



CRIME AND CORRUPTION COMMISSION

TRANSCRIPT OF INVESTIGATIVE HEARING

10 CONDUCTED AT LEVEL 2, NORTH TOWER, 515 ST PAULS TERRACE,
FORTITUDE VALLEY WITH RESPECT TO

File No: CO-18-0360

TASKFORCE FLAXTON
HEARING NO: 18/0003

20 DAY 9 – THURSDAY 24 MAY 2018
(DURATION: 48 MINS)

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LEGEND

30 PO Presiding Officer – ALAN MACSPORRAN QC
CA Counsel Assisting – GLEN RICE QC
INST Instructing – AMANDA BRIDGEMAN
HRO Hearing Room Orderly – KELLY ANDERSON
W Witness – TAMARA BAMBRICK
PC Legal Representative – Ms P CLOHESSY, Crown Law

PO Yes, Mr RICE.

CA Thank you, Commissioner. I call Tamara BAMBRICK.

PO Ms BAMBRICK, do you prefer to take the oath or the affirmation?

W Affirmation.

10 HRO Please repeat after me.

W I solemnly affirm and declare that the evidence given by me in these proceedings shall be the truth, the whole truth and nothing but the truth.

PC I appear for Ms BAMBRICK, Commissioner.

PO Thank you, Ms CLOHESSY.

20 CA Is your name Tamara BAMBRICK?

W That's right.

CA Ms BAMBRICK, do you presently occupy the position of Acting General Manager of Custodial Operations within Statewide Operations of QCS?

W Yes, I do.

CA Did you receive a notice to attend the inquiry?

30 W Yes, I did.

CA Could I show you this. Is that a copy of the notice?

W Yes.

CA I tender that.

PO Exhibit 72.

40 ADMITTED AND MARKED EXHIBIT 72

CA For how long have you been acting as General Manager, Custodial Operations?

W Since July last year, I've been in that position.

CA And your substantive position?

W My substantive is General Manager of Wolston Correctional Centre.

50 CA For how long were you general manager there?

W I have been at Wolston since May 2013.

CA How long overall in QCS?

- W Twenty-one years.
- CA You report to the Deputy Commissioner, Mr SHADDOCK; is that right?
- W Yes.
- CA Your particular area is custodial operations. Now, there are also other persons at level, are there not, also reporting to the Deputy Commissioner?
- 10 W Other general managers and the General Manager of Probation and Parole.
- CA Is there a position of Governance, Compliance and Risk?
- W Yes.
- CA Is that at the same level, described as a general manager?
- 20 W No, that's a manager level, an AO8 position.
- CA As General Manager of Custodial Operations, does that convey that you have specific responsibility for areas of operation, or can you describe the content of your job?
- W Certainly. Within the organisational structure of Statewide Operations, there are three teams, and the team that reports to me directly is the custodial operations and practice team. The other two teams have direct report through to the Deputy Commissioner by organisational structure.
- 30 So I only have the one direct report, who then has two direct reports through.
- But if you're asking more broadly about the role, then, as well, all of those Statewide Operations staff confer with me on a regular basis and in the normal practice of their duties. The position of general manager in Statewide Operations is at level with centre general managers but is a very different job, in the sense that it doesn't have control and responsibility of control over the staff and prisoners in a correctional centre but, rather, is corporate, takes up all of the corporate responsibility on behalf of, if you like, the general managers.
- 40
- CA Dealing, firstly, with the practice team that you mentioned, what is its function?
- W Essentially, it is a team that provides direct advice to the field in regard to any queries or clarification about anything, any kind of operational practice, and then ultimately they are about reviewing and evolving practice, COPDs, et cetera. So that is the team that we have. It has been previously tendered in evidence here that we have numerous COPDs, and so that team is the team that's ultimately responsible for reviewing content and updating, when that's required to be done.
- 50
- CA How would they get feedback about the working content of the COPDs and what suggestions there might be for improvement or change?
- W Many different ways. A particular way could be when we get

a stakeholder report that suggests that we need to make change, that there is a deficiency. A frequent way is when we receive feedback from the field to suggest that something isn't practically applicable, there are deficiencies in how it can be applied and those deficiencies are relevant for review, and then ultimately in regard to different pieces of advice from all different arms of our agency that speak to how we evolve, so how we are continuously improving our practice, where we see identified areas for that.

