



















































- W Yes, they will.
- CA -from the way you deal with complaints?
- W The way matters are addressed, the standards that are set, how they are administered. That will definitely change how things are dealt with in an organisation.
- 10 We spoke a lot about the reactive part of ESU when we were talking about complaints handling, discipline, the investigation. We never really got to a lot of this part, which is about the ethical practice awareness. And then some of the other material that we could use to get to there, so staff intelligence, early intervention and how we work with our partner agencies - those things will improve our ethical culture by the way we administer our business, but it's not just about reacting to the complaint.
- CA You mentioned, I think, that within QPS, a unit was directed towards this kind of a function?
- 20 W Yes, yes.
- CA And you were part of that for a time?
- W I worked there.
- CA What things should be aimed at? What measures should be aimed at?
- 30 W The measures - I believe they're in part of the submission about ethical behaviour, professional standards, how we're seen as an organisation, how we do our job, how we carry ourselves. All of those things are at the core, but it's also the standards that the organisation holds and how people are informed of what they are. At the moment, where we've got this process where people are unclear, it's not unreasonable to expect that they don't know all of the standards and where things are going, because there's a reform process occurring.
- CA But in terms of practical steps that might enhance the building of a corruption-resistant culture, perhaps drawing on your QPS experience, would you have any plans or recommendations as to how this might translate into steps that are taken, as opposed to ideas?
- 40 W It's got to be outward facing. Already some of the communication has commenced. There has been in the QCS Bulletin, the email process. We have announced ESU is part of QCS. The Commissioner has announced the new structure, where ESU sits and what we are striving to be - a top-tier public safety organisation. So we are starting that process. From there, we need to actually inform people, if you are talking specifically ESU, what the standards are, what the discipline framework looks like and how we're going to deal with that.
- 50 CA So is it a communication and education role?
- W A very large communication role. I've spent quite a bit of time already understanding what we have. That is why I went and spent time at the academy and did some of the training, to understand what we've already



got, to identify where the gaps are and where the opportunities are.

CA Perhaps I might be asking the same thing, but how would you deliver improvements to the organisation?

10 W How would I do it? At the moment, I would definitely - the training package that's delivered to the recruits in the very first week, we've revised that completely. It needs to be focused on the current issues the QCS is facing, considering the legal framework we operate in, and they need to be informed from day one expectations but also what complaints are and how they're handled and what's expected of them in reporting a complaint.

CA That starts with recruit training?

W That needs to start, revise that package, because that package is very critical. It is the inception point of the organisation where people are onboarded.

20 CA Will that devolve to you and your unit to do that or will that come under the authority of the training side of the organisation, the name of which I have just forgotten?

30 W Currently that does sit within my remit as one of my responsibilities. It is quite often in a training environment where you have content experts. So that would be our area of expertise. We would essentially write the material and work with people who are facilitators. Whether we facilitate it and deliver it in person is something that would be questioned, but the responsibility for the content would sit with ESU.

CA And apart from training of new recruits, what other forms of delivery could you imagine?

W There is the first part. The supervisors training - there is a package called Tools of the Trade that is delivered in that process. That needs to be reviewed, essentially changed, updated. It has to deal with some of the current workplace issues and some of the matters that are currently topical for complaint.

40 W The next part is the general broader ethical awareness training. Prior to my arrival, DJAG had an online annual training in ethical awareness. It was a compulsory training package. However, that material was on a learning management system that's no longer available to the QCS, and there is a new learning management system that is being put in and we will have to write a complete new training package, and that is our opportunity to commence this change.

50 CA You have high expectations, I think, imposed on you, but you are not alone in positive culture building. Do you see any form of interaction with, say, the general managers, who might also have a function in this important task of culture building?

W I think somewhere in the submission, it's written - I think I was working some of the material for the submission in that ESU, whilst responsible for the material and quite often the investigation, reaction and awareness, this idea of ethical practice, the fact that people are responsible and held

to high account is everyone's responsibility. But it rests with the managers and supervisors on a day-to-day basis. So, yes, whether it be the initial recruit part, the supervisors. Then there is a large amount of awareness required at regional manager, divisional manager, general manager. How that material is written, what it looks like, where we go with it, is still up in the air. But, yes, the responsibility and the communication needs to go across.

