.

7 A. Just bear with me. I'll just get the question area to  
8 just refer in my statement, if that's okay. Can you just  
9 indicate to me is it 3 - which question is it numbered at?

10

11 Q. I'll come to the specific questions in due course.

12 A. Thank you. Thanks.

13

14 Q. But first let me ask you this. We, that is  
15 the Commission, posed to you a number of written questions  
16 about resourcing generally of the QPS in respect of its  
17 ability to respond effectively to domestic and family  
18 violence; do you remember that?

19 A. That's correct.

20

21 Q. And also seeking information from you as to how much  
22 of the annual budget each year was allocated to responding  
23 to domestic and family violence?

24 A. Yes.

25

26 Q. Now, those questions were answered in at least their  
27 written form not by you but by Assistant Commissioner  
28 Harsley from the operational capability command?

29 A. That's correct.

30

31 Q. Why is it that you considered that he's better placed  
32 than you to respond to questions about budgetary  
33 allocations by the QPS responding to domestic and family  
34 violence?

35 A. So, I have a budget of \$3.1 billion allocated over  
36 many areas, and some of those - the Assistant Commissioners  
37 in those areas actually have a better understanding of what  
38 the money has been spent on. I do have a high-level  
39 understanding definitely, but in terms of each line item  
40 across all of the commands and all of the capabilities I do  
41 have that very high level of understanding.

42

43 Q. Assistant Commissioner Harsley, though, isn't the  
44 Assistant Commissioner associated with the Domestic and  
45 Family Violence Command, which is the area that we're  
46 particularly interested in in terms of resourcing?

47 A. That's correct, yes. But he had done a lot of work

1 around resourcing, a lot of work when - sorry,  
2 Queensland Treasury Corp and had a better insight into  
3 budgetary arrangements and also into future budgeting as  
4 well.

5  
6 Q. So, in terms of seeking information about the details  
7 related to those questions that we posed with respect to  
8 responding to domestic and family violence over the  
9 financial years since the "Not Now, Not Ever" report, it's  
10 the case, is it, that we're better off seeking that detail  
11 and relying upon the detail that's been provided by  
12 Assistant Commissioner Harsley?

13 A. Yes, it is. It's also - it's quite complex, so - and  
14 he owned the area that did a lot of that work.

15  
16 Q. All right. You're the chair of the board of  
17 management of the QPS, are you not?

18 A. Yes.

19  
20 Q. I might bring up a document in respect of the  
21 functions of the board of management and your role on it.  
22 Mr Operator, would you mind bringing up document  
23 [COI.088.0001], pinpoint reference 0046 - sorry, 42.  
24 Before you move on from there, it might be best to just go  
25 back. Commissioner, you can see there that the document  
26 that I'm having placed on the visualiser is the Queensland  
27 Police Service annual report for 2020-2021?

28 A. That's correct.

29  
30 Q. Now, if we could please go to pinpoint 0042. We can  
31 see there, can't we, that this section of the annual report  
32 deals with the governance for the QPS?

33 A. That's correct.

34  
35 Q. And identifies for us that the Queensland Police  
36 Service board of management is comprised of a number of  
37 members, of which you are one?

38 A. Yes.

39  
40 Q. And in fact the chair?

41 A. Yes.

42  
43 Q. And that document there specifies that you are  
44 responsible for the efficient and proper administration,  
45 management and functioning of the QPS?

46 A. That's correct.

47

1 Q. And that you provide the business direction and  
2 represent the organisation at local, community, state,  
3 national and international forums as well as ceremonial  
4 functions?

5 A. That's correct.

6  
7 Q. If we could go then, please, to pinpoint  
8 reference 0046. This page here tells us, does it not, a  
9 little bit more about the role of the Queensland Police  
10 Service board of management?

11 A. That's correct.

12  
13 Q. And we can see that the board of management supports  
14 and advises the Commissioner, and that's you, on strategy,  
15 direction and setting the tone of the service?

16 A. Yes.

17  
18 Q. The board supports the Commissioner as the sole  
19 decision-making authority pursuant to the Police Service  
20 Administration Act and the Financial Accountability Act?

21 A. That's correct.

22  
23 Q. The QPS board of management provides support and  
24 expert advice to you as the Commissioner in making key  
25 decisions that deliver a strategic or statewide impact?

26 A. That's correct.

27  
28 Q. Board meetings are chaired by you, the Commissioner?

29 A. Yes.

30  
31 Q. And the board meets every second month or as  
32 determined by the chair, that is you?

33 A. Yes.

34  
35 Q. And in the financial year 2020-2021 the board met on  
36 six occasions and considered 26 matters out of session?

37 A. Yes.

38  
39 Q. A little further down the page under the heading  
40 "Achievements" we can see that the annual report says that  
41 during 2020-2021 the board of management approved a number  
42 of significant matters, including budget allocations and  
43 adjustments for 2020-2021?

44 A. That's correct.

45  
46 Q. In those circumstances, do you consider that it would  
47 be appropriate that you would have been able to find the

1 necessary detail to answer the questions that we had asked  
2 you with respect to budgetary allowances and allocations?  
3 A. But I still would have went to an expert in the area  
4 to get the finer detail.

5  
6 Q. Okay. All right.

7  
8 COMMISSIONER: But you could have done that and you could  
9 have answered the questions?

10 A. Yes, but --

11  
12 COMMISSIONER: But you chose not to?

13 A. Yes. So that person is an expert in that area, and it  
14 was --

15  
16 COMMISSIONER: But we didn't ask the questions of that  
17 person; we asked --

18 A. No, no, I chose not to. I gave it to him.

19  
20 COMMISSIONER: -- the questions of you, Commissioner.

21 A. Yes. Thank you.

22  
23 MS O'GORMAN: I want to move to then - bearing in mind  
24 that Assistant Commissioner Harsley has given us written  
25 responses in respect of some of those detailed questions  
26 about budgetary allocations for various financial years,  
27 what I want to ask you about now are decisions around  
28 resourcing the Domestic and Family Violence Command.  
29 A. Yes.

30  
31 Q. Now, by way of background, Ms Doreen Langham was  
32 killed in a domestic and family violence incident on  
33 22 February last year, wasn't she?

34 A. That's correct.

35  
36 Q. And it became very apparent very quickly that police  
37 officers had made a number of mistakes in respect of  
38 responding to her requests for assistance in the lead-up to  
39 her death?

40 A. That's correct.

41  
42 Q. Okay. You convened an extraordinary meeting of  
43 the QPS executive leadership team a few days later on  
44 26 February 2021?

45 A. I did.

46  
47 Q. And following that meeting you made a public

1 announcement that you had decided or the executive  
2 leadership team had decided to create a new Domestic,  
3 Family Violence and Vulnerable Persons Command?

4 A. Yes.

5

6 Q. Okay. That announcement, I take it, was intended to  
7 show the public that the Queensland Police Service was  
8 stepping up its commitment to responding to domestic and  
9 family violence effectively?

10 A. Internally and externally. It was to really send a  
11 statement of the importance of that.

12

13 Q. Okay. When you say internally and externally you mean  
14 that your motivation was twofold: you wanted to tell your  
15 own members that you, that is the Commissioner, were  
16 stepping up the QPS's response to domestic and family  
17 violence?

18 A. That's correct.

19

20 Q. And you wanted to let members of the community know  
21 that that was happening too?

22 A. Yes, that's correct.

23

24 Q. Now, in that context, it was reported in the  
25 Courier Mail on that day, 26 February 2021, that you said  
26 this: "The importance of the new command is to ensure that  
27 we're not only looking at our own systems, training and  
28 processes, but to ensure previous recommendations in  
29 relation to the way we deal with domestic and family  
30 violence are correctly implemented and for the organisation  
31 to work with other agencies in order to influence further  
32 change that will ultimately drive greater reform"?

33 A. Yes.

34

35 Q. Do you remember saying that?

36 A. Yes.

37

38 Q. Okay. Members of the public would, upon hearing that  
39 statement from you, have thought, would they not, that this  
40 was going to be a serious enhancement to the strategic  
41 capability of the Queensland Police Service to respond to  
42 domestic and family violence?

43 A. Yes.

44

45 Q. Now, in your mind when you made that announcement what  
46 was the Command intended to be able to do that the existing  
47 state domestic and family violence and vulnerable persons

1 unit could not do?

2 A. So there's a number of things. When you're a Command  
3 and you have an Assistant Commissioner at the head of the  
4 Command, you actually have a seat at the table of the  
5 senior executive. So you have a lot more influence to ask  
6 for resourcing, to ask for partnerships, to be involved,  
7 you know, in what's - and you're actually out there with  
8 significant - showing how significantly important this is.

9

10 When you sit within a division within a command you  
11 don't have that sphere of influence to achieve those  
12 things. In a bureaucratic organisation it actually takes  
13 quite a bit of time to get through the layers. But when  
14 you have someone at the table advocating for that it really  
15 increases that influence and the ability to make things  
16 happen and to make it a priority of the organisation.

17

18 Q. Okay. So one of the intentions was that the  
19 pre-existing state unit, which sat I think then within road  
20 policing command?

21 A. Community Contact Command it may have been.

22

23 Q. All right.

24 A. Yes.

25

26 Q. In any event, a unit which sat within a different  
27 command --

28 A. Yes.

29

30 Q. Was moved from within that command and established as  
31 its own command?

32 A. Yes.

33

34 Q. And, as I understand it, the intention was that that  
35 would mean that you could put an Assistant Commissioner in  
36 charge of what was previously a unit within another command  
37 in charge of this new Command?

38 A. Yes, and to build the Command.

39

40 Q. And to build the Command?

41 A. Yes.

42

43 Q. So what did you have in mind there in terms of  
44 building the Command?

45 A. So when you start with the Command there's always the  
46 concept that, you know, why do you need a new Command, and  
47 in fact it was around about the time - exactly at the time

1 that we were looking what the capabilities of other  
2 commands were and what capabilities the QPS required in  
3 order to deliver our services better. So the Command was  
4 built at that time.

5  
6 The initial concept of the Command - and the Command  
7 is an evolution. The initial concept was to set the  
8 strategy to build the capability, to put into a strategic  
9 action plan to achieve certain things over time, to look  
10 at - and this came, as you know, as a result of - sorry,  
11 I just lost my train of thought; came in at a time of that  
12 tragedy where I could clearly see inconsistencies also in  
13 the way that things were done around the state. So part of  
14 the Command was also to look at what was doing - what was  
15 happening across the entire state, and the work around the  
16 maturity model started, particularly with the VPU's.

17  
18 Q. Now, at the time the Command was established you  
19 didn't, as I understand it, seek any additional funding  
20 either from Treasury or through the Cabinet Budget Review  
21 Committee process in order to obtain further resources to  
22 beef up the capability of that previous unit now moved to  
23 its own Command?

24 A. So the Command was funded within existing resources.

25  
26 Q. What that really means is that the unit was taken from  
27 another pre-existing Command, made into its own Command  
28 with an Assistant Commissioner added to it and I believe  
29 three other positions but nothing further was changed in  
30 terms of the structure of that pre-existing unit; is that  
31 right?

32 A. At that time.

33  
34 Q. Yes.

35 A. Yes.

36  
37 Q. Okay.

38 A. Because it was - this was the start of a journey where  
39 I actually didn't have available positions, permanent  
40 positions, to put to the Command.

41  
42 Q. Two matters arise out of that, do they not? Firstly,  
43 it wasn't made apparent to the public either on  
44 26 February 2021 when you made the announcement following  
45 Ms Langham's death that this was only intended to be the  
46 start of a journey; it did appear, didn't it, from your  
47 statement that you were creating a new Command which was

1 going to have an increased capability effective  
2 immediately?

3 A. It wasn't the intention to mislead anyone. That's  
4 exactly what I intended, that that would be an evolution,  
5 that that would be a capability that would take what we do  
6 within the organisation to the next level.

7  
8 The other issue was - and I had very candid  
9 conversations with the Assistant Commissioner about  
10 this - to come back to me with what the best model was,  
11 because there weren't any others in Australia other than  
12 Victoria, and I had some little insight into what Victoria  
13 was like, and it's actually a very different model to our  
14 Command, for good reasons. So this was the start of the  
15 journey.

16  
17 Q. Okay. Did you turn your mind at that time, that is in  
18 February 2021, when you were seeking to have the Queensland  
19 Police Service respond in a meaningful way to Ms Langham's  
20 death, to whether it would have been more appropriate to  
21 seek external resources at that time to establish the  
22 Command as a far greater and far more powerful body than it  
23 really was?

24 A. At that time, no, because I had internal resources.  
25 So there's many ways - well, there's probably three ways  
26 that you can get resources from government. It initially  
27 starts with each Command and Assistant Commissioner putting  
28 up to the board of management, the executive, what they  
29 require for their resources. Another way was touched on  
30 before, individual CBRC, you know, submissions, if it's  
31 outside of your current budget arrangements. And the other  
32 way is, you know, whole-of-government change agendas.

33  
34 I internally funded it because I could, and on top of  
35 that if there was issues with budget, which there was  
36 definitely later on - the budget pressures were quite  
37 extraordinary - I asked Queensland Treasury to come into  
38 the organisation to look at the sustainability of  
39 the organisation, and last year - a case in point - I went  
40 well over what my budget requirement was.

41  
42 Q. Okay. I'm really interested in still just trying to  
43 understand at the time you established that Command why it  
44 was established in the way that it was, and your answer  
45 just now was that you didn't seek the external resources  
46 because "I had the internal resources", and you said,  
47 "I internally funded it because I could"?

1 A. Yes.

2

3 Q. Let's just be clear. You previously had the state  
4 domestic and family violence and vulnerable persons unit  
5 sitting within another command?

6 A. Yes.

7

8 Q. It had a couple of dozen positions attached to it?

9 A. Yes.

10

11 Q. That's right? You moved that unit to its own Command  
12 and only added four positions to it; that's right, isn't  
13 it? And I'll remind you what they were: the  
14 Assistant Commissioner, an Inspector for Strategy and  
15 Performance, an Inspector for Mental Health and an A03  
16 executive assistant?

17 A. If you've got that from the Assistant Commissioner,  
18 that would be the case. But I was very clear with the  
19 Assistant Commissioner to come to me with whatever  
20 additional resources were required.

21

22 Q. Wasn't it incumbent on you, though, as  
23 the Commissioner, who had formed the view that it was  
24 necessary to respond in some meaningful way to Ms Langham's  
25 death to meet community concerns, to turn your own mind to  
26 that and whether or not it would have been preferable to  
27 establish that Command with far greater capacity than  
28 simply adding on four positions?

29 A. The numbers did increase. The numbers did increase  
30 over time and it's the --

31

32 Q. Let's have a look at that because you've said here the  
33 numbers did increase. As I understand it, the way the  
34 numbers have increased is that seven further positions  
35 relevant to a command training portfolio were created this  
36 year?

37 A. Yes.

38

39 Q. Is that correct?

40 A. And also - I don't have the numbers in front of me,  
41 but there were numbers - the HRTs are attached to the  
42 Command but they're not in the Command. They're actually  
43 out in the districts. And three research officers are  
44 attached to the Command. I don't have the exact detail of  
45 the Command in front of me.

46

47 Q. I might bring it up for us so that we can have some

1 meaningful discussion about it.

2 A. Thank you.

3

4 Q. Might I have document [COI.001.0001] brought up on the  
5 visualiser, please. Sorry, I've given you the wrong the  
6 number. Can we try [COI.089.0001]. This document was  
7 provided to us yesterday by the Command itself, and you can  
8 see towards the top right-hand corner that it is identified  
9 as being correct as at 17 August 2022. Can you see that  
10 there in the top right corner?

11 A. Yes, sorry --

12

13 Q. Sorry, top left corner?

14 A. Yes.

15

16 Q. All right. So this depiction is actually somewhat  
17 generous if we're talking about the Command when it was  
18 established in February 2021 because this includes  
19 positions that weren't there when the Command was  
20 established; correct?

21 A. Yes.

22

23 Q. So what we can see there is the position of the  
24 Assistant Commissioner in the blue box at the top of  
25 the page?

26 A. Yes.

27

28 Q. All right. Then we can see that there's the Inspector  
29 for Strategy and Performance depicted to the right of  
30 the Commissioner?

31 A. Yes.

32

33 Q. And on that page is also the Inspector for Mental  
34 Health. I believe that might be the position in grey on  
35 the left towards the top of the page?

36 A. Yes.

37

38 Q. And there's an executive assistant, an A03 position,  
39 two boxes down from the Commissioner in grey; can you see  
40 that?

41 A. Yes.

42

43 Q. So, other than those four positions which were created  
44 at the time the Command was established, and allowing for  
45 the fact that there have been some new positions created  
46 this year, that is in 2022, what we can see there on that  
47 page is what the pre-existing state domestic and family

1 violence unit looked like before the Command was  
2 established; that's right, isn't it?

3 A. I can't say 100 per cent.

4

5 Q. Okay. All right. Well, what I'm just trying to  
6 establish by giving you reference to this document to help  
7 you is that the Command looks much the same as the unit did  
8 with the addition of these further positions that we've  
9 identified as being attached to the Command that were not  
10 present at the unit?

11 A. I can't say whether that is the case because I don't  
12 know of every person that was in that unit.

13

14 Q. Okay.

15 A. Sorry.

16

17 Q. All right. Well, let's just look at how the Command  
18 looks in terms of its strength in numbers, as it were, as  
19 of yesterday's date. This is the Command in its entirety,  
20 and we can see that there are a number of portfolio groups  
21 that sit within the Command. Moving from the left to the  
22 right, we can see that there's Victim Assist Queensland?

23 A. Yes.

24

25 Q. We can see three positions attached to referrals?

26 A. Yes.

27

28 Q. Four positions dedicated to mental health concerns?

29 A. Yes.

30

31 Q. One position dedicated to White Ribbon accreditation  
32 and reaccreditation process and activities associated with  
33 White Ribbon?

34 A. Yes.

35

36 Q. Then we can see the domestic and family violence  
37 portfolio itself there depicted in purple; correct?

38 A. Yes.

39

40 Q. Moving further along to the right we can see that  
41 there's three positions allocated to a research capability?

42 A. Yes.

43

44 Q. And two positions dedicated to elder abuse and  
45 disabilities?

46 A. That's correct.

47

1 Q. Now, a number of those positions aren't dedicated  
2 positions that deal with domestic and family violence. The  
3 domestic and family violence positions are really those two  
4 that we can see in purple?

5 A. Yes.

6

7 Q. Let's have a look at those. There's two columns under  
8 the domestic and family violence portfolio, are there not?

9 A. Yes, there is.

10

11 Q. And we can see that there are six positions titled  
12 "DFVC"?

13 A. That's correct.

14

15 Q. They're sergeant positions?

16 A. That's correct.

17

18 Q. And you're aware, aren't you, that those positions are  
19 positioned within Brisbane Police Communication Centre and  
20 they're people who sit on the phones?

21 A. Yes.

22

23 Q. And are able to offer real-time ongoing assistance to  
24 your officers out in the field who are responding to  
25 domestic and family violence?

26 A. That's correct.

27

28 Q. So, of those, we can see that there is one substantive  
29 occupant presently?

30 A. Substantive, yes.

31

32 Q. We can see that there are four sitting in a relieving  
33 position?

34 A. That's correct.

35

36 Q. And one's presently vacant?

37 A. Yes.

38

39 Q. Now, in respect of those positions, as we've said,  
40 they're operational type positions, aren't they? They're  
41 not positions that are dedicated to building the strategic  
42 capability of the QPS to respond to domestic and family  
43 violence?

44 A. They're operational, yes, senior operational level in  
45 comms centres, yes.

46

47 Q. But not part of the team that's driving the strategic

1 responses to domestic and family violence statewide?

2 A. No.

3

4 Q. So to find those people we move over to the second of  
5 those two columns and we can see there are four positions;  
6 is that right?

7 A. That's correct.

8

9 Q. And as of yesterday's date there were sitting within  
10 that group driving the strategic capability responses to  
11 domestic violence a project coordinator, who is a senior  
12 sergeant?

13 A. Yes.

14

15 Q. And that person's relieving?

16 A. Yes.

17

18 Q. There's a project coordinator at the rank of senior  
19 sergeant but that position is vacant?

20 A. That's correct.

21

22 Q. There's a training officer at the rank of sergeant,  
23 and that person is there only in a relieving capacity?

24 A. Yes.

25

26 Q. And there is a project officer at A04 level, but that  
27 role is presently vacant?

28 A. That's correct.

29

30 Q. So, in addition to the Assistant Commissioner and the  
31 strategy and performance inspector that we can see up the  
32 top and the admin officer who assists those people in their  
33 role, what we really have sitting in the Domestic, Family  
34 Violence and Vulnerable Persons Command as of 17 August  
35 dedicated to assisting the QPS to strategically respond to  
36 the demands of domestic and family violence in the  
37 community are two people relieving in the roles of project  
38 coordinator and training officer, and that's it?

39 A. The Command draws on other areas to assist it to do  
40 its work.

41

42 Q. Okay. Before we move on to what areas it can draw on,  
43 I'm just wanting to establish what you, the QPS, has as  
44 dedicated positions for the strategic response to domestic  
45 and family violence in a formal capacity within the  
46 Command?

47 A. I beg your pardon, sorry?

1  
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Q. Well, I'm just wanting to establish and confirm what it is that the QPS has by way of formal positions dedicated to responding to domestic and family violence in a strategic capability way, and I just asked you to confirm that beyond the Assistant Commissioner, the strategy and performance inspector and the admin officer what you have is a project coordinator and a training officer, both of whom are sitting in relieving positions?

A. The research positions are of a strategic nature.

Q. Okay. Let's have a look at those. So you say there's research positions. They're not, firstly, obviously, dedicated to the domestic and family violence portfolio group; they assist across all of those portfolio groups, don't they?

A. I think a majority of their work is actually in domestic violence. I'd have to check that.

Q. Okay. You'd hope that the majority of their work --

A. Yes.

Q. -- is given to domestic and family violence because there's only one person there?

A. Yes.

Q. So it's a hell of a lot of work to fall on the shoulders of one person --

A. Yes.

Q. -- if they're there to assist the strategic capability of the QPS to respond to domestic and family violence at a research level, isn't it?

A. I understand that two of those away are assisting on other matters at the moment.

Q. Well, let's have a look at that. It seems that two of those positions are vacant. They may be the people that you say that you understand they're away assisting on other matters somewhere else within the QPS?

A. Yes.

Q. So what's presently there at least as of yesterday is a senior research level, an A06 level, who is relieving?

A. Yes.

Q. And that's the extent of the research capability

1 available to the DV Command unless they draw on external  
2 resources attached to some other command or somewhere else  
3 in the QPS?

4 A. Yes, and there's a number of those.

5

6 Q. Okay. Just keeping our eyes for the moment on the  
7 Command, is this adequate, in your view, Commissioner? Are  
8 there an adequate number of people dedicated to  
9 strategically responding to domestic and family violence in  
10 the community in your Command at the moment?

11 A. No, I believe there should be more, and the process  
12 for the Command is to over time to inform me what else is  
13 required, and the resources will be dedicated to it.

14

15 Q. Well, the Command has been established, I think we've  
16 confirmed, since February of last year. We're now in  
17 August of 2022. You said that you had made it clear to  
18 your Assistant Commissioner that he was to tell you whether  
19 he needed more capability within the Command. Here in  
20 August of 2022 we see a very limited number of people  
21 dedicated to strategically responding to domestic and  
22 family violence. How much more time does your  
23 Assistant Commissioner need to tell you what's required and  
24 how much more time do you need to beef up that capability?

25 A. I was waiting for more information as to what model  
26 that we should look at. In the meantime, I know that  
27 policy and strategic work was done with the assistance of  
28 other areas as well as internally, and, whenever it was  
29 asked, the numbers and the resources were committed and  
30 approved.

31

32 Can I comment on some of the challenges in terms of  
33 allocating permanency to positions currently?

34

35 Q. By all means.

36 A. So we received I think 120 resources two years ago,  
37 and one hundred and twenty- - maybe four - I've just got to  
38 check those numbers, but about 230. When the Command  
39 was --

40

41 COMMISSIONER: Sorry, what does that mean, 120 resources?

42 A. Sorry. So what happens in the allocation of resources  
43 from government 2025 - by 2025 you get a certain amount  
44 each year. So two years ago the number was 124 and I  
45 think --

46

47 COMMISSIONER: 124 people?

1 A. Police.

2

3 COMMISSIONER: Police?

4 A. For growth. The growth I meant.

5

6 COMMISSIONER: Yes.

7 A. Yes. And I think similarly this year. So when the  
8 Command commenced those numbers were actually already  
9 committed to frontline operational roles. So when we asked  
10 for those positions the organisation was under  
11 extraordinary demand, and the greatest demand was actually  
12 in the frontline operational roles. The work that we did  
13 through QTC really identified a number of areas that were  
14 struggling and that in fact were under many other districts  
15 and should have been brought up to a certain level to cope  
16 with their demand.