- 10 CA Do you have a delegation to approve change to a practice direction?
W I don't.
CA So how would any change be implemented?
W A COPD is reviewed. It is reviewed by that team. It could be reviewed by anybody, but, for the most part, it is reviewed by that team. Then upon completion of the review, the COPD is only at the delegation of the Commissioner. Much consultation would occur throughout the field, throughout different arms of our agency, and then it would go via the DC, and the Deputy Commissioner would do a review of it, determine its suitability and send it up through to the Commissioner for ultimate approval. That's the only way a COPD can be changed.
- 20
- CA Would there be a similar process for the preparation of a new COPD?
W Absolutely.
CA That same consultation that you described and the reporting process upwards?
30 W Absolutely.
CA Putting that function, then, to one side and dealing with the balance of your role, are you the first point of contact for operational matters dealing with custodial operations?
W How do you mean that?
40 CA The Deputy Commissioner has the overall responsibility. I am just looking to ascertain what matters would come to you in the ordinary course, as opposed to go to him?
W There's probably a situation with those two roles that we don't have clear delineation, because it is about availability. It is very much about this position, the general manager's position, being able to provide the proxy for referrals and advice-giving, et cetera. Things that then must go through to the Deputy Commissioner for one of probably two main reasons - one would be for upwards briefing to the Commissioner and the other would be because he is the position that holds the delegation, and not me, for decision-making - will very frequently come through my position and I provide the conduit to him. Does that answer your question?
50 CA Yes, and we will explore it a little more. Are general managers advised or recommended that they should, for instance, contact you in the first

instance so that you could deal with the matters that they wish to raise?

W Not necessarily. A general manager will need to contact Statewide Operations and it will realistically be about whichever one of the two positions is in the office to take the call and has the availability.

CA Is there any method, then, to the liaison between the two of you so that each knows the content of what has been referred to the other?

10 W I guess the Deputy Commissioner and myself copy - email is a very frequent form of communication and record-keeping. We are copied in together on most, if not everything. There are some matters that don't require the Deputy Commissioner's visibility of until potentially we get to the last decision-making stance of it. Those are things that I may not copy the DC into, and then vice versa if it is a matter that he might be dealing with.

20 In regard to delineation and division, there is no clarity to that. But our liaison point, we work in the same office, we see each other on a daily basis, we make regular phone contact. And when we need to, by a sense of urgency, particularly with those things that either hold the DC's delegation or must be referred through to the Commissioner for either decision-making or just briefing, we obviously always make contact to communicate that.

CA Do you find that certain general managers have a preference to contact one or the other and that's how they do business?

30 W No, I don't think so. No, not at all. They'll all probably call through to whomever. It is just whoever answers the phone, really.

CA For what purposes, typically? To get advice? You tell us.

40 W Yes, lots of things, a plethora of daily operational issues. One of the first, most obvious things is if they are wanting to do something, activate something, action something and they're unsure, so they are looking for a corporate level of interpretation. If it's something that they may not have experienced before in their own facility, then they may call us so that we can say, "Here we have operated it in a different environment."

If it's something that they think may have a level of political or industrial implications to it, they'll absolutely call us to ensure that there's a corporate consideration of it.

If it's to raise issues, like I mentioned before, COPDs, "This is not working in my facility. There are really legitimate reasons why this doesn't make operational sense and has no kind of end point", they will certainly ring us for that and - just so much.

50 CA Do you have the authority from the Deputy Commissioner to resolve at least a proportion of things that general managers may contact you about?