10 CA When you speak of communication, given the devolution of a lot of functions to the general managers, do you see a need or a role for collaborative working on this?

W Yes.

CA How might that be manifested, do you think?

20 W I think at the moment we have a divisional managers and a regional managers forum. I have been to one of the regional managers forums for probation and parole to introduce myself and see how things are currently working. So there are forums to get in to work in this environment. But how it actually works and where it sits at this point in time, it's unexplored; it's untapped.

CA Is it correct to say that ESU has no authority as such over the general managers?

W Authority - line control, you mean?

30 CA Yes.

W No, there's no direct line control over the general managers.

CA In terms of achieving a corruption-resistant culture, you have your role. General managers have a role also. Does ESU have any oversight of how well the general managers might be performing that role?

40 W I think the way things are at the moment, with a reaction to complaints, it hasn't lent itself to that. But, yes, it does, and also general managers have a responsibility because they're public service employees, like the rest of the organisation, so you can't just say this is an ESU problem and hand it over. Everyone needs to be involved in how this change occurs and people being responsible for their behaviour.

CA This may or may not be your area, but is there a place for integrity indicators to be built into performance management, even at general manager level?

W I'm unaware of what their contract obligations are.

50 CA I was asking if there is a place for it?

W It's quite possible. It's quite possible.

CA One of the ideas that the Commissioner had, and expressed earlier, was outposting of ESU staff to centres. Is that something that has been discussed with you or you have had an opportunity to reflect on?

- W I've had an opportunity to read the previous material. I think there was mention of, rather than potentially outposting of ESU, it was more a relationship model where there would be professional practice managers in the centres. I think that was the phrase that was used.
- CA I think we might even see it used in the submission, that there might be one of the so-called opportunities to introduce "frontline professional practice managers"?
- 10 W Yes, I read that.
- CA You don't take that to be a physical outposting?
- W It's one of the opportunities. I don't think it has been explored in that detail as to where it would sit, but I think the intent is that it would be based at a location away from central office, as it seems to be indicate; it would be a professional practice manager at the centre. But how that would be managed and administered - at this point it's just an opportunity, an idea.
- 20 CA You don't have the staff to do that at the moment, do you?
- W Currently we don't, no. That model is a model I'm familiar with, with the police. They have professional managers, professional practice managers throughout the state at their regional centres, who are responsible for the management of complaints in the geographical area that that region represents.
- CA This remit - I'll use the words of the submission - "to build, drive and maintain a corruption-resistant culture" perhaps hasn't had the emphasis previously as the current Commissioner wishes to give it. Does that have resource implications for your unit?
- 30 W I think currently the unit is a very small unit and it is obvious that the amount of material that they're trying to deal with is beyond their current capacity and capability, so there is a resourcing issue, but what that exactly looks like and how it unfolds would be a matter for the Commissioner and the Executive.
- 40 CA It will be a work in progress for some time, presumably?
- W I believe so.
- CA Down the track, how could the success of such initiatives as might be adopted be assessed or measured?
- W I think there's a couple of measures, having seen them in the past. You've obviously got short-term improvements. And some of that, the improvement is - the complaints actually may go up because the confidence goes up. It's not necessarily, "Hey, we have reduced things."
- 50
- The other part is a longitudinal study, and I've seen them done particularly with what was the CJC, CMC and the CCC in relation to police, public confidence in police, and then particularly about a number of groups that were studied that started in a recruit process all the way through their careers over some 15 or 20-odd years. So there are ways of doing it, but

you would have to put that evaluation framework up at the time when you are deciding what you are going to measure and how.

CA Can I just change the subject a little bit. Does ESU have any form of collaboration with CSIU or with the QCS Intelligence Group?

W Yes.

CA For what purposes?