17

18 COMMISSIONER: So what is QTC?

19 A. Sorry, Queensland Treasury Corporation. So we brought  
20 in Queensland Treasury Corporation to do demand work with  
21 us to appreciate our demand. So allocating resources is  
22 something - one of the most difficult, difficult jobs with  
23 so many priorities. Fifty of those went into Ipswich,  
24 another 50 went into Logan, and initially about 37 - and  
25 again similarly we got up to 70 in Moreton. So the growth  
26 allocation over the previous two years we used on frontline  
27 positions where we couldn't meet the demand at an adequate  
28 level. So then when we do get positions we then allocate  
29 them to other areas. So we had very little positions to  
30 play with initially. So then what we do is we create  
31 temporaries and get people from other areas to fill those  
32 temporaries until we can allocate the positions.

33

34 MS O'GORMAN: Can I ask you a couple of questions arising  
35 out of that. Firstly, you've identified that one of the  
36 challenges that you have faced in properly building your  
37 Command is a lack of incoming resources in the relevant  
38 financial year by way of resources provided to you by  
39 Queensland Treasury; is that correct?

40 A. Yes.

41

42 Q. Okay. Have you asked Queensland Treasury or have you  
43 gone through the CBRC process to ask that there be more  
44 given to you specifically for the domestic and family  
45 violence command and, if not, why not?

46 A. So we have clearly articulated to Queensland Treasury  
47 that we are not coping in terms of funds supplied to the

1 organisation. So then - and a case in point, 18 million  
2 over last year. So when Queensland Treasury gives you the  
3 money you allocate it where you need it to go, and money  
4 was allocated to that Command. I think there was an  
5 increase - and I don't have the figures in front of me,  
6 sorry, but there was an increase in the three years, each  
7 year.

8

9 Q. All right. I'm specifically asking about the Command?

10 A. Yes.

11

12 Q. Are you saying that there's been an increase in the  
13 numbers of resources provided to the Command?

14 A. Funding has been increased to the Command. I just  
15 don't have the figures with me.

16

17 Q. And did that funding translate to additional  
18 resources; that is, additional people being attached to the  
19 Command?

20 A. I'm sorry, I would have to go back. There's  
21 committees that sit over the top of this that are chaired  
22 by the deputies. One is a resource allocation committee  
23 that looks in terms of infrastructure that you need, and  
24 another committee looks at the people that you need.

25

26 Q. Okay.

27 A. So I would have to get that detail from them.

28

29 Q. All right. So is it possible, though, that this  
30 document that we're looking at here in front of us, which  
31 is current as of yesterday's date, contains more positions  
32 than were in fact originally allocated to the Command by  
33 way of that request for further resources via the Treasury?

34 A. That's correct, yes.

35

36 Q. Okay. Now, you've spoken about one of the challenges  
37 being a lack of resources incoming from Treasury to fill or  
38 provide positions to the Command. There is another  
39 mechanism by which you could, if you so chose, build that  
40 Command, and that is by some internal restructuring; that's  
41 possible, isn't it?

42 A. Yes, it is.

43

44 Q. Okay.

45 A. Yes.

46

47 Q. Can we have a look at how that might look or how that

1 might come about by reference to the organisational  
2 structure of the QPS, and that would require bringing up  
3 document [COI.001.0001]. Now, this document, Commissioner,  
4 is taken from the Queensland Police Service website. We  
5 can see that it's headed "Organisational structure as at  
6 20 September 2021"?

7 A. Yes.

8

9 Q. It provides that you sit as Commissioner of Police on  
10 top of each of the portfolio groups that operate under your  
11 command?

12 A. Yes.

13

14 Q. And we can see here that there are essentially five  
15 portfolio groups. There's regional Queensland, southern  
16 Queensland, crime, counter-terrorism and specialist  
17 operations?

18 A. Yes.

19

20 Q. Strategy and corporate services, and state discipline?

21 A. Yes.

22

23 Q. Now, I'm going to ask if we can focus in on the middle  
24 portfolio group; that is, crime, counter-terrorism and  
25 specialist operations.

26 A. Yes.

27

28 Q. Deputy Commissioner Tracy Linford is in charge of this  
29 particular portfolio group, is she not?

30 A. That's correct.

31

32 Q. As part of a process that the Commission of Inquiry  
33 has to require the QPS to provide documents to us,  
34 the Commission of Inquiry sought human resources numbers  
35 from the QPS and has been provided with the number of  
36 those?

37 A. Yes.

38

39 Q. Pursuant to the material we've been provided, it would  
40 appear that within the Crime and Intelligence Command there  
41 presently sits 786.6 approved permanent positions?

42 A. That's correct.

43

44 Q. Underneath that is the Domestic, Family Violence and  
45 Vulnerable Persons Command. Pursuant to the material your  
46 organisation has provided to us, there are presently 27  
47 approved permanent positions?

1 A. There's 27 in the Command. There's the high-risk  
2 teams. There's the research positions. I think it sits at  
3 60. I would have to check on that.

4  
5 Q. Okay. So that includes, as you've said, the high-risk  
6 team positions?

7 A. Yes.

8  
9 Q. Which sit within the Command but are not part of the  
10 strategic capability of the Command; correct?

11 A. That's correct.

12  
13 Q. All right. We have the Ethical Standards Command  
14 included in that portfolio, and information provided to us  
15 suggests that there are 112 approved permanent positions  
16 associated with that Command?

17 A. Yes.

18  
19 Q. Under the Ethical Standards Command we can see the  
20 Security and Counter-Terrorism Command, and according to  
21 your material there are some 418.96 approved permanent  
22 positions?

23 A. Yes.

24  
25 Q. And in the Crime and Corruption Commission (Police  
26 Group) there are some 86 approved permanent positions?

27 A. Yes.

28  
29 Q. So all of those commands - and we're only looking  
30 within one portfolio group; I'm not going to extend it  
31 further out - have significantly more numbers than are  
32 attached to the Domestic and Family Violence Command?

33 A. Yes.

34  
35 Q. And two of them are far and away greater when you have  
36 786 attached to Crime and Intelligence and you have 418  
37 attached to Security and Counter-Terrorism?

38 A. Yes.

39  
40 Q. All right. Having established those numbers, it's the  
41 case, isn't it, that you have available to you resources -  
42 that is, positions, people - within your organisation that  
43 you could, if you thought it beneficial, move from some of  
44 those commands into the Domestic and Family Violence  
45 Command to properly beef up its capability?

46 A. With difficulty, and can I explain that?

47

1 Q. Sure.

2 A. So what happened when I came back into the  
3 organisation as a result of a review we went through a SAP  
4 process, and this is a service alignment process. So the  
5 idea of the service alignment process was to - and bear  
6 with me because you'll understand where I'm getting to. We  
7 had nine commands in Brisbane and we had five regions  
8 across the rest of Queensland, and to get more resources  
9 where I needed them we aligned commands, so we brought  
10 commands together. We brought together the Crime Command  
11 as well as Intelligence; so that became Crime and  
12 Intelligence Command. So there were less numbers in both  
13 of those. We brought together Community Safety as well as  
14 Road Policing. So the idea of the SAP program was to  
15 then - each of those areas to do an assessment of their  
16 capability and what they required, and to put back into the  
17 pot positions that I could move to other areas, and, if  
18 anything, they asked for additional positions.

19  
20 So the situation was, where I wanted to dramatically  
21 garnish positions from other areas, that those commands and  
22 those areas were under so much pressure they actually asked  
23 for additional positions. So over - and this was prior to  
24 last year. So over many, many months we did a lot of work  
25 to be able to allocate some of those positions to other  
26 areas. But it was incredibly difficult work, because  
27 everywhere I go in the agency, be it on frontline or  
28 behind, people are not only saying "I can't give you a  
29 position", people are saying "I need more positions", is  
30 the very, very difficult situation, and that's why we ask  
31 for such considerable growth and the numbers in that growth  
32 were already allocated when the Command started.

33  
34 Q. What I'm hearing from you is that it is very difficult  
35 to meet the competing priorities of the various commands  
36 that you manage and to ensure that they all feel that  
37 they're appropriately resourced; am I right?

38 A. Yes.

39  
40 Q. You can take it from me that I understand that your  
41 job is in almost all respects but certainly in that respect  
42 very difficult?

43 A. Yes.

44  
45 Q. It nonetheless remains the case, doesn't it, that you  
46 have to make decisions about what it is that you're going  
47 to prioritise; correct?

1 A. Yes.

2

3 Q. And what we can see here from the numbers attached to  
4 these various commands is that there are significantly more  
5 resources applied to some, in fact all, than are applied to  
6 the Domestic and Family Violence Command?

7 A. At this stage, yes.

8

9 Q. My question is: what message do you think it sends  
10 both internally to your own members but also to the  
11 community when they hear about the numbers attached to this  
12 Command about the seriousness with which the organisation  
13 takes responding to the demands of domestic and family  
14 violence?

15 A. I think if they saw that they would probably think we  
16 could do better. But we are - it's an evolution. I wanted  
17 for the Command to look at what is the best model, and  
18 I also, rather than - sorry, I just need some more  
19 water - to really get an appreciation that if you're going  
20 to put resources to something that you've done some  
21 research and that is where the resources go.

22

23 Q. If you've said that there's really only one other  
24 jurisdiction in Queensland - in Australia, rather, that you  
25 would be looking to, how much more time do you need to  
26 assess their model and how to appropriately resource your  
27 Command?

28 A. So to explain that further, so there is other research  
29 areas in the organisation. There is strategic and - there  
30 is Strategy and Policy that actually helps with strategy  
31 and policy as well, and there is also Intelligence and  
32 other areas. So those resources are used all the time  
33 because there's - that's what they do. So they are  
34 actually and can be and are drawn in to help with this.

35

36 If over the next period we - Brian was to come to me  
37 and say, "Actually, those Intell resources need to be in  
38 the Command and not sitting out of the Command," well,  
39 I would accommodate that. "But if it's working or if  
40 you're getting what you need currently, you know, just let  
41 me know." So that's at the basis of it.

42

43 Q. But don't you know, Commissioner, that it's not  
44 currently working, that there aren't currently sufficient  
45 resources within the Command and that the Command does  
46 desperately need further resources immediately?

47 A. Well, I expect that the allocation of resources is

1 given to the Command when we have positions to give to the  
2 Command, and in the meantime that - if there is requirement  
3 to make those positions temporary, that that does happen.  
4

5 Q. So if there are members of the community wanting to  
6 know when that's going to happen, when it is that there  
7 will be further positions given to the Command, are you  
8 able to say anything about any anticipated timeframe?

9 A. So there has to be a submission to go to our WAS,  
10 which is our workforce and allocation committee, and then  
11 they would be allocated from there. I have over the next  
12 12 months - just thinking of the numbers - in the growth  
13 from government 340 positions, and they - I'm not sure if  
14 they have all been allocated or where they are to be  
15 allocated to. But definitely this is a priority area that  
16 I'm sure that has been looked at with our frontline, which  
17 is the other area of priority in the organisation.  
18

19 Q. Okay. And do I understand it from your evidence today  
20 that to date you haven't had communicated to you via the  
21 Assistant Commissioner of the Command that more resources  
22 are needed to be attached to that Command and attached to  
23 that Command immediately?

24 A. That may have been - sorry, that may have been  
25 communicated to the WAS committee, who deal with that, not  
26 to me directly.  
27

28 Q. Before we move on in terms of numbers one of the other  
29 pieces of data that we obtained from the QPS HR division  
30 was that the media and PR team within the QPS that assists  
31 you and presumably other people within the QPS with things  
32 like media enquiries, responding to media enquiries and  
33 arranging press conferences comprises 38 approved permanent  
34 positions. Do you accept that that's, firstly, the correct  
35 number of positions allocated to your media and PR team?

36 A. I'm not sure if that's correct. It sounds correct.  
37

38 Q. If that sounds correct and if the data we've been  
39 provided by your organisation to the effect that there are  
40 27, so 11 less positions, in the DV Command by way of  
41 approved permanent positions responding to strategic  
42 capability of domestic and family violence needs in the  
43 community, is that an appropriate message or does it send  
44 an appropriate message to the community about prioritising  
45 responding to domestic and family violence?

46 A. I think the community would be aware where we first  
47 respond to domestic and family violence is actually with

1 our first response officers, and my priority has been to  
2 put as many boots, so to speak, on the ground as possible,  
3 and then when the numbers become available to allocate them  
4 to other areas of priority. If that isn't explained well  
5 and the public do get that messaging, that is not a good  
6 look.

7

8 Q. I certainly don't want to not give you the opportunity  
9 to explain this well, so let me just make sure that  
10 I understand what your evidence is. In responding to  
11 domestic and family violence you put the emphasis on your  
12 capability, your capacity, your organisation's capacity, to  
13 respond at that front level; correct?

14 A. Yes.

15

16 Q. And of course not everybody who responds to domestic  
17 and family violence by a long stretch sits within the  
18 Command. There are lots of frontline officers of many  
19 different ranks who are responding to domestic violence day  
20 in and day out in the community; that's right?

21 A. Yes.

22

23 Q. I am not suggesting for a moment that there aren't  
24 officers appropriately allocated to be able to respond to  
25 domestic and family violence in the community as incidents  
26 occur. What I'm interested in is the capability of the QPS  
27 to develop a strategic response for how the QPS will  
28 continue to meet the ongoing and changing demands of the  
29 community in respect to domestic and family violence, and  
30 that's what the Command is there for, isn't it?

31 A. Yes, it is, and that's what they are doing. They  
32 develop the strategic plan, the action plan, the maturity  
33 model.

34

35 Q. Yes.

36 A. And I expect that if further resources are required  
37 that it is put through the WAS committee.

38

39 Q. I'm going to move now to some of those things that you  
40 have just mentioned that the Command is doing. But before  
41 I do I just want to cover off on this question that I've  
42 asked. In terms of the QPS strategic capability to respond  
43 to domestic and family violence by doing some of the things  
44 that you've mentioned we have, as we understand it, 27  
45 approved permanent positions allocated to that as compared  
46 with 38 approved permanent positions allocated to media and  
47 PR, and my question was: do you think that that sends an

1 appropriate message to the Queensland community about the  
2 seriousness with which the strategic responses to domestic  
3 and family violence are being pursued by the organisation?  
4 A. I just want to tender that with that the Command uses  
5 other areas to get their strategic policy and their  
6 strategic work done.

7  
8 Q. Okay.

9 A. But, if you just explain it like that, it is not a  
10 good look for the public to see that. That's correct.

11  
12 Q. Let's turn then to some of those things that you've  
13 said that the Command is presently doing, and to give some  
14 context to the things that the Command is doing we'll go to  
15 one of the answers that Assistant Commissioner Harsley  
16 provided to us in respect of the question of what the  
17 initial mandate for the Command was, and in that regard  
18 I'll ask the operator to bring up document [KRC.01 - sorry,  
19 I have a different number. It's now [CIH.004.0001]. So  
20 one of the written questions that we asked you to respond  
21 to, Commissioner, was what was the initial mandate for the  
22 Command and how were the ongoing priorities for the Command  
23 established; you can see that question?

24 A. Yes, yes. Yes, I can.

25  
26 Q. Now, that is one of the questions that wasn't  
27 responded to by you in writing but rather by  
28 Assistant Commissioner Harsley?

29 A. Yes.

30  
31 Q. These aren't your words?

32 A. No, but I read them and I'm satisfied with - yes.

33  
34 Q. Okay. Good. Let's go to the second paragraph  
35 commencing with the words "The initial mandate" and  
36 including the paragraph after that?

37 A. Yes.

38  
39 Q. So we can see that, "The initial mandate for the  
40 Command was to lead at a strategic level the implementation  
41 of reviews and changes to our systems, training and  
42 processes, and to ensure previous recommendations in  
43 relation to the way we deal with DFV are correctly  
44 implemented"?

45 A. Yes.

46  
47 Q. And, "The Command was to work with other agencies in

1 order to influence further changes that will ultimately  
2 drive greater reform"; that's right?

3 A. Yes.

4

5 Q. And then you've just mentioned a little earlier in  
6 your evidence some of the things that in practical terms  
7 the Command is doing to achieve those particular mandated  
8 goals?

9 A. Yes.

10

11 Q. Okay. I can't recall whether you specifically said  
12 that one of the things that Command is doing is to develop  
13 the domestic and family violence manual. Did you mention  
14 that that's one of the things it's doing?

15 A. Sorry, I can't remember where that - I think it sits  
16 in the Command. Some of the work crosses over with  
17 strategic and policy areas.

18

19 Q. Okay. All right. You did mention the development of  
20 the district capability maturity model as being one of the  
21 things that the Command is doing?

22 A. Yes.

23

24 Q. And I'll come to that next, but, firstly, if you take  
25 it from me for present purposes that in fact the Command is  
26 developing a domestic and family violence training manual?

27 A. Yes.

28

29 Q. All right. And in fact we've heard evidence from  
30 Assistant Commissioner Brian Codd that that manual was  
31 already undergoing work prior to the creation of the  
32 Command; that is, it was already being worked on by that  
33 pre-existing state unit?

34 A. Yes.

35

36 Q. Okay. The evidence of Assistant Commissioner Codd at  
37 the time that he gave his first evidence in this Commission  
38 in July was that that training manual was nearing  
39 completion, that in terms of its content it was developed  
40 and it was just undergoing its editing process.

41 A. Okay.

42

43 Q. All right? He was asked some questions about some of  
44 the potential deficiencies of the manual on that time, and  
45 then when he was recalled to give evidence on 4 August he  
46 was then again asked about the development of the manual,  
47 and his evidence at that time was that the manual, upon

1 reflection, did need a lot more work. We asked whether it  
2 could be provided to the Commission once it was in fact  
3 completed, but his evidence was that it wasn't going to be  
4 able to be completed before then, which is, as you know,  
5 4 October?

6 A. Okay.

7  
8 Q. So, as we understand it, the Command did think in  
9 early July of this year that the manual was almost  
10 completed and only needed some final editing, but, upon  
11 reflection, it's quite far from completion, it's not going  
12 to be done until some time after October. Does that cause  
13 you some concern about whether or not the Command is  
14 properly staffed to respond to domestic and family violence  
15 if the completion of that manual, an important document,  
16 has been so significantly delayed?

17 A. It is a very important document, and a lot of work and  
18 information obviously goes into updating that, and I don't  
19 know what the delays are. But if there are delays that are  
20 that extensive, yes, it does cause me concern.

21  
22 Q. Have you been told about those, either externally to  
23 this Commission of Inquiry or by way of being briefed upon  
24 the evidence that's been given in this inquiry?

25 A. I knew that work was being done on the document, but  
26 I didn't know that there was extensive delays to it.

27  
28 Q. Knowing that now, does it feed into any concern on  
29 your part that more urgent work needs to be done to  
30 reallocate some resources from within your organisation to  
31 the Command quickly?

32 A. Sorry, I haven't been briefed whether it's a resource  
33 issue or whether it's waiting for reviews. I just don't  
34 know what the issue is.

35  
36 Q. If we could perhaps just go back very quickly to  
37 document [COI.089.0001]. In circumstances where we  
38 established before, Commissioner, that presently within the  
39 domestic and family violence team of the Command there's  
40 one project coordinator and one training officer, and in  
41 addition to that there's one senior research officer in the  
42 research capability, it's likely to assume, isn't it, that  
43 the reason that the manual has been delayed is that there  
44 are probably at best three people who could be working on  
45 it to complete it?

46 A. No, I can't assume that because there is a lot of  
47 resources that you can call on. There's Strategy and

1 Policy. There's training areas. So I haven't been briefed  
2 what the issue is.

3

4 Q. Okay. All right. Let's move on to the other matter  
5 that you did mention a little earlier that to your  
6 knowledge the Command is working on, and that is the  
7 district capability maturity model?

8 A. Yes.

9

10 Q. Now, you understand, do you, that in about October of  
11 last year the Command developed this capability maturity  
12 model framework?

13 A. Yes.

14

15 Q. That that framework was delivered to each of the  
16 districts across this state?

17 A. Yes.

18

19 Q. That each of the districts were asked to use that  
20 framework to self-assess their own maturity in terms of  
21 being able to effectively and appropriately respond to  
22 domestic and family violence in the community?

23 A. Yes.

24

25 Q. And so what we're talking about there is an assessment  
26 by each of the districts of their frontline officers and  
27 their vulnerable persons unit to meet the demands of  
28 domestic and family violence?

29 A. Yes, it was up to them to resource it.

30

31 Q. Okay. Now, do you know that each of the districts  
32 have in fact undertaken that self-assessment?

33 A. I don't know if everyone's returned their results yet.  
34 I do know that as a result of that there are more VPUs in  
35 districts, and also that they have used various methods to  
36 resource that. The methods used is within their own  
37 general duties, their own resources, and I do believe into  
38 the very near future some of those districts will actually  
39 have growth that they could allocate it to as well out of  
40 the new growth.

41

42 Q. This Commission of Inquiry has heard from  
43 Assistant Commissioner Codd that in fact each of the  
44 districts have completed that self-assessment and a number  
45 of the districts have themselves assessed that they are  
46 only in the developing stage; that is they are not fully  
47 mature yet to respond to domestic and family violence

1 appropriately. Were you aware of the fact that the  
2 districts have self-assessed themselves in that way?

3 A. I am aware that they're at various levels, that's  
4 exactly right, yes, of maturity in terms of responding.

5

6 Q. All right. I'm paraphrasing now, but some of those  
7 districts are simply crying out for far more resources.

8 A. Yes, I have to agree with that.

9

10 Q. Now, Assistant Commissioner Codd also gave evidence  
11 that after the self-assessment part of that capability  
12 maturity model was undertaken by the districts the next  
13 part of the process is that the Command would work with  
14 each of the districts to validate their own self-assessment  
15 and confirm that the Command agreed with the way in which  
16 the districts had self-assessed their maturity. Have you  
17 heard that part of his evidence or did you understand that  
18 to be the case?

19 A. I understand that there would be a follow-up to make  
20 sure that the process was done correctly, and that everyone  
21 were on the same page and agreed to the resourcing, yes.

22

23 Q. Okay. And that's critical, isn't it, because not only  
24 is it important to make sure that everyone is on the same  
25 page but, as you said right at the beginning of your  
26 evidence, part of the benefit of having a command is having  
27 an assistant commissioner. So if the districts can be  
28 feeding through to the Command that they need more  
29 resources, the Assistant Commissioner can take that up to  
30 the executive leadership team and ask for more resources;  
31 correct?

32 A. I'm aware that districts require a lot more resources.  
33 Irrespective of that process, I am aware of how many  
34 resources the districts desperately require.

35

36 Q. Okay. But this is a formalised process that has been  
37 implemented by the Command to allow the Command to work  
38 from that central core place with each of the districts to  
39 assess not only how many more resources they need but what  
40 it is in each of the districts that's really required?

41 A. Yes, yes.

42

43 Q. Okay. Now, were you aware that Assistant Commissioner  
44 Codd told us on the second day that he gave evidence, that  
45 is on 4 August, that that process of engagement by the  
46 Command with each of the districts in response to or in  
47 relation to the resources that they need is now paused?

1 A. I was not aware of that.

2

3 Q. You didn't watch that part of the evidence or get  
4 briefed on that part of the evidence?

5 A. I was not aware of that. I knew that it had to be  
6 done. I did not know at this stage that it was paused.

7

8 Q. Okay. Were you aware that he gave evidence on that  
9 day to the effect that, "I'm hopeful that within a few  
10 months we'll establish that capability"?

11 A. No.

12

13 Q. Okay. Now that you are aware of that, that is that  
14 that process of discussion between the Command level and  
15 the district level about resources that are necessary has  
16 been paused and is unlikely to resume at least for a few  
17 months, does that cause you concern about the need for the  
18 Command to be beefed up and beefed up immediately or  
19 urgently?

20 A. So I'm confident obviously that the initial work has  
21 been done and that --

22

23 Q. Sorry, the initial work has been done --

24 A. Of the capability, sorry, the maturity assessment.

25

26 Q. You're confident that's been done?

27 A. Yes. So I'm comfortable that's been done.

28

29 Q. Yes.

30 A. But I would definitely prefer that that check on the  
31 Command would be completed, and I was not aware of that  
32 and, yes, that needs to be resourced.

33

34 Q. Okay. And how can that be done? I mean, is it  
35 something that's sufficiently concerning to you to hear  
36 that today that any immediate action is likely to be taken  
37 by you at the senior executive leadership team level to  
38 ensure that that resourcing happens and happens  
39 immediately?

40 A. So it definitely can happen that way or the Command  
41 goes to the WAS and asks for those resources.

42

43 Q. Okay.

44 A. And I'm not aware that that has happened.

45

46 COMMISSIONER: But now that you're aware that that's a  
47 problem you could make that happen, could you not?

1 A. Yes, yes.

2

3 COMMISSIONER: And will you?

4 A. Definitely.

5

6 MS O'GORMAN: As part of my questions a little earlier  
7 about the research capability of the Command or the lack of  
8 research capability of the Command you mentioned that the  
9 Command could reach out and draw on other capabilities,  
10 including the area of research and intelligence; correct?

11 A. Yes, yes.

12

13 Q. Okay. Do you know how often the Command reaches out  
14 and asks to draw upon the intelligence capability of, say,  
15 the Crime and Intelligence Command?

