

LTS:DAT

IN THE NEW SOUTH WALES STATE CORONER'S COURT

STATE CORONER O'SULLIVAN

5 FRIDAY 9 MAY 2025

**2024/00139002 - BONDI JUNCTION INQUEST**

10 **NON-PUBLICATION ORDERS MADE**

**PART HEARD**

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15 AUDIO VISUAL LINK COMMENCED AT 10.01AM

HER HONOUR: Good morning.

20 SULLIVAN: Good morning your Honour. The next witness is  
Inspector Brett Simpson. I call Inspector Simpson.

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<BRETT JAMES SIMPSON, AFFIRMED(10.02AM)

<EXAMINATION BY MS SULLIVAN

5 Q. Can I have your full name for the record please?

A. Brett James Simpson.

Q. And your rank?

A. I'm currently station manager.

10

Q. You're an Inspector of the New South Wales Ambulance Service?

A. That's correct, I was an Acting Inspector at the time of the incident.

15 Q. I won't go into the details but you've recently undergone some surgery and you're somewhat unwell at the moment, but it's important to you to be here nonetheless to give evidence today, that's right?

A. It is, that's correct.

20 Q. There's something that you would like to say to the families?

A. Yes.

HER HONOUR

Q. Take your time.

25

A. Sorry.

Q. That's okay, take your time.

30 A. Didn't think this would happen this soon. I'm so sorry. Yes, my deepest condolences to your - to you and your families from me. I would also like to note that a number of my staff and teams that were there on the day that haven't been called to give evidence have expressed that I pass on their condolences to you as well. I'm sorry for your losses.

35 Q. Thank you very much Inspector.

SULLIVAN

Q. Thank you.

40 HER HONOUR

Q. Have you got some water there?

A. I do, yes, thank you.

45 Q. Good, just take your time.

SULLIVAN

50 Q. In light of your health issues, I propose to take your evidence in a very streamlined fashion. We have the benefit of three detailed statements from

you; those are at tabs 601, 601B, 601C, and they are dated from 1 May 2024, 6 March 2025 and 28 April 2025, contained in volume 11. You've read those statements and they're true and correct?

A. Yes.

5

Q. You are aware of the expert report of Dr Stefan Mazur?

A. That's correct.

10 Q. You had the opportunity to read that he expressly acknowledges the skill, the competence and the expertise of the emergency services personnel, including you, who attended on that tragic day, and he expressly notes that they all undertook their tasks professionally in the most trying of circumstances; you read that?

A. I did.

15

Q. He makes the point that for most emergency responders, this will be a once in a lifetime career incident, you saw that?

A. I did.

20 Q. He says "Given the rarity of an event like this, it's extraordinarily important that all lessons are extracted", you agree?

A. I do.

25 Q. Thank you. Just very briefly, your background. You've been with the New South Wales Ambulance Service since 2009, is that right?

A. That's correct.

Q. And you've been an intensive care paramedic since 2018?

A. That's correct.

30

Q. That's the most advanced paramedic qualification isn't it?

A. Beyond our critical care teams that work on our helicopters, yes, that's correct.

35 Q. Coming to the events of 13 April 2024, on that day you were rostered at Paddington Ambulance Station as the Acting Duty Operations Manager, is that right?

A. That's right.

40 Q. In that role you operate in your own vehicle that has paramedic supplies and equipment, but not the full ambulance?

A. That's correct.

Q. Your callsign was Inspector 64?

45

A. Yes.

Q. At 3.36 we know you received a call from Ambulance Dispatch about a 1B stabbing at Westfield Bondi Junction?

A. That's correct.

50

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Q. There was minimal information available at that time, but you went lights and sirens to Westfield?

A. Yes.

5 Q. On the way you heard reports of shots fired?

A. Yes.

Q. On route, you assigned yourself as forward commander?

A. Yes, that's correct.

10

Q. And that's the most senior paramedic responding who takes charge of the job on scene, correct?

A. Yes.

15 Q. That's a role that was known to you under the AMPLAN, that is the New South Wales Ambulance Service Major Incident Response Framework?

A. Yes.

Q. You were familiar with that?

20 A. Yes I was.

Q. You'd undergone forward commander training in 2013, correct?

A. Yes, that's correct.

25 Q. Since that time, you had participated in a number of multi-agency emergency training exercises, correct?

A. Yes, that's correct.

Q. In some of those you'd acted as forward commander?

30 A. Yes.

Q. On route at around 3.37, you broadcast for staging point for crews attending to be in Oxford Street, correct?

A. Yes.

35

Q. And you told those crews not to enter the facility without police, that's right?

A. Yes.

Q. You wanted to make sure that the crews were safe upon arrival?

40 A. Yes, that's correct.

Q. You arrive on the scene we know at around 3.42pm with three other crews?

A. Yes.

45

Q. Upon arrival on scene we know you make this broadcast at 3.42: "No crews are to enter Westfield Bondi Junction until my arrival. Staging point will be bus stops on Oxford Street. No crews are to enter the facility". That's again your emphasis on keeping your crews safe?

50 A. Yes, safe and coordinated in one spot.

Q. At the same time you were directing crews to prepare stretchers and equipment upon your arrival?

A. That's correct.

5

Q. You liaised with a security guard about the best point of entry upon arrival at Westfield on Oxford Street?

A. Yes.

10

Q. You also spoke with a sergeant of police about the status of the scene, is that right?

A. Yes, that's right.

Q. What can you recall about that conversation?

15

A. The recollection that I had with that police officer was in relation to how secure the facility was, knowing that there was one or potentially more offenders; had that - those offenders been secured; and what the likelihood was that when they - when he explained to me that they assume that there was one offender, what the likelihood was of there being a second. He

20

indicated to me that he was very comfortable that the, the facility was secure at that point.

Q. So was he suggesting to you that there may be another offender, or you weren't - unsure?

25

A. There was a chance, because the entire facility at that point I don't believe had been locked down, for lack of a better term, but yeah, there was a, a, a slim chance, that's correct.

Q. So at that point do you make a decision about entering Westfield?

30

A. Yes I did.

Q. At that point, based on the information that you knew from the ambulance broadcast and the information from that police officer, did you have an understanding about whether it was a hot zone?

35

A. My understanding was that it was a hot zone, based on the fact that I, I couldn't be a hundred per cent sure that there was no other offenders, so yes I, I, I knew that it would be considered a hot zone, and yes, I decided to enter.

Q. And there's the three zones that can be operative, that is the hot, warm and cold zone?

40

A. Yes, that's correct.

Q. And the hot zone is where there may be an active threat?

A. Yes.

45

Q. And the warm zone is a potential indirect threat, is that right?

A. That's correct.

Q. And a cold zone is a safe space. And notwithstanding your understanding that it was a hot zone, you determine to enter?

50

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A. Yes I did.

Q. Why did you do that?

5 A. I, I did that because based on the probability of the police officer saying he was fairly confident that there was only the one offender at that point, and that he had been shot, and on the condition of the patients inside, that I - the, the minimal amount of information that I had at that point, and I knew that there were a number of critically ill patients inside, and so I decided to, on the balances of safety and for the patients, we decided to go in.

10

Q. You needed to get to those patients?

A. Yes.

Q. You yourself had some special operations team training, is that right?

15

A. Yes, that's correct. I think in 2021 I participated in the Ambulance Special Operations Training; I didn't complete that training, I got about 95% of the way through, but yeah.

Q. You're now aware of a document that is a New South Wales Ambulance work instruction: Clinical Operations Response to Active Armed Offenders?

20

A. Yes I am.

Q. Were you aware of that document at the time?

A. I was not.

25

Q. When you were entering what you understood to be the hot zone, could you see other police around?

A. Yes. There were, there were police everywhere. Yeah, there was a lot of police resources on the scene.

30

Q. That gave you some comfort I take it?

A. It did.

Q. So we know from CCTV footage that you enter a lift with a security officer, unfortunately there's a detour, you go to level P4 before going up to level 4, that's right?

35

A. Yes.

Q. You arrive at around 3.48?

40

A. Yes.

Q. Thereafter, you and three crews who arrive on level 4 attempt to deal with the scene as you perceive it, and you make what we know to be a transmission shortly after 3.48 in relation to it being a major incident?

45

A. Yes.

Q. You declared a major incident, you recall that?

A. Yes I do.

50

Q. What does that do, once you've taken that step?

5 A. The declaration of a major incident is important for a number of reasons. It begins a cascade of resource allocation and systems within New South Wales Ambulance in our control centre around resource allocation, maintaining our business as usual practices and, you know, making sure that the relevant members of the senior management and executive are aware and basically triggering the, the escalation of the situation up our command chain.

Q. That's an important step under the AMPLAN framework?

10 A. Yes, it is, yes, crucial.

Q. And you also said in that particular broadcast "Standby for METHANE", do you recall that?

A. Sorry, yes I do.

15 Q. So then at 3:49:50 you make a transmission of a mass casualty incident and you then give in effect a METHANE report?

A. Yes.

Q. What's a METHANE report?

20 A. A METHANE report - METHANE is a mnemonic that we use and it's designed - each component of that mnemonic is designed to capture as best we can as much of the crucial information that's required to be provided to our control centre, so that the appropriate resources, as it's being escalated throughout the organisation, can be allocated to us.

25 Q. It's like a snapshot of the situation--

A. Correct, yes.

Q. --based on each of those letters?

30 A. Yes.

Q. At the time that you entered the centre, was there an alarm going?

A. Yes, there was.

35 Q. What effect did the alarm have on you?

A. The alarm was very loud. I, I, I, I can't really do it justice by - "very loud" doesn't really do it justice. It was, it was both a, a significant physical and mental impedance to basically every activity that was undertaken inside the, the shopping centre. It was difficult.

40 Q. Did it particularly affect communications?

45 A. It, it made communications effectively impossible. All paramedics carry a, a, a radio so that we can communicate with each other or our control centre, that type of thing. Even with my microphone - the speaker pushed against my ear at full volume I, I couldn't hear anything that was coming. I knew there was sound coming through it, but I couldn't, I couldn't hear or decipher any of the information that was coming through it.

Q. How were you able to communicate with other crews?

50 A. Either, if they were some distance from me, impromptu hand signals along

the lines of what our normal code system would be in New South Wales Ambulance. For example, a cardiac arrest for us is a code 2, so I was signalling to people - you know, they would signal to me, you know, "Code 2," or if a patient was deceased, code 4, they would, sort of, "4," and we would do that. Or I would physically have to walk up to them and verbalise or communicate with them.

Q. In addition to operating as the forward commander when you arrive on scene on level 4, were you also undertaking a role of, in effect, carousel-ing patients, that is, directing paramedics as to which hospital those patients should go to?

A. Yeah, effectively, under our AMPLAN, until appropriate other management or command resources are there, those roles do fall to the, the forward commander. So I, I had the benefit of having some knowledge and understanding and training of those roles, so as I was approaching and triaging each patient or, you know, giving crews instructions or directions, I was effectively performing those roles on an individual basis, depending on what each crew and each patient needed.

Q. Were you able to get a sense of any of the other resources arriving?

A. From where I was centrally focused, or spent a, a, a, a large amount of my time on level 4--

Q. Near Tommy Hilfiger?

A. Near Tommy Tommy Hilfiger, near the lifts, it's a large open concourse with a large set of escalators going down to where the staging point was, where the ambulances and the vehicles were staged or, or parked. So--

Q. You could see them?

A. I could see them from that vantage point, so I knew that further resources were arriving, but I had - that was it. As far as their clinical level or capacity, or who was there or who wasn't there, that, that's all I - the information I had.

Q. You now understand that some 14 crews arrived during the period 3.48 to 4pm; is that right?

A. Yes, that's correct.

Q. So that's, in total, 28 paramedics, plus you?

A. Yes.

Q. During that initial period, or at any stage during the time you were inside the shopping centre, did you undertake a rapid sweep of level 4, that is, a sweep to ascertain the number of patients and, in effect, conduct a triage?

A. No, I didn't.

Q. Did you direct anyone else to do that?

A. No, I didn't.

Q. With the benefit of hindsight, is that something that should have been done?



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A. Yes, absolutely.

Q. You've read the report of Dr Mazur, who comments on that at paragraphs 252 and 254, and you agree with those comments I understand?

5 A. I have, yes.

Q. Was there a point in time on level 4, you paired up with a sergeant of police?

A. Yes.

10

Q. A large sergeant?

A. Yes, there was, yes.

Q. Fondly termed "Sergeant Bigfoot"?

15 A. Yes, that's him. Yes, that's correct. I'm sorry.

Q. He was a conduit for you to obtain information from?

A. Yes, he was.

20 Q. What was he able to tell you as you paired up with him?

A. So, effectively, he was able to provide me with information around potential patient locations through the, the police radio network. At that point, because of the fact that there were so many police and they were there en masse and throughout the entire shopping centre, they were best placed at that point to provide me that intelligence. So I was asking him a lot of questions about things like, you know, "Has this patient" - "Are they still at this location?" or more broad questions.

25

When I didn't have a full understanding of who was where, questions like, "Are there any police officers with patients that don't have paramedic crews with them at the moment?" to - as a process of elimination in the map I was trying to form in my mind of who was where and who still needed treatment.

30

Q. So you were getting some piecemeal information from him--

35 A. Yes.

Q. --based on what he could ascertain?

A. Yes.

40 Q. But presumably, he's having the same communication issues you are because of the alarm; is that right?

A. Yes, yes.

Q. We know that by 4.01pm, there's a broadcast that you have intelligence reporting that there was a second armed offender on scene, and you say this: "All crews are to remain in situ and not move until I get the all clear once I've spoken to police," and you repeat that message. Do you remember that?

45

A. Yes, I do.

50 Q. Was the intelligence from that sergeant of police?

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A. Yes, it was.

Q. What was going through your mind at that point in time?

5 A. I started to panic, because I thought that I'd put my staff in quite significant danger. A lot of them are my friends, so that was a very difficult moment. Sorry.

HER HONOUR

10 Q. That's okay. Completely understandable.

A. Yeah, it was a brief moment of panic. But then I, I made the decision that they needed to stay where they were, because some of them were in shops, some of them were in public spaces, they were in open areas. And I, I didn't want to - knowing that there was a large amount of civilians with a lot of those  
15 patients and crews, I didn't want a broadcast message to be heard from me insinuating that there was any type of panic or alarm in case it caused a widespread panic amongst those people that were still hiding or, you know, in what I considered to be safe locations, to then potentially run into unsafe locations. So that's, that's why I asked everyone to stay where they were.

20

SULLIVAN

Q. Were you scared?

25 A. Yes.

Q. We know that there's a broadcast from paramedic Max Marshall seconds after yours at 4.01 about reports of a second offender. Did you hear that?

A. No, I didn't.

30 Q. We know there's a broadcast at 4.06pm from Inspector 63 saying that police are saying that there's two persons of interest with firearms. Did you hear that?

A. No, I didn't.

35 Q. At 4.18, you make this broadcast:

"I'm still forward commander. I'm inside Westfield on level 4, close to the Oxford Street entrance. I'm currently with police officers. Just trying to establish we have any further casualties. I believe the  
40 last casualty should be coming out to the staging point now. I'll confirm with you shortly."

Do you remember that?

45 A. Yes, I do.

Q. So you went about the task of trying to ascertain that you'd brought everyone out?

A. Yes.

50 Q. By 4.28, there's a direction of a hot zone; do you recall that direction?

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A. Yes.