W Absolutely.

CA Is there any description of the categories that you have authority to determine perhaps without reference to him, or is it more ad hoc?

- W I guess "ad hoc" sounds like it's disorganised, and it's not disorganised. But is it ad hoc in the sense that it is a shared responsibility because we're both running corporate functions? Then that is how I would answer that, that it is ad hoc in the sense that we have shared and have the corporate responsibility and are both equally across, apart from those things that a Deputy Commissioner would know from the Commissioner that aren't to go down any further.
- 10 Other than that, our shared communication is such that I have the information that allows me to decision-make, and/or many of the things - because we have so many centres and we have so many general managers that operate in their own environments, many of the things that a general manager may ring for advice or otherwise about are things we have previously approved in a different location. They just haven't had visibility of that because it hasn't come to their practical attention yet. So it's almost a foregone approval process that I'm just giving the verbal endorsement to.
- 20 CA If an issue is raised with you and there is a need to refer it to the Deputy Commissioner, can you describe in what ways you might add value to that?
- W By giving advice to the Deputy Commissioner in regard to what I know of the matter, what I might have experienced in the past with the matter, where it might have been experienced in another location, our activity that has occurred with a decision around that in the past.
- CA Would you ordinarily make a recommendation in that scenario?
- 30 W Would I ordinarily make a recommendation? Yes.
- CA Is there any requirement to document that, or, depending on what it is, could you just liaise verbally?
- W Absolutely.
- CA Are you co-located actually in the same office so that you could speak directly to each other?
- 40 W Yes.
- CA And, for example, overhear what is happening on the phone?
- W No, there are admin staff that sit in the middle of our two offices.
- CA But does it extend to you being able to overhear what business he is speaking about on the phone?
- 50 W No.
- CA And vice versa? No?
- W No.
- CA Do you have responsibility to direct other staff to action decisions of

yours?

W The staff that report to me?

CA Even more widely within QCS. I assume that is within Statewide Operations?

10 W Yes - by virtue of an organisational delegation, the answer to that would be no. But by virtue of a sophisticated and fluid organisation, the purpose of this role - and one of the main tasks that I'm involved in with regularity is attending meetings and working groups that are in other areas, and what they are looking for is our custodial operations expert advice. So that's not a direction, but - I guess I'm not sure where you are leading with it, but if I was to answer that in and of itself, then it provides such expert advice, such specific advice, that, yes, I will say, "No, we couldn't do that", or, "Yes, we are able to do that, and that's the only way that it can be done", or, "Here are, for example, three ways that we could achieve that outcome", and then that is the decision that is made by the remainder of the working group or whoever has carriage.

20 CA In the course of this liaison with Deputy Commissioners and perhaps others, are there certain subjects that the Deputy Commissioner reserves to himself?

W Yes, indeed.

CA For communication and decision?

30 W Disciplinary matters.

CA That's it?

W As a broad topic, disciplinary matters absolutely sit within his delegation.

CA You have some role, I think, also in oversight of incidents?

W Yes.

40 CA Incidents comprising what?

W Any incident that reported on our IOMS system.

CA Typically do they involve use of force?

W Yes.

CA Is it wider than that?

50 W Yes. We have a large number of incident codes and definitions, and anything that fits - well, in fact, anything, because one of those codes and definitions is called "other". So anything that we think is an incident is reported in some way, shape or form. Every single one of those incidents is reported through the IOMS system. Our IT system has an automatic notification, so there's three levels - levels 1, 2 and 3. IOMS gives automatic notifications of levels 1 and 2 to a set group of email recipients, and that includes all general managers and the DC.