16 A. I'm not aware. I'm not aware.

17

18 Q. Are you aware that there is a - sorry, I'll start  
19 again. When Assistant Commissioner Codd gave his evidence  
20 on 4 August a document was brought to his attention which  
21 was an intelligence assessment titled "Domestic and family  
22 violence in the Torres Strait and the northern peninsula  
23 area"?

24 A. Yes.

25

26 Q. That intelligence assessment had been undertaken by  
27 someone outside of the Domestic and Family Violence Command  
28 in June of 2021?

29 A. Yes.

30

31 Q. Was this intelligence assessment brought to your  
32 attention after 4 August?

33 A. Yes, it was.

34

35 Q. Okay. You would be well aware then that that  
36 intelligence assessment contains some rather alarming  
37 identification of risks around domestic and family violence  
38 in the Torres Strait?

39 A. Yes, it certainly does.

40

41 Q. Okay. And you would be aware that at least as of  
42 4 August Assistant Commissioner Codd as head of the Command  
43 wasn't aware of the existence of that intelligence  
44 assessment?

45 A. That's correct. I was informed that there was a  
46 distribution list and it didn't make it to the people in  
47 that distribution list.

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Q. Yes, and on the distribution list you would know was the Assistant Commissioner of the Domestic and Family Violence Command?

A. That's correct, yes.

Q. Does it cause you concern in circumstances where you, as the Commissioner, are relying upon the Command's ability to reach out and draw upon the intelligence provided by other commands that highly relevant intelligence is not making its way through to the Domestic and Family Violence Command?

A. What really concerns me about that is I think - the officer did a very good job, that's what his role is, you know, to identify those issues. What concerned me the most is that it stopped at a district level, because intelligence - when you get intelligence like that it's addressed initially at a tactical and operational level, so you deal with your issues at that level, and then you should elevate that so that you can start dealing with issues at a strategic level. I can't understand why that did not happen.

Q. As I understand it, that officer made attempts to elevate that and send it to a relevant person within the Command. Do you have any knowledge of that?

A. I don't know that part of it, no.

Q. All right. Let's talk about some other intelligence assessments that have been undertaken in recent times outside of the Domestic and Family Violence Command but relevant to domestic and family violence. We asked you some questions about this in writing last Thursday, and you've provided some written responses to that. Feel free to take up your responses if you want to because I want to ask you about the numbers of those assessments that have made their way to the Command. Would it assist you if I gave you the title of that?

A. Yes, please.

Q. Of course. It's the one titled "Commission of Inquiry into QPS responses to DFV, question for Commissioner" and the question at the top is No.10?

A. Yes.

Q. You've got that in front of you?

A. Yes, thank you.

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Q. All right. That's the one I would like you to have, if you don't mind. There we asked the question, "How many intelligence assessments that are relevant to domestic and family violence have been conducted and whether they have been provided to the Command." As I understand your answer it is that there have been 29 intelligence assessments which relate either to domestic and family violence and/or to sexual offences that have been undertaken?

A. Yes. And just to put a context I actually had to get someone to obviously dig this information up for me because I did not have that knowledge personally of all 29.

Q. Thank you for that, and I do understand and I appreciate the fact that you went and did that. So you've satisfied yourself that there are in fact 29 intelligence assessments that were undertaken in relation to domestic and family violence and/or sexual offences?

A. Yes.

Q. Okay. None of those were undertaken by the Domestic and Family Violence Command, were they?

A. No.

Q. And in fact your enquiries led you to find out that of those 29 intelligence assessments only five of them were provided to the Domestic and Family Violence Command; can you see that?

A. Yes.

Q. I want to ask you about two of them or two of the assessments that you've drawn our attention to. It may be that we won't tender these particular documents because they may have matters of sensitive natures within them, Commissioner. So what I might do is provide a hard copy only to the Police Commissioner so that she can answer my questions but not have them put up on the visualiser at this time.

COMMISSIONER: Yes.

MS O'GORMAN: I'll do that, Commissioner. I'll have handed to you two intelligence assessments so you can see which ones I'm talking about.

A. Thank you.

Q. Could I ask you, please, to take up, firstly, the

1 intelligence assessment headed, "What is the likely impact  
2 of COVID-19 on regional Queensland domestic and family  
3 violence occurrences"?

4 A. Yes.

5

6 Q. This one was dated 16 April 2020?

7 A. Yes, that's correct.

8

9 Q. Okay. And you can see that it was concluded that the  
10 risk level, that is of COVID-19 in respect of DFV in  
11 regional Queensland, was assessed as being very high?

12 A. Yes.

13

14 Q. Is this one of the assessments which was provided to  
15 the Command or was not, do you know?

16 A. I don't know, and the reason - the Command wasn't in  
17 existence back then.

18

19 Q. No, okay. And you're not sure whether or not it's  
20 been provided to the Command since?

21 A. Since, no.

22

23 Q. If you go to page 2 of the Command you can see there  
24 that the assessors identified that there were five  
25 intelligence gaps around the likely impact of COVID-19 on  
26 domestic and family violence in regional Queensland?

27 A. Yes.

28

29 Q. And you can see underneath that that there were a  
30 number of strategies and tactics that were recommended as  
31 needing to be implemented to reduce the risk from very high  
32 around DFV occurrences in regional Queensland?

33 A. Yes.

34

35 Q. You've said in your written responses that the  
36 Domestic, Family Violence and Vulnerable Persons Command  
37 hasn't implemented any of those strategies or tactics?

38 A. Sorry?

39

40 Q. Is that right? Have I understood your response there  
41 correctly?

42 A. Sorry, can you just clarify that?

43

44 Q. Yes, I'll just go back to your written response and  
45 perhaps if you take it up to hand as well. Go to page 1 of  
46 your written response?

47 A. Sorry, bear with me.

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Q. Of course.

A. Yes.

Q. Question 11 asked you whether or not in relation to that review any of the strategies and tactics have been implemented by the Command?

A. From this piece of work.

Q. That's right.

A. That's correct.

Q. Yes, okay. And you've identified for us, just reading from the bottom paragraph there, that the Command hasn't directly implemented those strategies or tactics?

A. Yes, and again I had to go to get that information because I did not know it.

Q. All right. Of course it couldn't have implemented any of those strategies --

A. Back then.

Q. -- in April of 2020.

A. That's correct, yes.

Q. The capacity for it to do so only existed from February of last year.

A. That's correct.

Q. But to your knowledge or based on your enquiries the Command hasn't implemented those strategies or tactics since February of last year?

A. Well, to my knowledge it did not make it to the current Command.

Q. This one didn't make it to the Command?

A. As far --

Q. All right. Can I ask you to take up the second one then; that is the second intelligence assessment that I've handed to you?

A. Yes.

Q. That one is an intelligence assessment titled "Outlaw motorcycle gangs and domestic and family violence"; is that correct?

A. Yes, October 2021.

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Q. And you can see that it was last updated on 3 August 2022 by looking at the bottom left-hand corner?

A. Yes.

Q. Okay. Now, this intelligence assessment wasn't undertaken by the Domestic and Family Violence Command, was it?

A. No, it was undertaken by Crime and Intelligence Command.

Q. Okay. Now, it identifies, does it not, that there has been an increase in domestic and family violence occurrences by members of outlaw motorcycle gangs in Queensland?

A. Yes.

Q. And this I think you've been able to find out by your enquiries has not made its way to the Domestic and Family Violence Command?

A. I understand it hasn't.

Q. It hasn't? All right. Do you think that's of concern --

A. Sorry, I understand it hasn't. I've just got to - I'm not sure if that's 100 per cent correct, though.

Q. Okay. Well, I'll just see if your written responses --

A. Yes, I'm just reading through that. Again, I had to find this information and where it went to. So just bear with me.

Q. Of course. So if you go back to that document, which is your written responses, and go back to page 2, please, Commissioner?

A. Yes.

Q. You'll see there question 12 relates to this particular intelligence assessment?

A. That's correct. Sorry, I'm just reading that paragraph, "The records do not indicate that it was supplied to the Domestic, Family Violence and Vulnerable Persons Command."

Q. Okay. Thank you.

A. Thank you.

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Q. Does that cause you concern?

A. Yes, it does, because my view is this is exactly the type of documents that should be going to the Domestic and Family Violence Command.

Q. Particularly when members of the outlaw motorcycle gangs are known by police to be a particularly dangerous cohort of our community; correct?

A. That's exactly right.

Q. And if there has been in recent times increases in domestic and family violence occurrences by those members in Queensland that's something that the command really ought to know about?

A. That's correct.

Q. And really ought to be acting on?

A. That's correct.

Q. But can't if it doesn't know about the intelligence?

A. So I don't know what actions were done to it. So when you do obviously intelligence assessments in CIC certain actions are put to the issue. So I can't comment on the entirety of the actions that were done to it. But documents like this and information like this should be going to the Domestic and Family Violence Command.

Q. Okay. Now, having identified that a couple of these quite important, you would agree, intelligence assessments haven't made their way to the command, is there anything that you can think of that can be done in quite an urgent way to ensure that the Command's capacity to receive relevant information is increased and increased quickly?

A. You can improve governance structures and the connectivity between the commands, or the other method is to put intelligence officers within the Command.

MS O'GORMAN: Commissioner, I'm noting the time and that we haven't had a morning break yet. Would it be appropriate to have a five-minute break now?

COMMISSIONER: Yes, certainly.

MS O'GORMAN: Thank you.

**SHORT ADJOURNMENT**

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MS O'GORMAN: Commissioner, a little before the break you made a number of references to not necessarily being aware of whether the Command has made request for further resources to strengthen its strategic capability and referred to a process by which the Command could seek further resources by way of a WAS process. Do you think it would be important at least after today for you to proactively make some enquiries as to whether the Command has sought further resources through that process?

A. Yes, I will.

Q. And if it has done that is there anything that you can do to have that process sped up so that hopefully if the Command has sought more resources those resources can be considered quickly?

A. Definitely. But I have four deputies that sit on those and they know how important this is. There's a certain amount of growth that you get, and there's priorities where that growth is allocated to. I would know from working with my deputies and on that committee that those areas would be a priority.

Q. Okay. In light of the discussion that we've had this morning about the lack of strength of the Command, in terms of its numbers and in terms of its resources, what's your opinion about whether it needs to be strengthened and strengthened significantly?

A. So the Command was always an evolution to really build that strategic capability, to look at what other models there were, you know, particularly in Australia but other models even overseas to then feed back in to good advice as to what other capabilities are required.

There's this contention about whether Intell sits inside or outside. I really did want to look into seeing what the best option was. So I believe there is opportunity and there should be growth in the Command, particularly in areas that has shown us - research is one that you've commented on. Intell will probably be another one because depending on what comes back in terms of which is the best mechanism for it to because - and the reason why I say that is CIC do have a lot of intell capability at various levels of the organisation. So before committing to say it should be in the Command it might be that it fits better somewhere else because there are a lot of resources in those areas that do a lot of intell work.

1  
2           So my firm view is that the Command needs to continue  
3 to grow to fulfil its strategic objective and there's a  
4 point in time, though, when you fulfil those objectives do  
5 you need to continue to grow. It is a very different  
6 command compared to Melbourne, which is - it's a truly  
7 operational command that operates not only for  
8 domestic violence, child abuse and many other issues that  
9 they deal with. So it's very difficult to compare. But  
10 certainly my opinion is that the Command does need to grow  
11 in the areas that I'm advised of.  
12

13 Q. I want to ask you two questions arising out of your  
14 answer there. You've said as part of your answer, as  
15 I've understood it, that in your mind there remains some  
16 question about whether intelligence should sit inside or  
17 outside of Domestic and Family Violence Command. In  
18 circumstances where we've just identified that two highly  
19 relevant intelligence assessments undertaken outside the  
20 Command have not made their way to the Command, doesn't  
21 that make it plain that the Command really needs to have  
22 its own intelligence capability to ensure that it's  
23 informing itself in a timely and appropriate manner about  
24 the risks of domestic and family violence in the community?

25 A. So one of those occurred before the Command was set up  
26 and one occurred after, and I'm advised there were actions  
27 against the second intelligence brief that we spoke to.  
28

29 Q. I thought you said that in respect of the second one  
30 your enquiries led you to find that it wasn't even provided  
31 to the --

32 A. No, it wasn't provided. But in the Command where - in  
33 the Intell Command actions were put into place in regards  
34 to the intelligence.  
35

36 Q. To curb domestic and family violence being committed  
37 by outlaw motorcycle gangs?

38 A. Yes, there was some work, yes.  
39

40 Q. Okay. And what was that work?

41 A. There was a brief to the executive leadership team.  
42 There were strategies to educate and inform I believe the  
43 agency, and there were a couple of others. I'll have to  
44 get the exact detail of that. Can I answer that previous  
45 question?  
46

47 Q. Yes.

1 A. But it is about having good governance and having good  
2 processes and having good systems to work across commands,  
3 and that's why it is important that all the  
4 assistant commissioners sit at ELT to enable that to  
5 happen. The CIC were separate commands and operated very  
6 differently in the past, and when they came together they  
7 went to a part-centralised model where the strategic  
8 intelligence is done and then the other areas sit at the  
9 district and local level where that intelligence is done.

10  
11 In the past it used to be highly centralised and the  
12 commander at the local level found it very difficult to get  
13 the benefits from that intell officer because they didn't  
14 have them under their command, because it was a siloed  
15 approach and we had reviews that actually showed that and  
16 that's why we changed the way the commands operate. So  
17 that happened I think in 2020. I'll just have to get the  
18 exact date; some time in 2020.

19  
20 But to my point I think what has happened, though,  
21 where you had established good processes and systems that  
22 under the new arrangement that has fallen away in some of  
23 the areas and that needs to be corrected.

24  
25 Q. So, for example, in respect of the intelligence  
26 assessment which identifies very significant risks to  
27 people in the Torres Strait arising from domestic and  
28 family violence and in circumstances where that  
29 intelligence assessment in June of last year did not make  
30 its way to the Command, what is it that can be done by the  
31 QPS to ensure those kind of failings don't happen again?

32 A. Articulated processes. You can put systems and  
33 policies and guidelines in place to make sure that happens.  
34 For my mind, that should have happened because always in  
35 our organisation there's a tactical level, there's an  
36 operational level and there's a strategic level. You do  
37 what you can at those levels and then it makes it to the  
38 strategic level to see if there are similar themes, issues  
39 across the organisation. That informs some of the work  
40 that you would do at the strategic level. I can't answer  
41 what the decision was to keep it at a district level, but  
42 that's how it should work. That's how it should work.

43  
44 COMMISSIONER: Can I just ask you something about that.  
45 You talk about this executive leadership team.

46 A. Yes.  
47

1 COMMISSIONER: And the people from the commands sit on  
2 that executive leadership team; is that right?  
3 A. The assistant commissioners, sorry, from each of the  
4 commands.  
5  
6 COMMISSIONER: Sorry, I meant the head of those commands.  
7 A. Yes.  
8  
9 COMMISSIONER: So Crime and Intelligence Command would  
10 have an assistant commissioner attached?  
11 A. Yes.  
12  
13 COMMISSIONER: And he would be at these executive  
14 leadership --  
15 A. She. Kath Innes.  
16  
17 COMMISSIONER: Assistant Commissioner Brian Codd obviously  
18 goes to these meetings as well?  
19 A. That's correct, yes.  
20  
21 COMMISSIONER: And yourself, are you at those?  
22 A. Yes.  
23  
24 COMMISSIONER: And the deputy commissioners?  
25 A. Yes.  
26  
27 COMMISSIONER: And other assistant commissioners attached  
28 to commands?  
29 A. And our executive directors; that's correct.  
30  
31 COMMISSIONER: So we have an intelligence assessment made  
32 by CIC, Crime and Intelligence, about outlaw motorcycle  
33 gangs and domestic violence?  
34 A. Yes.  
35  
36 COMMISSIONER: And presumably that assistant commissioner  
37 saw that intelligence assessment?  
38 A. Yes.  
39  
40 COMMISSIONER: But didn't mention it in the meeting where  
41 the Assistant Commissioner for Domestic and Family Violence  
42 Command was?  
43 A. It was mentioned. It was actually discussed and  
44 actions were put against it. So I don't know why it was  
45 not then taken over to the command. But actions were taken  
46 in CIC in relation to that intelligence assessment.  
47

1 COMMISSIONER: And it was mentioned at a meeting?  
2 A. There was a presentation at the executive leadership  
3 team about the findings of the intelligence.

4  
5 COMMISSIONER: All right.  
6 A. Yes.

7  
8 COMMISSIONER: But then it still wasn't handed over to the  
9 Command?  
10 A. I believe not and I can't understand why. I can't  
11 understand why.

12  
13 MS O'GORMAN: You've said a number of times this morning  
14 that the development in terms of the strength and  
15 capability of the Command is, in your mind, an evolution.  
16 Do you think it's appropriate that women, children, men  
17 continue to suffer domestic and family violence at  
18 significant rates in the Queensland population and the  
19 Command doesn't get strengthened immediately because it's  
20 simply an evolutionary process that will happen eventually?

21 A. It will not happen eventually. There is a lot of work  
22 being done with the allocation of numbers that I have got  
23 to make sure that we put adequate resources in the Command.  
24 It has been a very challenging process to get the right  
25 amount of staff to do that straightaway when there is  
26 actually commands constantly asking for more resources, and  
27 this - I want the Command to advise me exactly what they  
28 want and they can have what they want when they request.

29  
30 Q. All right. Can I move now to the Nous Group survey  
31 that has recently been commissioned by the Commission of  
32 Inquiry. You refer to it in your statement?

33 A. Yes.

34  
35 Q. And I can provide you with a hard copy document of it  
36 in case you don't have it to hand.

37 A. I don't. Thank you.

38  
39 MS O'GORMAN: For the benefit of the Commissioner of this  
40 inquiry, this particular document has been provided to us  
41 by Nous Group only in a draft form at this stage. The  
42 final report has not yet been provided. So I don't intend  
43 to tender this document. But it's been referred to in the  
44 Police Commissioner's statement and so I will take her to  
45 it without it having put on the visualiser.

46  
47 COMMISSIONER: Okay.

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MS O'GORMAN: Commissioner Carroll, you understand, don't you, that this Commission, the Commission of Inquiry, engaged the Nous Group to conduct a culture survey of your members?

A. Yes.

Q. And that came about because in 2018 the QPS itself had engaged Nous Group to undertake a baseline cultural survey of its members?

A. That's correct.

Q. And that returned some results to the QPS in 2019?

A. Yes.

Q. And, upon being informed of that, this Commission of Inquiry has engaged the same group to undertake the same or a very similar survey to see what development there's been in terms of culture within the QPS?

A. That's correct.

Q. Now, as you've just heard me say to the Commissioner of this inquiry, Nous Group hasn't provided this Commission with a final report yet in respect of those findings, but it has provided this Commission and also you and your organisation with a draft of it so that we could see what the preliminary data is telling us?

A. Yes.

Q. And you've seen that before because you have referenced it in your statement?

A. Yes.

Q. I want to take you to some of the findings of the survey. Now, firstly, you can see by reference - actually, I can put this on the visualiser. I just won't tender it. It's on the party book. So the number is [COI.091.0001]. That's the front page of the report. But if I could ask you, please, Mr Operator, to go to pinpoint reference 0011. You can see that 2,733 members of the QPS responded to this survey, Commissioner?

A. Yes.

Q. And set out on this page and on consequent pages that I will take you to are the responses of those 2,733 people to a number of specific questions; that's right?

A. Yes, that's correct.

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Q. Here on this page we can see question 7 asked respondents to respond to this proposition, "I have received sufficient training on procedures related to domestic and family violence in the last two years." You can see that?

A. Yes, I have.

Q. And you can see that more than 50 per cent of the respondents did not agree with that proposition?

A. Yes, I do see that.

Q. Okay. That's a concern, isn't it, if you have more than 50 per cent of your people not agreeing that they have received sufficient training in the last two years?

A. Yes, it is, extraordinarily inhibited by our response to COVID. Most of our training went online as a result, and in fact our operational skills training was spread over two years rather than completing it in a year.

Q. Okay. If we could go over two pages to pinpoint reference 0013, please. I ask you to have a look at question 11. There the participants were asked to respond to this proposition, "QPS has appropriately balanced its resources and personnel to respond to domestic and family violence matters." You can see that proposition?

A. Yes, yes.

Q. And you can see there that more than 80 per cent of the respondents did not agree with that proposition?

A. I would have to agree with that, because in the last two/three years we have done an incredible amount of work to reline the commands, to put in an additional two regions back out into the regions, to implement what I would say is probably the largest piece of change agenda we've ever done in the Queensland Police history in the service alignment program, and we're just getting to that. We have just finished one district. We're on to the next district. And that agenda to do this is probably - the reform agenda I would say is probably 18 months to two years behind where I would like it to be.

Q. If we look at the next two questions they pose the proposition that, "Domestic and family violence coordinators and domestic violence liaison officers provide guidance and influence to my work in responding to domestic and family violence" and "I can easily access specialised

1 advice and support when attending to DFV matters." You can  
2 see that in response to both of those more than or  
3 approximately but more than 60 per cent of the respondents  
4 did not agree with those propositions?

5 A. Yes.

6  
7 Q. Does that cause you concern?

8 A. Yes, and this is part of the work of obviously putting  
9 more VPUs in place, more people at our comms centres, and  
10 also the big piece of work going into our new service  
11 delivery model.

12  
13 Q. Okay. If we move over then to pinpoint reference  
14 0016; page 16 on your hard copy document there,  
15 Commissioner?

16 A. Yes.

17  
18 Q. You can see question 22 asks respondents to respond to  
19 this proposition, "My colleagues show empathy and  
20 understanding for those involved in domestic and family  
21 violence"?

22 A. Yes, I can.

23  
24 Q. And we can see there that nearly 30 per cent of  
25 the respondents did not agree with that proposition?

26 A. Twenty per cent was neither disagree nor agree.  
27 I think we need some better insight into what that means.  
28 Then that makes it 7 point or 8 point - sorry, 2 per cent  
29 that strongly disagreed or disagreed.

30  
31 Q. Yes. But does it cause you concern that only some  
32 70 per cent thought that their colleagues show empathy and  
33 understanding in relation to domestic and family violence  
34 when ideally the service would like everyone to be doing  
35 that?

36 A. I would like that to be at 100 per cent.

37  
38 Q. What can be done to improve that figure in your view?

39 A. Many things that we're currently doing. Training is  
40 just a part of it; a new performance framework that we  
41 introduced two years ago; a new leadership framework from  
42 literally the sergeant up to, you know, the most senior  
43 levels; the service delivery re-design program. I do  
44 believe co-responder models and also multi-disciplinary  
45 teams, when you have many agencies around the table, is  
46 incredibly powerful in changing this. They're just some of  
47 the things that we're doing and that we should be doing

1 into the future.

2

3 Q. Okay. Question 24 asked the respondents to respond to  
4 this proposition, "My colleagues take the time to analyse  
5 the underlying issues of a domestic and family violence  
6 incident to take a holistic view." Can you see that there?

7 A. Yes, I can.

8

9 Q. You would understand of course that there's been much  
10 discussion in recent years of the importance of police  
11 officers taking a holistic view to domestic and family  
12 violence?

13 A. Yes. Very important, yes.

14

15 Q. All right. We can see there, can't we, that less than  
16 50 per cent of the respondents either agreed or strongly  
17 agreed with that proposition?

18 A. Yes.

19

20 Q. And does that cause you concern, that less than  
21 50 per cent of the respondents think their colleagues take  
22 sufficient time to analyse a DV matter holistically?

23 A. So, until I see the actual qualitative comments behind  
24 it, there are a number of reasons that I believe this is  
25 the case. One, sheer demand. If you look at the work that  
26 I did in 2019 we weren't responding to an extraordinary  
27 amount of our jobs, and literally when you do that you just  
28 race from one to the next. Another one is a better  
29 understanding of not just that incident but the entire  
30 journey. That's just two things definitely. As  
31 I indicated, I would really like to see the comments around  
32 that as well.

33

34 Q. Okay. If we go to pinpoint reference 0017 you'll see  
35 question 28 posed this proposition, "QPS' senior leaders  
36 send a positive message about the importance of eliminating  
37 domestic and family violence across Queensland." You can  
38 see that?

39 A. Yes.

40

41 Q. And you can see there that approximately 60 per cent  
42 of the respondents agreed or strongly agreed with that  
43 proposition?

44 A. Yes.

45

46 Q. About 7.7 per cent strongly disagreed with that  
47 proposition?

1 A. Yes.

2

3 Q. 9.4 per cent disagreed with that proposition?

4 A. Yes.

5

6 Q. And 23.5 per cent were ambivalent; that is to say they  
7 neither agreed nor disagreed with the proposition?

8 A. Yes.

9

10 Q. Does it worry you that up to 40 per cent of the  
11 respondents either strongly disagreed, disagreed or  
12 appeared to be ambivalent about whether senior leaders are  
13 sending a positive message about the importance of  
14 eliminating DV?