10

W As it presently exists, we have some arrangements with both the CSIU and QCSIG, because we need to work on and share some material that is intelligence related, so that is our QCSIG arrangement.

CA Is that intelligence sharing?

W Intelligence sharing. It is predominantly about individual incidents or information that they would get about a centre or a person, in its current format.

20

CA Who would initiate access to intelligence of that kind? Is it something that QCSIG or CSIU might bring to your attention or vice versa, or both?

W If I just stick with QCSIG at the moment - CSIU is slightly different - QCSIG would initiate that and forward that intelligence report to ESU, and we would work on that material from there.

CA In collaboration with them?

30

W Potentially with them. Potentially with the police. Potentially with CSIU. It depends on what is in that intelligence report.

CA Is there any specialisation, do you know, within QCSIG so far as staff-related matters are concerned?

W No.

CA Or is it part of general duties?

40

W One of the items that I raised that we need to look at in our working groups is a staff intelligence capability. At the moment, it is essentially based on incident reports or intelligence reports.

CA From QCSIG?

W From QCSIG. It's not based around staff members per se. So the ability to have an early warning, early intervention, risk analysis, all those types of processes which are seen as desirable in an ethics framework, at the moment are not part of ESU's capability. They are also not part of the intelligence capability that we have access to.

50

CA Is that a gap, that there's no early intervention system either within QCSIG or elsewhere in the intelligence function?

W There is no early intervention for officers in the current process. It's a large gap. It needs several things, obviously resourcing, but one of them

is the data that would enable you to make those informed analyses and decisions. So you would need access to HR systems, you would need access to incident, you would need access to intelligence and you would need access to training records and material. There's no coordinated IT system that does that in QCS.

- CA When you just said "you" would need access to these things, who were you speaking of?
- 10 W The intelligence people that would be working in that early intervention process would need access to that. So an analyst would need access to material to analyse.
- CA To a wider range of information than they presently have access to?
- W Yes.
- CA To conduct really any form of meaningful early intervention system so far as staff is concerned?
- 20 W Definitely. Any form of intervention, any form of even risk analysis of people that are currently subject to matters, you need access to those systems to do that.
- CA Were there early intervention systems in operation at QPS?
- W Yes.
- CA That you are familiar with?
- 30 W Yes.
- CA And you could bring ideas concerning those to your current organisation?
- W Oh, definitely. The police started that a long time ago using a thing called the Risk Analysis Intelligence Section, and it has developed since then. One of the main parts of that is the differentiation between early warning and HR versus discipline, because a lot of these things are about learning opportunities and preventing certain things happening. So there is a distinction between ESU discipline and early intervention. The idea is that the early intervention stops it becoming a discipline.
- 40 CA Presumably those kinds of issues are being considered in QCS and you would be aware of them?
- W I would think that there was some consideration, but there isn't an analysis process, a tool, an existing capability in that respect.
- CA Being ex-QPS, presumably the Commissioner is aware of early intervention systems and how they operate in QPS also?
- 50 W Yes.
- CA When you speak about it, it won't be news to him?
- W I believe in both submissions, the first one and the second one, it was

mentioned - in different contexts, but the same idea.

I probably should answer the other part of your question that was about CSIU?

CA Yes, please.

10 W The existing relationship with CSIU, there is a memorandum of understanding with QPS and QCS. CSIU become involved in an ethical standards point of view when we have a potential criminal allegation against one of our members. So the matters are referred to CSIU to investigate, because they have the ability to conduct criminal investigations, whereas the Ethical Standards Unit don't have that legislative authority.

CA If they reject it for whatever reason, does it come back to ESU?

W Yes, it will.

20 CA And you would take it on from a disciplinary point of view, not from a criminal prosecution?

W From a disciplinary point of view, and quite often when there is a criminal point of view, if it results in some charges, there's still an administrative and disciplinary process that follows. So it will come back to us at a point in time.

30 CA In the time that you've had, are you able to make any comment about the satisfactoriness of the degree of collaboration that exists between ESU, CSIU and QCSIG?