Q. That's come from a broadcast by Inspector Bibby at the direction of Assistant Commissioner Armitage?

5 A. Yes.

Q. That was a direction that all crew should exit Westfield and return to the casualty clearing station on Oxford Street?

10 A. Yes.

Q. You respond, "Coming down now with three crews"?

A. (No verbal reply)

Q. So you leave pretty much immediately?

15 A. Yes.

Q. But you haven't left any patients behind?

20 A. No, by that stage I was very confident, given the discussions I'd had with police locally within the centre, and the fact that there, there seemed to be no more calls coming through and no more reports or police physically approaching us, saying, "I've got this person," "I've got this person." By that stage, I had followed the path of where all the patients that we knew about were. There was no other evidence to me, whether it be evidence of injuries - you know, like blood on the floor, or, or trails of blood or anything like that - or reports from any of the surviving victims that there was further intelligence of other people hiding close to where they'd been attacked. So I was, I was very confident. I could never say with 100% surety, but I was very confident, based on all of those factors, that we had collected everyone.

30 Q. Once you exit, you have a briefing with Assistant Commissioner Armitage and the other inspectors on scene; is that right?

A. Yes, yes.

35 Q. You deal with this at paragraph 53 to 61 of your third statement. I won't take you there, but are you, in effect, handing over the role of forward commander at that point in time?

A. Yes, in line with our, with our AMPLAN, once the - whoever is the most senior or most appropriate manager or person on scene at that point to assume that role, you hand over that function to them, and so I--

40

Q. Who were you handing over to?

A. We - it was Mr Armitage at that point.

45 Q. Do you know if someone can be an ambulance commander and a forward commander at the same time?

A. Yes, according to our AMPLAN document, that is - there is the - that facility in there, yes.

50 Q. We know that you've left the scene by 4.50 to attend a hospital liaison role?

A. Yes.

Q. But then you return back to Westfield shortly afterwards; is that right?

A. Yes, that's correct.

5 Q. Then you attend a debrief with your colleagues that evening?

A. Yes, that's right.

Q. That concludes your shift that day?

A. Yes.

10

Q. Then the following day, you were rostered on to work as the duty commander for South Eastern Sydney zone; is that right?

A. Yes, that's correct.

15 Q. Front of mind on that day, that is, 14 April, was the welfare of your colleagues?

A. Yes.

Q. How did you go about ascertaining their welfare?

20 A. It was very, very difficult. The, the way our, our systems are set up, all of the information relating to that job that comes in through the control centre is allocated and correlated into one file, for lack of a better term, on our CAD system, which is our computer-aided dispatch.

25 Q. An incident report?

A. Yes, that's correct. Within that report is a list of all the resources that attended, and you also can access, by clicking on each individual car, which crew or which paramedics were on that vehicle on that day. When there is a large-scale incident, particularly of this one, it's common protocol that that file gets locked down, so only - I'm assuming only the senior executive of the organisation or people with approved access can open that file to read the details. It doesn't just have paramedics' names and details. It has every incident note or time stamp or information from that case.

30

35 So for privacy and operational reasons, they do get locked down, but it did mean that myself and my other inspectors who were assisting me that day, we weren't able to track - unless we specifically recalled - I was not able to track who was there on the day, cause I, like I said, only saw the teams, effectively, that were inside the shopping centre with me. I don't - didn't know who else  
40 had been there.

Q. So how were you able to ascertain who had attended and how they were going?

45 A. We - there was a team of three inspectors. We met very early on the, the Sunday morning to - once we'd worked out the difficulties that we were going to have, we devised a, a plan. I handed over my control of the duty shift - the duty commander role for that day to another inspector, Ms Darinella(?), and another inspector, Ben Saywell and I effectively just had to drive around to hospitals and try and find our staff, basically.

50

Q. That's an important learning for the service, should there be another incident like this?

5 A. Yes, Ben and I had run the debrief the night before, and obviously, it was a very late, late evening. I don't think we left Randwick Station till maybe 10.30 or 11.30 at, at night, and many of those crews were due back at work the next day. We arranged for them to have - we can arrange, like, a, a fatigue - a sleep-in, effectively, so they have an appropriate amount of time between their, their shifts to recuperate. But I had no way of knowing who turned up for work or who hadn't, or where they were, or, or what they were, you know, doing.

10 Q. So it's imperative that the incident report is accessible to someone like yourself who has those welfare responsibilities after an incident like this?

A. Yes, I, I believe so, yes.

15 Q. Just turning now to some of your reflections following the events that day, we've touched on the notion of the rapid scene assessment and the importance of that, and you accept that?

A. Yes.

20 Q. You're aware of some evidence in the brief relating to an innovation in the United Kingdom called the Ten Second Triage Tool, and you're aware that that is a system that aims to triage patients within some ten seconds--

A. Yes.

25 Q. --based on a quick, simple and effective approach to triaging, a much more simplified triage system?

A. Yes.

30 Q. It's also a system that can be used by other first responders, like police; are you aware of that?

A. Yes.

Q. Do you think that the Ten Second Triage Tool would have been of utility to you on that day?

35 A. Yes, I do.

Q. How so?

40 A. Having not been made aware of the Ten Second Triage Tool until beginning this process, I've since done a lot of research and reading, and, and read the reports on it. It is an impressive tool, and the fact that it takes, effectively, what is clinical decision-making - it takes the clinical aspect out of it. You could effectively train anyone in this room on how to then triage a patient and then provide that information to a clinician as they approach.

45 Having a level of commonality between that process, because police are - they're always there first. You know, they're very speedy. Being able to have them in the numbers that they were on the day to have been able to potentially - provided a triage or, or something of that note, or at least notified us that - us, I mean the service and the responders, that we had X, Y, Z of  
50 certain categories of patients, potentially would have helped us with some

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resource allocation.

Q. And situational awareness for you as forward commander?

A. Yes, correct.

5

Q. You're aware that the Ten Second Triage Tool has the category of silver instead of deceased?

A. Yes, that's correct.

10

Q. You may have seen that the author of the tool has explained that one reason for that category is because of the adverse impact on first responders in having to make - ambulance personnel having to make that declaration then and there, to declare someone deceased?

A. Yes, it's--

15

Q. Was that something that you observed was a problem on 13 April?

A. I, I wouldn't say that it was a problem. It was definitely a factor in that our crews are very well-trained, but in a situation like that when their bandwidth is completely and wholly exceeded by the environment that they're in, some of them potentially may not have felt comfortable in making that declaration.

20

That's a role that I ended up performing as I approached some of the crews that were treating some of the victims that did not survive. It was apparent to me that based on their injuries and what I, I saw of them that that in fact was the case, and being able to take that burden off of those crews meant that they were able to regain some of their bandwidth, effectively conserve some of their supplies, and move on and treat other patients.

25

Q. Is this right: that there was such a commitment of the paramedics to their patients on that day that they were reluctant to move on?

A. Yes.

30

Q. In your view, would it be beneficial for the service to introduce the TST, that is the Ten Second Triage Tool?

A. Yes, I believe so.

35

Q. I want to ask you about the issue of Special Operations Team, paramedic resourcing--

A. Yes.

40

Q. --and the delayed attendance. You've made a comment about that in your second statement at paragraph 64. You note that there were no specialist operation paramedics in the Eastern Suburbs for the initial response?

A. Yes, that's correct.

45

Q. You may well have read about the evidence or be otherwise aware of the evidence of SOT1 in relation to his difficulties on that day--

A. Yes.

50

Q. --including in accessing ballistics equipment?

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A. Yes, that's correct.

Q. Do you have a comment to make on that?

5 A. I do. Unfortunately, it is, it is a well-known issue amongst operational staff within New South Wales Ambulance, be it commanders or frontline  
paramedics or the SOT paramedics themselves, that they are a chronically  
under-resourced unit. They're chronically under-resourced, their rosters are  
not what I would say maintained insofar as across metropolitan Sydney  
10 including Wollongong, Katoomba, and the Central Coast and Lithgow. There  
are nine SOT units based around metropolitan so that they can provide their  
specialist coverage, which does include active armed offender protocols,  
as well as their other myriad of specialties.

15 Say one of those staff might go on annual leave or is not available. They might  
be sick, or there's simply not enough of them for various reasons. They might  
have moved onto different units or different roles on a day-to-day basis. There  
is no requirement within New South Wales Ambulance that those rosters are  
backfilled, whether it be on overtime or pulling staff in from another location.  
20 There's no mechanism or requirement internally within the organisation for that  
to happen in relation to Special Operations and a number of our other specialty  
roles.

Q. Are you aware of a proposal that the SOT team sit as a standalone unit?

25 A. Yes, I am.

Q. Do you support that proposal?

A. Yes, I do.

Q. For the reasons you've referred to?

30 A. Yes.

Q. Are you aware of the issues in relation to the access to ballistics vests on  
that day?

35 A. Yes, it - I, in an industrial capacity, I do have a role with - as president of  
one of our unions, I do have - in the past have had multiple discussions with  
the Special Operations Team staff going back many years where unfortunately  
the availability of their ballistics and protective equipment has not been  
maintained by the service, and unfortunately it's just it is problematic.

40 Q. That's an urgent issue, isn't it, for--

A. Yes.

Q. --reasons that we saw on 13 April?

45 A. Yes.

Q. I'm just going to some ambulance equipment that Paramedic McKell had  
on the day. He was a SOT, and so he had his access to particular equipment  
known as a chest seal that is of utility in relation to penetrating trauma. Is that  
right?

50 A. Yes, that's correct.

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Q. General paramedics don't have access to chest seals?

A. That's correct.

5 Q. Do you think that they should?

A. Yes, I do.

Q. Another type of equipment or a substance that would be of use in relation to penetrating trauma is tranexamic acid?

10 A. Yes, that's correct.

Q. You comment on this in your second statement at paragraph 65 to 67, and you don't suggest that it would have ultimately made a difference on the day, but you do say that it has the potential to improve outcomes in trauma for bladed weapon attacks. Is that right?

15 A. Yes, that's correct.

Q. You think that that should be available in ambulances?

A. Yes, I do.

20

Q. You're aware it's under consideration?

A. I'm aware it's - again, I believe it's been under consideration for a number of years. Yes, that's correct.

25 Q. But also some urgency in relation to that aspect?

A. Yes.

Q. Just in terms of training and major incident training that was provided by the service prior to April 2024, you set out some training. You did have in your third statement in particular those multi-agency exercises--

30

A. Yes.

Q. --at the airport. They're of benefit?

A. Yes, they are.

35

Q. There's one exercise you refer to where a hundred New South Wales Ambulance staff members go voluntarily unpaid to assist with those exercises?

A. Yes.

40 Q. They're important for your learnings under AMPLAN?

A. Absolutely.

Q. Do you think that there's a need for more major incident training?

A. Yes, I do.

45

Q. Do you have a view about the form of that training?

A. Yes, I do. I, I'm very lucky, the sector that I work in, and our senior management team within that sector are very proactive in this space. Our sector covers effectively the harbour down to Waterfall, and nationally we have the highest concentration of State and Federal significant sites and major

50



events in the country, so our managers are very proactive in ensuring that we do undertake regular mass casualty or major incident style training programs. I am aware that that is not consistent across the State.

5 Again, in relation to this process, you know, even a few weeks ago or last week, I was made aware of a training exercise that was held in Coffs Harbour. I believe it was at the Coffs Harbour Airport, and it was a voluntary - again, a voluntary basis. Crews were asked to volunteer to go and provide their time and, you know, gain some of clinical development hours. But as I've been told,  
10 only one crew were available to partake in that exercise, so it makes it difficult for the organisation to learn those lessons and for the crews themselves to have access to those lessons when there are barriers to being able to attend some of those exercises.

15 Q. The concept of an incident management team exists under the AMPLAN framework?

A. Yes, that's correct.

Q. What's an Incident Management Team?

20 A. An Incident Management Team is a team of - it can be made up of any, any New South Wales Ambulance employees. They're assigned roles in a location away from the incident. It might be at an ambulance station or some other type of headquarters location, and their role is to manage effectively all of the - I suppose, for lack of a better term, ancillary functions of the ambulance  
25 service related to that role, whether it be logistics or welfare or, you know, tracking, or tracking of the incident or anything like that, and by having them removed from that scene in, in another location they can, you know, effectively keep track of all of those other parts of the operation that still need to be maintained that's not at the front line of the operation.

30 Q. There wasn't an Incident Management Team established on 13 April. Do you think there should have been?

A. Yes, I do.

35 Q. Would that have assisted with the welfare considerations that you--

A. Yes, it would have.

Q. Do you think that there should be more training in relation to the work instruction for AAO scenarios?

40 A. Yes, I do.

Q. Can I ask you about interagency communication. I'm coming towards the end of my examination. You're now aware that a minute before the hot zone declaration made on behalf of Assistant Commissioner Armitage, that  
45 New South Wales Police Force had confirmed via a senior officer in the CCTV control room that there was one offender only. You're aware of that?

A. Yes.

50 Q. Do you agree that this is an important case study on the importance of interagency communication?

LTS:DAT

A. Yes, I do.

Q. Indeed, you had, as set out in your evidence, sent a particular officer to go and be that police liaison role?

5 A. Yes, that's correct.

Q. You have undertaken recently in September 2024 the Gold Commander's course together with the New South Wales Police Force that is based on JESIP ideology from the United Kingdom. Is that right?

10 A. Yes, that's correct.

Q. JESIP is based on five core principles, namely, co-location, communication, coordination, joint understanding of risk, and shared situation awareness. Was that what you learned during that course?

15 A. Yes, it is.

Q. Do you think that JESIP, that JESIP ideology has some important application in New South Wales for example in an incident like this?

20 A. Yes, I do. Unfortunately for our colleagues in the UK, they have much higher level of exposure to this type of incident than what we have luckily here. But again, along with the Ten Second Triage Tool, that, that framework introduces a commonality in phrasing, and a commonality in terms across all organisations, all emergency services regardless of whether it be police, fire, ambulance, or other. You know, it might even be Department of Primary  
25 Industries. I beg your pardon. It provides that common structure and commonality that eliminates any of the confusion as to effectively who is who in the zoo.

Q. Reduces the silo effect of agencies--

30 A. Correct, yes.

Q. --operating independently? Can I ask you, there's some particular things about 13 April that you think went well for the New South Wales Ambulance service?

35 A. Yes.

Q. What were they?

40 A. The, the performance of paramedics was - I'm not just, you know, like, saying it because they're my staff or, you know, our staff, but it was, it was phenomenal. They were frightened, we were all frightened, but they did not hesitate, they did not question my orders, they did not question my directives, that they knew that what they were going into was a very serious incident. Not one of them hesitated, not one of them flinched.

45 They were - I think the dispatchers in the control centre, I believe initially it was Leon. I can't remember his last name, I'm sorry, but he had a trainee dispatcher with him on the board, and then later, the manager of our major incident channel, Kate Kelly, did a phenomenal job. Knowing - Kate and I are, you know, both quite close friends, so there would have been a level of stress  
50 and anxiety for her for, for me, and it was a number of her friends that were

there. So to be able to coordinate and fulfil their roles without, without - they, they didn't skip a beat, and their, their, their work was phenomenal.