15 A. That figure is concerning because we've done an  
16 incredible amount of work at the senior level to do exactly  
17 this, to actually drive this as a priority and to make sure  
18 that this is communicated with our troops in many forms, be  
19 it in our strategic plans, our operational plans, be it in  
20 messaging, be it in conferences. I am surprised and  
21 disappointed in some ways to see that.

22

23 Q. You've just mentioned then the efforts that the QPS  
24 has taken at a senior leadership level, including at  
25 conferences, to develop the appropriate messaging response  
26 to domestic and family violence?

27 A. Yes.

28

29 Q. That raises a question that I have for you about some  
30 matters that have recently come to our attention --

31 A. Yes.

32

33 Q. About comments or speeches made by your senior  
34 officers at recent senior leader conferences, and I'll turn  
35 to that topic now?

36 A. Thank you.

37

38 Q. All right. In your statement - and I'll have this put  
39 up on the visualiser, please. It's [KRC.001.0003]. If we  
40 could zoom in perhaps on paragraph 19. There you refer to  
41 being aware of evidence given in this Commission of Inquiry  
42 that has suggested that there is a widespread culture of  
43 misogyny, sexism and racism in the QPS?

44 A. Yes

45

46 Q. Or "beliefs and values that don't align with the  
47 organisational values and our ethos of caring for our

1 victims"?

2 A. Yes.

3

4 Q. You say a little further down the paragraph that to  
5 you "the term 'widespread' implies that there are  
6 entrenched or ingrained cultural issues with all, or the  
7 majority of us in the service," and that you do not accept  
8 this?

9 A. Yes.

10

11 Q. And you say, "I accept that there are some people in  
12 the organisation who do not act in the manner expected, and  
13 where we identify this, we do take action."

14 A. Yes.

15

16 Q. I take it from that that it's your position that where  
17 inappropriate action is seen that it is called out and  
18 identified to your service?

19 A. Yes.

20

21 Q. Okay. We recently had brought to our attention by  
22 some of the people who responded to the survey conducted by  
23 Nous Group that in March of this year, that is March of  
24 2022, there was a senior leaders conference held in  
25 Brisbane; you're aware of that conference?

26 A. Yes, I was.

27

28 Q. It's a conference attended by the very most senior  
29 leaders of the QPS, isn't it?

30 A. Yes, I instigated that conference.

31

32 Q. Okay.

33 A. Thank you.

34

35 Q. I understand there might have been some 100 leaders  
36 present?

37 A. Yes.

38

39 Q. Are they there from the rank of about superintendent  
40 and above; is that correct?

41 A. Yes.

42

43 Q. It includes your assistant commissioners?

44 A. Yes.

45

46 Q. And your deputy commissioners?

47 A. Yes.

- 1  
2 Q. Okay. And, yourself, were you present at that  
3 conference?  
4 A. Sorry, there are two conferences. I'm just making  
5 sure that I'm commenting on the right one.  
6  
7 Q. Sure.  
8 A. So it's the senior leaders one held in Brisbane.  
9  
10 Q. Yes.  
11 A. Is that the conference that - we've had two of them,  
12 because there's a commanders conference as well. So I'm  
13 just making sure that you are talking to the right one.  
14 I was not at that one.  
15  
16 Q. Okay.  
17 A. Sorry.  
18  
19 Q. Okay.  
20 A. And I don't think the deputies were there. I think  
21 the most senior person was one deputy.  
22  
23 Q. Okay.  
24 A. So I've just got to - sorry, we've had a lot of  
25 conferences. So I'm just trying to differentiate between  
26 the two that you are going to talk to.  
27  
28 Q. All right. There were, as we understand it, about 100  
29 people present at that conference?  
30 A. Yes.  
31  
32 Q. It was a very formal conference organised at the  
33 highest level; that is by yourself?  
34 A. Yes.  
35  
36 Q. And it was attended by, if not all of your deputies  
37 and assistant commissioners, at least the topmost and  
38 highest ranking police officers?  
39 A. Yes, the senior leaders of the organisation.  
40  
41 Q. Yes.  
42 A. Yes.  
43  
44 Q. It wasn't attended by the senior constables --  
45 A. No, no.  
46  
47 Q. Okay. Now, what we've been told is that the master of

1 ceremonies at that conference had a visible injury to his  
2 face, a cut, that had required some stitches.

3 A. Yes.

4

5 Q. And that he was talking to the audience, he made  
6 reference to the cut and the stitches to his face, and made  
7 reference to it having been a rough promotional process,  
8 something like that.

9 A. Yes.

10

11 Q. A superintendent in the audience called out, "Did she  
12 shut her legs on you"?

13 A. Yes, I'm advised that's the case. Yes.

14

15 Q. Okay. So what we've been informed about that is  
16 accurate?

17 A. Yes.

18

19 Q. Okay.

20 A. I think there's some contention as to whether the  
21 words "she" were used on what I was advised from him  
22 through the senior leaders of the organisation.

23

24 Q. Well, we sent you through some questions --

25 A. Yes, that is correct.

26

27 Q. -- before today?

28 A. Yes.

29

30 Q. Asking you to advise whether this account that we've  
31 been advised of is correct, and it includes the words, "She  
32 shut her legs on you"?

33 A. Yes. But late yesterday I spoke to the deputy  
34 involved and I understand she was informed there was  
35 contention about whether the word was used. But when  
36 I made the statement, that's correct, yes.

37

38 Q. Can I suggest to you that it's not the case that the  
39 words "he shut her legs on you" were used or something like  
40 that.

41 A. No, no, that's - yes, no, that's fine.

42

43 Q. It was most definitely a reference to a woman;  
44 correct?

45 A. I understand that was the contention. But I only had  
46 that discussion late yesterday afternoon. So when I --

47

1 COMMISSIONER: What other possible word could have been  
2 used? It couldn't have been "he", could it? It must have  
3 been "she"?

4 A. I totally agree.

5  
6 COMMISSIONER: Thank you

7 A. I was just - I'm just saying what was relayed to me.

8  
9 MS O'GORMAN: Commissioner, it's important enough I think  
10 that we are quite precise about what these words were.  
11 Given that there were so many people there and given that,  
12 as we will come to, this person was dealt with by way of  
13 some local managerial resolution I think that if we took an  
14 early lunch break it's likely that the Commissioner will be  
15 able to make certain that we're talking about the right  
16 words, and I would like to be quite precise about that  
17 given the propositions I'm going to put to her.

18  
19 COMMISSIONER: Yes, okay.

20 A. Thank you.

21  
22 COMMISSIONER: We'll just adjourn until two.

23  
24 MS O'GORMAN: Thank you.

25  
26 <THE WITNESS WITHDREW

27  
28 LUNCHEON ADJOURNMENT

29  
30 <KATARINA CARROLL, recalled:

31  
32 <EXAMINATION BY MS O'GORMAN, continued:

33  
34 COMMISSIONER: Yes.

35  
36 MS O'GORMAN: Commissioner Carroll, just to reorient  
37 ourselves, before lunch I was asking you about an incident  
38 at a senior leaders conference in Brisbane in March of this  
39 year where, on the information that the Commission of  
40 Inquiry had received, a master of ceremonies with a cut and  
41 visible injury to his face referenced a rough promotional  
42 process, to which one of the members of the audience who  
43 was a superintendent called out, "Did she shut her legs on  
44 you," and I think you've been able to establish to your  
45 satisfaction that it was those words that were used?

46 A. Yes.

47

1 Q. All right. Thank you. I want to establish something  
2 about what the premise of that joke must be before I move  
3 on to my next questions. I appreciate you weren't there,  
4 and I certainly appreciate that it wasn't your joke, so  
5 I can't ask you to be in the mind of the person who said  
6 it. But, objectively speaking, the premise of that joke  
7 must have been, mustn't it, that the male master of  
8 ceremonies was going through a promotional process, during  
9 the course of which a more senior female police officer  
10 either encouraged or required him to perform cunnilingus on  
11 her, during the course of which he sustained a cut  
12 requiring stitches to his face?

13 A. That's definitely what it implies, yes.

14

15 Q. Okay. Now, if that's the case, that is not only not  
16 funny but extremely serious for at least two reasons, I'd  
17 suggest: one, it displays a level of misogyny directed at  
18 very senior female members of the Queensland Police Service  
19 on the part of a male superintendent; correct?

20 A. That's correct.

21

22 Q. Because to suggest that that female police officer  
23 either required or allowed sexual favours to be performed  
24 on her in order for that male person to be treated  
25 favourably in the promotional process is deeply  
26 disrespectful and misogynist?

27 A. It's deeply disrespectful and it is misogynist.

28

29 Q. All right. The other problem with it is, isn't it,  
30 that it at least impliedly makes light of sexual violence  
31 in the course of making the joke in circumstances where  
32 there's a reference to the performing of cunnilingus  
33 resulting in a cut requiring stitches to the male person?

34 A. That's a difficult comment. I don't know if it  
35 implies that.

36

37 Q. Okay.

38 A. So I don't know what his intent of that was.

39

40 Q. Okay. I suggest to you that, objectively, in  
41 circumstances where that male person is standing in front  
42 of the audience with such a visible injury to his face that  
43 joke is made, there would objectively - it would be open to  
44 members of the public or members of the audience to think  
45 that that man is making light of sexual violence; no?

46 A. It could be open to that interpretation.

47

- 1 Q. Were you made aware that there were members of that  
2 audience who got up and walked out upon that comment or  
3 that joke being made?  
4 A. Yes.  
5
- 6 Q. Okay. You indicated that you were told about that  
7 shortly afterwards?  
8 A. Yes.  
9
- 10 Q. Days afterwards?  
11 A. Yes.  
12
- 13 Q. That police officer was subject to local managerial  
14 resolution, wasn't he, later?  
15 A. Yes.  
16
- 17 Q. And, as I understand it, that process involved him  
18 discussing the inappropriateness of his conduct with a more  
19 senior officer?  
20 A. Yes.  
21
- 22 Q. All right. He was counselled about that and told not  
23 to do it again, effectively?  
24 A. Yes.  
25
- 26 Q. Okay. He was nonetheless subsequently promoted to  
27 Chief Superintendent, though, wasn't he?  
28 A. Yes.  
29
- 30 Q. So in March, when the conference occurred, March of  
31 2022, he was a superintendent?  
32 A. Yes.  
33
- 34 Q. In July, as we understand it, he was promoted to  
35 Chief Superintendent?  
36 A. Yes.  
37
- 38 Q. And that's notwithstanding the deeply inappropriate  
39 nature and misogynistic nature of the comment that he had  
40 made in a public forum at the most senior level of the QPS?  
41 A. Yes.  
42
- 43 Q. Is it appropriate that he was promoted in those  
44 circumstances?  
45 A. Can I explain the process?  
46
- 47 Q. Yes.

1 A. Thank you. So the legislation was formulated some  
2 four/five years ago between the CCC, the unions and the  
3 organisation --

4

5 COMMISSIONER: Which legislation are you talking about?

6 A. Sorry, the Police --

7

8 COMMISSIONER: Police Service Administration Act?

9 A. Police Service Administration Act. Thank you. Sorry,  
10 and this is an iteration of it, so it's the previous - the  
11 one that was formulated five years ago. And the ethos of  
12 it is correction, guidance, remorse, and there's thresholds  
13 that you have to meet, and it was assessed at Ethical  
14 Standards that it receive LMR.

15

16 What happened then, as a result of being LMR --

17

18 COMMISSIONER: So that's the local managerial resolution?

19 A. Sorry, the managerial resolution, sorry. Then that  
20 can't be considered as an impediment to vetting. So the  
21 officer was meritorious in all aspects of the promotion,  
22 and then as a result of local managerial guidance there was  
23 not a vetting issue. So that's then how he was promoted  
24 and signed off on the promotion.

25

26 COMMISSIONER: So where does that come from? Where does  
27 that - that they're not subject to vetting if there's a  
28 local managerial resolution?

29 A. So, Your Honour, it's not part - an LMR is then not  
30 part of the discipline process and, from what I understand,  
31 then is not an impediment to vetting, because it's a  
32 remedial approach to improve conduct of members.

33

34 COMMISSIONER: But does that mean that you then can't ask  
35 that person about that in a job interview? Is that what  
36 that means?

37 A. Well, he wasn't asked about it in the job interview.  
38 They ask a number of questions in the job interview, and  
39 I don't believe he was asked about this in the job  
40 interview.

41

42 COMMISSIONER: Okay. So you can say something in front of  
43 100 people and that can't be taken into account when you  
44 apply for a more senior position; is that the short end of  
45 that?

46 A. In the current system and process I would say that's  
47 correct.

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COMMISSIONER: And is that the case for any LMR?

A. Yes. That is my advice.

COMMISSIONER: Okay. So any LMR resolution of a complaint does not result in any disadvantage in promotion; is that right?

A. Yes. This is my advice and - because it's the ethos that sits around LMR, to be remorseful, to correct the behaviour, to receive guidance and all of that. Obviously then there's the more - other matters that reach a threshold of misconduct. But it was assessed at Ethical Standards to meet the LMR threshold.

MS O'GORMAN: Just so that I can understand, is your evidence that because that particular officer received local managerial resolution in respect of his conduct on that occasion the selection panel deciding whether or not he ought to receive the promotion he applied for had no discretion about whether or not they could take his conduct into account?

A. Because he had received the LMR, which was to deal with the conduct, and that matter had already been dealt with.

Q. Okay. So the selection panel - is this right - had no discretion in that regard but to promote him despite knowing about his recent inappropriate comments?

A. Yes, that's the issue.

Q. Okay. Now, if that is the case, ought there be a change to the process there so that selection panels can properly take that sort of conduct into account in deciding whether or not a superintendent should be promoted to Chief Superintendent in those circumstances?

A. I think it's also valid that the legislation is looked at. The legislation is three years old and it's due for review next year. As per new legislation, it is getting quite tested at the moment, and I think there is an opportunity that we look at this issue when the legislation is reviewed.

Q. Okay. Upon being informed about this incident, these comments having been made at that conference in front of the senior leaders, did either you or one of the deputy commissioners send an email out to the attendees saying, "We've heard this comment was made. It is not

1 tolerated and it will not be tolerated amongst our senior  
2 leaders"?

3 A. I didn't. I don't know if the deputy did.  
4

5 Q. I suggest that if a deputy did you would know about  
6 it?

7 A. If it went to the senior leaders - it depends - it  
8 might have went - if one went, it might have went at  
9 ACs - at AC level. I'm not sure if one went out.  
10

11 Q. Well, this is a very serious matter, isn't it?

12 A. Yes, it is. Yes.  
13

14 Q. You ought to have ensured, I would suggest, that an  
15 email did go out; would you accept that?

16 A. On the other side, and this is what I was alluding to  
17 before, the member disputes what was said.  
18

19 COMMISSIONER: Well, that shows a lack of remorse, doesn't  
20 it? You said LMRs are there because they've shown remorse.  
21 There's no remorse if they dispute what was said?

22 A. He was remorseful for what he said, but he --  
23

24 COMMISSIONER: He disputes what's said, so he's not  
25 admitting it?

26 A. No, he admitted he'd said other words, Your Honour,  
27 but he's remorseful about the impact that he had and what  
28 he said. From what I understand. This is my brief.  
29

30 COMMISSIONER: My understanding is if you don't admit the  
31 conduct you could hardly be said to be remorseful.

32 A. This is my brief, Your Honour, of who dealt with  
33 the matter.  
34

35 MS O'GORMAN: Let's assume for present purposes that no  
36 email was sent out by yourself or one of the  
37 deputy commissioners to the other attendees at that  
38 conference indicating that that sort of language would not  
39 be tolerated. Isn't there a real problem that senior  
40 leaders there in that room on that day heard that another  
41 senior leader of the QPS could make comments like that that  
42 would then go without public remark to suggest that that is  
43 not okay behaviour in the QPS?

44 A. They may have that view. That certainly is - would  
45 never be the intention. There's a lot of work that we do  
46 to make sure that that doesn't happen.  
47

1 Q. Okay. In this particular instance --

2 A. Yes.

3

4 Q. -- would you suggest that a failure to send an email  
5 like that rebuking - publicly rebuking that behaviour is a  
6 failure on the part of the QPS leadership?

7 A. In hindsight, it would have been a better decision to  
8 send an email.

9

10 Q. Okay. Because one difficulty is, isn't it, that if  
11 there are members of the QPS amongst the senior leadership  
12 who were there in that room who observed what happened, saw  
13 that there was no public rebuke of the conduct, there is  
14 the possibility that those leaders will go away and conduct  
15 themselves in a way which suggests that sort of conduct is  
16 okay to those even below them in rank?

17 A. There may be, but the matter was definitely dealt  
18 with.

19

20 Q. But privately?

21 A. Privately, yes.

22

23 Q. Okay. What I'm talking about is the real risk that  
24 there would be people in that room, having heard that the  
25 conduct went unchecked by either yourself or one of the  
26 deputy commissioners by way of some kind of email or  
27 something, might have taken away from that that this is  
28 tolerable behaviour within the QPS; that is a risk, isn't  
29 it?

30 A. It is a risk in that instance.

31

32 COMMISSIONER: It wasn't publicised that he was  
33 disciplined, was it?

34 A. I don't believe it was, yes.

35

36 MS O'GORMAN: I'm just informed that there was an  
37 immediate rebuke in the sense that the person to whom that  
38 joke was directed, the master of ceremonies, responded,  
39 "That's not appropriate," to the Superintendent at the  
40 time?

41 A. Yes, and I understand it was immediately reported by a  
42 number of people; that's correct.

43

44 Q. Some of whom got up and walked out of the room, they  
45 were so offended?

46 A. Yes, yes.

47

1 Q. Okay.

2 A. And the person that made that comment was senior to  
3 that officer.

4

5 Q. Okay. Was he a deputy commissioner?

6 A. There were no deputy commissioners there. It was -  
7 the most senior person I believe was the  
8 Chief Superintendent.

9

10 Q. Can we move to the second of the two incidents?

11 A. Yes.

12

13 COMMISSIONER: Sorry, so who was at that conference?  
14 Chief superintendents and superintendents?

15 A. Yes, and staff officer equivalent.

16

17 COMMISSIONER: Okay. Thank you.

18

19 MS O'GORMAN: I had thought you said before lunch that  
20 there was also a deputy commissioner there, but maybe  
21 I misunderstood?

22 A. No, that was the confusion I had between the two  
23 conferences.

24

25 Q. All right. Let's move to that second conference then?

26 A. Yes.

27

28 Q. Because in the last couple of days the Commission of  
29 Inquiry has received information that there was that second  
30 conference that you've referred to held in April of this  
31 year?

32 A. Yes.

33

34 Q. Now, that second conference was the commanders  
35 conference?

36 A. Yes.

37

38 Q. And that's open to attendance by those of the rank of  
39 superintendent and above?

40 A. It was separate to how - it was held - yes, I can't  
41 tell you who was there, sorry, because I wasn't at the  
42 event. In fact, I wasn't in the country. So I don't know  
43 who attended. But I do know there was a deputy there, and  
44 I think - I'm not sure if assistant commissioners were  
45 there, though.

46

47 Q. All right. That conference was held in Brisbane in

1 late April of this year?

2 A. Yes.

3

4 Q. And the information that we've received is that a  
5 deputy commissioner was making a speech, a formal speech,  
6 at the formal part of the conference, during which he  
7 referred to a friend of his as a "vagina whisperer"?

8 A. Yes.

9

10 Q. You've been told about that?

11 A. Yes.

12

13 Q. Now, to put that in context, the effect of what he was  
14 saying was that, if his friend, who presumably was a male,  
15 is a vagina whisperer, that vaginas are women or women are  
16 vaginas?

17 A. No, he used that in the context that his friend is a  
18 gynaecologist and an obstetrician and a world expert in  
19 dealing with these issues, particularly in Africa, and the  
20 conference was about leadership and the leadership of this  
21 particular gynaecologist and obstetrician, and I don't know  
22 how it was mentioned in the speech, but the person is a  
23 friend of the deputy, and he himself and I believe the  
24 circles that he operates within call him that. That's the  
25 context of what the conversation was.

26

27 Q. All right. That doesn't make it okay, does it, to --

28 A. No, it doesn't.

29

30 Q. -- use the phrase "vagina whisperer"?

31 A. I was just giving you context, yes. So --

32

33 COMMISSIONER: It's hard to imagine it was necessary in  
34 any speech to use that term?

35 A. Yes, yes. I was just giving you context, because this  
36 is a very close friend of the officer's, this is a man who  
37 is well known across the world for the work that he does,  
38 and he uses that terminology, I believe, from what I am  
39 advised, of himself as to his colleagues.

40

41 MS O'GORMAN: It was considered sufficiently serious by  
42 those more senior - well, you; you're the only person more  
43 senior to the Deputy Commissioner - that he was nonetheless  
44 dealt with by way of local managerial resolution?

45 A. Yes, yes.

46

47 Q. He was told not to use such inappropriate language in

1 a formal setting?

2 A. Yes, yes.

3

4 Q. The risk is, isn't it, that language like that - no  
5 matter how it's meant and in what context it's meant and  
6 about whom that man was referring, whether he's a doctor or  
7 not and he thinks that that's okay or not, the risk is that  
8 people sitting in that room hearing that term being used  
9 will be affected by that, will be offended by that?

10 A. Yes.

11

12 Q. And that man was, as I understand it, not only  
13 directed not to repeat that language but counselled by you  
14 about his conduct?

15 A. Yes. He had - he's under no illusion what I thought  
16 about it.

17

18 Q. Okay. I'm going to ask that a document be --

19

20 COMMISSIONER: Just before you go any further, can I just  
21 ask something about those two conferences?

22 A. Yes.

23

24 COMMISSIONER: Does that speak to you about the culture of  
25 the police that people are comfortable enough to use that  
26 sort of derogatory language in a semi-public space?

27 A. Your Honour, I've been in this role for three years  
28 now. That has never occurred or reported to me ever in the  
29 previous three years that I've been in this role.

30

31 COMMISSIONER: So it's a worsening culture?

32 A. It's happened twice now, this year, and to say that  
33 I was upset and appalled, having regard to the reform work  
34 that we're doing, is probably an understatement.

35

36 COMMISSIONER: Accepting that, does it not speak to a  
37 culture that people are comfortable to do that in a room of  
38 100 police officers, senior police officers?

39 A. They were comments that were extraordinarily  
40 unacceptable and inappropriate by those two people, but  
41 where it speaks to the healthy side of the culture is that  
42 the first guy was called out and it was immediately  
43 reported, and so - the second incident as well.

44

45 COMMISSIONER: All right. But you didn't send an email  
46 for either of those incidents?

47 A. I wasn't here for the second one. I was in England

1 and I came back some 10 - I think a couple of weeks later.

2  
3 MS O'GORMAN: I ask that document [COI.093.0002] be put on  
4 the visualiser. If we could just scroll in on the  
5 paragraph under the heading "Response 1". This is one of  
6 the qualitative responses received pursuant to the Nous  
7 Group survey that's been recently rolled out to police and  
8 comes from a police officer informing us about this  
9 incident and the effect that it had on him or her. That  
10 person says, "The culture is bad and Commissioner's  
11 messaging that we have pockets of poor culture is  
12 offensive - where are the pockets of poor culture and what  
13 is she doing about it. Suggestion to improve - own the  
14 culture, measure the response to the issue. On the  
15 culture - we have in recent months had two senior officers  
16 be completely disgusting in their sexual comments in open  
17 forums. One - a superintendent was then promoted and the  
18 other one - a deputy commissioner [whose name we've  
19 deleted] - well nothing happened to him. He used the term  
20 vagina whisperer in a conference with 100 of his senior  
21 staff - no-one did anything. This now sets a standard for  
22 every constable and sergeant who uses such disgusting  
23 language about women."  
24

25 Can I return to one of the questions that I'd asked  
26 you a little earlier. Regardless of the context in the  
27 minds of those two men who used that joke or that phrase  
28 respectively, there is a real risk, isn't there, as pointed  
29 out by this police officer in your service, that the use of  
30 that language by such senior members in a formal setting  
31 does set a standard for those below them, constables and  
32 sergeants, who then might use disgusting language in their  
33 own stations?

34 A. Yes, it does. However, what I see there is  
35 that - both matters got dealt with very, very quickly - in  
36 fact, someone commented that it was one of the quickest  
37 actions that we've undertaken - in line with the ethos of  
38 the Act around correction and guidance, and when I read  
39 that I - people would not know that action was taken.  
40

41 Q. Okay. And that in itself is a problem, wouldn't you  
42 accept, in circumstances where members of your service  
43 either saw that happen and considered that nothing was done  
44 because they don't know that action was taken or might not  
45 have been there and have heard about it subsequently and  
46 heard that nothing was done? That is a problem if members  
47 of your service are not hearing that people are being dealt

1 with and being dealt with swiftly and being dealt with  
2 firmly for that kind of conduct?

3 A. Yes. If that was better communicated and not  
4 necessarily pointing out who the person is, it would give  
5 confidence that something was being done about it, yes.