W I think in recent months, because that's how long I have been there, the relationship with the QPS, including CSIU, has actually been quite good. There have been, unfortunately, some matters that have resulted in people being criminally charged for their behaviour. The relationship between CSIU and ESU is quite good, but it has room for improvement.

40 CA As you say, there's always room for improvement, but are there any aspects of that that occur to you at present?

W With regard to how some of the material is shared and transferred, because we are a paper-based organisation, whereas the police operate on IT platforms. So information sharing both ways is definitely something that could be explored.

CA If there is to be a referral to you sourced from QCSIG, does that really involve someone printing an intelligence report of some kind and forwarding it on?

50 W If it's intel from QCSIG, it is generally an attachment in an email or some process. Some are hard copy.

CA But even then, you have to print it out and scan it and send it?

W Quite often. And if it's from CSIU, we generally don't get access to their material from their database, being QPRIME. We generally just get

a very short summary of material, at best.

- CA Does that give rise to a difficulty of assessment of it or interpretation of it if it's not the article; it's a summary of it?
- W I believe it would in some instances. But if you don't know what the full material is, it is a bit hard to say whether it frustrated you or not.
- 10 CA Yes, correct. Can we just return briefly to the subject of information systems.
- W Yes.
- CA So far as the complaints and investigation process is concerned, you have described, I think, that at the moment it is reliant on paper files accompanied by spreadsheets?
- W Very much manual, with a tracking process in Excel spreadsheets.
- 20 CA Is there any way that any form of information system that presently exists within QCS could be adapted to your purpose, do you know?
- W We've briefly had a look at the current IT platforms we have, and none of them would meet the requirements that a standard complaints management system would in an ESU context. So at the moment, there is not a system that you could just pick up and use.
- CA What level of importance would you attach to having some computerised complaints management system?
- 30 W I think it's one of the critical components. Once you've fully understood what your process is and how you want to administer it, the IT platform enables that. But you need to understand the process before you build the IT platform.
- CA Presumably that has already been a subject of discussion with your Deputy Commissioner and perhaps with the Commissioner?
- W Initial discussions. It has only been a couple of weeks.
- 40 CA Yes, understood. Is that an issue that you would propose to press?
- W An IT platform, a complaints management system, is definitely something that ESU would pursue.
- CA I suppose there are some budgetary issues there?
- W A number of issues. Budget is one of them, yes.
- 50 CA Are there others?
- W Obviously you would need to actually get it to work within the system you have, so it needs to understand the process, it needs to understand the resources, the geography of the state. So there are a number of things, not just the system, that you would purchase and use.

- CA Do you need some bespoke system?
- W It could be custom made, it could be off the shelf, it could be customised off the shelf. Software is a service. All of those things come from an analysis once you decide what it is you are trying to do.
- CA That is amongst your other range of priorities?
- W It is. It is one of the priorities.
- 10 CA This is perhaps a lesser subject but nonetheless of some significance. I'm speaking of public interest disclosures.
- W Yes.
- CA You have a responsibility, I think, under the *Public Interest Disclosure Act* for management of those?
- W Yes.
- 20 CA Are you familiar with what system is in existence for that?
- W Yes.
- CA Could you explain?
- W Currently when we assess a matter, we assess whether it meets the threshold for a public interest disclosure. If it does, we make a notification, so that we know that it is. We have the obligation to inform the person of what that means for them. That is a manual process, essentially an email or a telephone call; that's what we have. There is a requirement, then, to report that on what is called the RAPID database, which we do, and then there's a bring-up process that is administered by our AO3 manually from our spreadsheet to the RAPID database during the year.
- 30 CA Did you have exposure to management of public interest disclosures at QPS?
- 40 W By the time I'd left ESC, that process had been in for a short period of time. I didn't have that much involvement with its management from day to day, but I'm aware of the people who do and I have spoken with them several times.
- CA Do you have a view, then, about the satisfactoriness of the current QCS process of management of that kind of information?
- W I think the way we inform someone could be done better, as in they are considered to be, so that is essentially, "Yes, you have met the threshold." That could be improved. The other part would be a true understanding of what that means across the business and including that in our ethical awareness training at the beginning, a little bit more of a snapshot of what that means. Having seen that it's a very small dot point in one of the slides at current, it needs a little bit more explanation.
- 50 CA So you are at least aware of that?