5 Q. Were there particular people that you would like to acknowledge beyond those you've referred to?

10 A. I would. My fellow inspectors on the day. Obviously, I can't - I would like to name all the paramedics that I would like to, to thank, but I'm conscious of the, the Court's time. That would be a long list. Specifically, my fellow inspectors that were there on the day in particular. Andrew Bibby, Benjamin Saywell, and Halcyon Mitchell. They performed admirably, and they should be commended for their, for their actions in being able to support me and the teams inside, but also making sure that the operation outside the, the shopping centre was - it genuinely was world class.

15 I didn't have any understanding of what was happening outside up until the point when I walked out at about 4.30, and to see the size and scale of the operation and the precision with which they'd organised things and they were briefing staff, everyone knew what they were ready to do. It was - in the stressful environment that they had, it was phenomenal work.

20 My, my senior managers have obviously been incredibly supportive of me for the last 12 months; it has not been an easy year, and I, I say that acknowledging that my discomfort is, is quite minimal in compared to people that, that lost family members and loved ones on that day, but it has not been an easy 12 months. In particular my, my managers, Inspector Sally Grothe(?) and my superintendents, Jordan Rosser, Stuart Clarke and Chief Superintendent Paul Tonge, they've been highly supportive of me, and it would've been a very difficult 12 months had I not had their support.

30 Q. You yourself were awarded the New South Wales Commissioner Valour Medal Award for the highest bravery, that's right isn't it?

A. Yes, that's correct.

Q. Is there any final comment you would like to make?

35 A. I - unfortunately the - you know, it, it quite often takes incidents like this to, you know, for us to, to make learnings and, and learn from these incidents, so that, god forbid, it ever happens again, we are, we are prepared. The, the other thing that I, I, I would say is this past fortnight, I was underprepared for the - not underprepared, I should rephrase that - I was not certain of the impact of this past fortnight, and, and it's through no-one's fault, it has been significant and it has been a very, very testing few weeks.

45 There have been some difficulties that have been noted by myself, I beg your pardon, and my colleagues insofar as some of the reporting that has come out of this inquest, and I'm not, I'm not, I'm not, I'm not asserting blame or, or anything to anyone, but I understand that the media has a very significant role to play, and this is of a highly public interest, that the facts are portrayed to the public. They deserve to have answers and they deserve to know that what we were doing was in their best interests and that the decisions we made, as the information we had it, was as correct as we could on the day.

50

5 However, I note that there have been a number of reports that were either taking certain statements made by some witnesses either out of context or were factually incorrect, and the impact that that has on - the impact that that had on me personally, as well as a number of my colleagues over the past fortnight has, has not been insignificant. It does cause significant amount of distress for those people.

10 I should say we are a small community, the ambulance service, there aren't many of us, so, you know, it's quite common knowledge who went and who did things and who did what, and even in the broader community, you know, my staff's friends and family all, all know that they were there. And when inaccuracies are reported or things are taken out of context, it can be highly damaging for those staff insofar as minimising their experiences, and in  
15 validating what they went through on the day.

Like I said I'm not assigning - I certainly don't want to assign blame to anyone, but I can't stress the accuracy of that reporting is, is crucial, not only for the public to be able to have confidence in their emergency services and their  
20 decision-makers, but for, for the wellbeing of, of my staff.

Q. And that issue in general terms that you're adverting to is the suggestion of some delay in entering Westfield Bondi Junction?  
A. Yes, that's correct.  
25

Q. In circumstances where you and your crews went in when you understood it was a hot zone, without any delay?  
A. Yes, that's correct.

30 SULLIVAN: Thank you, there's nothing further your Honour.

HER HONOUR

Q. Thank you and I hope that message has now--  
A. And I'm sorry.  
35

Q. --come through again loud and clear to the media who are listening today. There may be some questions from other people.  
A. Yes ma'am.  
40

HARRIS-ROXAS: No questions your Honour.

FERNANDEZ: Your Honour I have no questions, but Inspector Simpson treated for Faraz Tahir.  
45

HER HONOUR: I see, yes.

FERNANDEZ: With your Honour's leave, could I just make some comments directly to Inspector Simpson please?  
50

LTS:DAT

HER HONOUR: Certainly, yes.

5 FERNANDEZ: On behalf of the family of Faraz Tahir, thank you for treating him, thank you for treating every person you did on this day, thank you for your courage shown on this day and every day. Thank you to every one of the ambulance officers who attended on this day, thank you to every ambulance officer that you have referred to in your evidence. Thank you.

10 WITNESS: Thank you and I, I thank them for their comments.

FERNANDEZ: No questions your Honour.

SPEAKER: We have no questions, thank you your Honour.

15 HER HONOUR: Ms Callan?

CALLAN: No questions, thank you your Honour.

20 HER HONOUR: All right, anyone in court 2?

JORDAN: No questions, thank you.

CASSELDEN: No questions your Honour.

25 CLARKE: No questions your Honour.

MATHUR: Likewise your Honour, no questions.

30 SPEAKER: Likewise your Honour, I have no questions.

FRECKLETON: No questions your Honour.

HER HONOUR: Thank you. Mr Chiu?

35 CHIU: No questions your Honour.

HER HONOUR

40 Q. Mr Simpson, thank you so much for your evidence and coming today. I know you haven't been well and it's very much appreciated what you've said today and what you did on that terrible day, you and your team.

A. Thank you.

45 Q. Thank you, I wish you all the best.

A. Thank you.

Q. You're free to go.

A. Thank you.

LTS:DAT

NO CROSS-EXAMINATION BY MS CHRYSANTHOU, MR FERNANDEZ,  
MR ROFF, DR FRECKELTON, MR CHIU, MS CALLAN, MR JORDAN,  
MR CASSELDEN, MS CLARKE, MR GNECH, MS MATHUR, MR PENN,  
MS ROBB, MR WILSON AND MR LYNCH

5

<THE WITNESS WITHDREW

SULLIVAN: Could we take a five minute adjournment your Honour?

10

SHORT ADJOURNMENT

HER HONOUR: Yes, Mr Murphy.

15

MURPHY: Your Honour, the next witness is Mr Cameron Stuart. He's made  
two statements in this matter, which are at volume 45, tab 1601 and  
tab 1601A.

HER HONOUR: Thank you.

LTS:DAT

<CAMERON JAMES STUART, SWORN(11.03AM)

<EXAMINATION BY MR MURPHY

5 Q. Could you please state your full name?

A. Cameron James Stuart.

Q. What is your current role?

10 A. State Security Manager for Glad Group. Can I just start by saying my condolences to the family?

Q. Please.

A. My sincere condolences.

15 Q. You've made two statements in this matter?

A. That's correct.

Q. The first which is dated 19 February 2025?

20 A. Yes.

Q. And a supplementary statement dated 6 May 2025?

A. Correct.

25 Q. Your current role is State Manager - Security for New South Wales and ACT at the Glad Group?

A. That's correct, yes.

Q. Could you just provide the Court a very short summary of your prior experience in the security industry to that role?

30 A. Starting from 2000, was a security officer working on numerous security sites, Defence establishments, working on some Westfield properties as a, a casual security officer. Working my way up from security officer to site manager, from a site manager to team leader, from team leader through to account manager and state manager for Glad Group.

35

Q. As part of that experience, have you ever worked in a CCTV control room?

A. Yes, I have, yes.

Q. When approximately was that?

40 A. Multiple locations. Some were in the Defence establishments. That was 2001 to 2005. And others were with commercial assets roughly between 2008, 2010.

Q. Acknowledging that was across a range of different institutes--

45 A. A range of different - yes. Never in a Scentre Group shopping centre.

Q. --but you have a general understanding of how security control rooms work?

A. Correct, yes. Yes, yep.

50

LTS:DAT

Q. How long have you been the state manager for?

A. Roughly six years.

5 Q. Where are you located in that role? Do you work in head office, or are you located at various sites?

A. Based out of head office, but I do travel site to site.

Q. Who do you report to at Glad Group?

10 A. At the moment, the National Security Head of Accounts, which is Leif Gould.

Q. Could you repeat that?

A. Leif Gould.

15 Q. At the time of the incident on 13 April 2024, was it the same reporting?

A. No.

Q. Who did you report to then?

20 A. Then, it was Rod Moolman and Neranje Dunuwille.

Q. Speaking generally, if you could just summarise, what does your role as state manager involve?

25 A. I have a team of account managers underneath myself that will have a portfolio of, of various sites. I'm the escalation point from them through to the head of security division and the, the wider Glad Group organisation. I'm a support mechanism for the on-site account teams and the, the site leadership teams.

Q. Approximately how many sites in total are you responsible for?

30 A. Roughly 60.

Q. That's across a number of different commercial organisations and institutions?

35 A. Correct. Commercial, retail, yes.

Q. Some of them are Westfield sites?

A. Correct, yes.

Q. That includes Westfield Bondi Junction?

40 A. That's correct, yes.

Q. From when has Westfield Bondi Junction been within your portfolio?

45 A. We secured the contract in September 2023. We took over from another provider then. I was in the role of state manager at that time. Roughly February - mid-February, I was - we had a structure change, and I was put in charge of being the actual account manager of Bondi Junction. I was there for an interim period until we went through a, a restructure.

Q. When was that restructure?

50 A. It was post-incident.



Q. So from September 2023, you were in the state manager role?

A. Correct.

5 Q. Bondi Junction fell within your purview in that role?

A. There was an account manager looking after that site, and they reported through to me, yes.

Q. Who was that account manager?

10 A. Shaun Luxford.

Q. Then from around mid-February 2024, you became the account manager for Westfield Bondi Junction?

A. Correct, yes, yep.

15

Q. You describe in your first statement at paragraph 26 that part of the role of account manager for Scentre Group sites is managing contract compliance and ensuring that KPIs are met?

A. Yes.

20

Q. And that the Scentre Group policies are followed?

A. Yes, correct.

Q. From mid-February 2024 onwards, that was your role?

25

A. Yes.

Q. In the role of an account manager, do you have responsibility for the delivery of the services under the contract with Scentre?

A. Yes, I am the conduit between the, the site teams and the Glad Group head office.

30

Q. Is there anyone else that assists you in that role of account manager?

A. At that time, no. There was - previous to that, there was assistance with a training manager that we had, Andrew David, for a short period of time. He, he left just before I took over as the account management - account manager for that role.

35

Q. In the period prior to you taking over in mid-February 2022(as said), state manager was yourself?

A. Yes.

40

Q. Mr Luxford was the account manager?

A. Yes.

45 Q. He was assisted by Mr David in that training capacity?

A. Yes.

Q. Then you took over as account manager in--

A. Yes.

50

LTS:DAT

Q. From mid-February 2024 onwards?

A. Yes.

Q. Mr David had left prior to that time?

5 A. Yes.

Q. Did you have any involvement in the training of guards at Westfield Bondi Junction at all?

A. In regards to the red book audit training, I did, yes.

10

Q. If we can just bring up, just to show you that, at tab 1323 of volume 38. Are you familiar with a document like this?

A. Yes.

15

Q. This is a red book audit?

A. That's correct.

Q. In what circumstances were you involved in training?

20

A. We had a number of red book audits to be conducted over a month period, so we'd share the, the load between the account manager, S1s, site managers or senior managers. If the training manager was available, training manager would assist with, with doing those scenarios. So when I was on site, I'd, I'd pick staff at random and would undergo the red book audits on a random basis.

25

Q. From the period of February 2024 onwards, which is when you were in that account manager role, did you undertake most of the red book audits, or less than 50%? Just a rough estimate?

A. Rough estimate, I'd - yeah, 25, 30%.

30

Q. So you weren't significantly involved in the training of guards, but you had a role?

A. Correct, yes, yes.

35

Q. Do you know Mr Jerry Helg?

A. Yes.

Q. When you commenced in February 2024, what was his role?

A. He was the site manager.

40

Q. At Westfield Bondi Junction?

A. Westfield Bondi Junction, yes.

45

Q. He gave evidence earlier this week in this matter that working in the CCTV control room is one of the most stressful roles that they have at Westfield.

There's lots of liability and lots of responsibilities on the controlling operator to take on managing different incidents. It's a really stressful role. You've got to manage different incidents, fire alarms, manage different guards, manage - managing their breaks. And that one of the most important parts of the role is

50

to be able to communicate clearly and understand what is being said. Do you

LTS:DAT

agree with Mr Helg's summary there?

A. Yes.

Q. If you'd just mind speaking up for the microphone?

5 A. Yes.

Q. Do you agree that the role of a CCTV control room operator is a specialised role?

A. Yes.

10

Q. Mr Helg also gave evidence that due to the stress associated with the role, people generally don't want to work in the CCTV control room; do you agree with that?

A. Yeah, that's correct.

15

Q. I'd just like to now talk about the process of identifying people for the role of the CCTV control room at Westfield Bondi Junction, and acknowledging that in the period that we're focusing on, which is from the end of December through to February, your role changed. So if at a point during that process, your involvement in this process changed, please just identify and let me know. I don't want to confuse your role during that period.

20

A. Sure, yes.

Q. Do you know Mr Bradley Goldberg?

25

A. Yes.

Q. He's given a number of statements in this matter. At tab 1600A, at paragraph 122 - and we don't need to bring that up. I'll just summarise it, and if we need to, we can bring it up. Mr Goldberg, in summary, says that potential control room operators are generally proposed by the Glad Group from the pool of security officers that are employed by them; is that right?

30

A. Yes, that's correct.

Q. Mr Goldberg then states that security officers must undertake practical one-on-one training in the control room with another experienced CCTV control room operator; is that correct?

35

A. Yes, correct.

Q. That experienced CCTV control room operator, would that be an employee of Glad?

40

A. Yes.

Q. Was Mr David involved in that process in his training capacity?

A. In training the control room operators?

45

Q. Yes?

A. He was involved in not the day-to-day training of it. He was there more for the, the official sign-offs. So the control room operator would shadow someone for a period of time, and then they would go to Andrew and say, "Yes, I've showed them X, Y, Z," and then they would go through a, a

50

checklist, and then they would sign off on that checklist that they're competent on certain sections of that checklist.

5 Q. So it's a control room operator employed by Glad who does the majority of the training, and then--  
A. Yep.

10 Q. --Mr David's role is to sign off on that checklist?  
A. Yes, yep.

Q. Then once that checklist has been signed off, the centre risk and security manager, or the risk and security supervisor, would then separately assess the candidate?  
15 A. Correct, yes.

Q. Then once that assessment had occurred and provided the security guard, or the proposed security guard for the control room, was assessed as competent, they could then undertake shifts in the control room?  
20 A. Yes.

Q. Those shifts would be unsupervised?  
A. Yes.

25 Q. Mr David has given evidence in this matter that, in relation to the process of proposing security guards for a role in the control room, it would be - and these are in his words:

30 "An agreement between the client and senior management of Glad - that's, you know, Shaun and Cameron - and the client coming to an agreement about" - and this is in quotes - "Yep, this person is a strong candidate. Let's put them through the training to see if they successfully complete it."

35 Is that statement by Mr David accurate?

A. It's accurate, yes, yeah. So we would run campaigns through our current sites to see if there was anyone willing to come across to another site, or it could be via an ad on SEEK. The CSMs would generally do the initial cull of those interviews, and then they would pass on any suitable candidates to the site teams to say - you know, introduce them to the site. Do they like the site,  
40 can they get to the site, introduce them to either RSM or RSS, and then it would be agreed that, yes, they would be a good fit. We would like to continue on the training, and then we would obviously go through a contract process and offer contracts and advise of the start date, et cetera.