6  
7 Q. All right. Might we just, Mr Operator, please, zoom  
8 in on the paragraph under the heading "Response 2". This  
9 is another extract again from a qualitative response to the  
10 Nous Group survey but by a different police officer about  
11 that incident or those two incidents. She says or he says,  
12 "New Commissioner [I think is a recommendation] - the  
13 current one has overpromised and under delivered. Not  
14 committed to transparency. New deputy - one of them is a  
15 disgrace - recently was talking at a conference (with all  
16 senior police) and told a story to the whole audience about  
17 his mate - referred to him as a vagina whisperer - are we  
18 kidding - yes, that's right and it's 2022 and everyone is  
19 wondering why these reviews and royal commissions are  
20 saying we have a problem. He is a Deputy Commissioner and  
21 nothing happens to him and 100 police were present and  
22 heard him say it. This is the standard of leadership. If  
23 that's the example, what do you expect? It is a very  
24 common view that we have too many women, women remain  
25 undervalued and subject to discrimination and harassment.  
26 Many women won't come forward - underreporting of sexual  
27 harassment bullying, discrimination and DV is enormous. We  
28 have a bad culture and management won't admit  
29 it - hell bent on denying it and looking for other stories  
30 to distract."

31  
32 Now, I don't know if this submitter was him- or  
33 herself a woman or not, but clearly has formed the view  
34 that there are women, presumably within the Queensland  
35 Police Service in this context, who won't come forward and  
36 won't say that they're offended when these things happen?

37 A. Yes, they have formed that view.

38  
39 Q. All right. Do you think that that's a problem, that  
40 there are people in the Queensland Police Service who  
41 consider that women aren't able, for whatever reason, to  
42 come forward and report?

43 A. I think that is a problem. However, in both those  
44 instances many people came quickly forward, and I note it  
45 is an issue that it wasn't obviously communicated that  
46 matters had been dealt with, but it is a problem if even  
47 someone is saying that they can't come forward.

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Q. Okay. Let's just return to the first incident for the moment, the joke incident, as it were. If that sort of thing happened, for example, at a teachers conference held statewide involving the 100 most senior teachers or educators in our community, would the community be right to be worried that that might be indicative of the sort of culture that's tolerated amongst teachers and therefore infecting how we're teaching our students?

A. Yes.

Q. So is the community right or would the community be right upon hearing about this sort of incident, this sort of language being used, to be concerned that that sort of culture is tolerated within the QPS and might be infecting the way police officers are dealing with members of the public?

A. The culture is not tolerated. The culture was dealt with. But if someone did hear that, yes, they could assume that this is exactly what happens.

Q. All right. Early on in the Commission's hearings the Commission heard from a police officer whose identity was kept confidential but who nonetheless came to these hearings and talked about a culture which was so disrespectful, so misogynistic towards women at the station at which he worked; have you been briefed about the evidence that he gave?

A. I heard - not comprehensively, but I know that that was given in evidence by one of the witnesses.

Q. All right. You might have been told that he said that there was a particular woman at his station who was referred to as "Cunty McCuntdown", that other women at his station were referred to as "cunts", "fucking bitches", "fucking sluts", "moles", that kind of thing?

A. I heard it was shocking language, not to the extent that you've just said it.

Q. All right. That account of that culture doesn't happen in a vacuum, does it? That is the culture itself doesn't occur in a vacuum? Somewhere that kind of conduct is allowed to be tolerated at some level of the Queensland Police Service?

A. I don't know where that officer was or what station that officer was at. That isn't appropriate and that should not occur.

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Q. Okay. We've heard from other witnesses, including a police officer who at the time of her retirement was a sergeant with more than 20 years experience who also gave evidence that over the course of her career she heard and witnessed disrespectful and misogynistic comments towards women and negative attitudes towards domestic and family violence. Have you been briefed about that?

A. I can't recall that one.

Q. I might take you to a submission that we've received, it's a confidential submission that someone sent in to us. It's pinpoint reference No.1 of that document that you were already at, Mr Operator. Could we zoom in on the paragraphs under the heading "Senior detective of more than two decades experience"? This isn't a complaint that we received. This person is known to the Commission. He's a senior detective who has, as I've indicated, more than two decades experience with the Queensland Police Service. You're aware that we at the Commission put out a call for submissions from police officers?

A. Yes, yes.

Q. Asking for them to write in and tell us what they wanted to about the culture at the QPS?

A. Yes.

Q. This man informed us of this: "Notwithstanding legitimate complaints, routinely, I receive many complaints of sexual assault from women, 90 per cent of these complaints are completely fabricated or the women have a misunderstanding of rape or sexual assault. The other 10 per cent are investigated fully, and we as investigators do everything we can for the victim. This would be repeated by police across the entire state. It isn't difficult to tell legitimate victims from those who have other motives."

He went on to tell us, "Common complaints are, but not limited to, too drunk to remember consenting, feel sore so something must have happened, don't know if raped or not but thinks something happened, woke with no clothes on, seeks empathy from others, has a partner and feels guilty, can't decide if she consented or has regrets after drinking so it must be rape. Other situations include retaliation for a breakup, consented but didn't really enjoy the interaction, mental illness including delusions and

1 dementia. There are also complaints about doctors  
2 performing procedures such as the insertion of a catheter  
3 and felt something, or going for child custody and the  
4 support worker said making a complaint of rape would help."  
5

6 "On most occasions, the fabricated complaints have no  
7 evidence whatsoever other than the women's version. For  
8 the 10 per cent of genuine sexual assaults, there is  
9 evidence to corroborate the victim's version, including an  
10 authentic and credible version of events with times, dates,  
11 places, witnesses, and physical evidence. We will do  
12 everything possible for these genuine victims."  
13

14 Now, firstly, I presume it's not the QPS position that  
15 90 per cent of allegations of sexual assault made by women  
16 in the community are completely fabricated or  
17 misunderstood?

18 A. That's correct.  
19

20 Q. Okay. It's concerning, is it not, that one of your  
21 senior detectives with that length of experience would feel  
22 so comfortable informing the Commission that in his view,  
23 in his experience, 90 per cent of the women who have made  
24 sexual assault complaints to him were either lying or had  
25 misunderstood what had happened?

26 A. I think that's completely inappropriate and I think he  
27 misunderstands.  
28

29 Q. Okay. If we go to the paragraph just below, please,  
30 under the heading "Another senior police officer, also  
31 known to the Commission". This person wrote to us and  
32 said, "I can confirm that the public are often referred to  
33 as grubs, spoons, fuckwits, druggies, paedos, kiddy  
34 fiddlers, blacks, burnt blacks, attention seekers, frequent  
35 flyers, just to name a few. I have heard many derogatory  
36 statements about women and some truly foul descriptions of  
37 sexual assault victims. The C word is often trotted out by  
38 senior management down the food chain to constables."  
39

40 That's a senior police officer known to the Commission  
41 who's reporting that to us confidentially. That's truly  
42 alarming, isn't it, that that sort of conduct is being  
43 observed by a senior officer and reported to us?

44 A. Definitely.  
45

46 Q. Also alarming that that person does not feel  
47 comfortable to come forward and give that evidence in

1 person, worried about the impact that it might have on him?  
2 A. That's exactly what it states here, yes.

3  
4 Q. All right. I want to go back to the evidence given by  
5 Witness A for a moment. That was the fellow who came and  
6 gave evidence to the Commission confidentially about some  
7 very serious cultural issues at the particular police  
8 station that he works at. The day after his evidence the  
9 Courier Mail reported that a media spokesperson from the  
10 QPS said this: "One officer has given evidence about their  
11 previous experience of negative and concerning behaviours  
12 at a particular police station. The QPS will work with  
13 the Commission of Inquiry to examine those issues and to  
14 respond to ensure that organisational values, standards of  
15 practice and responsibilities are being maintained and,  
16 where the opportunity arises, enhanced." Do you remember  
17 that one of your media spokespersons said that to the  
18 Courier Mail?

19 A. I'm only thinking because we have many, many matters  
20 asked by the Courier Mail and other newspapers. That did  
21 not come across my desk.

22  
23 Q. Okay. If you could accept for the moment that that is  
24 the comment that was made in an official way on behalf of  
25 the QPS after that witness gave evidence, would you accept  
26 that it's not really fair of the QPS to have responded to  
27 Witness A's evidence in that way, that is to minimise his  
28 experience of cultural issues by saying it's the experience  
29 of one police officer about negative issues, when the QPS  
30 is aware that there are many police officers who are  
31 reporting those sorts of issues across the state?

32 A. So I can't comment on who put that together or who  
33 made that comment or who was - or whether that person was  
34 even aware of exactly what that evidence was or the other  
35 evidence is. I would say that that - if that came across  
36 my desk I would not have released that.

37  
38 Q. Okay. I want to take you to a part of his evidence  
39 now, but I just have to get a folder from under my desk.

40  
41 COMMISSIONER: What's the process? I presume your media  
42 area is not just putting out statements without someone  
43 ticking off on them?

44 A. Someone would have looked at it, definitely. Not  
45 everything comes up to my office. It's impossible because  
46 there's hundreds in some days. So at some point someone  
47 would have ticked off on it going out, is the general term

1 that I would use, authorised it to go out.

2

3 COMMISSIONER: Who's that?

4 A. Well, it depends where the query was made to and also  
5 depends - so that is the biggest thing, who the query was  
6 made to. The information is then obtained and at a senior  
7 level and someone would say, "Yes, you can push that out."  
8 I don't know in this instance who that was.

9

10 COMMISSIONER: But what sort of senior level are we  
11 talking?

12 A. With a comment like that I would have thought - or  
13 with information that came in like that, probably above  
14 superintendent level, I'd say, higher. I'm just saying  
15 that because of, you know, the importance of the query.  
16 But I'm not sure who dealt with that issue.

17

18 COMMISSIONER: Yes, I accept that. I'm just interested in  
19 what you mean by senior level.

20 A. Yes.

21

22 MS O'GORMAN: Have you been briefed about the fact that  
23 throughout the Commission of Inquiry hearings  
24 the Commission has heard from a number of community  
25 organisations, including but not limited to Caxton Legal  
26 Centre, Legal Aid Queensland, ATSILS, to name a few, who  
27 have given evidence about the fact that their lawyers or  
28 other community workers are reporting that there are huge  
29 issues with inconsistent police responses to people  
30 reporting domestic and family violence, including at times  
31 quite terrible behaviour by police officers dealing with  
32 those who are reporting domestic and family violence to  
33 them?

34 A. Yes.

35

36 Q. Is it indicative to you, that evidence taken with the  
37 other evidence that we've heard, that of Witness A, the  
38 police officer who gave evidence with more than 20 years  
39 experience that I referred to a little earlier, submissions  
40 that we've received of a confidential nature from the  
41 police, accounts that we receive via Mark Ainsworth, who  
42 was engaged to hear the views of police officers, some 50  
43 police officers - is that evidence indicative of the fact  
44 that there is a real problem within the QPS of police  
45 officers - not all police officers, but police officers -  
46 responding inconsistently to domestic and family violence  
47 complaints in the community?

1 A. Yes. There's - can I elaborate on the  
2 inconsistencies. It's a problem. Yes, it is. Yes.

3  
4 Q. All right. In light of the evidence that's been given  
5 that you're aware of are you prepared to accept that there  
6 is a level of problem within the QPS with misogynistic and  
7 disrespectful views towards women infecting how police  
8 officers respond to domestic and family violence?

9 A. Yes, there is. Yes.

10

11 Q. Witness A, when he was giving evidence, was asked  
12 about the email that you sent --

13 A. Yes.

14

15 Q. -- in December of 2021 in response to the announcement  
16 that this Commission of Inquiry would occur, and you might  
17 recall that at that time you indicated that you didn't  
18 support a commission of inquiry because you didn't consider  
19 there were widespread cultural issues?

20 A. Yes.

21

22 Q. He was asked about that and how that email made him  
23 feel, and he responded in this way: "I was devastated.  
24 It's so clear to me that some of the core business that  
25 happens in my station is misogyny and it's dehumanisation  
26 and it's negligence. That just said to me that either  
27 the Commissioner has no insight into these issues or we  
28 know and we're not going to do anything about it because  
29 we're the police and we're always right." He said, "I'm  
30 sorry to be so emotional, but that was the most  
31 disappointing email I've ever received."

32

33 Then he was asked, "In terms of moving forward and how  
34 things might be better, are you in a position to think of  
35 even one or two things that occur to you as being likely to  
36 result in some positive change," and he said, "Oh, God, the  
37 misogyny is just so wild and that underpins our attitudes  
38 to female victim survivors, and we're a male-dominated  
39 organisation."

40

41 I want to take you to something now that he didn't say  
42 in his evidence but was in his statement that was provided  
43 to us and provided to the parties. Further to that  
44 evidence, and in respect of the email which had been sent  
45 to all of the QPS not supporting the Commission of Inquiry  
46 on the basis that there wasn't widespread cultural issues,  
47 he said, "This served to shut down any critical reflection

1 we could have engaged in about how we're contributing to  
2 lethality risks and deaths. It was a closing of ranks  
3 instigated by the most powerful member of our organisation.  
4 The day that I received that email was the day that I knew  
5 without a shadow of a doubt that I did not have a future in  
6 policing. I hope that the Commissioner is encouraged to  
7 apologise for this email and to the victim survivors of  
8 domestic violence that she let down with this sentiment."  
9

10 My question is this: in light of that particular  
11 expression by him, is it worthy of accepting at this time  
12 that the cultural issues within the QPS are widespread and  
13 are impacting on the way that the QPS is responding to  
14 members of the public?

15 A. For that officer to interpret that in that manner, I'm  
16 deeply sorry, and in fact when I look at - I sent out many,  
17 many emails about issues on domestic violence, about  
18 behaviour, about the Commission of Inquiry. I sit there  
19 and labour for hours on every sentence and every word to  
20 make sure that I inform - and in fact when you read the  
21 other emails, and there's a lot of them, the word "some" is  
22 not in it, it just leaves it open, and it's incredibly  
23 important that I call out bad behaviour, that I give hope  
24 to the good people in the organisation that things will  
25 change. I came in on an agenda - and the evidence is in  
26 Mr Harsley's statement. When did I that review with  
27 Neil Greenfield I knew the news was going to be awful, and  
28 in fact there has never ever been a review of the  
29 organisation by the organisation itself. It found that  
30 people were exhausted, it found that people had lost hope,  
31 and they were looking to me to change that.  
32

33 Whenever I travel I always get, "All you do is just  
34 slam us all the time. Do you ever, ever thank us for what  
35 we do?" So every email is crafted, and then I go back and  
36 rethink about it, and then I pass it to my deputies and  
37 I ask, "Have I got the balance right? Do you think I have  
38 the balance right," because on the one hand I call out the  
39 bad behaviour, the words that I have used and others, it is  
40 unacceptable that we do not meet the standards of society,  
41 it's unacceptable that we've let our victims down; and on  
42 the other hand to acknowledge, and this is from actually  
43 getting out and talking to my people - to acknowledge that,  
44 "This is hard, complex work, and I know that you are under  
45 pressure, I know that you're frustrated, but hang in  
46 there," and if you look at the - all of my emails, it's  
47 about trying to get that balance right, and I am deeply

1 sorry that he felt that way.

2

3 Q. I want to move now to some Facebook posts which have  
4 occurred during the life of this Commission. I'm going to  
5 provide you with a document that you might be able to refer  
6 to in order to answer that. But I'm not going to have this  
7 document placed on the visualiser because it contains the  
8 identity of one of the posters at least, and the Commission  
9 has decided that it's not going to be naming these  
10 individuals. So if I can have the document provided to  
11 you, please, Commissioner. This is a briefing note in  
12 respect of Facebook posts that were made by one of your  
13 officers in I believe July of this year?

14 A. Yes.

15

16 Q. All right. Now, I don't ask that you name this  
17 fellow, but his pseudonym or his identity as  
18 "Patrick Jayne" was made public by himself, of course, when  
19 he made the posts that we are referring to. I make it  
20 clear that that is not his actual name, but you know which  
21 posts I'm talking about?

22 A. Yes, yes.

23

24 Q. So comments were made by Patrick Jayne on a Facebook  
25 page "Thin Blue Line Australia"?

26 A. Yes.

27

28 Q. And, to your knowledge, that Facebook page has many  
29 thousands of participants?

30 A. Yes, I believe, although it is called "Thin Blue Line  
31 Australia", it has participants from across the world, from  
32 what I understand.

33

34 Q. All right. One of the posts - these have all been  
35 talked about publicly, of course, but one of the posts was  
36 the one which appears on page 4 of the document where he  
37 says, "When describing to the shifty about the parties  
38 involved in the 10th DV of the night," and he lists the  
39 descriptions he might use, "Dog shit, very poor quality,  
40 bullshit, not true, horse shit, nonsense, ape shit,  
41 rambunctious, bat shit, insane. This is an excellent  
42 feature of English that we should continue building upon"?

43 A. Yes.

44

45 Q. Now, he, to the knowledge of the QPS now, is not a  
46 young man; he's in his 40s, isn't he?

47 A. Yes, he is nearly 50.

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Q. He was sworn in in 2020, so only some two years or so ago?

A. Yes.

Q. But in that time he has already amassed a history which includes in February of 2021 failing to comply with the operational procedures manual and directions by senior officers to enter a QPRIME occurrence as a DV occurrence?

A. Yes.

Q. Now, we've heard evidence about the real risks that arise when that kind of thing happens by a police officer. It's a serious matter, isn't it?

A. Yes, it is.

Q. It tends to show the seriousness with which he at least views domestic violence when he's policing?

A. Yes.

Q. Or the lack of seriousness, I should say?

A. Yes, yes.

Q. On that occasion, as I understand it from this document that we've been provided with, he was dealt with by way of local managerial resolution?

A. Yes.

Q. So one of those forms of resolution which won't necessarily impact his promotional processes or prospects?

A. He was dealt with by LMR, yes.

Q. Then on 3 August 2021 he posted inappropriate content on another Facebook page used by police officers across the nation "Defend the Blue"?

A. Yes.

Q. And again on that occasion he received local managerial resolution?

A. That's correct.

Q. Then in August of last year, 2021, he was investigated in respect of a complaint which was not substantiated but nonetheless in the course of that investigation it became apparent that he wasn't using his body-worn camera footage when he should be?

A. Yes.

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Q. And on that occasion he was reminded to do so?

A. Yes.

Q. Now he's presently under investigation and decisions have not yet been made about what's going to happen to him for this particular incident?

A. That's correct.

Q. Okay. As I understand it from information provided to us in response to questions we've asked about this incident, there are 30 Queensland Police Service members who have been identified as having responded to those inappropriate posts made in 2021?

A. Yes.

Q. And of those 30, 22 of those police officers received local managerial resolution?

A. Yes, I believe that's correct.

Q. Okay. And in relation to --

COMMISSIONER: He would have been one of them; is that right?

A. I would have to check that. Yes, that may be the case.

MS O'GORMAN: I think the statement makes clear it was 22 additional people responding to the post that Patrick Jayne had made last year.

COMMISSIONER: Okay. I see. So just in relation to that 2021 one, this was a new page after this 2021 local management resolution?

A. No, they're different. I think one's "A Thin Blue Line" and one is "Defend the Blue".

COMMISSIONER: Okay.

MS O'GORMAN: That's right. In respect of the more recent Facebook posts, the one that appears on "Thin Blue Line" and that were made this year, 2022, I think the QPS has been able to identify that 78 Queensland Police Service officers responded to Patrick Jayne's posts?

A. Yes.

Q. And those police officers are presently being

1 investigated but the matter hasn't been resolved?

2 A. That's correct.

3

4 Q. What we can see, though, is that a number of those  
5 police officers are likely to have responded to the post  
6 that I read to you before by adding various terms related  
7 to shit that might be used to describe domestic and family  
8 violence in one way or another?

9 A. Yes.

10

11 Q. Okay. Is Patrick Jayne going to receive local  
12 managerial resolution this time around for his conduct, or  
13 will he be dealt with by way of some other action?

14 A. No, he won't, because it's already moved to an  
15 investigation.

16

17 Q. All right. Beyond that, it's not possible to say how  
18 his matter will be determined of course because the  
19 investigation is ongoing?

20 A. That's correct.

21

22 Q. All right. If I might just have a moment,  
23 Commissioner. Those are the questions that I have for the  
24 Police Commissioner, thank you.

25

26 COMMISSIONER: I just wanted to ask some questions about  
27 that document from the Under Treasurer. Have you got a  
28 copy of that document or --

29

30 MS O'GORMAN: Service delivery statements?

31

32 COMMISSIONER: Yes, that's it.

33

34 MS O'GORMAN: Madam Associate will have a copy. I'll also  
35 see if I've got a separate copy, if you like. I can  
36 provide a copy of both of those.

37

38 COMMISSIONER: Commissioner, you have these two service  
39 delivery statements?

40 A. That's correct.

41

42 COMMISSIONER: Put together by the Police Service?

43 A. Yes, it's my policy and strategy area.

44

45 COMMISSIONER: And you're the accountable officer?

46 A. Yes.

47

1 COMMISSIONER: So you're the one responsible for  
2 certifying these are correct?

3 A. Yes.

4

5 COMMISSIONER: Now, the thing I was interested in was -  
6 I don't seem to have this section in this document that's  
7 been handed up, but there's a section that talks about the  
8 targets or the way in which you manage success?

9 A. Yes. Yes, yes.

10

11 COMMISSIONER: And it doesn't mention domestic and family  
12 violence in there, but it talks about times for  
13 resolving - the time it takes to resolve matters,  
14 essentially, and then goes into policing as well and those  
15 types of things?

16 A. Yes. So the performance statement where it has the  
17 targets?

18

19 COMMISSIONER: Yes.

20 A. Yes.

21

22 COMMISSIONER: So it's really just two questions arising  
23 from that. Why is domestic and family violence not  
24 mentioned in those performance targets?

25 A. I can't give you a correct - it may have been  
26 considered, but it's what we need to measure. So I could  
27 find out if it has been considered. But what within  
28 domestic violence do we measure may be the issue. Some of  
29 these when you look at them are really quite, you know,  
30 straightforward. So that might be the issue.

31

32 COMMISSIONER: Okay. So that is the next question.

33 A. Yes.

34

35 COMMISSIONER: How do you measure success in policing  
36 domestic and family violence?

37 A. And that's a very good question. You know, you could  
38 easily measure breaches going up or calls for service going  
39 up. But is that a measure for success? It may be in a  
40 way. It may be indicating trust in police or we're doing a  
41 lot better job because we're breaching more respondents.  
42 So it really is what is the measures of success that you  
43 want to put in there. But I will have to find out whether  
44 it was considered.

45

46 COMMISSIONER: Okay. But have you had discussion amongst  
47 the executive leadership team about how you measure success

1 in policing domestic and family violence?

2 A. Not in the formal sense, and I'll give you an example.  
3 We look at things like, you know, how much - there's been  
4 an increase or decrease, whether it be calls for service,  
5 whether it be breaches, and one of the challenges is is  
6 that success or is it people have got more faith in us or  
7 we've changed our systems. So I think it's been difficult  
8 to quantify what success is. But it's certainly very valid  
9 to look at something like that.

10

11 COMMISSIONER: Yes. So does that mean there's no measure  
12 of success in the Police Service at the moment about  
13 domestic and family violence? I can accept that that's  
14 perhaps a hard way to measure.

15 A. Yes.

16

17 COMMISSIONER: But certainly it seems that the  
18 Police Service moved from numbers to time resolved, looking  
19 at those documents. You can take it from me much earlier  
20 ones in 2014 talked about numbers.

21 A. Yes.

22

23 COMMISSIONER: This is now a percentage of time in which  
24 matters are resolved; is that right?

25 A. Yes, and, Your Honour, I'll have to get advice as to  
26 why that may have been the case. I don't think I could  
27 give you good advice here as to why it was done.

28

29 COMMISSIONER: It doesn't really matter why it was done.  
30 But clearly the Police Service measures success in the  
31 various areas?

32 A. Yes, in these areas, in various areas, yes.

33

34 COMMISSIONER: But at the moment there's no way in which  
35 you're measuring success in domestic and family violence?

36 A. So not in SDSs. So we capture data on everything, and  
37 we haven't set targets against what we want to achieve in  
38 that various data.

39

40 COMMISSIONER: All right. So what are your set targets  
41 with domestic and family violence?

42 A. I think it is worth looking at. I think we'd have to  
43 research, though, other states, because a lot of the work  
44 that we do in this and with RoGS, we will look at what  
45 other jurisdictions are doing to make sure that we have --

46

47 COMMISSIONER: Okay, maybe we're talking at

1 cross-purposes.

2 A. We might be, sorry.

3

4 COMMISSIONER: That's all right. You said you capture  
5 data and you measure success against the captured data?

6 A. Yes.

7

8 COMMISSIONER: And I was just curious as to what measure  
9 of success you have in domestic and family violence  
10 policing. But is the answer that you haven't quite worked  
11 out how to measure success?