- W Yes.
- CA A different subject again, just perhaps briefly on the topic of body-worn cameras.
- W Yes.
- 10 CA Such investigations as you do are almost inevitably going to at least look for film of incidents that you might investigate. Do you see film and audio from body-worn cameras as playing an investigative role, and what is your view on how important that might be?
- W Oh, definitely. Any corroborative evidence is critical in an investigation. Body-worn is an example, CCTV, medical evidence, photographs - they are all evidence you would like to obtain during an investigation. Body-worn - at the moment, not everyone in QCS has one. There is a trial basis on who has got them and how they use them. They have great value in some contexts. Sometimes you don't get enough lead-up to create context for the incident. It's good that they have audio.
- 20 CA Is that the QPS experience?
- W That's just the way that those products work as they're rolled out. I have seen them in a number of places, public, private, QPS and here. A lot of people are going towards a body-worn type of video for their staff, especially people that use force.
- CA Obviously someone has to turn it on.
- 30 W It's on all the time. The current product we have is on all the time, so it's continually going. What you need to do is activate its recording, as in its capturing process, which takes it back an allocated - I think it is 30 seconds on the equipment we have. It takes it back and records it then until you complete the process by administering a button.
- CA The recording process needs to be activated manually?
- W Yes.
- 40 CA Which leads to a question as to when and in what circumstances that might be done. Presumably that has been the subject of some deliberation within QPS?
- W It's actually current deliberation with the roll-out of these devices and the body-worn video, I think they call it - or it might be camera - body-worn video process and there are staff actually working on those policies and processes currently.
- 50 CA I was just wondering if you knew whether QPS was more advanced in its consideration of the best utility of this type of device?
- W I'm not quite sure what you mean.
- CA There needs to be some circumstances that might trigger the use of it?

- W There needs to be some instructions on it when it's rolled out, yes. As I say, it's still being rolled out, so I can't give you its definitive - what it's going to be.
- CA Is there any instruction, do you know, currently to QCS staff as to circumstances of activation of the recording function?
- W I believe there is some instruction, but what it is and the exact chapter, I couldn't tell you.
- 10 CA Just one more thing I want to ask you. Do you see a role for integrity testing in prison environments? Do you know what I mean?
- W I know what you mean by "integrity testing". It has always been a hot topic of conversation about integrity testing, and if it's a-
- CA For example, just for the record, some deliberate introduction of some substance or item into the system to see whether detection methods are effective or not.
- 20 W To see what transpires.
- CA Yes.
- W I'm unaware. I don't believe it has been done at this point in time. But if it is a policy that is adopted by an organisation and they see a need for it, then yes.
- CA You don't know of QCS having conducted any testing of that kind?
- 30 W Not in the short time I've been there.
- CA Did you have any experience of whether QPS does that?
- W Not in that context, if you are talking about introduction of things, but there have been examples where we've used other techniques on investigations that have probably manifested in outcomes. With regard to specific integrity testing, not that I know of.
- 40 CA Is that technique or strategy something which is on your agenda at all by way of recommending ideas?
- W I think it's a bit too early to say, to include or exclude anything at this point in time.
- CA Thanks, Mr BALLANTYNE.
- PO Mr MURDOCH?
- 50 LR No questions.
- PO Thank you. No one else? Thank you. Do you want Mr BALLANTYNE excused?
- CA Yes, Mr BALLANTYNE can be excused, Commissioner.

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PO Thank you, Mr BALLANTYNE. You are excused. Thank you for coming.

CA I expect to resume tomorrow with Dr MARTIN.

PO Thank you. We will adjourn until 10 o'clock tomorrow.

END OF SESSION

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