45 Q. We'll come to the process that applied to the female control room operator who was in the control room on 13 April 2024, but I appreciate that your involvement in that process may be different given the roles that you had?  
A. Yes.

50 Q. But we can address that as it comes up. Mr Goldberg in his statement then

goes on to say that from around September 2023, there were ongoing discussions between him and Glad Group in relation to increasing the pool of available control room operators at Westfield Bondi Junction. Is that correct?

A. Yes.

5

Q. Were you involved in those discussions?

A. Towards the end when I took over, so about February onwards, mid-February period onwards.

10

Q. In the period prior to that, was Mr Luxford or Mr David relaying those concerns or - I withdraw "concerns", but the desire to increase the pool of control room operators to you?

A. I don't recall. I don't recall.

15

Q. Was the need to increase the pool of available control room operators common across the other Scentre sites that you were responsible for?

A. Yes, Scentre sites and other sites as well.

20

Q. That goes back to the difficulties of the role?

A. Correct.

Q. And the difficulties of attracting candidates to that role?

A. Yes, that's right, yes.

25

Q. Do you recall in the period from the middle of February 2023 there being any pressure that you felt to increase the number of candidates in that pool of control room operators?

A. No pressure, no.

30

Q. Was it a focus to increase the pool of control room operators?

A. It was discussed to look at events. We wouldn't rush that process. We'd make sure that it was the right candidate.

35

Q. When you say you wouldn't rush the process, what would be involved in that process then?

A. Well, if someone turned up, and we say "All right, the job's yours". We want to obviously go through vetting first, making sure that we felt that they would be a good fit for the site. Then obviously passing it onto, as mentioned, the site teams to do their evaluation, and say "Yes, we feel they'd be a good fit", before we'd issue contracts. Then we'd issue contracts, and we'd move on from there.

40

Q. That stage of the first vetting by Glad, and then passing it onto the site, this occurs before any training has occurred in relation--

45

A. Correct, yes.

Q. --to the security control room?

A. Yes.

50

Q. Is that process documented at all?

LTS:DAT

A. Not generally, no, no.

Q. On occasion?

5 A. It could, it could. On occasion, it would be. It might be we send a resume first and say, before they even come to site, review the resume. Then it could be that reference checks are made, or something might stop that from occurring, and then the decision will be made not to go forward with them. But I can't recall any specific incidences of it.

10 Q. In the period from when Glad took over from the previous operator in September 2023, was there a focus on ensuring that you were providing high quality services to Scentre?

A. Yes.

15 Q. And to demonstrate to them that they had made the right choice by selecting Glad?

A. Correct.

20 Q. Did you receive any direction, formal or informal, about the importance of that?

A. No.

25 Q. Had you given any direction to either Mr Luxford or Mr David about the importance of training up new control room operators given the concerns that had been raised by Mr Goldberg?

A. I don't recall.

Q. Did you give any direction about the need for this to occur quickly?

30 A. No, I did not. No.

Q. Speaking of the process for bringing in a new control room operator, they will go through the initial vetting, the site, then they will go through training. Was it within your role in the period when you were state manager first, and then in the period when you become account manager? Could you intervene in that process if you became aware that, for example, during the training, it was identified that that person was not suitable for the role?

35 A. Yes, I could. If it was identified that they were not suitable, I could intervene.

40 Q. What would that intervention look like?

45 A. Obviously getting a full understanding of, of the situation and finding why that person might not have been deemed suitable, and then obviously speaking to that person, getting their version, their version. If it was something that would require our People and Culture or HR team to be involved, then it would be escalated through to them, if it may have resulted in having to remove off site or other further disciplinary actions maybe depending on the circumstance. But I don't recall any specific incidences of that.

Q. You don't recall any specific incidences of that?

50 A. No.

Q. But if it was within your role, if that were to arise--

A. Yeah, if someone had come to me and said "This person is not working out", then we would go through that process.

5

Q. If that occurred during the period in which they were training and prior to sign-off, that could occur in that period?

A. Yes.

10

Q. Was the same process followed after the period of sign-off? Was there any differences?

A. No differences, no.

15

Q. Did your role in relation to that change from when you move from state manager to account manager of Westfield Bondi Junction?

A. No, it did not.

20

Q. Moving now to the particular control room operator that was rostered on, on 13 April 2024?

A. Yep.

25

Q. Were you involved in the identification process? That's at the very start of that process for her?

A. No, I was not, no, no. She was on site before I took over that role.

Q. Just speak up. Apologies.

A. She was already on site when I took over the role as account manager in February.

30

Q. In your role as state manager, you weren't involved in the process of recommending her to Scentre?

A. I was not, no, no.

35

Q. Do you know who was?

A. I don't recall, no.

Q. Would it have likely been Mr Luxford?

A. Could possibly be, yeah, or recommendation from someone on site. Most of our recruitment is done by recommendations from staff on site. They might say they've got someone they know, and then they'll put them that same process where we would interview them and go through that process. I don't recall how she came to be with us.

40

Q. But given that the security officers on site are employed by Glad, it's likely came from a Glad employee?

A. Not - it could possibly be. I don't want to make assumptions, but--

45

Q. Understood. Are you aware, to the best of your knowledge, of whether any Scentre representatives met with that female control room operator prior to the training process beginning?

50

LTS:DAT

A. No, I'm not aware.

5 Q. When a guard who was already employed by Glad Group was moving into the role of a CCTV control room operator, or was to be proposed for a CCTV control room operator, were you aware of a process where that person would meet with Scentre representatives before the process began?

A. Not specific aware, no.

10 Q. You're not aware?

A. Not aware, no.

15 Q. Was there any documented interview process at that initial stage to identify whether a person was suitable for the role to work as a CCTV control room operator?

A. Not that I'm aware of.

20 Q. Ultimately, it really just came down to a recommendation from someone on site, whether that be Glad, or Scentre, or otherwise?

A. Recommended or through an interview process, yeah.

Q. And that the interview process would apply where someone had been external?

A. Applied online, yeah, correct.

25 Q. Could we talk briefly of the weekly operational meetings. Are you aware of them?

A. Yes.

30 Q. Did you attend all of those meetings from when Glad Group took over the Scentre contract - the contract for security providers at Westfield Bondi Junction?

A. No, I started attending them regularly when I was the account manager from February onwards.

35 Q. From mid-February 2024 onwards, you attended the weekly operational meetings?

A. Yes.

40 Q. Did you attend all the meetings?

A. There may have been one week in between that may have been missed, but to my recollection, yes, I attended all the ones that were there.

Q. Do you recall when that meeting was approximately, or that's just your best estimate?

45 A. Just best estimate.

Q. What was the purpose of those meetings in your own words?

50 A. Just to go through contract compliance, so we would discuss issues on site, invoicing issues, staff performance, upcoming events that may require additional staffing, training needs, general overall operational discussions.



Q. That's a relatively comprehensive list of matters that are addressed during those meetings?

A. Correct.

5

Q. Those matters are important both for Scentre to understand the operations that are being provided at Westfield Bondi Junction?

A. Yes.

10

Q. And also important in your role to ensure that the contractual requirements are being met?

A. Correct.

15

Q. When you attended those meetings from the middle of February 2024 onwards, were you the most senior Glad representative at those meetings?

A. Yes.

20

Q. Can we just bring up a copy of the minutes? These are at volume 37, tab 1231. Are you familiar with this document?

A. Yes, I am, yeah.

Q. Did you prepare the minutes at the meetings that you attended?

A. Yes, I did. I took the notes, yes.

25

Q. We understand from other evidence that at least this version of the minutes is an iterative document. That is it's updated each time a meeting is held. Is that right?

A. That's correct, yes, yeah.

30

Q. How were those minutes prepared?

A. We had discussions, and the notes were all put straight into there from the laptop in front of me.

35

Q. During the meeting, the minutes were prepared?

A. During the meeting, yes, yeah.

40

Q. After the meeting, what was the process in relation to the minutes?

A. They would generally be emailed off, or key points would be emailed separately to relevant people that had action items. Most of my recollection was there would be a discussion with the S1 afterwards, the site manager afterwards saying these action items were there. At these meetings, everyone that was in attendance was recommended to take their own notes, and they took their own notes. And I used to discuss with my team afterwards that these are action items, make sure they're addressed.

45

Q. Did you keep notes separate from those contained in this document in relation to these meetings?

A. Sometimes I did, but not all the time.

50

Q. You said after the meeting that the minutes would be sent off. Who were

they sent off to?

A. Those that attended the meeting. Or they would be sent on a monthly basis. A part of the contractual requirements is a monthly basis minutes be sent off with other documents that were required each month.

5

Q. I apologise. I should have started here, but who was it that attended the meetings during your period that you attended from mid--

10 A. It was generally the RSM which is Brad Goldberg. The RSS attended probably 70% of those meetings, Rahim Zaidi, and the S1 Jerry Helg attended all the meetings that I was there from that February period onwards.

Q. Other than Mr Helg, were there any other attendees from the Glad Group?

A. From February onwards?

15 Q. Yes?

A. Not to my recollection. I think Andrew David left around that time, so he attended probably one or two at the very start of my tenure at that February mark.

20 Q. A very brief crossover, but in the period following when Mr David left Glad Group?

A. Yes, there was no-one else. Just, yeah, Jerry Helg and myself from Glad.

25 Q. In your second statement that you have given in this matter, you have given evidence that you cannot remember each and every meeting that you attended, the weekly operational meetings, is that right?

A. That's right, yes.

Q. You have reviewed these notes--

30 A. I have, yes.

Q. --for the purposes of your supplementary statement?

A. Yes.

35 Q. And in advance of giving evidence today?

A. Correct.

40 Q. At paragraph 4 of your supplementary statement, you say that you "vaguely recall there being discussion regarding the female control room operator's communication, however I cannot recall it in any detail"?

A. Yes.

Q. Is that still your evidence?

45 A. It is still, yes, yeah.

Q. You then in your statement go on to say "From my recent review of the minutes, I note that I was not the staff member allocated to action these items"?

A. Correct, yes.

50

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Q. That's still your evidence?

A. Yes.

5 Q. I will just - this is on page 2 of this document and I acknowledge for some of these entries you were not in attendance, and this is just for the record. But under "Controllers" from 22 November 2023, which is when you were in the state manager role, is that right?

A. What date, sorry?

10 Q. 22 November 2023?

A. Yes.

Q. You weren't the account manager?

15 A. Correct, yes, state manager, yes.

Q. So you wouldn't have attended that meeting?

A. To my knowledge, no.

20 Q. So that talks of the need to identify new staff, identify potential new staff; so that's consistent with Mr Goldberg's evidence that there was a need to increase the CCTV control room operator pool, is that right?

A. Yes.

25 Q. Then there's an entry for 27 December 2023 that ongoing training with that female control room operator - that the female control room operator is being trained in control. So do you understand that to be from that period onwards she was being trained in the CCTV control room?

A. Yes.

30 Q. Were you aware that that training had been commenced at that time?

A. 27 March?

Q. 27 December 2023?

35 A. 27 December, no, no.

Q. That matter hadn't been relayed to you by Mr Luxford--

A. No.

Q. --or Mr David?

40 A. No.

Q. Do you recall having any discussions with Mr David or a woman by the name of Lulu Fatima - do you know Ms Fatima?

A. Yes.

45 Q. What was her role?

A. She was the assistant security supervisor, 2IC, S2, is the callsign so, referred to as S2.

50 Q. And Mr David and Ms Fatima, and in particular Ms Fatima, were involved in

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the training of that female control room operator through January 2023, can you accept that?

A. Yes.

5 Q. Did you have any conversations about Mr David or Ms Fatima about that training?

A. No, I did not.

10 Q. I take it then that they didn't raise any concerns with you that they identified during that training?

A. No.

15 Q. Could we just go back to page 1 and under the heading "Staff responses", and it is quite small so I apologise, but for the entry that's dated 21 February 2024, I will--

A. Sorry, I can't see that. 24th of the first?

20 Q. 21 February 2024, it's about five lines from the bottom. I can read it for you, just--

A. There - yes, I'll read it now, yeah.

25 Q. In particular what that entry records is that "The female control room operator will need to some more training in control, especially during multiple incidents"?

A. That's what the, the notes state.

Q. Do you recall the content of those concerns?

A. No I don't, no.

30 Q. Do you recall anything being agreed to be done about those concerns?

A. No I don't recall, no. Sorry, just on this computer there's - yeah, can you zoom in that - can you zoom in, yeah, just has those pictures there on the side, that's all. Yeah, that's better.

35 Q. Did you prepare the notes that followed that meeting on 21 February 2024?

A. I can't recall.

MURPHY: Could I hand up just a bundle of emails for the witness?

40 CASSELDEN: Your Honour to follow, could we have the reference in the brief please for those emails, so we can follow?

HER HONOUR: Yes.

45 MURPHY: There's no brief reference, but I can show--

CASSELDEN: Could I have a copy then please? Thanks for the warning.

50 MURPHY: There's nothing in the content, it's just the circulation of minutes.

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HER HONOUR: Thank you.

MURPHY: I apologise to my friend for the lack of warning.

5 Q. On the second page of that document - you've sent those minutes on to a number of different people, can you see that email?

A. Yes.

10 Q. Moving just to the second page on the top row, which is titled "Incident reports", and I'll just read the relevant entries for your benefit; "21 February 2024, not getting better, CR1 reports need work, lots of details missing". Then on 13 March 2024, "CR1 needs updated training". And then on 24 March 2024, "Still ongoing issues with CR1". Do you recall any of those issues being raised during the meetings?

15 A. Very vaguely. It was around her ability to capture all the information for the incident reports into the reporting system, called Beakon. That is my only recollection.

20 Q. Based on the entry dated 24 March 2024, those issues were persisting nearly two months after the period in which the female control room operator was signed off on 31 January 2024?

A. Yes.

25 Q. Could we then scroll to the heading titled "Controllers", just slightly down that page, and again I'll just read for your benefit the relevant entries. 13 March 2024 "CR1 needs further training. Doesn't follow up with further details. Constantly asked to repeat". Then on 27 March 2024, "Ongoing issues with CR1. Reschedule full control room training again with her". Then on 10 April 2024, "Responses from CR1 too slow. Retraining to be rescheduled for CR1"?

30 A. Yes.

Q. Do you recall those issues being raised during the meetings that you attended?

35 A. Reviewing the, the minutes, I recall vaguely.

Q. What do you recall in relation to them?

40 A. Most of them were around the reporting system and getting the accurate details into the Beakon reporting. It was referred to in both sections, in the reporting section and the controller section. Was around the need for ongoing support and training in the Beakon incident reporting system.

Q. In those minutes where it says, "Constantly asked to repeat", does that relate to the Beakon reporting system?

45 A. No, no it wouldn't.

Q. What does that issue, to the best of your recollection, relate to?

50 A. I, I would - "Constantly asked to repeat", would be on the radio, constantly asked the, the caller to repeat the, the transmission.

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Q. And 10 April 2024 entry "Responses from female control room operator too slow"; does that relate to the Beakon reporting?

A. I can't recall.

5 Q. Do you think that it's unlikely that that relates to the Beakon reporting?

A. It would be unlikely it was referred to the Beakon reporting, yes, "Responses from CR1 too slow" would possibly mean the, the responses on the radio, too slow.