12 A. No formal mechanisms.

13

14 COMMISSIONER: Okay.

15 A. So we will have, like, commissioners performance  
16 reviews, and we will look at the data for all of the  
17 districts, and I will speak to them about all of their data  
18 and look at whether there's increases or decreases, and  
19 I'll actually ask a similar question, "What do you think is  
20 the measure for success?" Through the mechanisms they have  
21 got and the partnerships they have, they'll say, "Well,  
22 breaches are up, and I know that because my officers are  
23 working more shifts, and this is how we're now dealing with  
24 the processes." So we have those mechanisms. But in terms  
25 of mechanisms to set targets against at the moment we  
26 don't.

27

28 COMMISSIONER: All right. And what you're talking about  
29 there is really area to area rather than a standardised  
30 measure? When you're talking about performance reviews,  
31 that's a particular area that gets performance review?

32 A. Yes.

33

34 COMMISSIONER: And they will talk about what they consider  
35 might be successful?

36 A. Yes.

37

38 COMMISSIONER: But it's not a statewide thing? There's no  
39 single standard statewide?

40 A. No, there's no portal you go into and you look at.  
41 I can easily get all the data I want, but there's nothing  
42 in that data that would have something similar to this that  
43 says, "Well, if you've reached this target" - you know,  
44 "You set a target, and you have reached this, you've  
45 achieved your target."

46

47 COMMISSIONER: Yes. And I understand it is a complex area

1 and --

2 A. It is a complex area.

3

4 COMMISSIONER: Yes. It might be very difficult to work  
5 out that, but there's nothing at the moment?

6 A. Yes. Thank you.

7

8 COMMISSIONER: All right. Ms Hillard?

9

10 MS HILLARD: Thank you.

11

12 <EXAMINATION BY MS HILLARD:

13

14 Q. Attachment C - it's KRC No.13. This is the one where  
15 you talk about the effectiveness of the Command and whether  
16 it's been operating as intended. That could be pulled up  
17 on the screen if you like and then you can just have a look  
18 at that?

19 A. Thank you.

20

21 Q. Just in respect of some of the questions the  
22 Commissioner asked you, you would agree, would you, that  
23 there is an element of subjective components to be able to  
24 assess the effectiveness of responding to domestic and  
25 family violence as well as just figures; isn't that right?

26 A. Can you just, I'm sorry, elaborate on that?

27

28 Q. There has to be, doesn't there, an assessment of the  
29 quality of the service that's being provided, which  
30 requires a subjective assessment, wouldn't there?

31 A. Yes.

32

33 Q. I don't know if this has been done, but some examples  
34 of ways that could be achieved is, for example, surveying  
35 the various witness organisations that have given evidence  
36 in this Commission of Inquiry to see if there has been a  
37 reduced number of those similar complaints in the last six  
38 months or 12 months?

39 A. Yes.

40

41 Q. Is that something that could be done, for example?

42 A. Yes, definitely. Yes.

43

44 Q. In respect of other assessments and ways to measure  
45 the targets, we heard evidence from Assistant Commissioner  
46 Codd about the increase in calls for service?

47 A. Yes.

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Q. And the numbers of the police protection applications and the numbers of the private applications. Generally speaking, over about a five-year period the PPNs didn't really change all that much despite the calls for service numbers increasing a lot. Would one of the indicators perhaps be an increase in PPNs indicating a better police response to all those calls for service?

A. Sorry, can you just - I want to make sure I answer you correctly.

Q. In the current year there's been 138,000 calls for service --

A. Yes.

Q. -- for domestic and family violence, so we note that as a figure?

A. Yes.

Q. We know from documents that you've provided roughly 21,000 police applications in that comparative year for that number?

A. Yes.

Q. A big disparity between the number of police applications and the calls for service; isn't that right?

A. Yes.

Q. If we assume hypothetically 80 per cent of those calls for service were real, legitimate people that needed protection, wouldn't a measure be that the police can assess, "Do we have a corresponding increase in the number of police protection notices to match the number of calls for service? Is our response improved because we're taking out more applications to protect people"?

A. We could look at that, but I think you'd have to do a lot more interrogation behind the scenes. If it's showing that we are doing - I just don't know how that would be done. It's complex.

Q. I suppose the difficulty is that, over a five-year period that Mr Codd was giving that evidence, significant increase in calls for service but the numbers of PPNs did not change at all. They changed a little bit but not significantly.

A. Yes.

1 Q. Does that change your view about perhaps that is  
2 something that would be a meaningful indicator of whether  
3 we're being successful in improving our responses?

4 A. Yes, it may be a meaningful indicator.

5

6 Q. One of the other meaningful indicators could, for  
7 example, be whether or not there has been an increase or  
8 decrease in complaints. On one view, if there is an  
9 increase in complaints people feel more comfortable that,  
10 "There is a transparent process, therefore I'm going to  
11 come forward"; that can be a positive indicator even though  
12 it might seem as though it's negative?

13 A. That's correct.

14

15 Q. And, equally, a decrease in the serious complaints  
16 within your own police officers, because you say  
17 30 per cent of the complaints come from other officers --

18 A. Yes.

19

20 Q. If they decrease, then that would be an indicator of  
21 success, wouldn't it?

22 A. I actually would be probably worried because it's  
23 been - it's been standard over a number of years. So if  
24 there was a dramatic decrease you would have to look at  
25 why; because at the moment I think in the last quarter  
26 there's been an increase, and I know that a lot of that is  
27 attributable to vaccine mandate issues. So if there is  
28 either way a big increase or decrease it needs to be  
29 interrogated why.

30

31 Q. Well, if we look at other factors that you've  
32 mentioned that might be relevant to attachment C, and when  
33 you talk in attachment C about measuring effectiveness and  
34 where there's something - as originally tendered, sorry --

35 A. Sorry, could I put it up on the screen? Is that okay?

36

37 Q. Yes, absolutely.

38 A. Thanks.

39

40 Q. It's KRC No.13. It starts at page 2. So if we go  
41 back to page 1 just for completeness for you?

42 A. Thank you.

43

44 Q. So at the bottom of page 1 that's where you basically  
45 say you're looking at it?

46 A. Yes. Thank you.

47

1 Q. And then the next page, page 2, is where the question  
2 was asked about how has it been effectively assessed, and  
3 this is what I've been --

4 A. Thank you. Thank you. Yes.

5

6 Q. So if we just flick through it we see the  
7 victim-centric approach and victim-centric reference. You  
8 talk about different trainings and the like, perpetrator  
9 accountability. If we can just pause on the perpetrator  
10 accountability, you're talking about the development of the  
11 threat assessment, and risk, the dashboard and things like  
12 that. Can I ask you this: why isn't there a factor taking  
13 into account laying of charges against perpetrator to  
14 measure accountability?

15 A. I don't know. I can't answer that.

16

17 Q. It might perhaps be something that could be useful --

18 A. Yes, it might be.

19

20 Q. I mean, we don't want police running around charging  
21 people when they shouldn't be charged, but if one of the  
22 complaints --

23 A. It could be useful.

24

25 Q. Yes.

26 A. Yes.

27

28 Q. Particularly when one of the complaints that the  
29 Commission has heard about has been that there is  
30 difficulty sometimes getting police to take those proper  
31 charges and to actually recognise the difference between a  
32 civil protection process and the criminal protection  
33 process, and they seem to not work together?

34 A. Okay, cool. Yes. Yes, it might be, yes.

35

36 Q. Yes. And if we look elsewhere here we've got  
37 legislative reform, and so we've got things that you talk  
38 about down the bottom of that page, about the ability to  
39 sign documents and some practical and pragmatic things as  
40 well. In terms of legislative reform, you were asked some  
41 questions about the ability to deal with people who were  
42 posting those horrible things on Facebook?

43 A. Yes.

44

45 Q. One of the things, for example, could be an amendment  
46 that would impose a character requirement for your serving  
47 police officers, wouldn't it - they must remain of good

1 character or not behave in a manner that is unbecoming to a  
2 police officer? Would that assist being able to discipline  
3 some of those people?

4 A. It's a very complex process, but I welcome anything to  
5 assist the current process.

6

7 Q. You might want to get some advice about that, but it's  
8 something that we could perhaps consider?

9 A. Yes.

10

11 Q. And when we're also talking about the legislative  
12 reform - and if we go down to the bottom of the page,  
13 Mr Operator, the page that we're on - the third last dot  
14 point we talk about reducing paperwork, and you speak about  
15 other things to reduce the paperwork and the administrative  
16 burden from police to free them up. Can I ask you this.  
17 I personally have a troubling view of that. On one hand,  
18 there is a need for --

19

20 MR HUNTER: I object to the expression of a personal view.  
21 That's not appropriate at all.

22

23 COMMISSIONER: Maybe reframe the question, Ms Hillard.

24

25 MS HILLARD: All right. Is it not a troubling view to  
26 take when we're talking about reducing paperwork when it  
27 serves an important process of making sure that the officer  
28 is having checks and balances and oversight?

29 A. That can still be achieved. So whatever you do in  
30 this space it's incredibly important that the intent of the  
31 legislation is to protect the victim and to hold  
32 perpetrators to account. So this is one of the things that  
33 have been suggested and that we would like to look at.  
34 But, to your point, I think it is incredibly important to  
35 look at it very carefully to make sure that that still is  
36 what we're trying to achieve. From what I get from my  
37 staff at the moment, the paperwork is extraordinary. I get  
38 comments like, "You have to chop down a tree every time to  
39 print this off," and that's not in a funny or derogatory  
40 way. It is a lot of paperwork, and what you require --

41

42 Q. Out of completeness, for the people who haven't read  
43 your statement, you're referring to the fact they have to  
44 print things out, then scan them back in and then upload  
45 them; I understand all of that.

46 A. Yes, constantly, constantly, constantly. There is  
47 ability and - for example, at the moment I'm advised in

1 Victoria that if you go to take out an order in court there  
2 is ability to actually email that if you get the permission  
3 of the magistrate. But then when you do that there has to  
4 be safeguards built in to make sure that that occurs and  
5 the perpetrator understands.  
6

7 Q. So, if we talk about reducing paperwork and  
8 streamlining those things that can actually be streamlined  
9 while maintaining the accountability, is it a source of  
10 concern for you that your police officers still need to  
11 understand that, even though they might be reducing  
12 paperwork, they're still going to be expected to  
13 investigate and spend time on these domestic and family  
14 violence matters, so their time that they spend on matters  
15 might still be the same but they're taking it up in a  
16 different policing role?

17 A. Is it a source of concern? I would rather they did  
18 spend time with the victim.  
19

20 Q. I suppose if I can phrase it this way. There's a  
21 perception that a focus on reducing paperwork will make it  
22 go away and relieve their frustration and that will be the  
23 answer to everything, but it won't be because they still  
24 will have to investigate, and the expectation from you  
25 would be is that they would investigate domestic and family  
26 violence more holistically and look at charges more  
27 holistically --

28 A. Yes, and in fact one of the issues has been that we  
29 look at it at that incident rather than looking at the  
30 whole situation. So when you start doing that it naturally  
31 would be that you would be taking more time at your  
32 investigations. In fact, where we have implemented SDRP in  
33 Caboolture and Moreton that is exactly what we are finding.  
34

35 Q. What's the SDRP?

36 A. Sorry. Acronyms. Service delivery redesign program.  
37

38 Q. So you're looking at the way that it's being delivered  
39 as a result of that?

40 A. Yes, definitely. So what we want through that program  
41 and at the end of the day is to spend more time and more  
42 thorough time at those very important issues, and  
43 domestic violence being one of those.  
44

45 Q. A common theme amongst a lot of evidence that  
46 the Commission has heard is about the desirability to be  
47 able to use body-worn camera footage in criminal and/or

1 civil proceedings more readily. But that too is not a  
2 quick fix or an answer because it still needs to be taken  
3 properly, correctly and in a holistic way, doesn't it?

4 A. Yes, it does, and I think what's excellent about the  
5 current situation is they're a trial at both Ipswich and  
6 both Gold Coast that will really inform us on that.

7

8 Q. In respect of that trial, as I understand it during  
9 the course of this Commission of Inquiry the training was  
10 delivered to those specialist officers who are entitled to  
11 do those video-recorded evidence statements. Have any of  
12 those actually started doing it?

13 A. No, it starts - I think it's being proclaimed  
14 mid-September, I think it starts.

15

16 Q. And you don't have a timeframe for the measure of  
17 success of recording on that?

18 A. The trial is a year.

19

20 Q. Just in respect of the Nous report - and, Mr Operator,  
21 I don't need that document up anymore, thank you. Just in  
22 respect the Nous report that you were taken to, COI No.91,  
23 Counsel Assisting took you through a number of things on  
24 there. Can I just ask, first of all, this about it.

25 Suppose at the end of the day this is your police officers  
26 self-reporting how they feel and how they perceive their  
27 own work and their colleagues' work. In a fundamental  
28 sense when we're talking about training they don't know  
29 what they don't know, do they? So if they haven't been  
30 properly trained they can't necessarily identify whether  
31 something might be adequate or inadequate?

32 A. I would agree with that.

33

34 Q. So in this document when they talk about things within  
35 there it has to be prefaced by an understanding that we  
36 have identified in this inquiry that your police officers,  
37 and I'll just give three examples, don't regularly ask the  
38 PAF or risk assessment questions, don't administer those in  
39 the way that they perhaps were originally intended, have  
40 different training concerning that; new officers don't  
41 appear to understand the gender analysis is not about women  
42 are victims but it's about a power imbalance; and the third  
43 primarily is about officers don't seem to appreciate that  
44 they can become part of a systems abuse by a perpetrator  
45 and be unwittingly involved in perpetuating systems abuse.  
46 So just those sort of three areas. Are they areas that you  
47 think are of concern and should be subject to very specific

1 training and leadership guidance?

2 A. I think that training is important, and, you're  
3 correct, this is self-assessment of your training. But  
4 that training is important. So I would think that when  
5 people get that training they would probably assess that  
6 differently.

7

8 Q. Bearing in mind that we know from the evidence - and  
9 please forgive my ignorance of the rank; I forgot his  
10 rank - of Officer Kelly, who delivers the training --

11 A. Mark Kelly.

12

13 Q. Thank you. He has spoken about the recruitment  
14 program, 25 to 27 weeks, and that's going to be increased  
15 up to nine or 19 weeks, he indicated, concerning domestic  
16 and family violence out of there. Could I ask you this .  
17 That would, wouldn't it, remove focus in other areas? Is  
18 there scope for the training recruitment program to in fact  
19 be longer if the budget allowed for it?

20 A. It is being longer. In fact, we reviewed all of the  
21 recruit training, it sits at 27 weeks, and thoroughly  
22 looked at what law we were training, what practicum we were  
23 training, what - you know, the whole lot, and we made a  
24 decision three months ago to extend the training  
25 significantly, and at the moment we're just deciding to  
26 what extent. But what it is, it has got additional  
27 cultural training, cultural capability training,  
28 domestic violence, another week - there's only one week of  
29 station duty, so there is planning to put another week of  
30 station duty. So it will be extended at this stage at  
31 least four/five weeks, I believe - I just don't have the  
32 exact amount of time - to include those things that we  
33 believe should be in the training.

34

35 Q. Appreciating that it's still all under development,  
36 but if it turns out that five extra weeks isn't enough then  
37 appropriate funding would be sought to extend it as  
38 required?

39 A. There are other ways of doing this. So what we did  
40 when we looked at our training, we compared it to every  
41 jurisdiction in Australia. So some will have pre-training  
42 and then they'll have 26 weeks and then they might have a  
43 12-month post training. Others will have a different mix.  
44 So everyone has a different mix. So it may be an extension  
45 of training at the academy, or it may be an extension of  
46 training when they go into the first year, or it may even  
47 be coming back into the academy for training, because we

1 used to have a system that after your first year you went  
2 back for training back into the academy. So everyone does  
3 it slightly differently. We're looking at all of those to  
4 see what the best option is.

5  
6 The difficulty with extending training is people who  
7 want to join the Police Service drop their wage  
8 considerably. It's three-quarters of a constable's wage.  
9 So when you're asking someone who has a debt or family to  
10 be on that wage for a longer period it's very, very  
11 difficult. So what we want to do is try and get that  
12 balance right. So come into the academy, we might be able  
13 to extend it there, but how far do we extend it, or do we  
14 actually do it in the field when they leave.

15  
16 Q. The training also has to be done full-time, doesn't  
17 it, so they have to do the study full-time and then they  
18 have to do the placement full-time; isn't that right?

19 A. Yes.

20  
21 Q. It closes off people who have perhaps carer  
22 responsibilities, male or female, because there is no  
23 flexibility to do it part-time. Is that an option?

24 A. So we looked at online training so people could do the  
25 first 10 weeks either at the academy or at home. That has  
26 been assessed. I've just got to go through the entire  
27 brief to see what it said, but that has been assessed and  
28 we're looking at consideration whether we still offer that.

29  
30 So what happened in COVID, people did 10 weeks at home  
31 and then came to the academy. But then what happened in  
32 the next squad, some people did the 10 weeks from home and  
33 some came to the academy for the final 17 weeks. So that  
34 was a more flexible option and it did suit some people.

35  
36 Q. I suppose if one of the commitments is to increase  
37 diversity and increase people from diverse backgrounds,  
38 including women and other cultural groups, that flexibility  
39 in the way that it is delivered is (indistinct)?

40 A. Yes.

41  
42 Q. So is that something that will form an ongoing part of  
43 the review to promote that diversity?

44 A. It can be looked at. I'll give a commitment that  
45 I will look at it because it's - to your point, that's  
46 correct.

47

1 Q. Just in respect of the Nous Group survey responses and  
2 the submissions and the police responses, Counsel Assisting  
3 asked you lots of questions about those in particular. Can  
4 I ask about the local management resolutions specifically.  
5 They don't have to be agreed by the Police Service, do  
6 they? You're not bound to do it as a local management  
7 resolution; it can be escalated up into, what is it called,  
8 an ADP, an abridged disciplinary process, or something it's  
9 called, or a full-on disciplinary process?

10 A. I'm not an expert on the Act. It is brand new.  
11 I depend on legal advice to get that correct. But I know  
12 there is a criteria that a complaint's assessed at, and if  
13 it fits within local managerial resolution that's what it  
14 is. But I would have to check that for you.

15  
16 Q. There has been evidence before the Commission about  
17 the appearance of lack of consequences for people who fail  
18 to execute duty. Perhaps the examples Counsel Assisting  
19 took you through demonstrate an appearance of lack of  
20 consequences?

21 A. Yes.

22

23 Q. What's going to be done about that?

24 A. The review - the Act is being reviewed next year.  
25 It's a brand new piece of legislation. It is being tested  
26 at the moment. Obviously with new legislation that's a  
27 good thing. But certainly it is being reviewed.

28

29 Q. I suppose one of the features of a local management  
30 review and a concern about it is that it sometimes becomes  
31 circular because if we have systemic issues or we have  
32 cultural issues they're not picked up at that level, it  
33 gets picked up somewhere else, but we're sending it back to  
34 that level to try to fix when they didn't recognise it in  
35 the first place. That sort of circular problem, how can  
36 that be addressed, do you think?

37 A. From what I understand with the Act, or what I have  
38 been advised, one of the other views was the process, when  
39 it's too punitive, people are afraid to come forward and  
40 admit to the behaviour to be corrected. The Act was  
41 formulated, as I indicated before, between the unions, the  
42 organisation and the CCC, and it really was to get in  
43 early, to get in local, to rectify the behaviour and to  
44 have an impact on that.

45

46 Q. I suppose, though, that when talking about the  
47 examples of those two conferences, these are conferences

1 that are mandatory, aren't they, for your police? They're  
2 not - if I can use an example from my own profession, Bar  
3 Association, we have an optional conference that we can go  
4 to. But the conference here, it's mandatory for  
5 superintendent and above, or certain ranks, isn't it?

6 A. Yes, they're required to go to it unless for some  
7 reason they have a valid reason that they can't be there.

8  
9 Q. So is it actually then their workplace where they're  
10 saying these things and behaving inappropriately in their  
11 workplace; isn't that right?

12 A. Yes.

13  
14 Q. So when we have these perceptions about people  
15 behaving inappropriately in their workplace in a public  
16 manner from a top-down level and the filtering effect,  
17 what's the leadership going to do to rectify that in light  
18 of all these responses?

19 A. So the leadership is doing a lot. There's new  
20 leadership training. There's the piece of legislation that  
21 I would like to review next year. The behaviour was called  
22 out, which it should have been. The behaviour was reported  
23 and the behaviour was dealt with. Even the SDRP, the  
24 rollout of the SDRP, the performance reviews that have just  
25 been put in recently, all of this, all of this, the  
26 training that we're doing in terms of cultural training,  
27 training around domestic violence is all to address the  
28 behaviours that you just spoke about.

29  
30 Q. I suppose when we're talking about things that are  
31 being called out, on one hand it is positive, but equally  
32 the people who are behaving in that way would not do so if  
33 they didn't feel safe in doing that, would they?

34 A. It's interesting that they wouldn't feel safe because  
35 they were called out immediately.

36  
37 Q. But they wouldn't be making those inappropriate  
38 comments and using that inappropriate language or unsavoury  
39 descriptions or the joke, whichever way one wants to look  
40 at it - they wouldn't be behaving that way unless it was a  
41 perception from them that it is accepted?

42 A. I'll just --

43  
44 MR HUNTER: It's probably an unfair question, with  
45 respect, because how would this witness know what might  
46 make these particular officers to behave in that way?

47

1 COMMISSIONER: It's probably more a case for submissions.

2

3 MS HILLARD: So if you talk about how it's been dealt with  
4 and Counsel Assisting asked you about any other responses,  
5 an email might have been better in hindsight, consequential  
6 action, yes, remedy, yes, genuine remorse, perhaps, but a  
7 person saying "I'm sorry that they feel offended" is not  
8 really an apology. To manage this kind of behaviour,  
9 what's your position on what should be done?

10 A. I do believe there's avenue to look at the Act into  
11 the future to give more scope to deal - because the ethos  
12 behind the Act is - but the difficulty - I am operating  
13 within the Act. But they are senior officers, and I do  
14 believe it's unacceptable and there should be more scope to  
15 deal with it.

16

17 Q. In respect of some of the intelligence assessment  
18 reports that have been referred to, and you were referred  
19 to the intelligence assessment report concerning  
20 North Queensland - I don't need it pulled up, but just for  
21 the record it's COI.073. I can show you a copy if you --

22 A. No, I know which one you're - you're talking about the  
23 one at Thursday Island?

24

25 Q. That's correct, and the relevant other organisations  
26 around there?

27 A. Yes, yes. Sorry, yes.

28

29 Q. In respect of that, can I just ask you about this.  
30 The Commission heard evidence up in Cairns and in  
31 Townsville and heard from some witnesses around things that  
32 were happening in that area without the benefit of knowing  
33 what this intelligence assessment report actually said. If  
34 I can just take you to specifically a part of some  
35 evidence. There was a lady from the Queensland Indigenous  
36 Family Violence Legal Service, or QIFVLS, referred to,  
37 Thelma Schwartz, and she was asked questions and gave some  
38 evidence about how a 12-year-old girl was taken to a police  
39 station, had been sexually abused, and they were trying to  
40 get a domestic and family violence order to protect that  
41 girl, and then there was perhaps some challenge about the  
42 truthfulness of that.

43

44 Can I ask you this: in light of the extensive  
45 questions by Counsel Assisting today, your acknowledgment  
46 that there are widespread issues, and knowing what we know  
47 now that's in that intelligence assessment report from that

1 very area, that's fairly concerning, isn't it, that a  
2 12-year-old child was taken to a station to report sexual  
3 assaults and trying to get a domestic violence order to  
4 protect them but nothing gets done?

5 A. I don't know the circumstance you're talking about,  
6 sorry.

7

8 MR HUNTER: The evidence was not that the child was taken  
9 to the station. The evidence was, according to  
10 Ms Schwartz, that the mother went to the police station,  
11 not the child was taken there.

12

13 COMMISSIONER: I don't have the transcript.

14

15 MS HILLARD: Excuse me for a moment. I do have the  
16 transcript. Here it is, transcript on day No.6, on  
17 19 July, and it appears at page No.627 to 628. In respect  
18 of that, that's where she gave the evidence about the  
19 12-year-old being taken.

20

21 MR HUNTER: I withdraw the objection if it's there.

22

23 MS HILLARD: So back to my question. Appreciating that  
24 that is one case study, that is one case example, in light  
25 of what we now know and the other evidence that's been  
26 heard, that's really quite concerning that a 12-year-old  
27 child was trying to - someone was trying to get protection  
28 for that child and then nothing was done?

29 A. So - sorry, because I didn't read the evidence. So  
30 are the circumstances are that the child was sexually --

31

32 Q. An adult has taken a 12-year-old child who has been  
33 sexually abused to a police station in North Queensland,  
34 saying, "We want a domestic and family violence order to  
35 protect this child," and the police don't act?

36 A. I can't understand why they didn't act. I don't have  
37 an intense understanding of what took place, but on the  
38 face of what you've just told me there should have been  
39 action. So I don't know why it didn't occur, what the  
40 reasons were.

41

42 Q. And it perhaps just forms part of your concern about  
43 when you hear these things that there are lots of issues  
44 that need to be looked at and addressed moving forward?