- CA Is that by way of some alert or email that it generates?
- W It's an email. It's an email that comes through that gives the summary of the incident. I get those, the DC gets those, as do many others.
- CA So when it is entered and flagged as a level 1 or 2, then that creates an email that you and certain others receive?
- 10 W Correct.
- CA In relation to those categories, having been alerted to the incident, do you have a function in relation to it?
- W I review them. They come through 24/7, so we're alerted to them as soon as they occur. From a corporate perspective, distancing myself from a local general manager perspective, it's about having a look at those incidents, seeing if there's anything in those incidents that raise concern, that would need briefing, that would need feedback to the centre, that would need support or that would need on-forwarding to another arm of our agency that doesn't have visibility of the incidents through that mechanism.
- 20 CA In performing that function, if I understand you, you and the Deputy Commissioner would receive the same email, because you are on the mailing list?
- W Correct.
- 30 CA Is there any method between you, for example, that you would look into it at first instance and report further to him, or is it a question of availability, as you described before?
- W Absolute availability.
- CA How would each of you know whether the other is looking into the incident?
- W I guess we don't. However, we know that the incident has been reported. If it was something that required immediate attention, so it was a level 1, then regardless of the out-of-hours nature, the Deputy Commissioner would have received notification, normally via a phone call, from the reporting general manager. So we know that that position will always have the uptake on it.
- 40 CA That's level 1 and perhaps 1A also?
- W Yes, yes, by virtue of the fact that there is a responsibility for the general manager to do so, and then anything else will be, again, how we confer that through.
- 50 CA How would you be aware of whether a particular incident is receiving appropriate attention? Do you and the Deputy Commissioner communicate by email about it?
- W Indeed.

CA Is that typically how it's done?

W Yes, because lots of it is out of business hours, lots and lots of it. It is probably rare that we need to have telephone communications, particularly out of business hours, with many things unless they are the higher - even higher levels of level 1 incidents. However, where we need to do that, we absolutely do that. Sometimes that is about briefing. Sometimes that is about recruiting support. So that might be the Deputy Commissioner saying, "As a result of something that has happened, I've got a hundred tasks that need to be done. I can only do 50, so now Tamara needs to pick up the next lot of them." But for the most part, it's always being copied in on actions and feedback and referrals through email.

CA Could you just describe for me what kinds of results or actions you might take on an incident? You mentioned, I think, advice or referrals.

W There are so many. If I just think about an example that occurred on the weekend, an incident occurred within a facility that in and of itself might seem to be rather innocuous, but one or both of us had visibility of more in regard to the management of this offender, as did the general manager in the centre. That was about a referral through to the Parole Board Queensland outside of business hours so that they were aware of the incident that had occurred. It was a referral through to another arm of our specialist operations in our agency so that they had an understanding from a clinical perspective about the behaviour that had just been exhibited by the prisoner.

W It was then also about referring back to the centre to make sure that they had what they needed and, if they needed any support from us, to give support to the staff member who had been involved in that incident. Does that answer your question? It's those sorts of things.

CA You mentioned level 1 and 2 incidents. They are flagged by virtue of an email.

W Yes.

CA Is there any function in reviewing level 3 incidents?

W Yes.

CA There are a lot more of them, I assume?

W Yes. I'm sorry, I should have said that before. The custodial operations team, the one that reports through to me - one of their functions is incident reviewing as well as COPD update. That's an important part that I missed. That position will come in in business hours, of course; it will come in from a Monday to Friday - not "that position", one of those positions, and they will review all incidents. That provides governance to incidents in case there are incidents that should have been a higher level of reporting.

CA Am I correct in understanding that there is quite a lot of level 3 incidents?

W Yes, indeed.