10 Q. And that relates to communications?

A. Yes.

Q. And that's an important part of the role of a control room operator?

A. Yes.

15

Q. Mr Helg has given evidence that communication is the most important part of that role, do you agree?

A. Yes I do.

20 Q. Were any plans enacted or put in place in relation to these issues, to deal with them?

A. After these meetings I would speak with Jerry, the site manager, and advise that further training was required, and that best person to deliver that training was the S2, Lulu, as she was based in the control room, her desk sat right behind the control room, so she could supervise and deliver that ongoing training.

25

Q. Ms Fatima has given evidence that you directed her to undertake further training on certain topics in late March 2024, do you recall giving that direction?

30

A. Possibly around the Beakon reporting process.

Q. Do you recall any further training being directed in April 2024, that is after 10 April?

35

A. No, I don't recall, no.

Q. Did you take any steps to monitor or ensure that the training that you had requested Ms Fatima undertake, occurred?

A. Not directly to, to Lulu but would follow up with Jerry at the subsequent meeting, the following meeting.

40

Q. And did he confirm that that training had occurred to you?

A. I can't recall exactly, no.

45 Q. The position from these notes appears to suggest that approximately two and a half months after the period in which CR1 had been signed off by Glad Group, she required re-training?

A. Re, re, re-testing in the control room processes, yes.

50 Q. And that there were issues with her communication from the control room?

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A. Yes.

Q. In your statement you've set out that you don't recall these issues being specifically raised?

5 A. Specifically raised, no I don't recall.

Q. As I've mentioned earlier you say that "I vaguely recall there being some discussion regarding CR1's communication"?

10 A. Yeah, vaguely, I don't recall in depth what it was around.

Q. Do you agree that there were concerns about CR1's role in the CCTV control room?

A. Reviewing these minutes, yes.

15 Q. And that was a matter that hadn't been discussed at the operational meetings?

A. Had been discussed and advised to Jerry to undergo further training with, with her, yes.

20 Q. Was there any discussion about how that control room operator might respond in the event of an emergency during the operational meetings?

A. Not that I'm aware of, no.

25 MURPHY: Your Honour I'm just conscious of the time. I don't have a great deal longer but if we could take a break now and then resume.

HER HONOUR: Sure, we'll adjourn until 12.15.

SHORT ADJOURNMENT

30

MURPHY

Q. Still on the top of the operational minutes.

35 A. Yes.

Q. Were you concerned about, at the time and during your attendance of those meetings and in the period after, about the amount of training that that control room operator had been designated, given the issues raised?

40 A. No.

Q. Why was that?

A. It was passed on to the S1 to follow through. There were gradual improvements from what was stated at the meetings, but there were still other areas that needed further development.

45

HER HONOUR

Q. Sorry, I can't hear very well.

50 A. Sorry, talk up.

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Q. Would you repeat that please?

A. Can you please repeat the question?

Q. Why weren't you concerned?

5 A. Why wasn't I concerned? The information was passed on to the S1 and the S1 was then taking on that further training.

MURPHY

10 Q. So the plan for dealing with the issues that is identified in those minutes, is for further training?

A. Yes.

Q. Were there any other plans put in place?

15 A. No there was not.

Q. Did you suggest or recall suggesting rostering more than one person in the CCTV control room--

A. No.

20

Q. --while those issues were ongoing?

A. No.

Q. Did you suggest or recall someone in those meetings suggesting that someone should be in the CCTV control room to monitor that female control room operator while those issues were ongoing?

25

A. The recommendations were for Lulu, the S2, to do the training as she was sitting directly behind her, so she could monitor, do the training, and conduct her own duties at the same time.

30

Q. Was the recommendation that Lulu would be in the control room for the entirety of the shifts in which that female control room operator was rostered?

A. That wasn't discussed.

35 Q. What did you think should happen?

A. That further training was offered by the S1 and by the S2, Lulu.

Q. So the recommendations that you've discussed is what you think was the appropriate outcome?

40

A. Correct, yes.

Q. And if the issues that are identified in those operational minutes were not resolved, do you know what was going to happen in terms of that female control room operator and her ongoing role in the control room?

45

A. It would've been as discussed earlier, discussion would've been made that not suitable, and we'd obviously go down those paths; that was not discussed.

Q. In summary, there's a number of concerns raised in the operational minutes in relation to that female control room operator, do you agree?

50

A. Yes.



Q. Some of those concerns relate to communication?

A. Yes.

5 Q. And some of those concerns relate to the report writing that you've mentioned in Beakon?

A. Yes.

10 Q. And you've also given evidence that communication is an important part of the role of a control room operator?

A. Correct, yes.

15 Q. In your second statement that you've given, you state that "From my recent review of the minutes, I note that I was not the staff member allocated to action these items", is that correct?

A. That's correct, yes.

Q. This related to a guard that had been proposed by the Glad Group?

20 A. Not that I'm aware of, no. It was--

Q. The issues related to a guard that had been proposed by the Glad Group, that is the process that you discussed, this was a Glad Group employee?

A. I'm not following the question, sorry.

25 Q. I'll go again.

A. Yeah.

Q. The issues that were raised related to an employee of the Glad Group?

30 A. Yeah, they were referring to CR1, control, yeah.

Q. And there was, to the best of your knowledge, in the minutes - if we could bring them up again - at 1231, in relation to "Controllers", if we just scroll it to the left, and in that far left column you'll see there's "To be actioned by"?

35 A. Yes.

Q. If we scroll across that row, there's no designated person to that action?

A. That's correct.

40 Q. But your evidence is that, in effect, those responsible - was it Mr Helg and Ms Fatima - would be undertaking training?

A. We, we would discussed after the meetings and we would say "This falls to you, you're responsible for doing this". They would take their own notes, it was recommended they take their own notes as well.

45 Q. You've given evidence that you were the most senior Glad employee at this meeting?

A. That's right, yes.

50 Q. And that you were responsible for managing the Glad contract with Scentre at Westfield Bondi Junction?

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A. Yes.

5 Q. Do you agree that even if you weren't specifically allocated an action item, as part of your role, ensuring that there was properly trained control room operators was part of your role?

A. Please rephrase.

10 Q. Do you agree that even if you weren't specifically allocated an action item in the weekly minutes, that ensuring there were properly trained control room operators fell within your role?

A. No, I'd be relying on the managers that we allocated that to, being the S1.

15 Q. Before I move away from this topic, part of this jurisdiction is about reflection and what could've been done differently.

A. Yes, yes.

20 Q. Do you consider that, given the issues that are identified in these operational minutes, that there is anything you could've done differently in how you dealt with those issues, or how those issues were proposed to be dealt with?

25 A. Not with - dealt with, but potentially putting in the action person responsible in that, that line. The reason that's not put in there is when that section is created, obviously it's ongoing - an Excel document which is ongoing, so when the first entry is made, that person would be allocated, they may not be responsible for action items moving on, so that's why they're not in that column.

30 Q. So the training that had been scheduled, which was to be undertaken by Ms Fatima, and Mr Helg was also involved in that process, that was an adequate response in your opinion?

A. Yes.

35 Q. Could we now move to the events of 13 April 2024. You weren't at Westfield Bondi Junction when the events unfolded?

A. That's correct, yeah.

Q. How were you notified of the events on that day?

A. I received a phone call from Neranje.

40 Q. Who was Neranje?

A. Neranje was the acting, or the senior manager who I reported to. So I reported to, to Rod Moolman. Rod Moolman was on leave at the time, so the next senior person was Neranje Dunuwille.

45 Q. What was the content of that notification?

A. If I was aware of there was any incident at Bondi, to which I replied I wasn't aware. I then made a phone call to, to Jerry and it was clearly evident that there was a, an incident. And then I proceeded to make my way to the site.

50 Q. So were you part of the security response at Westfield Bondi Junction?

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A. No.

Q. And you still went anyway?

A. Correct, yes.

5

Q. Why did you go?

A. To offer support to the team.

Q. About what time did you arrive at Westfield Bondi Junction?

10 A. Roughly before 5pm.

Q. When you were travelling to Westfield Bondi Junction, did you know if the situation was contained?

15 A. No, I was listening to the, the radio and just getting feedback from the - what was broadcast on the, the radio, the news, yeah.

Q. So despite not being part of the emergency response, you went to Westfield Bondi Junction to offer support, and you might have been going into a dangerous situation, is that right?

20 A. That's correct, yes.

Q. In your statement you talk about that you offered assistance when you arrived at Westfield Bondi Junction?

25 A. Yes.

Q. Could you tell the Court, in relation to when you were in the control room, what that assistance was?

30 A. In relation to the assistance was the control room operator at the time, referred to as control room operator 2, was asked to review CCTV for, for the police, and I was there just to assist him. He looked distraught, so I was just assisting him with that.

Q. That was viewing quite difficult graphic footage?

35 A. That's correct, yes.

Q. And you were there to support him?

A. That's correct, yes.

Q. Did you find that process difficult yourself?

40 A. Yes I did.

Q. You then also provided assistance to the police?

A. Yes.

45 Q. What was that assistance?

A. Just taking them to certain areas. There was sections of the police that were doing sweeps of certain areas, and they were unsure of how to get to A to B; so I would assist them and say "Let's go this way, let's go that way". So I'd escort them to the locations they were looking for.

50

LTS:DAT

Q. Was that a stressful experience?

A. Not really, no.

Q. You then refer to having briefings with Mr Goldberg and Mr Caleo?

5 A. Yes.

Q. What was the content of those meetings or those briefings?

10 A. They were later on in the evening, after the majority had obviously settled down to some extent, and it was more about the next steps. Obviously having to still, or potentially operate the centre in the coming days, how we go about that. So were additional staff required and what was needed from us to support them in maintaining that, that service level.

15 Q. You otherwise deal in your statement at paragraphs 9 to 23 about the events of 13 April. Is there anything else that you wish to say in addition to that, or in addition to what you've said in court today?

A. No.

20 Q. The final topic that I'd just like to touch on is the changes that you have observed, or been involved in, to Glad policies and procedures, after the events of 13 April 2024.

A. Yes.

25 Q. Has there been any change to the selection process of control room operators at Glad, and in relation to Westfield Bondi Junction, after the events of 13 April 2024?

A. There has been yes, yeah.

Q. Could you explain what that change is?

30 A. There's been a change in the training requirements. The selection process is a secondary person will obviously interview potential candidates to get, to get a more robust opinion on if that person is suitable. I specifically have not been involved in that process. I was relieved from account managing that, that site May, yeah roughly towards the end of May.

35

Q. 2024?

A. Yes, correct.

Q. And that was the restructure that you spoke about?

40 A. Correct, yes.

Q. And you're now back in the state manager role?

A. That's correct yes, yeah, yeah.

45 Q. In terms of the changes to training, at a summary level, what's now involved in that?

50 A. More in depth pressure testing-type scenarios. So putting it to, to the staff, you know, what, what would you do if this happens, then what would you do if this happens, and what would you do if this happens, if the situation escalates. Put them under a little bit of pressure to, to gauge their response to the

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procedures that were needed from the red book, yeah.

Q. Have you received any feedback in relation to that training?

A. Specifically no, no.

5

Q. Do you think that, in your opinion, pressure testing training is helpful for control room operators?

A. Control room operators, yes, but this is general, for general guards as well, so the staff working on the floor, yeah.

10

Q. Understand that stab-resistant vests have been introduced?

A. That's correct.

Q. When approximately did that occur?

15

A. Tough to recall. I'm going to - it'd be close to two weeks, within two weeks of, of the incident.

Q. Is that just at Westfield Bondi Junction or at other sites that Glad is responsible--

20

A. It originally started at Westfield Bondi, then rolled out to the further Scentre Group sites.

Q. To Scentre Group sites?

A. Yes.

25

Q. In your opinion, do you think there's utility in stab-resistant vests being the industry standard for security guards?

A. Yeah, I think there is, yes.

30

Q. Why is that?

A. It's a level of PPE that hasn't really been available before, and it's easily sourced to, to stop any further damage happening to security officers on the front line, being they are the first responders, yeah.

35

Q. Does it provide, in your experience, comfort to security guards to have those vests?

A. It does yes, yeah.

Q. Have you spoken to any security guards about that?

40

A. In depth, no. When we first rolled them out at Bondi there was definitely relief that there was something offered to the staff. Other sites were a little bit resistant, mainly because of the, the weight of them. The majority of them would weigh 2, 2.5 kilos. So they were worried about that, but once, once they started to wear them they understood, yes, there's benefits to this.

45

Q. So that resistance has faded?

A. Yes.

Q. Could I just take you to one last document, which is tab 1127 of volume 35? Do you recognise this document?

50

LTS:DAT

A. Yes, yeah.

Q. Could you explain what this document records? It's titled "Bondi Debrief Minutes"?

5 A. Yes, the Glad operational team met regularly after the incident and discussed ongoing plans moving forward, and it was documented in this, in this format.

Q. You attended those meetings?

10 A. Yes, I did.

Q. There are just two particular aspects I would just like to ask you about.

A. Yep.

15 Q. If we could go to page 28 of that document. In that top row, you'll see there's an entry in the column "Actions/Updates" - I will just read it:

20 "Radios okay in Bondi. Issue due to number of radios on the network. If no traffic for ten minutes, without traffic the radios get stunned. Will raise, if ongoing issue, with Brad to look at repeater with technician."

Then in the column "By Whom", there's "CS". Are you CS?

25 A. That's correct, yes.

Q. Could you just explain in relation to that issue with the radios, what that is in respect of?

30 A. There were certain radios that, the more traffic that was on the network, would, would not be heard correctly over the network. We don't own the repeaters. We supply the radios that get programmed to the site's repeater. The site's repeater would be the responsibility of the centre. And it was raised that, yeah, there were several radios that, yeah, would just not operate effectively.

35 Q. There's evidence been given at this inquest that one of the issues on 13 April 2024 was the difficulties in communicating over the radio; are you aware of this?

A. No, I'm not, no.

40 Q. Does the issue that's identified in that action or update - do you know if that is the same issue that arose on 13 April 2024?

A. I wouldn't, I wouldn't know, no.

45 Q. What changes have been implemented since that meeting, which is on 22 April 2024, in order to deal with that issue in relation to the radios that's identified there?

A. A, a technician from Scentre Group's radio supplier attended site and did a, a refresh of the, the software, which rectified those issues that they were facing.

50

LTS:DAT

Q. Then if we could just go to page 31 of that same document, and the row 1.2, which is "Training", and then "New training checklist to be communicated to site leaders." That, again, is associated with CS; that's you?

A. Yes.

5

Q. What does that new training checklist involve?

A. I don't recall specifically. The first time I've seen these minutes. There would've - there was a, a checklist that was created that went into further details, which was sent out to all the wider teams, developed by our, our management team at Glad.

10

Q. Is that an induction checklist or something else?

A. The training checklist, so there was - when, when new staff arrive, there, there was previously a one-page document. We used to use Scentre Group's document. We also created our own as a secondary layer to assist. So we'd have our document and Scentre Group's document as well.

15

Q. Did this relate to security guards or to control room operators?

A. No, control - sorry, security officers. Not control room specific.

20

Q. Are you aware of any similar checklists that have been implemented by Glad in relation to security control operators?

A. Recently there has been some, yes, yep.

25

Q. What are the changes in that checklist?

A. Aligning it to one of our documents. Previously, again, it was all done on a, a Scentre Group document. So it was aligning it to, to our documents to assist with that ongoing training.