45 A. And that's hence why we're in so much reform.

46

47 Q. Sorry, I missed that?

1 A. In reform.

2

3 Q. In fairness, I acknowledge and understand that - and  
4 I said it before - officers often don't know what they  
5 don't know, and in some ways if they're not equipped with  
6 the tools to understand how important some things are they  
7 can't be criticised; you would agree with that? Sometimes  
8 they can be, but sometimes they can't be?

9 A. I was going to say but sometimes decisions, yes, are  
10 very straightforward, yes.

11

12 Q. In terms of --

13

14 COMMISSIONER: Mr Hunter, I think when you cross-examined  
15 it came down in fact that the mother went to the station,  
16 not necessarily the 12-year-old girl, in that case.

17

18 MR HUNTER: That was my recollection.

19

20 COMMISSIONER: Yes

21

22 MS HILLARD: In respect of the ongoing issues or the  
23 ongoing concerns, there's been a lot of evidence and some  
24 recent things that have occurred, and if I can just give an  
25 example. I personally was recently told just a week ago  
26 that someone attended a police station and they were  
27 told --

28

29 MR HUNTER: I'm sorry, I object to this. My friend can't  
30 give evidence from the Bar table.

31

32 COMMISSIONER: It's true.

33

34 MS HILLARD: All right. Hypothetically, if a person  
35 attends a police station --

36

37 MR HUNTER: This is similarly objectionable given the --

38

39 COMMISSIONER: I would have to hear the question first.

40

41 MS HILLARD: Hypothetically, if someone were to attend a  
42 police station in a recent week or so, knowing this  
43 Commission of Inquiry is going on, and have been told "we  
44 don't do DV here", that's really concerning, would you  
45 agree?

46 A. That is concerning, and in fact if that's the case a  
47 complaint should have been made so we could at least look

1 at body-worn video and investigate the matter.

2

3 Q. One of the things around the failure to execute duty  
4 and the complaints about police not executing duty is the  
5 Commission has heard a lot of evidence about how the victim  
6 of domestic and family violence were often disengaged and  
7 may not come back to seek help. How do you think that the  
8 importance of engaging with those victims can be led from  
9 your leadership perspective for the officers to act in the  
10 way that they should?

11 A. The strategy, the priorities, the training, the  
12 messaging, the reform is all about victim-centric, trauma  
13 informed, protecting our victims, holding perpetrators to  
14 account, and this is the reform agenda that we are on, and  
15 I know that many officers do just that, and I'm terribly  
16 disappointed when that's not the case.

17

18 Q. Amongst that I know that you've expressed the view and  
19 there is a desirability to reform and to keep the officer  
20 and retrain, however in appropriate cases there has to be  
21 consequences, though, doesn't there?

22 A. Every situation is completely different. It's very  
23 complex. Every situation is completely different. But  
24 there has to be consequences if it's justified that there  
25 has to be consequences.

26

27 Q. In terms of the Ethical Standards Command,  
28 the Commission has heard a great deal of evidence around  
29 that and the role of the CCC and the like, and you refer in  
30 your statement even that the CCC has oversight and I think  
31 you might have mentioned it in an email, you talk about the  
32 CCC having oversight?

33 A. Yes, yes.

34

35 Q. There was evidence about the benefits of an external  
36 ombudsperson or an ombudsman's type office that has true  
37 independent investigation not only to improve public  
38 perception but to also - at times it actually demonstrated  
39 that the police did have integrity. Do you see the  
40 benefits in that?

41 A. I would be very interested in looking at that model.  
42 If there is models like that that show that they are  
43 extraordinarily beneficial for both the organisation and  
44 for perceptions, I would be open to know that.

45

46 Q. So, in respect of the questions that Counsel Assisting  
47 asked you right at the beginning about the Command and the

1 structure and the like, I might have misunderstood your  
2 evidence, and I apologise. But can I just clarify that, if  
3 funding is given to the Queensland Police Service for a  
4 command, does it go to the command or does it get  
5 re-diverted where - you used the example "I might put it to  
6 the frontline if that's where I perceive that it needs to  
7 go"?

8 A. No, funding goes to the command. So what happens is  
9 each command puts a budget in for their command, so the  
10 funding goes to the command. In that budget bid it will  
11 consider staffing in particular, any projects, equipment  
12 and that - it goes up. Then what happens at the more  
13 strategic level the budget papers are filled up with  
14 capital infrastructure and a whole heap of other things.  
15 But that would go to that command.

16

17 Q. When we're talking about the Command, so - and you  
18 might have heard me asking some questions of the  
19 Under Treasurer earlier this morning when I asked him about  
20 contracting out. We're talking about difficulty in the  
21 vacancies in some of the positions, having to fill them and  
22 the like. There's the ability, isn't there, to contract  
23 out or to get external people; they don't have to be filled  
24 internally from Queensland Police Service, do they?

25 A. No, we can fill positions from outside the  
26 organisation, particularly staff positions.

27

28 Q. And does it require specific budget to be able to do  
29 that when it's at that command to be able to contract out  
30 or employ externally, whichever way you look at it?

31 A. That's considered in the budget of that command.

32

33 Q. And when we are talking about --

34

35 COMMISSIONER: That's only in relation to unsworn  
36 officers, isn't it? You can't contract in police officers?

37 A. No, no, that's correct, yes. Sorry. Yes.

38

39 MS HILLARD: That's what I meant, Commissioner, yes.

40 A. Yes, staff.

41

42 Q. So when we're talking about the command structure, and  
43 it was really higher level, management, things like that?

44 A. Yes.

45

46 Q. And I appreciate that the vulnerable persons unit is  
47 undergoing a little bit of a rollout?

1 A. Yes.

2

3 Q. The high-risk team is undergoing a little bit of  
4 development and sophistication?

5 A. Yes.

6

7 Q. Is it intended that there would be a career pathway  
8 for officers underneath that Command? So that's the first  
9 thing I want you to think about, and then I'll tell you  
10 what the evidence has been. Some officers have given  
11 evidence, for example, in remote communities or particular  
12 communities that they would like to stay there but they  
13 can't move up or progress through ranks despite being a  
14 valued member of the community without going somewhere  
15 else. If there was a command for domestic and family  
16 violence that had all these ranking structures would that  
17 be beneficial to try to keep those sorts of people there?

18 A. They don't necessarily have to go anywhere else.  
19 I can't understand that. When you are in a command and you  
20 want to stay in the command you can look for opportunities  
21 for promotion within that command. So I don't know what  
22 context that was said in.

23

24 Q. I might have used poor language. I am referring to  
25 your officers. So you've got your constables, your  
26 sergeants, your detectives, your detective sergeants, your  
27 senior constables and all of that. So the officers who are  
28 working in a domestic and family violence separate command,  
29 you've got your CIB group, and you've got your child  
30 protection group, and you have a vulnerable persons group;  
31 a separate sort of progression ranking system so that they  
32 can move up through the ranks, would that be beneficial to  
33 keeping people working in that domestic and family violence  
34 space?

35 A. I think it's very beneficial to have people who are  
36 experts in that area to stay in their area of expertise;  
37 that combined with, you know, people from outside the  
38 agency with the right skills. So a combination of all.

39

40 Q. And if it was the case that it might be easier because  
41 you don't necessarily have all the correctly skilled police  
42 officers, commissioned officers, to engage or contract  
43 domestic and family violence service providers or to get  
44 people in, you don't need specific budget to do that?

45 A. I just have to clarify "contract in". So do you  
46 mean - and it's very important. Do you mean for someone to  
47 apply for a permanent position?

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Q. Let me use government-speak for you. You get someone from Women's Legal Service seconded to go and work for the Queensland Police Service in a domestic and family violence specialist unit for a period of time. So if we look at it in the legal terms --

A. Yes, thank you. Okay. So, yes, it can be done. It is particularly done in areas such as ICT.

Q. And does it require specific budget requirements in order to be able to do that?

A. It wouldn't be automatically budget within that command. They may be able to - depending on where it is. I know in ICT they definitely have budget to do that. But a command that hasn't contracted a lot in the past might not have the budget to do that. So they might ask for additional funds.

Q. And you heard my questions of the Under Treasurer this morning as well about the training that Mark Kelly spoke about and engaging domestic violence specialists to consult but also to deliver. Would that need a specific budget to be able to pay them to do that?

A. Yes. Yes.

Q. And would that have to be specifically sought and allocated?

A. If he's got it within his budget, so if he's got savings over there, he can use contracting over here. If they don't and they need additional funds, they have to come within the service to the various committees to apply for additional funding.

MS HILLARD: Just excuse me for a moment. I think that was all that I was going to ask you. Just excuse me. Thank you very much, Commissioner.

MR McCAFFERTY: Nothing, thank you, Commissioner.

MR HUNTER: I have some questions for the Commissioner. I wonder if I might have five minutes before I embark --

COMMISSIONER: Yes.

**SHORT ADJOURNMENT**

**<EXAMINATION BY MR HUNTER:**

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Q. Commissioner Carroll, can I ask you, please, about your background in managing organisational change. We understand from your statement that you were the Commissioner of the Fire and Emergency Services from December 2014 until July of 2019. Was a change in that organisation one of the reasons why you were recruited in the first place?

A. Sorry, I just didn't hear.

Q. Was change in that organisation one of the reasons why you were recruited?

A. Yes. Yes, that was the reason why I was asked.

Q. What were the issues that necessitated change in that organisation?

A. There was a damning review from a former Public Service Commissioner Margaret Allison in relation to sexism, misogyny, cultural issues in relation to women particularly wanting to join firefighting, and it also looked systemically at those issues but also the governance and the complaint and discipline system for people to be able to complain about that behaviour, and there were other recommendations around training et cetera.

Q. And what proportion of QFES, if I can call it that, was male?

A. So this report related to fire and rescue, and the proportion of men to women firefighters is 96 per cent.

Q. Ninety-six men, 4 per cent women?

A. That's correct.

Q. Did, for example, every fire station in the state have facilities appropriate for women to use, that is a separate toilet, for example?

A. Most did not, I would say. Many did not. In fact part of the reform was to build facilities for women in all fire stations.

Q. And I don't want to spend very long on this but can you give us some idea of the challenges that you faced in effecting change?

A. Extraordinarily challenging. Obviously particularly not being from that agency and not being a firefighter was even more challenging. I think it was a very difficult two years initially until reform, particularly not just of the

1 recommendations that had to be implemented but other reform  
2 across the entire department. So the reform about the  
3 recommendations was one piece, but I had a reform agenda  
4 about the entire department as another piece.

5

6 Q. So, the reform agenda, did it just consist of the  
7 Allison recommendations or did you come up with your own?

8 A. I came up with my own around that and it was a new  
9 department with four cultures, four organisations, four  
10 histories, and the reform agenda was to increase  
11 performance, increase governance. The strategy was simple,  
12 one QFES, and then a lot of work was done, the  
13 interconnectivity with services. So this was just a  
14 component of a large reform agenda.

15

16 Q. How did you go about reforming or changing the culture  
17 of the organisation, particularly in terms of attitudes to  
18 women?

19 A. Education. Training. Good processes and systems in  
20 terms of discipline and holding behaviour to account.  
21 Changes in leadership. I sent many, many senior leaders on  
22 development in terms of educational qualifications.  
23 Training around inclusion and diversity. Extensive. And  
24 performance reviews of every district, of every region.  
25 I introduced a complaints system. Hired investigators. It  
26 was extensive reform.

27

28 Q. And I'm not suggesting that the process has  
29 necessarily come to an end since your departure, but was  
30 there a point at which there was some review undertaken to  
31 see whether the things that you had implemented had worked?

32 A. At the three-year mark I asked Julie McKay to come in  
33 and do a review. Ms McKay is an inclusion and diversity  
34 expert, works for PwC; was an executive director for the  
35 United Nations and did that work as well; and also assisted  
36 with the Defence Force on similar issues.

37

38 Q. And so what was the purpose of engaging her?

39 A. The purpose was to see what we were achieving in the  
40 reforms, whether we had achieved enough to that point, and  
41 to give further advice as to what else needed to be done.

42

43 Q. And what was the verdict?

44 A. A comprehensive report was issued. But if I take  
45 three things away that in the reform it was a very busy,  
46 busy reform agenda, so all the strategies and initiatives  
47 that were introduced, how does the organisation know that

1 they are working, and so we had to go back and do a bit of  
2 work on that. There is still a way to go and some of the  
3 programs that we had started to introduce and a very  
4 important lesson was you must not only introduce them but  
5 constantly evaluate them and change them if they need it.

6  
7 Q. Were the reforms that you implemented in that  
8 organisation welcomed by the members initially? That's  
9 probably a silly question, but I'll ask it?

10 A. I think initially they were probably not happy about  
11 the review and not happy that I was coming to their  
12 organisation to reform that organisation, and I was very  
13 clear about why I was there.

14

15 Q. Do you regard yourself as having enjoyed some success  
16 in reforming that organisation?

17 A. Yes, definitely. When I look, though, when I left at  
18 the four and a half year mark I honestly do believe there  
19 was more work to be done.

20

21 Q. Well, you then come back to the QPS after your  
22 absence. Had you had any involvement with the service in  
23 terms of any sort of oversight of its activities whilst you  
24 were absent with QFES?

25 A. No, I had nothing to do with the QPS in that period of  
26 time. The only interaction we had literally was a disaster  
27 management - disaster issues at Kedron; that's it.

28

29 Q. Now, you've come back to the QPS and I'm not sure  
30 about the chronology but obviously the taskforce was set  
31 up. Was that after you returned to the QPS or beforehand?

32 A. Which taskforce?

33

34 Q. That is the Women Justice Taskforce.

35 A. "Not Now, Not Ever"?

36

37 Q. Women's Safety and Justice Taskforce.

38 A. No, it commenced I think after; 18 months ago.

39

40 Q. I'm interested in the comments you made about - you  
41 were taken to one email where you said you didn't think  
42 that a commission of inquiry was necessary.

43 A. Yes.

44

45 Q. What was it that informed you in terms of expressing  
46 that view at that time?

47 A. I had a deputy on that and at the conclusion of that

1 taskforce --

2

3 Q. This is a deputy on the taskforce?

4 A. Deputy Commissioner, sorry, Tracy Linford. At the  
5 conclusion of that we met and she spoke to me about some of  
6 the damning hearings that I'm actually hearing today.  
7 I was aware of those things and I was also aware of the  
8 complaints that come into the organisation. But what  
9 I wanted was an ability to implement the reforms and also  
10 the taskforce reforms - because we agree with them; I think  
11 they're wonderful; there are some things that we've been  
12 asking for - to give an ability to see whether we could do  
13 that and then ask for a review.

14

15 The difficulty with the reform work that we were doing  
16 it was greatly hampered by the world pandemic, greatly  
17 hampered, to the extent where I honestly believe, and  
18 I touched on it before, probably 18 months to two years  
19 behind where I would like to be.

20

21 Q. Can I ask you about that, and perhaps in this context,  
22 you were asked earlier about the number of positions at the  
23 Domestic and Family Violence Command and the evidence was  
24 that there was I think 27 positions, not all of them are  
25 filled. How many first responders are there within the  
26 Queensland Police Service?

27 A. At any one time that can respond to a job?

28

29 Q. Well, just those whose role is to work, whether  
30 they're working now or they're working tonight or tomorrow?

31 A. Five and a half, 6,000, and I'm talking about the  
32 first responder general duties positions.

33

34 Q. In terms of the impact of COVID, what impact was there  
35 when it comes to the number of staff you had available to  
36 undertake what would ordinarily be regarded as traditional  
37 policing?

38 A. It had a great impact. We were taking staff from  
39 everywhere. So you can sustain that impact if it's for a  
40 short period of time, and initially I think we thought it  
41 might be a few months, it was six months, it was a year,  
42 and it was two years. But what the impact was when I did  
43 the Greenfield review what it clearly showed was that we  
44 weren't responding to many of our jobs and it was  
45 unsustainable. So BAU under such extraordinary pressure --

46

47 Q. Sorry, what's that?

1 A. BAU, sorry, business as usual. And then on top of  
2 that a world pandemic where in essence we were the first  
3 response and at the height of it I had 1,200 police  
4 officers working on that a day.

5

6 Q. So that impacted first responders?

7 A. It impacted first responders. It impacted support.  
8 It impacted academy staff. Many areas of the organisation.

9

10 Q. Can I ask you about the impact on training?

11 A. We made decisions to pause and delay a lot of  
12 training, and in fact you couldn't get together to do the  
13 training was one of the issues. But on top of that there  
14 was just so many staff away working. We have to have an  
15 operational skills test every year, and I agreed - I spoke  
16 to the unions to support me to actually push that out to a  
17 two-year program. So every training, piece of training,  
18 was looked at and every piece of training decisions were  
19 made and where we could we went to online training.

20

21 Q. Now, you mentioned a little while ago the Greenfield  
22 review. I'm right, aren't I, that there were a number of  
23 recommendations for change that were made in that review?

24 A. Yes, there was.

25

26 Q. And that was - you got that review in 2019; correct?

27 A. At the end of 2019.

28

29 Q. So what impact did COVID have on the implementation of  
30 the recommendations that were made in that review?

31 A. It had heavy impact on particularly our service  
32 delivery re-design program. So this is a re-design of how  
33 we deliver services to the community. It is very  
34 intricate. It can be very technical. But it is a very new  
35 way of learning how to deliver services. If you don't have  
36 your leadership there and you don't have the right level of  
37 people who are to undertake this role it can't be  
38 implemented. Initially when we decided to implement SDRP  
39 in Moreton even through the early periods when we had COVID  
40 I made a decision that we should just push through. But we  
41 had many ELTs where it was discussed just how exhausted the  
42 staff were. So a decision was made to pause it and come  
43 back to it, I think in the end a good nine months later.

44

45 Q. So when was the SDRP rolled out in Moreton?

46 A. It has been in place for a year, I think a year now.

47

1 Q. And up until very recently that was the only district  
2 where the SDRP had been rolled out?

3 A. That's correct.

4

5 Q. But it started in Logan, what, a week ago?

6 A. It commenced on Saturday.

7

8 Q. Now, I don't want to go into the intricacies of the  
9 SDRP, but what does the SDRP do in terms of telling you  
10 about how you need to meet the demand of a particular  
11 region?

12 A. Can I go into a little bit of detail then?

13

14 Q. Yes.

15 A. It's very difficult to understand otherwise. It is a  
16 very involved model and it's a systems model from the time  
17 that you get the call at Policelink or comms from the time  
18 that you respond to the call at the district. The model  
19 clearly allows you to align your staffing to when you need  
20 the demand. There's intricate measures behind the scenes  
21 that allows you to do that.

22

23 The model also as a result of that then shows you  
24 exactly how many staff you need to put on the roster to  
25 achieve that. So when we first started the model in  
26 Moreton we were well short of the staff that we required.  
27 So originally I put another 35 I think, and it took a while  
28 to recruit those because they came from around the state  
29 and those positions were advertised. The model was  
30 implemented and we again had to and I call retrofit,  
31 because now we've learnt from this model, over 30 officers.  
32 What clearly became apparent within that model as well that  
33 we were lacking some seven supervisors for the Moreton  
34 area.

35

36 Q. Without the SDRP would you have had to rely on simply  
37 the local knowledge as to when it was likely to get busy?

38 A. So local knowledge - they do have good local  
39 knowledge, but under this model there's a lot more  
40 information that gets put into the model to make those  
41 better decisions.

42

43 Q. So you've told us that it's been running for a year in  
44 Moreton. Have there been any assessments of the  
45 effectiveness of it?

46 A. So I want to implement three first. So there's  
47 definitely what we believe are great results, and when

1 I implement the third one in Ipswich I will then get an  
2 independent person to come out and look at those three  
3 districts. What we have clearly found, and this is because  
4 of the way the model triages jobs, the ethos you want to  
5 put behind this model is to make sure that you attend those  
6 most important jobs in the most timely manner and you spend  
7 time at those jobs.

8

9 Q. Does it have built into it quality control measures?

10 A. Many quality control measures.

11

12 Q. So in the case, say, of a domestic violence matter how  
13 do these quality control measures --

14 A. There's a solve model at Policelink now that you  
15 assess risk against. That is also then done at the  
16 district level and what we call our district tacticians,  
17 and on top of that the CAM, who is the compliance auditor  
18 manager, I think that acronym is for, also does the  
19 auditing of matters that come through to him. What the  
20 model does is in the past when an officer had to serve  
21 papers or whatever it was that stayed with the officer.  
22 The system now takes that off the officer and puts it onto  
23 the next shift.

24

25 Q. So how do you ensure or how does the system ensure  
26 that officers are responding appropriately to, for example,  
27 domestic and family violence calls for service?

28 A. There is a lot more supervision; there are better  
29 judgments made because of the risk analysis as to what the  
30 most important jobs are; and everywhere along the process  
31 everything is reviewed. I'll give you an example of this.  
32 So the CAM's role in auditing, when we first started  
33 looking at this, the amount of re-work or paperwork that  
34 had to be redone, the error rate was at 40 per cent. It is  
35 now at 10 per cent. So that gets picked up in the system  
36 and gets sent back.

37

38 Q. Have there been any attempts to gauge community  
39 satisfaction with policing in the Moreton region?

40 A. So as a part of getting input from the community - and  
41 it wasn't actually part of SDRP. We just wanted to gauge  
42 community sentiment around trust, satisfaction and  
43 confidence in police. We brought in Aspect Group, I think  
44 it was Aspect, to do an intricate piece of work, and not a  
45 random survey where people phone you but actually contact  
46 people who had service by - had contact with the police,  
47 and we did that in every district. The survey looked at

1 many measures and at the end of the day it came down to  
2 trust of police and confidence in police. So we did that,  
3 and there's a rating literally of every district. I've got  
4 that information. Then when we had the SDRP in Moreton we  
5 thought, "Well, we're doing SDRP. Why don't we go back now  
6 and measure if there has been success or what we believe  
7 has been successful truly is?" There were marked  
8 improvements in the confidence of police, marked  
9 improvements in satisfaction and in trust.

10  
11 Q. Sorry, whose satisfaction? The police or --

12 A. Satisfaction of police services.

13  
14 Q. Sorry, but who's holding this satisfaction: the people  
15 who call for service or the public --

16 A. Yes, members of the public, sorry.

17  
18 COMMISSIONER: So it's a survey of people who rang up  
19 Policelink; is that what it is?

20 A. Yes, but from that area; so anyone from that district.  
21 So what it clearly showed, and there's qualitative data as  
22 well, one of the biggest frustrations was not being  
23 advised, you know, what the investigation was, what the  
24 outcome of the investigation was. So it really markedly  
25 improved that. We will go back again in the next 12 months  
26 and have another look at that.

27  
28 MR HUNTER: And what about the reaction of members of the  
29 service to working in this new regime?

30 A. So it was a difficult change, extraordinarily  
31 difficult. It is, depending on what roster system you  
32 use - and there were many learnings for us. I think as an  
33 organisation we went in quite quickly and told the members  
34 that this was happening. They felt - although we thought,  
35 you know, everyone understood the model and this is what  
36 happens, it was difficult because they felt that it was  
37 being done to them rather than a partnership model, and  
38 there were many learnings from that and we've changed it.

39  
40 One of the most difficult parts about it is in some  
41 areas you've got to completely redesign how you work, and  
42 I'll give you an example of this. In some areas they have  
43 a system called matrix rosters. A matrix roster is where  
44 you have a team and that team stays together and that team  
45 works the same shifts Monday, Tuesday, Wednesday, Thursday  
46 and Friday and for the next - it's a rolling roster. So  
47 for the next several months/years you will know what your

1 roster is. Those teams are very close. In fact a lot of  
2 them, you know, catch cars to work together et cetera.  
3

4 This pulls apart the team because it clearly shows you  
5 when your demand is and how many people you need on that  
6 shift. So it does have impacts for police, and some of  
7 those most difficult shifts are Friday and Saturday nights  
8 and the evidence clearly shows you, and even some of the  
9 wellbeing work that I'm doing with Griffith University  
10 shows, that they're the hours that police want to be home  
11 with their children as well. So it has been difficult. In  
12 other areas that have a different roster pattern and are  
13 used to working in that way I would say it would be an  
14 easier implementation.  
15

16 Q. We know about the demand particularly in connection  
17 with domestic and family violence in Logan. It's only been  
18 a matter of days, but are there any first impressions as to  
19 how it's going there?

20 A. So Deputy Steve Gollschewski, who looks after that  
21 area, went to Logan this morning and I have already  
22 received feedback from Cameron Harsley, who does this work,  
23 and they are I think ecstatic at the moment because --  
24

25 Q. Who are they?

26 A. They, the Logan police, because in the past what used  
27 to happen is you would come to work and there are something  
28 like 40, 50 jobs just waiting for you and there's a car not  
29 assigned to it. So in the last two days I understand that  
30 staff have come to work and all the jobs have been taken  
31 care of and there's no unassigned jobs waiting for them.  
32 In fact what was quite common was that when you would  
33 finish a shift there were still all of these tasks that  
34 needed to be assigned and dealt with by the next shift.  
35

36 Q. How does that compare with the way things were  
37 operating back at the time of the Greenfield assessment?

38 A. Chalk and cheese. The Greenfield assessment, and  
39 I think I alluded to this this morning, I gave him open  
40 slather to talk to everyone. The triaging and risk  
41 assessments of jobs wasn't mature and there wasn't good  
42 mechanisms to decide which jobs to go to and the most  
43 important jobs that you need to spend the most time at.  
44

45 Q. You said before that there were jobs that police  
46 simply weren't getting to. What sort of proportion of jobs  
47 are we talking about?