- CA Could you hazard a guess as to how many level 3 incidents there might be across nine centres in a year?
- W No.
- CA Several thousand, wouldn't it be?
- W Absolutely. Probably more.
- 10 CA Some five-figure number?
- W Absolutely, yes. Indeed, it would be in the thousands.
- CA Are the incidents in that category classified by some number or code so that the system can be interrogated for what type of incident is occurring?
- W Yes. If I understand your question correctly, we have a table of codes and definitions, and that is built out of ROG, the reporting on government services, in regard to what other institutions across the nation code and then what level is put against a particular incident.
- 20
- That table has very defined text that says what constitutes this as - I'll use assaults, for instance. We have three different levels of assaults for assault prisoner-on-prisoner, and there are very specific definitions that speak to why it would be a level 1 serious assault and the difference between that and another form of assault.
- As I said, we have incidents that go all the way through to a coding for "other". When it is entered on to the system, the system is automatic in the sense that once you choose a code and definition, for the most part, for the important ones, for the ones that we say are important, they are automatically flagged with their number, automated, and then the level 3s will just be chosen as a level 3. But we can increase, and there are some times we do.
- 30
- CA Is it the person who creates the incident report who gives it the classification?
- W Unless it is one of the automated ones, then the answer to that is yes.
- 40 CA Given the volume of incident reports, what is the method of attack from members of the practice group to review them?
- W That's just the start of their first job when they come in in the morning.
- CA They don't, for example, say, "Today I am going to look at classification 3", or something?
- W No.
- 50 CA They look at all of them?
- W Yes, they review across all of them. There will be a number of incidents that - and you have raised that before, how many thousands, particularly for level 3s. If I can just give an example, one of the level 3s will be the incident report that itemises if there has been substance

detection through our itemiser. That is when a visitor comes into a correctional facility and is itemised, and the itemiser alarms. They are level 3. There are hundreds of them every weekend, because most of our centres do visits on weekends and not on weekdays. So on a Monday, there would be an influx of all of those. There would probably be a very scant review, if a review at all, on those, because there is very rarely, if ever, anything that is involved in any of those.

- 10 CA If I understand, is the itemiser a bit like an IONSCAN?
W Correct.
- CA Particularly sensitive?
W Correct.
- CA And may or may not actually involve detection of any contraband?
W No.
- 20 CA In fact, very often won't; would that be fair to say?
W Yes. It's not designed to detect an item of contraband. It's designed to detect if the person or the things that we have swabbed of them has come into contact with particles. It's just a particle reader.
- CA Nonetheless, does that automatically generate a level 3 incident report?
W Yes.
- 30 CA So you come in on Monday morning, and there's a lot of them?
W Yes.
- CA So they are quickly reviewed?
W Yes. When you said before about thousands of them, they would be a large part of the level 3, thousands of them. Positive urinalysis testing from prisoners - those sorts of things. Again, they tend to be very static, templated, if you like. The incident reports all very much have exactly the same content. It just has a prisoner's individual name, IOMS, what he has tested positive for and the date that the sample was taken and something was sent to toxicology. Those things don't require a great deal of review.
- 40
- 50 Having said that, before the Statewide Ops team is reviewing them, there is a process in all of our centres, and that's an expectation through our COPD and also an expectation through the IOMS system, that there is a method of review of 100 per cent of incident reports from that level.
- So one person will author the incident. A second person within the centre has to approve the incident, and that is a person at a higher level. For the most part, I would hazard a guess to say that all centres have nothing less than a functional manager who reviews those incidents, and then they are either determined to be forwarded off to COP, the Commissioner of Police, or they are permitted to be closed because they don't require that,

and there is only a particular category of incidents that are subject to that.

CA I just want to make sure I understand you. A functional manager you mentioned. Is that someone located in a particular centre?

W Yes.

CA Is it the function of that person within the centre to also review incident reports for that centre?

10

W Yes.

CA Is some filtering done as to what is then forwarded to your group for further examination?

W What's available to see on the system that the group would review in Statewide Operations, yes. So that must happen before an incident - it must be approved, the nature of the process is that it must be raised and then it must be approved.

20

CA Approved to be sent to your practice group?

W And the person who is approving would - no. No, the system just approves it, and then there is another action that occurs that sends it to the CSIU, if that is what they are doing. But as soon as it is on IOMS, anyone and everyone can see it. So our practice group don't need to be sent that email. They just log on to IOMS and go into everybody's site and see all of their incident reports. Does that make sense?