30

Q. Is the training that is now offered for control room operators - how has it changed?

A. The - discussed previously, the pressure testing is being involved now. I'm not specifically involved in the training. We've since engaged - part of the restructure, we engaged Rod Moolman, who was the previous national counterterrorism security manager. He's now in charge as the training manager for, for Glad Group, and he runs a lot of that training.

35

MURPHY: We'll hear evidence from him later in this hearing. I have nothing further.

40

HER HONOUR

Q. There may be some other questions.

A. Sure.

45

HARRIS-ROXAS: No questions, your Honour.

HER HONOUR: Mr Fernandez?

50

LTS:DAT

<EXAMINATION BY MR FERNANDEZ

Q. My name's Lester Fernandez.

A. Yes.

5

Q. I act for the family of Fariz Tahir, who was a security officer who was killed on this day. As at 13 April 2024, did you believe that CR1 could competently perform the role of CCTV operator on her own?

A. Yes.

10

Q. As at 13 April 2024, did you believe that CR1 could competently perform her role of CCTV operator on her own in an armed active offender emergency?

A. Yes.

15

Q. At at 13 April 2024, did you believe that CR1 could competently perform her role as CCTV operator on her own in an armed active offender emergency working quickly?

A. Yes.

20

Q. You had that belief, despite being at a meeting on 13 April 2024, where it was noted that CR1's responses were too slow, and re-training for her needed to be rescheduled; is that right?

A. Yes.

25

FERNANDEZ: Those are my questions, your Honour.

HER HONOUR: Thank you.

ROFFE: No questions, your Honour.

30

HER HONOUR: Ms Callan?

CALLAN: No questions, thank you, your Honour.

35

CHIU: No questions, your Honour.

CLARKE: No questions, your Honour.

JORDAN: No questions, thank you.

40

HER HONOUR: I'll just check with court 2, please.

MATHUR: No question, thank you, your Honour.

45

FRECKLETON: No questions, thank you, your Honour.

HER HONOUR: Thank you.

SPEAKER: Likewise.

50



LTS:DAT

HER HONOUR: Thank you.

SPEAKER: Likewise, no questions, your Honour.

5 HER HONOUR: Thank you. Mr Casselden?

CASSELDEN: No questions, your Honour. Thank you, Mr Stuart.

10 HER HONOUR

Q. Thanks very much, Mr Stuart. You're excused.

A. Thank you.

15 NO EXAMINATION BY MS CHRYSANTHOU, MR ROFF, DR FRECKELTON,  
MR CHIU, MS CALLAN, MR JORDAN, MR CASSELDEN, MS CLARKE,  
MR GNECH, MS MATHUR, MR PENN, MS ROBB, MR WILSON AND  
MR LYNCH

20 <THE WITNESS WITHDREW

DWYER: Your Honour, the next witness is Mr Brad Goldberg. I call  
Mr Bradley Goldberg.

25 HER HONOUR: Thank you.

DWYER: We obviously won't get his evidence finished before lunch, but  
perhaps we could start and break at 1.

30 HER HONOUR: We'll start, yes. Thank you.

LTS:DAT

<BRADLEY MARTIN GOLDBERG, AFFIRMED(12.38PM)

<EXAMINATION BY DR DWYER

5 Q. Could you please tell the Court your full name?

A. Bradley Martin Goldberg.

Q. Your current occupation and position?

A. Yep, risk and security manager at Westfield Bondi.

10

[REDACTED]

[REDACTED]

15

[REDACTED]

20

[REDACTED]

25

[REDACTED]

30

[REDACTED]

35

[REDACTED]

HER HONOUR: Yes, thank you.

40

DWYER

45

Q. I'm going to try to make your evidence accessible to everybody listening here, but it's the case, isn't it, that you have provided five statements to assist the Court?

A. That's correct.

50

Q. There are multiple annexures attached to those statements of things like policies and procedures and induction manuals and training records, and they are available to her Honour and to parties who are represented in court?

LTS:DAT

A. That's correct.

5 Q. Your five statements were provided in response to certain questions asked of you by the counsel assisting team. I just note that there are three statements in February 2025, one statement in March of 2025 and one statement in May of 2025. I take it you did your best to present that evidence in a truthful and comprehensive way?

A. Yes, I did.

10 Q. If there are any amendments that you need to make to specific aspects of those paragraphs, we might do that in writing perhaps over the lunch, just so that we don't lose everybody trying to follow all the evidence as we start. You are the risk and security manager at Scentre. You were, I think, appointed to that role in 2018; is that right?

15 A. That's correct. I started at Westfield Sydney in early 2018, and then I moved to Westfield Bondi in - at the end of 2019.

Q. Are you physically located in Westfield Bondi, your office?

20 A. Yes, I am.

Q. You explain in your statement your extensive qualifications and your experience leading up to that role. I'm not going to ask you to repeat your CV, but in essence, prior to moving to Bondi Junction, what role were you doing?

A. Prior to--

25 Q. Sorry, prior to moving to the Scentre Group?

30 A. Prior to Scentre Group, I was with a, a security contract provider doing work for them in regards to CCTV management and things along those lines. Prior to that, I was at the Community Security Group for a few years as well, providing guidance and security there.

Q. Can I ask you to move closer to the microphone?

A. Sure.

35 Q. I'm quite loud, and you're not as loud.

A. Sorry, I'm just--

Q. That doesn't magnify you, unfortunately, the microphone, but it will record you if you're closer to it.

40 A. Is there a way to lower the chair? It just doesn't go further. That's all right.

Q. Okay, I see. Thank you.

HER HONOUR

45 Q. Sorry about that.

50 A. That's all right, sorry. Yep, sorry, so, again, continue. So starting in probably around early 2010, I was working - well, prior to that, I was at the Sydney Convention Centre, where I used to run all the events security for the events there. Post-that, I moved to Southern Cross Group, which was another

5 security provider. I worked there for several years, trying to help them open up a CCTV and technology arm. Post-that, I went and worked for - sorry, I think it was the other way around - the, the CSG, and I provided security training there, as well as liaison with a volunteer group. And then post-that, I went into Scentre Group.

DWYER

10 Q. In essence, the role of the risk and security manager at Westfield Bondi, you say, is three main areas: (1) risk management; (2) security operations - and that includes managing any agreements with contractors or subcontractors; correct?

A. Yes.

15 Q. Then (3) training and compliance of the staff that are employed by Scentre Group?

A. Correct.

20 Q. Obviously, we're going to go to some of that training with particular emphasis on the active armed offender scenario. I'm going to ask you, in the course of your evidence this afternoon, about the setup of Bondi Junction centre operations, including who's underneath you and who's above you; the role of security staff and CCTV operators; the training of those staff and CCTV operators, particularly in terms of handling an emergency; and fourthly, to ask  
25 you to reflect and review on the actions of yourself and your staff on 13 April 2024, and number 5, what's changed and the lessons learned from that tragedy.

30 In your first of five statements, at paragraph 12 you explain that you are part of the Scentre management team, which, at the time of the incident in April last year, included the centre manager, Luke Caleo, and the retail manager, who we've heard from, Mr Joseph Gaerlan, and there are others underneath you, including the facilities manager, the services manager, the marketing manager, the admin manager, et cetera. Are they all employees of Scentre directly?

35 A. Yes, they are.

Q. Below those senior managers are a number of assistant managers and coordinators. That includes the facilities coordinator, Mr Rogers, the risk and security supervisor Mr Zaidi. Are they employees of Scentre management?

40 A. Yes, they are.

Q. Then underneath those persons are a number of security operators or security staff including the control room operators. Are any of the security staff - I'll come to what they do shortly. Are any of them employed directly by  
45 Scentre Group?

A. No, they're not.

Q. What about the control room operators? Any of them employed directly by Scentre Group?

50 A. No, they're not.

Q. We've heard from Glad Group. Clearly Glad Group are the contractor who provides most of the security officers. Is that right?

A. Correct.

5

Q. Are any security officers provided by anybody other than Glad?

A. Glad do - well, they are allowed to use an ad hoc security company to provide us with additional resources if required in regards to big events or things along those lines.

10

Q. Does Scentre vet or have any control over the subcontractor that Glad might use in those circumstances?

A. To a degree, so Scentre do do due diligence checks. They want to make sure that everybody is paid accordingly, make sure they've got the right work environments, et cetera. They want to make sure that the business itself is ensuring that the people are paid appropriately, so to make sure there's no, no cash in hand security companies, so they do audit their books and their licencing and stuff before they approve them to be an authorised subcontractor company.

20

Q. What about training? I'm taking you to some training after the lunch break. But Scentre Group oversees the induction and training of security staff. Is that right?

A. Components.

25

Q. Is it the same whether you are a contractor or a subcontractor?

A. Yes, depending on your role.

30

Q. We'll go to the specifics of that, I think, shortly. I mentioned earlier part of the Scentre management team which includes the centre manager Mr Caleo, and the retail manager Mr Gaerlan. Do they report to you, or are they on the same management line?

A. Mr Gaerlan is on the same management line, but I - we both report to Mr Caleo.

35

Q. Who is the centre manager, is that right?

A. Correct.

40

Q. He would report to the CEO, is that right?

A. There's a few steps in between that, but yes.

45

Q. In terms of your role and responsibility, you say this in your first statement. The purpose of the RSM or the risk and securities manager is, described in your job description as, being the eyes and ears of customer and employee safety and security in their centres. What do you mean by that?

A. So ultimately the role of a risk and security manager is to oversee all the risks associated, so it's not just relating to security risks. It's public liabilities, slips and falls, work health safety risks, as well as compliance along those lines.

50

Q. Can you give us a bit of an overview of the Scentre Group, how many shopping centres the different interests that it has?

5 A. Yeah, so we have 42, we call them living destinations, across the country and New Zealand. They range from larger centres, which Bondi is one of them, to slightly smaller centres in other areas. They pretty much reach 90% of the Australian population, and we try to endeavour to be a place where people will come and actually want to spend time and feel safe and enjoy life.

10 Q. Just to be clear, by living destinations, are you referring to shopping centres?

A. Yes.

Q. Do you mean by that that Scentre Group tries to create a space that people will feel comfortable in while they're doing their shopping?

15 A. And as well potentially coming for dining as well as coming for medical appointments. It's not just a shopping experience. It's somewhere where someone can actually get everything they need done.

20 Q. Compared to the other 42, where does Bondi Junction sit in relation to the size?

A. It's one of the larger ones.

Q. Is that 42 across Australia or across other countries as well?

25 A. New Zealand as well.

Q. Does each of those 42 destinations involve or have a risk and securities manager?

A. Yes, they do.

30 Q. Do you liaise with those other managers to determine what issues are coming up commonly?

A. Yes, we do. We have--

Q. In what way?

35 A. We have a monthly, sometimes a quarterly, Teams meeting obviously with, with the scope of things. We also have a Teams channel where we get announcements and things sent straight to us by, by management or national. We also have quarterly meetings where we speak to - which is held by the director of security and the director of risk in regards to any risks that have  
40 come up, or any learnings from incidences that have come up in the past quarter. And we also look at any policy changes or anything, and that's made sure that that's fed throughout the organisation.

45 Q. Are you aware whether prior to 13 April 2024 any of those 42 centres, destinations, had had an active armed offender through their centres?

A. No, this is the first.

50 Q. With respect to determining how many security staff should be in place including managers and security officers and control room officers, is that something that you have a say in?

LTS:DAT

A. Yes, it is.

Q. Are there, from time to time, different requirements depending on what is going on in the community?

5 A. Yes, there is.

Q. Are there also different shifts that you might require a different staffing component? For example, night shifts as opposed to day shifts?

10 A. Yes, there is.

Q. Weekend shifts as opposed to weekday shifts?

A. Yes.

15 Q. Is it part of your role to determine the numbers of staff that will be required on any particular shift?

A. In regards to the numbers, yes, but who, no. Or how they run it.

20 Q. By way of example, if there was a particular security threat in Australia, would it be part of your role to make an assessment of how that would impact on your centre at Bondi?

25 A. Yes, so we actually pre-do that, so we have a document called the terrorist threat response plan. So in the event that there is an increase in threat level, or we do get any specific threat from - or intelligence that there could be a threat towards any of our shopping centres, we have already done the process, and there's checklists in that process. So going from possible to probable of additional actions that are required to be undertaken within the centre.

30 There's then also costings and additional manhours set out in that document, so there's no need to worry about that. We can just say yes, we are enacting those, and there's no consideration to bring in additional resources to the centre.

35 Q. In your statement, you explained that you also work alongside other emergency services, particularly police, in terms of assessing or responding to threats. Is that right?

A. Correct.

40 Q. Could you explain how you at Bondi work with local police?

A. We're very fortunate to have a great relationship with the police underneath Commander Radmore. Her team is very engaged. We meet monthly at a minimum where we'll sit down and we'll talk about issues in the community, we'll talk about issues in the centre, we'll talk about potentially any threats to the greater community and or us, and then we'll talk further enhancing things.

45 We talk about when new police are coming through, we offer - and we normally work together and bring probationary constables through to get familiar with the centre. And we talk about loss prevention. We arrange loss prevention and retailer information forums which we hold normally on an annual basis  
50 where we invite the retailers to come and give them an opportunity to

LTS:DAT

understand their rights and responsibilities directly from the police what they can and can't do, and how we can assist with them. So we work well together.

5 Q. In the ordinary course of things, barring some terrible emergency like 13 April, you would do things like share crime statistics?

A. Yes, correct.

10 Q. You might share information on particular young people, is that right, who are at risk and who might--

A. That's correct.

15 Q. --come to the centre? And ways in which you can work together. You reflect in one of your statements about that relationship. I think this is the first statement, paragraph 26, how you were able to work with local police on 13 April after you arrived. Is that right?

A. Yes, that's correct.

Q. Can you tell us about that?

20 A. Upon my arrival to the centre, I remember getting a call, looking down at my phone. Sorry, we skipped in a bit, but I had the direct contact number for Inspector Adam Solah, and Adam - Inspector Solah, sorry. Inspector Solah was able to reach out directly to me to try and ascertain if there was one or multiple offenders.

25 Q. I'll come to that specific first. You referred to him as Adam. You'd want to be on a first name basis with the inspector, wouldn't you? You've got a good working relationship, and you can kick into gear as quickly as possible in the event of an emergency like this?

A. That's correct.

30 Q. Just to be clear, I'm going to start after lunch with asking you about training and induction of security officers, the role of security officers, and control room operators. I'm going to ask you about the specific staff on the day. We've already heard a lot about some particular staff members, and I'll ask you to 35 reflect on their competencies and how they worked on the day, and then I will take you to your actions on the day because you received a call, I think, about 3.37pm from one of your staff. You got to Bondi in about ten minutes, and you made your way to the control room after that?

A. Correct.

40 DYWER: Your Honour, is that a convenient time?

HER HONOUR: Yes, we'll adjourn until 2.

45 LUNCHEON ADJOURNMENT

DWYER

50 Q. Mr Goldberg before I ask you about security guards and control room operators, you were explaining before lunch that the risk and securities



LTS:DAT

manager, along with the centre manager, oversees the centre's response to emergencies, and that's why part of your role involves ensuring appropriate training and induction for staff who need to respond to emergencies on the day, correct?