1 A. It was a high proportion, I think in the low  
2 40 per cent. They did have a mechanism to decide obviously  
3 which ones to go to and would, but it's not based on the  
4 good risk analysis that we now use to choose what needs to  
5 be done with each job.

6  
7 Q. What happens if, say, a domestic and family violence  
8 victim contacts Policelink but it's not urgent, that is  
9 that they don't immediately need the assistance of police?  
10 What happens there under the new system?

11 A. Under the new system. So the new system has IRT,  
12 which is the immediate instant response team, and they have  
13 an ART, which is the alternative response team. So that  
14 would go to the district. They would be contacted by DTAC  
15 and arrangements would be made whichever way to accommodate  
16 the victim. It may be coming to the station; it may be  
17 making an appointment at home; it may be getting advice.  
18 So the alternative - that's why it's called  
19 alternative - mechanism kicks in and it's discussed with  
20 the victim how they would like to be treated.

21  
22 Q. Just to be clear, who is the DTAC?

23 A. I'm so sorry, district tactician.

24  
25 Q. All right. Thank you. Just dealing, though, with the  
26 way things were and not getting to jobs, you've told us  
27 before about how many officers within the service are  
28 working on the frontlines. Do you have enough?

29 A. The reason why I went to government after the  
30 Greenfield review - and it wasn't just the Greenfield  
31 review; we had QTC working with us as well that gave us a  
32 good indication of where demand was and how to better  
33 measure demand, and I'll give you an example of that. Once  
34 upon a time you would measure call for service, which isn't  
35 a true indicator because you really need to look at what  
36 type of call for service it was and how much time you spend  
37 there. It was that review and the QTC being in our  
38 organisation that we put a submission up to government to  
39 get additional staffing, and that's why we have the 2,025  
40 by 2025.

41  
42 Q. So at the moment, though, if you had the option, for  
43 example, of creating a position within a strategic command  
44 like the Domestic and Family Violence Command or putting an  
45 officer on the frontline which - how do you decide? What  
46 do you do?

47 A. So this is actually such a difficult decision.

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COMMISSIONER: You can take someone off the Twitter account and put them on research, couldn't you?

A. Your Honour, they are - it's interesting because that team argues to me they actually don't have enough staff because it's 24/7 and that's all they do, and the demand is extraordinary.

COMMISSIONER: Anyway, it seems quite a lot.

MR HUNTER: Are they all serving police?

A. No, no, they're mostly - I think we only might have one or two police officers.

COMMISSIONER: So the research officers aren't police officers?

A. Yes.

MR HUNTER: So, coming back to my question, if you've got the option of putting someone on the frontline or putting them to a strategic position how do you make the decision?

A. So the initial decision was to put as many to frontline. But as soon as we had additional positions we then put them in the Command. I need to - and I touched on this before, when the Command first started I actually didn't have any positions and that's why everyone was temporary, because those positions had already been allocated. What I did was I literally said to most district officers, "You're not going to get many positions this year," and they all wanted them, because we had to rebalance the imbalance in some of the commands. Logan and Moreton and Ipswich were grossly understaffed compared to other areas, and that in itself was well over 150 staff.

Q. There was some questioning about - sorry, I've just lost my train of thought. Just excuse me a moment. You were asked about the number of positions at the Domestic and Family Violence Command as compared to some other commands. The other commands, are they commands that have an operational capacity?

A. Yes, particularly CIC. They have specialist operational capacity. Homicide squad. Drug squad. Surveillance. Very operational in some regards.

Q. I'm reminded that when I asked you a moment ago whether you had enough officers on the frontline you didn't actually answer my question. So do you think you have

1 enough?

2 A. With the work that we're currently doing at the moment  
3 it's difficult to tell because it seems great. But what  
4 the SDRP allows you to do is to actually have a really  
5 detailed look in terms of what your requirements are into  
6 the future, and that's what we're doing at the moment.  
7 I would say that within a few years, very soon into years  
8 out, that I will be going back to government to ask for  
9 additional resourcing.

10

11 Q. As part of your role as Commissioner you go out into  
12 the regions and speak with police?

13 A. Yes.

14

15 Q. And you speak with police in connection with the work  
16 that they do in the domestic and family violence area?

17 A. Often.

18

19 Q. And the police speak to you about what they regard as  
20 the problems?

21 A. Often.

22

23 Q. And what are you hearing?

24 A. Because I travel a lot and I do many informal visits  
25 from Mt Isa to Townsville and stop at every station.  
26 I hold officers in charge conference, and that's officers  
27 from all over the state. When I'm ever at a town I go to  
28 the local police station to talk to staff. I do hear  
29 candidly that they're exhausted. I do hear frustration  
30 that they feel that the hierarchy of the organisation is  
31 not listening to them, and they have been screaming for  
32 years. I hear candidly that they are genuinely frustrated  
33 with the process. I hear that all the time.

34

35 Q. What attempts has the service made to streamline the  
36 processes associated with domestic and family violence?

37 A. Many attempts. We have a red tape reduction area  
38 where all of these ideas come in or the learnings from  
39 various areas come in, and we then go and research what we  
40 need to and see if we can implement that. For instance,  
41 one of those which was just in the last three months is the  
42 use of the new NextGen, which allows you to search a person  
43 and everything associated with that person rather than  
44 having to do individual events, which is extraordinarily  
45 time consuming and difficult.

46

47 Q. You're talking about a NextGen Qlite?

1 A. I'm talking about Qlites, yes.

2

3 COMMISSIONER: Which we've heard is very clunky and not  
4 good; not easy to use.

5 A. Yes. So what the clunkiness is at the moment is not  
6 everything is on NextGen. So you've actually got to keep  
7 coming in and out of the two processes, and we moved that  
8 forward, but that is the clunkiness.

9

10 MR HUNTER: We know that there were recent amendments that  
11 enabled, for example, a senior officer to witness the  
12 signature of another officer on an affidavit?

13 A. Yes.

14

15 Q. How long did it take to achieve that amendment?

16 A. It took I think if I go and look at the paperwork  
17 probably close to two years.

18

19 Q. Were there other things that the service sought in  
20 terms of legislative amendment that you didn't get?

21 A. So we sought obviously at the end of "Not Now, Not  
22 Ever", I think it's recommendation 133, for the trial of  
23 the body worn videos because we did a lot of work  
24 interstate to see every other service I think bar one has  
25 got that across Australia, and we wanted to trial it. So  
26 obviously we have been working on that, and now that is  
27 being trialled in a number of areas - two areas, sorry, to  
28 be precise.

29

30 Q. What about electronic service of documents?

31 A. That is something - yes, we have. We will go back and  
32 obviously have that further discussion. Electronic service  
33 of documents is probably one of the biggest issues, and  
34 I'll give you some indications of that. For instance,  
35 FIFOs - and they sit there and tell me their stories of the  
36 frustration. A FIFO might have an order that needs to be  
37 served on him. That then has to be emailed to Mt Isa.  
38 Then that staff has to go and find him. If they can't find  
39 him, they have to go back. If he leaves, it comes back.  
40 They have got to find him in Brisbane. So these are the  
41 examples that I get.

42

43 Q. Just so we're clear the service sought to have the  
44 legislation amended so that that sort of paperwork can be  
45 served digitally?

46 A. Yes.

47

1 Q. But you didn't get it?

2 A. So in that submission we did get the electronic  
3 signatures, the witnessing of signatures by senior  
4 officers.

5

6 Q. But not electronic service?

7 A. Not at that stage.

8

9 COMMISSIONER: But there's problems with that, isn't  
10 there?

11 A. Yes, there is. And, look, this is issue.

12

13 COMMISSIONER: People may not be able to read well. They  
14 might not be able to understand the terminology. There are  
15 all sorts of issues --

16 A. Yes, there are definitely issues and I've touched on  
17 it before. So other areas, what they're doing is making  
18 sure there are safeguards in place when that happens, that  
19 you can talk to the person, Facetime, whatever it is, to  
20 make sure that it has happened. But also - and one of the  
21 recommendations of the last taskforce, "Hear Her Voice", is  
22 around electronic service of documents after not being able  
23 to locate the person to personally serve the documents.

24

25 MR HUNTER: You were asked some questions about culture.

26 A. Yes.

27

28 Q. And you've addressed them in your statement. Do you  
29 accept that there are members of the service who are  
30 sexist, misogynist, racist?

31 A. Yes.

32

33 Q. Or perhaps all three?

34 A. Yes. Yes, I do.

35

36 Q. Do you accept that there's a widespread problem with  
37 people with those beliefs or attitudes?

38 A. The difficulty I have is with what is widespread.  
39 Widespread is engrained; it is entrenched. It clearly  
40 implies that most people in the organisation are like that.  
41 I know that most people in the organisation are not like  
42 that.

43

44 I have been in the organisation 30-plus years. I came  
45 in in 1983 when women were only 4 per cent of  
46 the organisation. I have seen some very uncomfortable  
47 things - many uncomfortable things in this organisation.

1 And there has been a lot of reform over the years to make  
2 sure that we change that. I know that there are areas of  
3 concern that needs a lot of work, but I can't accept that  
4 most of us are like that.

5  
6 When we get heavily criticised by the agencies that  
7 criticise us, some of them tell me of wonderful stories.  
8 I was at a multi-faith dinner last night - sorry, two  
9 nights ago that we host for the faiths in Brisbane, having  
10 that exact conversation. I know that every so often this  
11 happens, but vastly the police that I've worked with have  
12 been excellent, and this person worked for an NGO for a  
13 domestic violence agency on the Gold Coast. When I look at  
14 the sheer number of contacts we have with people throughout  
15 Queensland it's 2 million a year and we have 137  
16 occurrences a year.

17  
18 Q. 137?

19 A. Thousand, sorry, that we interact with.

20  
21 COMMISSIONER: DV occurrences, you mean?

22 A. DV occurrences, thank you. Many more occurrences.  
23 There's probably 2 million of those. Then I look at the  
24 complaints. And I take that complaint is underreported and  
25 DV is underreported. But if you were to even increase  
26 that, I look at that sheer data and numbers, a third of the  
27 complaints against police are by police. Years ago that  
28 was not the case. So that tells me that people are willing  
29 to complain and have it heard. Yes, have we got more work  
30 to do? We have got a lot of work to do. But the reform  
31 involves not just DV and culture. It's all the other work  
32 around that that also complements and will deal with this  
33 issue as well.

34  
35 MR HUNTER: What do you mean by that?

36 A. What I mean by that is bringing back into the  
37 organisation performance measures at a strategic, local and  
38 individual level. SDRP holds people to account. There is  
39 more supervision. You can see what your officers are  
40 doing. There's more checks and balances. Changing the  
41 leadership training so it purely is about leadership. So  
42 I'm talking about all of the other things that also support  
43 the greater reform that also supports the DV reform.

44  
45 Q. You said that officers express their frustration to  
46 you about the processes and the volume of domestic and  
47 family violence. What impact in your view does that have

1 on the way the service goes about its work in this area?

2 A. I would say the level of service would not be good  
3 because in some districts you quickly just go from one job  
4 to the next, and case in point in Logan, that you do not  
5 have quality time to spend at some of those jobs.

6

7 Q. Can I ask you about the two intell assessments that  
8 have been the subject of some questioning. The first --

9 A. Can I also make a comment about demand and what we've  
10 found with the evidence?

11

12 Q. Of course.

13 A. The demand was so overwhelming that you actually are  
14 always responding and you lose your discretionary time to  
15 prevent and be proactive. So the organisation has moved to  
16 a strategy of prevention, disruption, response and  
17 investigation. What we found initially with Moreton until  
18 we put in SDRP in, even at the beginning of the SDRP until  
19 we got the staffing right, that you are still responding.  
20 It's not until you get that service delivery right and have  
21 the right amount of staff there that you can actually flip  
22 that to prevention. But the evidence clearly shows you  
23 that if you prevent first and foremost and intervene early  
24 that you respond less.

25

26 Q. So these two intell assessments, can I deal firstly  
27 with the one concerning the outlaw motorcycle gangs. Are  
28 you familiar with the program that features on the QPS  
29 website called the "OMCG exit program"?

30 A. Yes, I am.

31

32 Q. And is that something that was generated in response  
33 to that intell assessment concerning domestic and family  
34 violence in the context of OMCG members?

35 A. Yes, it was.

36

37 Q. And does it particularly have reference to the  
38 distressing tale of Tara Brown?

39 A. Yes. Her mother actually does the video.

40

41 Q. And it warns women about the risks of becoming  
42 involved in relationships with men who are enmeshed in the  
43 OMCG world?

44 A. Yes, it does.

45

46 Q. And we heard, though, that that intell assessment  
47 didn't go to the Domestic and Family Violence Command. Are

1 there issues when an intell assessment such as that might  
2 appear to straddle multiple commands?

3 A. It certainly does because OMCGs are in CIC and DV is  
4 obviously within the DV Command. But that's not unusual  
5 because we will have other jobs that straddle multiple  
6 commands, and it might straddle Ethical Standards Command  
7 as well.

8

9 Q. But nonetheless do you say that that intell assessment  
10 ought to have gone to the DV Command as well?

11 A. Yes, I believe it should have.

12

13 Q. And dealing with the one concerning the Torres Strait,  
14 I don't want to go into detail, but you were asked whether  
15 the Domestic and Family Violence Command did anything in  
16 response to that intell assessment and you said that they  
17 did not. But at the responses to questions, in particular  
18 question 11 - I'm sorry, this concerns, I beg your pardon,  
19 the likely impact of COVID, I should say, question 11.

20 A. Yes.

21

22 COMMISSIONER: Question 11 of what?

23

24 MR HUNTER: Question 11 of the questions that were posed  
25 by the Commission of Inquiry.

26

27 COMMISSIONER: Okay. Do you have a COI reference?

28

29 MR HUNTER: I don't, I'm sorry.

30

31 COMMISSIONER: Let Counsel Assisting find it while you ask  
32 the question. If we can't put it up, I just want to note  
33 it for the record.

34

35 MR HUNTER: You were asked whether the Domestic and Family  
36 Violence Command had done anything in response to that  
37 intell assessment, that is domestic and family violence and  
38 the impact of COVID. Whilst the Command itself might not  
39 have implemented anything arising out of it, the service  
40 itself did; correct? You can see those set out at page 2?

41 A. Yes.

42

43 Q. And there were other steps that were taken that were  
44 beyond those recommended in the intell assessment?

45 A. Yes, I believe there was.

46

47 MR HUNTER: We will definitely be able to track it down,

1 Commissioner. I apologise.

2

3 COMMISSIONER: All right.

4

5 MR HUNTER: So can I ask you this question: what does a  
6 good model look like when it comes to dealing with domestic  
7 and family violence?

8 A. I believe a good model sets direction and strategy,  
9 ability to assess capability, to do research, to pick up on  
10 themes across the agency, and as a result of that implement  
11 the necessary - whatever is required as a result of those  
12 themes, and one that really sets policy direction and that  
13 really in some sense brings it all together for the agency  
14 to make sure that everyone knows how important this is and  
15 setting the direction for that.

16

17 Q. You're talking about the ideal model of the Command?

18 A. Yes.

19

20 Q. What about in terms of the response of the service to  
21 actual calls for service? Should it be just the Queensland  
22 Police Service that's going out to these jobs or responding  
23 to them?

24 A. And this is obviously one of the things that the staff  
25 talk about a lot. They feel that they lack the skills to  
26 do all of the work that's required. The co-responder  
27 model, we have that for Youth Justice now and we also had  
28 it for many years in some districts for mental health  
29 response. They are excellent models. In the mental health  
30 space, if I just give you an example of that, they  
31 co-house, they share information. In fact when I was the  
32 district officer in Cairns the staff police and mental  
33 health nurses would proactively in a preventative measure  
34 visit their clients on a regular basis.

35

36 When we implemented that - and I won't talk to the  
37 figures because I can't remember - we had a lot of sieges  
38 with respect to mental health staff. I think when we  
39 implemented that model I think it was some 18 months before  
40 we had another siege. It was extraordinarily successful.

41

42 Q. So are you supportive of a co-responder model?

43 A. I am very supportive of a co-responder model that can  
44 work not just in offers hours but that's flexible through  
45 our demand hours.

46

47 Q. So should the Command then have an interagency

1 capability, that is to liaise with other sectors of  
2 government that are also dealing with this issue?

3 A. Yes.

4

5 Q. Lastly, what confidence do you have that the service  
6 is capable of rising to the challenge that's posed by  
7 domestic and family violence?

8 A. I am confident that we have the - that we will rise.  
9 There is a lot of good work already being done; a lot  
10 already done in the last couple of years; the additional  
11 recommendations that we're highly supportive of; and also  
12 looking forward to seeing what comes from the Commission of  
13 Inquiry. Importantly the Commission of Inquiry also  
14 touches on capability and capacity, which I think is an  
15 extraordinarily important part of the conversation.

16

17 Q. When you talk about that do you mean numbers?

18 A. No, not numbers. Capacity is what systems do you  
19 need, what processes, legislation, the whole gamut of  
20 things that you need to make something work. So  
21 I am looking forward to that.

22

23 MR HUNTER: Those are the questions I have.

24

25 COMMISSIONER: Commissioner, should a police officer be  
26 able to continue working after they have committed a  
27 criminal offence?

28 A. Your Honour, that's a difficult one because every one  
29 of them is a little bit different. I would have to have a  
30 good look I think at what the circumstances were.

31

32 COMMISSIONER: So if someone has committed a breach of a  
33 domestic violence order should they still be working in the  
34 Queensland Police Service?

35 A. A black and white answer would be a no. But they're  
36 all so extraordinarily complex that I think --

37

38 COMMISSIONER: Is it, though? Is it complex that you've  
39 committed a criminal offence and you're a police officer?

40 A. You should not be able to --

41

42 COMMISSIONER: Shouldn't you be abiding by the law at the  
43 very least?

44 A. You should be abiding by the law. You should be  
45 abiding by the law.

46

47 COMMISSIONER: Ms O'Gorman?

1  
2 MS O'GORMAN: Just one question, if I may, Commissioner.

3  
4 <EXAMINATION BY MS O'GORMAN:

5  
6 Q. Mr Hunter QC asked you about your views about whether  
7 the cultural issues that have been identified within the  
8 QPS are widespread and, as I understand it, your answer was  
9 that you didn't accept that that was the case because in  
10 your mind the word "widespread" clearly implies that most  
11 people are like that and in your statement you identify  
12 that you don't accept the term "widespread" because you  
13 don't accept that all or the majority of your people have  
14 those ingrained or entrenched values or attitudes?

15 A. That's correct.

16  
17 Q. If I was to suggest a slightly different definition of  
18 "widespread" for you, and I'll do that now, and then ask  
19 you to give your opinion as to whether or not you accept  
20 that the cultural issues that we have all heard about are  
21 widespread or not. So if you put aside an approach to the  
22 term "widespread" that it necessarily means all or the  
23 majority and instead if I was to suggest to you a  
24 definition of "widespread" which in these circumstances  
25 would mean sufficiently profuse across the state and up  
26 through the ranks that it has the ability to affect the  
27 whole organisation, if that was the definition that you  
28 were using would you then accept that the cultural issues  
29 that we've been hearing about are widespread?

30  
31 MR HUNTER: The difficulty with that question is the  
32 absence of identification of which cultural issues we're  
33 speaking about. There is racism, misogyny and sexism on  
34 the one hand. But there are other attitudes that have a  
35 less malign aspect to them.

36  
37 COMMISSIONER: The Commissioner is welcome to comment  
38 however she likes, Mr Hunter.

39  
40 MS O'GORMAN: I suppose I'm asking my question  
41 piggybacking off Mr Hunter's question, and his was relating  
42 to cultural issues relating to sexism, misogyny and racism.  
43 A. I think they're significant and I think there's areas  
44 of concern. But the numbers of complaints and the data  
45 that I have compared to the contacts that we have with  
46 people in the community, I don't know if they make it to  
47 the definition of "widespread". I admit that there are

1 issues in the organisation. But I know - and even when you  
2 look at the Nous data which clearly says 75 per cent of  
3 police care for victims, there were 15 that didn't say  
4 anything and 6 per cent that disagreed with that, that  
5 confirms that a majority are doing the right thing.

6  
7 COMMISSIONER: It depends on whether you think 10 per cent  
8 of the complaints are victims or whether you think a wider  
9 definition of "victims" and perhaps some of the people,  
10 doesn't it?

11 A. Yes, it does, Your Honour.

12  
13 MS O'GORMAN: I don't have any further questions. I do  
14 just note that we have that reference that Mr Hunter was  
15 looking for earlier.

16  
17 COMMISSIONER: Yes.

18  
19 MS O'GORMAN: And I can read that into the record. The  
20 doc identification number is [KRC.011.0001].

21  
22 COMMISSIONER: Thanks very much, Commissioner. I'm going  
23 to ask that you stand down. I'm not going to excuse you.  
24 Hopefully that's the last we'll need you, but things seem  
25 to keep turning up. So we may need you again.

26 A. That's fine.

27  
28 COMMISSIONER: I'll just state for the record that it's  
29 very clear from the evidence that has been before  
30 the Commission that there are some excellent police doing  
31 excellent work in domestic and family violence. There's no  
32 doubt about that.

33 A. Thank you, Your Honour. I'm committed to reform.  
34 I have done it before. I'm committed also that I believe  
35 that an independent inquiry should come back in two/three  
36 years, probably three years, to see how we're travelling  
37 because that does hold the agency to account and there's a  
38 lot to be done, but looking forward to it.

39  
40 COMMISSIONER: All right. I'll let you stand down. Thank  
41 you.

42  
43 MS O'GORMAN: Just before the Commissioner does and  
44 because I need to tender some of the documents that she was  
45 taken to today, might I ask if your associate could take  
46 from Commissioner Carroll the two documents which were the  
47 intelligence assessments that were provided to her earlier

1 today.

2

3 COMMISSIONER: We probably should get back those service  
4 delivery statements, too, I think you've still got,  
5 Commissioner Carroll.

6 A. Yes.

7

8 MS O'GORMAN: When those documents have been retrieved  
9 perhaps if Commissioner Carroll could be stood down, I can  
10 attend to tendering the outstanding documents.

11 A. Thank you.

12

13 <THE WITNESS WITHDREW

14

15 MS O'GORMAN: I'll attend to that now, if I may. These  
16 documents will all form part of tender bundle V and at some  
17 time after we all leave the courtroom your associate will  
18 compile a list of these. But I'll read into the record the  
19 items which will constitute tender bundle V. They are the  
20 Domestic, Family Violence and Vulnerable Persons Command  
21 organisational structure as of 17 August 2022; the document  
22 which contains excerpts of submissions received from police  
23 officers and excerpts from the Nous Group survey; the RAIS  
24 briefing note in respect of Patrick Jayne; the two  
25 intelligence assessments relating, firstly, to the impact  
26 of COVID on regional Queensland and, secondly, the outlaw  
27 motorcycle gangs and domestic violence intelligence  
28 assessment; and, lastly, the Queensland Police Service  
29 annual report 2020-2021. I have copies of all of those  
30 documents. I'll hand those up now.

31

32 COMMISSIONER: That will be exhibit 38.

33

34 EXHIBIT #38 TENDER BUNDLE V

35

36 MS O'GORMAN: Thank you. A list will be compiled and sent  
37 around to the parties. There's one final matter for me to  
38 attend to in respect of those documents and that is there's  
39 been a request by the QPS that there be a non-publication  
40 order made with respect to the RAIS briefing note and  
41 associated documents, and also in respect of the two  
42 intelligence assessments related to the outlaw motorcycle  
43 gangs and the impact of COVID. There's no objection to an  
44 order being made in respect of those documents and in those  
45 circumstances I'll provide that to you, Commissioner.

46

47 COMMISSIONER: I've got it here.

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MS O'GORMAN: I might provide this one because the one that you have has been redacted.

COMMISSIONER: I'll make that order.

MS O'GORMAN: All right. Thank you. Commissioner, at this stage the Counsel Assisting team doesn't envisage calling any further witnesses but, as you've indicated, it may well be that some further evidence might be required and if that's the case the parties will be informed.

COMMISSIONER: All right. Thank you. Ms Hillard, I just wanted to thank you in particular for all your work during the hearings. I know you and the Women's Legal Service have been doing this on a shoestring and you have been getting a lot of statements quite late. So it's involved a lot of late nights. So the Commission is very appreciative of all your hard work during the hearings.

MS HILLARD: Thank you, Commissioner. And I think I can speak for the Women's Legal Service CEO, who is seated beside me, they welcome the opportunity to value-add to the public hearings and contribute to the issues.

COMMISSIONER: Just adjourn.

**AT 4.56PM THE COMMISSION WAS ADJOURNED**

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