30

CA What purpose is there, then, in some referral from - I have forgotten the term now - a function manager?

W The functional manager doesn't refer - did I use the word "refer"?

CA I may have misheard you.

W Every centre must have an approving officer for an incident report.

CA To approve what?

40

W To approve the inci, so to read the actual incident report, the content of it, right through to spelling and grammatical.

CA To ensure that it is adequate; is that correct?

W Correct. And accurate.

CA That's for every incident report?

50

W Correct.

CA So that they achieve at least a minimum standard?

W Correct.

CA Is it at that point of satisfaction of adequacy that the incident report is

- approved?
- W Correct.
- CA Is that done by the functional manager?
- W Yes.
- CA One for each centre?
- 10 W Different centres will do that differently. I'm here as the general manager, Statewide Ops, but when I am the general manager of Wolston, I do it. Some centres will have the functional manager of the area. For instance, most centres have a functional manager who is in charge of a secure area, a functional manager in charge of their residential accommodation and a functional manager in charge of centre services. The functional manager who is responsible for the area in which the incident occurred - so three different managers would be approving their own incidents within a centre. Different centres do whatever is efficient to them.
- 20 CA It may operate slightly differently across centres, but that is the mechanism by which a certain standard of report is sought to be achieved?
- W Absolutely. Absolutely.
- CA Are the incident reports at level 3 reviewed in your practice group thematically, that is to say, to identify any developments in types of incidents, numbers, trends, and so forth?
- 30 W That would be unlikely to be reviewed by that team. That would be likely to be reviewed through a thematic review through the other position you spoke about earlier, which is the manager of compliance that will report through to the DC, and those will normally be at the behest of either myself, the DC or even people within that practice directive operational team that have a look at a rising theme, a rising concern, an emerging issue, and then have that conversation with the DC or myself and suggest that we need to look at something more thematically.
- 40 CA Is that through the manager, compliance, did you say, did I understand correctly, that would perform that kind of function?
- W They would make the decision to delegate that down to one of their team members, yes.
- CA The Deputy Commissioner is to do a number of thematic reviews per year; am I right?
- W Mmm-hmm.
- 50 CA Do you play any role in the selection of topics for that or in the preparation of those review documents?
- W Yes, we'll confer.
- CA Do you have any responsibility to initiate any of those, to identify to the

Deputy Commissioner, "This is a topic we really should review"?

W Yes, I do.

CA In terms of oversight of the conduct of the thematic review, who does that?

W The oversight of the conduct?

10 CA Yes. Someone must, then, do the review.

W Yes.

CA There is one on safety orders which springs to mind.

W Yes.

CA Someone has to collect data and analyse it.

20 W Yes. Someone in the compliance team does that, and then when the report is finalised, it goes through to their manager, so the manager of compliance. When it has been reviewed by the manager of compliance, it then comes through to my position, and I review.

30 I am currently doing that. I am in the process of doing that on one that has just come through to me. I have reviewed that document this week. I have made comments on the document, comments on areas where I want further investigation, comments on areas where I want the data to be explored a little bit more so that it tells a story, and then anything else that might be relevant, but that tends to be what I would look for.

Then that's returned through to the author and it essentially goes back up through that process. Then when I am satisfied again with the final product, it then goes over to the Deputy Commissioner for his or her review and endorsement, if you like.

CA What then happens to the review document as a management tool?

40 W It probably depends on what the theme has been, but for the most part, at a bare minimum, it's sent through. Often times, the Deputy Commissioner or myself will then take the final document. We might tease out different parts of it and refer different parts out to - if it is a multi-disciplinary type of matter, it might be referred to different arms of our agency to identify that we have some areas for improvement or deficiencies.