5 A. That, that's correct.

Q. But on 13 April 2024, the centre had what you describe as a comprehensive document for emergency response procedures known as the red book?

10 A. That's correct.

Q. The red book is nearly 400 pages long, it addresses various types of potential emergencies ranging from bomb threats, fires, gas leaks, structural collapses, all of the things that you hope you'll never have to deal with but sometimes do?

15 A. That's correct.

Q. We've got a copy of that at volume 29, I'm just going to ask that to go on the screen, we've seen that before. In the event of an emergency, if you were working at the centre, is it the case that you assume the role as the senior coordinator?

20 A. Normally if I'm on scene, yes, I'll take up the on scene coordinator position.

Q. Who would do it if you're not on scene?

25 A. If I'm not on scene, normally Rahim Zaidi, my RSS, or potentially then one of the facilities team members.

Q. What does RSS stand for again?

30 A. Risk and security supervisor.

Q. The red book sets out the role for various people, if we have a look for example at page 31 of that document; it sets out a significant role for the CCTV operator, is that the case?

35 A. Yes, that's correct.

Q. I'll take you to the role of the CCTV operator in a moment, but fair to say isn't it that most shifts the CCTV operator will be doing something fairly standard, but in the event of an emergency like an active armed offender, they are required to perform with a high degree of skill under urgent circumstances?

40 A. That would be in, in most events if, if required.

Q. So not just active armed offender, but most emergency events, correct?

A. Yes, sorry.

45 Q. You're just being asked to speak up a bit, sorry. I'll come back to that. Can I come to the role of security staff generally; in your first statement at paragraph 33 you give an example of the roles that they perform. You say "Mostly security officers are rovers whose duties are on the floor of the centre". That will come up on the screen. It shows:

50

5 "They do things like general patrols of the centre, customer assistance" - that might be a bit too small - "customer assistance, locking and unlocking doors and roller shutters, placing and removing barricades, daily checks to see if there's any damage or vandalism, turning on and off travelators and escalators, disposing of litter, returning shopping trolleys, performing first aid where that's required, coordinating evacuation procedures, monitoring and observing and reporting suspicious activity and reporting incidents and creating incident reports".

10 Is it fair again to say that for most shifts the role of security officers is not particularly demanding?

A. That, that's correct.

15 Q. How much are they paid roughly an hour, do you know?

A. In regards to what we pay or what they are actually paid?

20 Q. To clarify, Scentre staff, you've already said, employ Glad or contract to Glad to employ security officers. I'm not asking you to reveal exactly the amount of money that is given to Glad to run this operation, but you give them a block of money and they determine how that's split up, is that right?

A. That's correct.

25 Q. Subject to this, you make sure that security officers are at least paid the award wage?

A. That's correct.

30 Q. Are you able to tell us what the award wage is for a security officer on the floor at Bondi Junction shopping centre?

A. Depending if they're on level 1 or level 3, it's approximately around the \$26 to \$27 mark.

35 Q. So although most shifts they're doing those fairly standard things that are requested of them in that list - disposing of litter, returning shopping trolleys, filing out incident reports - in the event of an active armed offender, they are called on to enact emergency procedures in a way that is very demanding, do you agree with that?

A. Yes.

40 Q. They carry two-way radios, is that right?

A. That's correct.

45 Q. Is perhaps the most important thing they would do in the event of an active armed offender to radio in to the control room what they are seeing in terms of the number of offenders, the type of weapon they have and what they have observed them do?

A. Yes, that would be one of the main priorities, as well as getting people to safety.

50 Q. Also in terms of the information they convey where that person is, correct?

A. If known, correct.

5 Q. And I'll come to that specifically in the red book at some stage shortly. It's clear that as at 13 April 2024, security officers did not wear protective vests, is that right?

A. Correct.

Q. They do now?

10 A. That's correct.

Q. They are not required to apprehend persons who are suspected of committing an offence, is that right?

A. That's correct.

15 Q. Are they in fact given any specific direction about that?

A. Yes they are.

Q. What is that?

20 A. As per the LEPRA Act, they, they are advised if anyone is in the process of committing a crime. If they haven't seen it, that's in regards to the normal things like shoplifting, they can't actually detain anyone. In regards to physical incidences, yes, they, they're allowed to go hands-on, under three conditions: one if their life is at risk, if someone else's life is at risk, or if the person is a risk to themselves.

25 Q. And you're saying, for example, if there was a fight between people on level 4, they're allowed to go hands-on, as you say?

30 A. Depending on that situation, yes, if it was safe for them to do so, they could potentially then, but it needs to be reasonable and proportionate.

Q. As at 13 April 2024, what instruction were they given in relation to whether they could go hands-on with an active armed offender?

A. Definitely not.

35 Q. Why was that?

A. Personal risk, personal safety. In the red book it actually states, and it's something that we really do push on, that if your safety comes first - if safe to do so. So in that situation, no, they should definitely not go hands-on.

40 Q. Has there been any change to that direction?

A. No.

45 Q. So what we saw on 13 April was, if I may say so, understandably people, members of the public turning to security guards saying "Do something" or "Get in there", but what do you say about that in relation to their role?

A. To the public or to the guards?

Q. To the guard - what do you say in relation to the suggestion that they should've done more in terms of confronting an armed offender?

50 A. I think it depends on what they were told. If they were told that something

was happening, they were maybe moving towards to investigate. As soon as they know it is an armed offender, they should then have raised the alarm and actually try to get people to safety.

5 Q. I said to you earlier that they do perform a very important role in those circumstances, correct?

A. Correct.

10 Q. And perhaps the most important role, apart from getting people to safety, is to give clear information that will enable emergency services to come in and deal with an active armed offender, correct?

A. Yes, that's correct.

15 Q. And will also enable you to move people away from the point of danger, correct?

A. Correct.

20 Q. To that end there is an induction and training package for security guards that includes active armed offender, correct?

A. That's correct.

25 Q. Before I get to the specific training for active armed offender, you make the point in your statement, that before security guards come to you, they have some basic level of training, correct, and qualifications?

A. That's correct.

30 Q. In your second statement, at paragraph 68, you say this, "There are five steps in relation to" - sorry, excuse me one moment. There are five parts of their core training and induction. Step 1 is that they've got to have a security licence; correct?

A. That's correct.

35 Q. Step 2 is a pre-induction meeting. Are you involved in that?

A. Yes, I am.

40 Q. What's the purpose of that?

A. The pre-induction meeting is to have a, an introduction with the security officer, see how they - what experience they've had, see that they're able to perform the role, see if there's any specific areas of the role that they wouldn't, and then I like to ask three scenario-based questions to, sort of, test their competency prior to accepting.

45 Q. Are their names initially put forward by Glad?

A. That's correct.

50 Q. What are the scenarios based around?

A. One is around a first aid situation regarding coming across a person who appears to be unconscious, and they're not breathing, and then I progress the scenario, trying to see if the security guard will identify the Drs ABCD in regards to initial response, to potentially performing CPR.

5 The second one is around engagement - youth engagement, and I like to speak to if there's a group of kids just hanging around after school, being a little bit of a nuisance but not causing too much trouble, and security approach them, and then they start to escalate, how they would escalate that, how would they report that through, and what assistance they would get. I try to push that scenario to see if the guards will actually go hands-on and move the kids out, which is not what we do.

10 And then the third scenario I ask is regarding shoplifting, and then if a retailer approaches them in the mall and just points out a random person and said, "That person stole," what would you do, just to see if they have an understanding of the LEPR.

15 Q. When you get involved at that stage, you're testing to see if they've got the basic competency and skills, and also the right temperament; is that right?  
A. That's correct.

20 Q. Then there's a third stage, the national life safety induction. They're required to take that course; is that right?  
A. That's correct.

25 Q. The fourth stage is a security site orientation on the first day at the centre?  
A. That's correct.

Q. Are you involved in that orientation?  
A. Not normally.

30 Q. Then the fifth stage is the security officer induction program, and you're involved at that stage; is that right?  
A. At the end, correct.

35 Q. You're involved at the end. Does Scentre assume responsibility for the induction program?  
A. We ensure that it's being followed through and that the - people are giving process along the way, and then we do a competency check at the end.

40 Q. How long does the induction process go for?  
A. Approximately four weeks.

45 Q. Are security staff working during that time?  
A. Yes, on the initial three days, they are rostered on as training shifts, where they're learning the policies and procedures and ensuring they're across, I suppose, the core policies. And then they are commencing their role, and they're getting on-the-job training while they undertake the additional sections of that induction checklist.

50 Q. In your statement you've gone into some details about the various components covered in the induction. I'm just going to focus on the ones that are relevant to 13 April 2024, or most relevant. It includes demonstrating to

the core guard how to use the centre's fire panel, first aid facilities, things like that?

A. That's correct.

- 5 Q. It includes a broad overview of Scentre's use of force and police powers policy, or powers of arrest policy, but it also includes a terrorism awareness module, which incorporates active armed procedures; is that right?

A. That's correct.

- 10 Q. Do you know for how long in Australia the Scentre Group has included that sort of training for its induction package?

A. I do. Yeah, even before my time. So I believe it was introduced way before 2018.

- 15 Q. We have this material in our brief of evidence. I don't need to show it to you, but to be clear, it requires the guards to watch three videos. Are we talking about all security guards, including people who go on to be control room operators; correct?

A. Correct.

20

Q. The videos cover suspicious behaviours and suspicious items and a hostile vehicle and mixed-mode attacks and, importantly, the escape, hide, tell message; is that right?

A. That's correct.

25

Q. The escape, hide, tell message is something that is broader than Scentre Group, isn't it?

A. That's correct.

30

Q. Could you explain where it comes from?

A. Yeah, it comes from the Australian and New Zealand Counter-Terrorism Committee, the framework which was put together in consultation with, I believe, information from overseas and has been delivered, I believe, in 2017 through the crowded places strategy.

35

Q. Does part of the induction involve teaching security guards about the emergency response procedures in the red book?

A. Yes, there are components of that that continue to go through.

40

Q. So what security guards are required to do in accordance with the red book is an important part of their induction training; is that fair?

A. Yes.

45

Q. Is there also a specific induction process for those security officers who go on to be control room operators?

A. Yes, there is. There's a process.

50

Q. It follows from the information that you've been telling us, and my questioning, that in order to be a control room operator, you need to first have worked as a security officer; is that right?

LTS:DAT

A. That's normal practice.

Q. That's normal practice?

A. Mm.

5

Q. Are you going to go on to tell us that there was any deviation from that normal practice with respect to the case of the female control room operator?

A. No, no.

10

Q. In relation to induction, you've told us how you were involved in that initial process after Glad provides the security officers. Are you involved in any part of the training at the end of the induction process for security officers generally?

15

A. Not relating to that. I pass the feedback back on to the supervisors if there is any need for further amendments or training.

Q. In relation to control room operators, are you specifically involved in the induction process?

20

A. Just at the end in regards to checking the competency.

Q. Do you have a greater involvement in the checking process at the end of the induction for control room operators than you do for general security guards?

25

A. It's about the same, and also I have - the RSS is also about to do some of that on behalf of me.

Q. So you might delegate it to the RSS?

A. Correct.

30

Q. Do you or the RSS individually sign off on each of the security guards who are employed, ultimately, at Westfield Bondi Junction?

A. Yes, that's general practice.

Q. What's the reason for that?

35

A. It's just to ensure that someone has actually gone through and tested their competency.

Q. So even though you contract out to Glad the provision of staff and you require basic competencies, Scentre sits over the top of it to ensure that you're getting a person who is properly trained in the role of both security guards and control room operators; is that right?

40

A. We want to ensure that the training's being delivered.

Q. That the training by Glad is being delivered; correct?

45

A. Yes.

Q. Also that your own training modules have been delivered?

A. Correct.

50

Q. Because you participate in the training to some extent, don't you?

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A. That's correct. There are components of the training that external providers do. Myself and then, obviously, the, the security supervisors on the--

Q. Is that in relation to both the induction and ongoing training?

5 A. Yes, that's correct.

Q. Can I just come to some of that training now, and I'll show you your first statement at annexure B, page 24. I'm just going to scan through this statement to cover off on some of the training that you deliver. I've highlighted a couple of different numbers. Even there early on, number 5, terrorism awareness was delivered by you in 2020.

10

DWYER: If Mark can scan down to 28?

Q. Again, you're delivering it in July 2020 to two different groups; is that right?

15

A. That's correct.

Q. At 35, we see an armed intruder training.

20 DWYER: If Mark can scan down to number 240? 240.

Q. Active armed offender training in July 2023?

A. That's correct.

Q. Is there a difference between that and the one that we just saw at 35?

25

A. Was that the armed intruder?

Q. Yes.

A. Yes, there is.

30

Q. In what way?

A. The difference - we have two different responses. The difference between an active armed offender and an armed intruder, two very different scenarios. One, there could be a person that's come in and conducted a, a jewellery store robbery, for instance, maybe discharged a weapon or something in that act, but doesn't have the intention to continue killing and is not demonstrating that, which would be a very different response to someone who is an active armed offender, who's engaged in killing and is continuing to seek to kill and that has access to potential victims.

35

40

Q. We've got a definition of active armed offender in various policies procedures, and you've just given us one there. Is the normal scenario training around an active armed offender based on the idea of a terrorist attack?

A. Mainly.

45

Q. But it also covers a situation that we had on 13 April 2024, where you have random attacks committed by somebody who is suffering from schizophrenia but is extremely dangerous in those circumstances, as demonstrated?

A. Correct. It's - someone who undertakes that kind of act, regardless of the reason, is definitely a danger.

50



Q. Regardless of the intent or--

A. Correct.

5 Q. The training that you would receive in relation to an active armed offender is equally relevant, isn't it, regardless of what the intention of that person is at the time?

A. Correct.

10 Q. There are other examples of that ongoing training. For example, number 260, active armed offender training is delivered again by yourself in October 2023, compared to the armed intruder delivered that same month.

DWYER: If you could scan down, please, Mark, to 293?

15 Q. What we see there on 2 April 2024 - so just a few weeks before this tragedy - was terrorism awareness emergency management workshop. Can you tell us what that is?

20 A. Yes, that's a program run by an external contractor called Fulcrum Risk. Fulcrum Risk have been doing these sessions at the centre for, for many, many years. In those sessions, we - sorry, I'll take a step back. The invited participants to that session is everyone that's in the duty management team, as well as security supervisors, controllers, anyone that's in the position of security supervision. Our cleaning supervisors are also invited to attend that session, yes.

Q. Are security officers invited to attend that session, did you say?

A. The, the security supervisors and controllers.

30 Q. So someone in the position of Mr Gaerlan, does he attend that workshop?

A. Yes.

Q. Someone in the position of CR1, who was in the control room, does she attend that workshop?

35 A. Yes.

Q. In your first statement - so it's tab 1600 - at annexure E, (v), I think we find some part of that workshop presentation. Is that the Fulcrum workshop presentation you're referring to?

40 A. That's correct.

Q. That's one from 2023. Was it the same sort of workshop delivered in 2024?

45 A. The workshops normally get broken up into three sections, and each year, depending on what the current risks are facing, I supposed based on world issues or scenarios or things that have happened, national risk and security will identify which guidelines we believe we should focus on as being the highest risks, and then those are the ones that are rolled out to the centres.