50 It certainly goes out to all of the correctional centres, because the data will include sometimes data that's very specific to site, so the general managers can see where they measure up in regard to other correctional centres. And also for a number of topics that we have done in the past, there can be very site-specific contexts that are important to bear in mind that we may not have centrally, so when we send that out, I always invite commentary around that so that we can get a sense of that and, if we need to, go back to the DC and say, "Should we incorporating that narrative within the report as well?"

Sorry, can I add something?

CA By all means.

W If it is particularly concerning or deficient, the other thing that the compliance team will do is make sure it now filters back into their oversight and governance so that it becomes an activity that centres are directed to pay attention to, to improve, and that governance team goes back in a specific period of time to recheck.

10

CA Do you have membership of any governance committees or oversight committees? The incident oversight committee is one that springs to mind.

W Only if the Deputy Commissioner is not able to attend, and I haven't attended one since being in head office.

CA Not confined to that, though, are there any other committees that you perform a function on?

20

W Yes. The safety and security committee is a governance committee, and I am a sitting member of that. The suicide prevention working group is a governance committee, and I am the Statewide Ops rep for that. The violence prevention governance committee is another one, and I am the Statewide Ops person for that.

CA Any of those that the Deputy Commissioner would also attend, or is that a membership and contribution to those committees that falls to you?

30

W Yes, we have only just recently rationalised that. Previously we were on everything, and everything together. We have gone through the motions of seeing which ones require DC and which ones I can be proxy representation for. Then, obviously, it becomes my responsibility to brief outside of that, as in brief him where it's necessary to do so.

CA You may or may not know, but I just wonder is the position that you are acting in, with the content that you have described, apt to be affected by the restructure involving the appointment of three Deputy Commissioners?

40

W I don't know.

CA You don't know that yet? What about a working relationship with external stakeholders, that is, beyond the general managers of the centres, is there any component of that?

W Yes, absolutely. That is a large proportion. Probably it would be fair to say that highly political stakeholders would be kept at the Deputy Commissioner level. What would be very practical to say at this moment in time - because Peter SHADDOCK is acting in the Deputy Commissioner role, and his substantive role is this one - there are probably some stakeholders that would naturally fall to this position, hence why he would have had contact with them in the past but, because he has the relationship, continues to carry that through this duration. That is a mere practicality. But for the most part, unless it was high profile for a particular reason, most stakeholder management would lie with the GM,

50

Statewide Ops position.

CA Can you give us an example how you might go about that with a particular agency, QPS?

W Yes. What do you mean as an example? We just make phone calls with each other. They call-

10 CA I am just interested in a dynamic, that's all - what might trigger your involvement and how you might deal with it?

W Sure. An example today is that I have needed to be kept in the contact loop in regard to QPS stakeholder management, because there is a prisoner who is a police prisoner, not in our custody, not in QCS custody, but is needing to be in hospital. We have a set of protocol that exists between QPS and QCS that we will take over the escort of that so that we can free up police officers from bedside sits, if you like, and we then conduct the escort whilst the prisoner is in the hospital. That's an example.

20

CA What about the private providers, Serco and GEO - does your job involve some working liaison with those centres and for what purpose?

W Yes, for the same purposes as I have just described. If there is an operational thing that is necessary, then they would ring through. And very similarly, because they have a formal relationship with the agency through contractual obligations, the Deputy Commissioner sign-off for them becomes important; but for the practical operations of getting through the day, again it is not dissimilar to what I said before - whoever is available to take the call. If it's something, then, that I need to include or refer to contract management or include or refer to the Deputy Commissioner, then I will do that.

30

CA Is the liaison that you have typically at general manager level?

W And deputy general manager level.

CA What about in the case of the private providers, the contract management unit, do they have any reporting function to either you or the Deputy Commissioner?

40

W No. They will use us - the service that we provide to them is the same as an example I have given before with another part of our agency. They will use us for content expert feedback. So they might look at an incident or watch some footage and gather some concerns, and then they will make contact, more so, particularly with my position, to get my feedback and my interpretation and then make their decisions regarding what they refer back to the private provider, what they require the private provider to do with that.

50

CA Does your role involve any aspect, then, of contract management for the private centres?

W No.

CA Not at all?

- W No.
- CA You mentioned the Deputy Commissioner's delegation in relation to discipline?
- W Yes.
- 10 CA Do you have any role in dealing with staff misconduct matters?
- W Yes.
- CA In what way?
- W The most straightforward answer is that anything that is perceived to be an ethical standards matter comes through my position first. It is referred from, normally, a general manager - very rarely, it's not - but it may be a deputy general manager. It's referred through to my position, and then I'm the referring conduit across to ethical standards, and then ethical standards does their review and the process ensues.
- 20
- The only time that it may step out of that process and go directly to the Deputy Commissioner is if the referring person recognises the severity and that the potential severity may be an instant need to take action on that officer, and because the DC has the authority to do so, the brief would go straight there.
- CA Do you make any contribution to the content of a matter that is referred to ESU or does it come to you really just for awareness?
- 30
- W What do you mean, "contribution to the content"?
- CA Well, do you add value to the information you receive and pass on to ESU?
- W Our practice is that we generally tend to refer everything to the ethical standards team. However, will I add some commentary or narrative or context when I do that referral through? Absolutely. If it's relevant, if I have something to add, yes.
- 40
- CA If you feel you can add some useful information or perspective?
- W Correct. If I can contribute, yes, absolutely.
- CA I just want to return to the incident review process. We're probably talking, really, about level 1 and level 2. I may not be using the right terminology, but do you find in the incident review process that you go back to the centre either with requisitions - does that occur?
- 50
- W Absolutely.
- CA In the course of the review process, some issues are identified. How does the product of that filter back to the centres, firstly to the centre from which the incident originates?
- W Through the reviewing officer, in the first instance. That reviewing

officer, as I say, could be the Deputy Commissioner or myself because we've just been flagged up a notification and we may see something in that notification that requires attention or remedy or urgent attention. We may send that back through as a review of the process.

10 But normally it would be about the custodial ops team actually looking at that and seeing that. Because they're looking at the whole state, they know what needs to be included for consistency and all manner of other things. So they would then go back to the centre, as a for instance, and say, "We do think this one should be coded differently", or, "We do think this one should be at a higher level or a lower level", or, "You haven't included a piece of information that becomes obvious."

20 Incident reports ultimately are stories, and the author of the story is the person who has just been involved, so he or she knows the story. There can be times when there is a piece of information that you, who don't know the story but are a reader, are clearly missing. So we would go back to the centre and say, "You haven't given context as to how we got to the end product. What happened between this point and this point?" All of our positions would go back, if necessary, upon reviewing, to ask for update, amendment, correction.

CA Who would determine, with respect to the review of a given incident, that there is some defect of process that needs to be rectified? Would you do that?

W Yes, and the Deputy Commissioner.

30 CA Both?

W Yes.

CA Once identified, do you have the authority to give direction to the manager of a centre to rectify it in a certain way?

W Yes.

CA And that occurs?

40 W Yes. A general manager has the authority to debate that, if they want to do so, because I'm not the DC who is directing them.

CA And to escalate it to the DC, if need be?

W Correct, yes, but we rarely have that as an instance, because the general manager will just make that change because they recognise that there is something that we note corporately that needs to be included.

50 CA Thanks, Ms BAMBRICK.

That is the evidence, Commissioner.

PO Thanks, Mr RICE.

Ms CLOHESSY, do you have any questions?

PC No, thank you, Commissioner.

PO Thank you. Thank you, Ms BAMBRICK. You are excused.

CA Adjourn until 10 am, Commissioner?

PO Yes, thanks Mr RICE. Adjourn until 10 tomorrow.

END OF SESSION

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UNPROOFED TRANSCRIPT