50 Q. Does a component of that workshop always deal with active armed

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offenders?

A. Majority of the time.

Q. How often is it delivered by Fulcrum?

5 A. We do it twice a year, plus a multi-agency exercise every two years.

Q. When you say "we do it twice a year", do you mean the Scentre Group?

A. Yes, or Westfield Bondi.

10 Q. That's done in-house, inviting various people to attend the seminar?

A. That's correct.

Q. You also said a multi-agency workshop?

A. Correct.

15

Q. Is that delivered by Fulcrum as well?

A. That's correct.

Q. How often is that delivered?

20 A. Every two years, round about.

Q. What does that involve?

A. That involves a similar session, but it's Scentre representatives as well as police, ambulance and emergency response.

25

Q. Prior to the events at Bondi Junction on 13 April, when was the last Scentre Group training workshop delivered by Fulcrum?

A. It was - if I'm not mistaken, it was October 23.

30 Q. When was the last interagency workshop?

A. That, that was the one.

Q. That was the inter-agency?

A. Yeah, yeah, sorry.

35

DWYER: Could Mark just turn, please, to p 164? The very next page.

Q. That seems to suggest an emergency management workshop, says pre-April 2024?

40 A. Correct, there was one held in early April, I believe.

Q. If you have a look please at page 162, the very next page, do we see the name CR1 on there - and that name is obviously subject to a non-publication order, thank you - does that show that she attended that workshop on 2 April?

45 A. That's correct.

Q. Along with Mr Helg. You see his name there?

A. That's correct.

50 Q. And Mr Rogers, and Mr Gaerlan?

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A. Correct.

5 Q. Just to give people an idea of the sort of things that are covered in that workshop, I'm just going to scan through a few pages before I move onto the next topic. Page 70, 71, 72. Next page, please. This suggests that in an incident you need to be informed, comfortable, confident. That's ideally what you would like from your staff?

A. Correct.

10 Q. Is it fair to say this. We've gone through security officers. They get paid somewhere between \$27 to \$29. Control room operators, I'll come to, but they're paid - do you know on average how much more than that?

A. I believe they're on a level 5, some of them. But again that's - would have to ask Glad what--

15

Q. Are you able to say roughly what that would be?

A. Probably an extra \$3 or so an hour.

20

Q. The centre asks an enormous amount of people, doesn't it, in the event of an emergency, to be informed, comfortable, confident, and to usher people to safety, to be able to respond in this extreme crisis by delivering accurate information, and to communicate effectively with each other and with emergency services. Is that fair from the outset?

A. Correct, it's across all of us.

25

DYWER: If Mark could just show on the screen, please, p 91 of that document.

30

Q. That starts to deal with the topic of active armed offender, correct?

A. That's correct.

35

Q. If you just run through very quickly some of the points that we see there, active armed offender - guidelines for crowded places is what people are taught, correct?

A. Yep.

40

Q. See the definition there on page 92 consistent with what you've said: "Someone actively engaged in killing or attempting to kill people, and who demonstrate their intention to continue to do so while having access to additional potential victims". And over onto page 93. "Where it's safe to do so, save and protect life, inform those at risk to escape, hide, tell. Notify police, track the offenders on CCTV, facilitate the evacuation of those who can escape safely using the EWIS and PA". That's the public announcements verbally as well as on the display boards. Is that right?

45

A. That's correct.

Q. Then there's the advice. "Delay the offender, restrict movement, support emergency response and investigation activities"?

A. Correct, that's in the, the document, the active armed offender guidelines.

50

Q. Then what the red book does is break down individual instructions for different operators. Is that right? Or for different staff members?

A. Correct, so the red book guidelines are developed in conjunction with the advice from government agencies.

5

Q. Just to clarify something you said earlier, you said that the emergency management procedures are delivered by Fulcrum twice a year in-house. Is that right?

A. We do it twice a year, yes, with Fulcrum in-house, and then there's other additional training as you mentioned before with the guidelines in the training we supplement it with.

10

Q. You said generally the active armed offender issue is covered in each of the training sessions. Is that right?

A. That's correct.

15

Q. That can come down. I don't want to do you a disservice by taking away from the evidence that you've given about various parts of training that you were involved in. Do you want to just give a broad overview of different aspects of your training? What you say is this. You were personally involved in weekly toolbox training. You oversee security officer induction training, and you're involved in making sure that CPR and AED training is there. Can you tell us roughly what percentage of your time is involved in training security staff?

20

A. Yeah, it's not just security staff. It's all staff at the centre. It's probably around 30%. 25 to 30%. Some of those trainings in regard for instance AED training where all the RSMs are Train the Trainer certified. We do not issue certificates, but we've undertaken extensive AED courses.

25

Q. We then make sure that all the guards undertake those courses with us as well just to understand that they've actually done the appropriate course outside and they've gained the understanding of it. And the same as Maybo conflict management. We're all trained in Maybo, and we get recertified on an annual basis.

30

35

Q. Just tell us what Maybo is?

A. Maybo is - I think it's the name of the company that is used, but it's conflict management. It gives us skills to deliver how to de-escalate a situation, how to analyse a situation when you're coming into it, how to talk to people to try and get them from an irrational mindset to a rational mindset. Talks about triggers, emotional responses, just to give people a little bit more insight into how to deal with people.

40

Q. Just to make the point for a final time that you set this out in great detail in various of your five statements, and it's clear that you have to train others to cope with a variety of situations, the rarest of which is the active armed offender. Is that fair?

45

A. That's correct.

Q. Can I come to the role of the CCTV control room operator. You explained

50

this in a number of your statements. The control room is located at level 4 of the car park, or P4 car park. We've seen a photograph and some video of what that control room looks like. In terms of the demands on a staff member who is in the control room, they manage the CCTV captured throughout the centre. This is at paragraph 36 of your first statement.

"They assist in the coordination of responses to issues and incidents that are called into the control room by security officers or third parties including retailers or police. Issues called into the control room are varied and encompass different types, but may relate to customer assistance, contractors, maintenance and facilities, or general security monitor matters. There are numerous screens in front of a control room operator."

Can you remind us how many screens they were looking at as at 13 April 2024?

A. Yes, in front of them they would have had four TV screens above them, four more to the right. They would have had a PC in front of them which is the review station where they would be working on and reviewing incidences. They would have had the access control system which shows the access control system for the centre. And they would have had the EWIS digital panel and the graphics panel.

Q. The EWIS digital panel is E-W-I-S digital panel. Is that right?

A. Correct.

Q. And the graphics panel? We've heard evidence that there's approximately 706 cameras at Bondi Junction throughout the centre, with about 1,600 views. Are they expected to watch those cameras, that is the cameras in front of them, and manoeuvre between different views all day on shift?

A. No.

Q. What's the relevance then of the cameras being there?

A. So the, the way - I think it's actually important context. The control room operator is there to sort of be a bit of a hub. They will deal with contractors relating to coming to do work at the centre. They'll receive information from retailers about issues with their stores. They will do access issues. And the cameras there on the screens are up for the key risk areas at that time, but also has the ability then for the control room operators upon hearing of an incident or something occurring from the officers on the ground - so the officers on the ground are rostered to specific locations to maximise their visibility, and as soon as something in radioed in, that gives then the control room operator the ability to get eyes on, is what we call.

Q. I'll just remind you of some of the things in the red book about the CCTV operator. It says - this is - doesn't have to come up on the screen, but this is tab 993 page 328. The CCTV operator in the event of an active armed offender has to access the CCTV immediately to substantiate the reports and locate the offender, ensure the CCTV room is secured, ensure a secondary controller is available in case of a review that needs to happen, or multiple

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offenders.

5 They need to play back the CCTV to locate the offender, et cetera. Via radio, they need to convey the critical information to the PA announcer, chief warden, and police on site. They need to monitor the offender and continuously update the PA announcer, chief warden, and police, and then make various PA operator announcements. Correct?  
A. That's correct.

10 Q. They need to then shut off the mall music, use the EWIS evacuation tone for three seconds to get the attention, send the relevant PA message, correct?  
A. Correct.

Q. Then act as the liaison to police?  
15 A. Well, not all of those roles, but if they have that ability there, but they can delegate some of those roles.

Q. What they do need to do in terms of those roles is receive information that's coming into them about the active armed offender?  
20 A. Correct.

Q. And then contact the emergency services triple-0?  
A. Correct.

25 Q. They need to be responsible for the PA announcements at least until somebody else can do that. Is that right?  
A. Correct.

Q. It's a huge responsibility on the person who is sitting in the control room, isn't it?  
30 A. Yes, it is.

Q. What we've heard from one of the witnesses so far, for example, Jerry Helg says it's one of the most stressful roles in a centre because you might have to manage multiple incidents occurring at one time. You need attention to detail. When you're managing different incidents that's particularly exacting. Do you agree with that?  
35 A. Yes.

Q. Is it in your experience, or has it been difficult to recruit someone to that role?  
40 A. Yes, it's been very difficult.

Q. Why is that?  
45 A. I suppose there's a few things there if we go back to the transition if I may of the contract?

Q. Please, yes?  
A. Prior to, to Glad taking over, we had a security team on site which had  
50 been there for five plus years. They were very experienced. They've had a lot

of experience in that time they, they worked together. They gelled well and formed. When the contract changed over, 70% of the staff declined to stay on, which normally when there's a contract transition, normally a lot of the staff stay on. So we were left with two CCTV controllers at that time, and we did need to start recruiting, or Glad needed to start fulfilling the roles of the required staff.

Q. Can you remind the Court when Glad took over the security contract?

A. 3 September.

Q. In 2023, is that right?

A. Correct.

Q. Why the change?

A. It's every five years they were up for tender, so it goes to a national tender process.

Q. As at September 2023, you became aware of some significant difficulties in terms of attracting CCTV controllers, correct?

A. Correct.

Q. Some steps needed to be taken after that time to try and recruit new CCTV operators?

A. That's correct.

Q. How was that accomplished?

A. We had meetings with Glad just in regards to general recruiting of staff. Glad put in a lot of incentives and measure throughout their networks. They raised what was then the pay rate I believe that they were paying that role to try and attract more people. They also put out referral bonuses to all their staffs, and they also tried to get controllers that were at other centres to try and come across to Bondi.

Q. Can you give us a general idea as at April 2024, what would somebody in the control room be expected to do as a daily task, absent some extraordinary emergency like this?

A. Daily, the control room operator is - most of the time they would be doing incident reports. We probably have around 90 to 120 incidents a month. Those come from slips and falls, to property damage, to minor first aids or major first aids, and each one of those incident reports has to be quite thorough.

Our Beakon incident report system is very detailed, and a lot of that is very heavily reliant on the public liability incidents that may occur, and ensuring that we capture all the relevant details regarding CCTV, statements from people, photos, anything that could assist anyone with public liability or damages, and as well as any first aid or general antisocial behaviour, which then assists us with passing that information on to police to also give them crime statistics and that.

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Q. So in relation to the incidents, you've made it clear this was the first time Scentre Group had ever had to deal with an active armed offender, but there had been some major incidents that Scentre Group have to deal with, for example suicides in Westfield, is that right?

5 A. That's correct.

Q. And also people fighting, is that right?

A. Correct.

10 Q. And obviously theft is an issue for every shopping centre, correct, and so each of those are the type of incidents that would require significantly detailed incident reports?

A. That's correct.

15 Q. So part of the skills for the CCTV operator involve not just being able to operate the actual panels in the events of an emergency, but also report writing?

20 A. Correct, they would get the basic report from the security officers on the ground. So the security officer would hand write the incident report, provide that to the CCTV controller and then they would start to collate the information, they would transfer that into the Beakon system, then they would archive the CCTV footage associated to that incident, also take photos of that, put all the information, collate it into the Beakon system.

25 Q. Would you expect a control room operator to be busy on an average shift?

A. Very.

Q. Should there be moments of boredom during that control room shift?

30 A. Not really, there's lots of tasks to be undertaken.

Q. Have you reviewed the control room video of the female operative on 13 April 2024?

A. Yes I have, components of it, not the whole shift.

35 Q. Do you see in that lengthy periods where she doesn't appear to be doing - I don't mean to denigrate her at all, because it might have been a misunderstanding of the role, but it appears that there's long periods where she's not busy, is that fair?

40 A. That is fair.

Q. Is that usual or would you expect that?

45 A. It, it also depends on the day of the week and the shift and the, the time. So during the week there's a lot more contractor engagement and contractors coming through the centres. On the weekends, not so much, but you would expect there's, there's still some work to be, to be undertaken.

Q. The hours that that operator was working on 14 April(as said) was 6am to 6pm, was that an average shift for a Saturday?

50 A. Excuse me, yes the, the normal, the--



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Q. 13th, I beg your pardon.

A. Sorry?

Q. I beg your pardon, on the 13th, was that an average shift for a Saturday?

5 A. Yes.

Q. Have you reflected, in terms of recruiting, on whether or not that's an appropriate length of time?

10 A. It's - when, when it comes to - yes, I've, I've reflected, but when it comes to ascertaining the hours and the guards, we provide a manning chart, which stipulates where, what we need covered, how that's covered in regards to cutting shifts or breaking shifts or moving them, that's up to the contract provider, but yes.

15 Q. I'll come to some changes at the end of your evidence, but I asked you whether or not it was difficult to recruit that role of the CCTV operator, you started talking about the handover to Glad and some issues around that. Is there anything about the job itself which makes it difficult to recruit to?

20 A. Yes, obviously it's a, a high pressure job and it's long times in the chair.

Q. For fairly modest pay might I suggest to you, do you agree with that?

A. I agree.

25 Q. And you're the only one - as at 13 April 2024, CR1 was the only one in the control room, is that still the case, that there is only one operator at a time at Bondi?

30 A. There, there's only one operator, but there's always a supervisor who's rostered on, and that supervisor is based in the control room. They're not there all the time, they do need to respond to, to issues or incidents or, or attend meetings, but for about 70% of the day there's, there's normally a second person in that room.

35 Q. Just thinking about 13 April and reflecting on what the role required at the time, if somebody was going to take a lunch break, would you have expected that position to be filled by the rover or supervisor?

A. Yes.

Q. What about a bathroom break?

40 A. Yes.

Q. You would've expected that to be filled by a supervisor, is that right?

A. Or an appropriate person.

45 Q. So in your mind, as at 13 April 2024, the CCTV room should never have been left unoccupied, even for a minute or so that it takes somebody to go to the bathroom?

A. Generally not, it's definitely not preferred.

Q. Why is that?

50 A. Because things can happen quickly.

Q. Was that written down anywhere in terms of a guidebook, a policy or procedure?

A. No.

5

Q. Was it part of the training that that's what should happen?

A. There was definitely expectation that the, the control room is always manned.

10

Q. I appreciate that was your expectation.

A. Yeah.

Q. Do you think that that was communicated effectively--

A. Yes.

15

Q. --prior to 13 April 2024?

A. It was a strong understanding and communicated across.

Q. How was it communicated?

20

A. In - just in the trainings at the time of the control room.

Q. That you could never leave the control room unoccupied?

A. That it needs to be attended, yes.

25

Q. Do you think that there - just reflecting on it, I'm not looking for a blame flowchart--

A. Yeah, yeah.

Q. --but reflecting on it, was there room for confusion do you think?

30

A. Potentially, yes.

Q. So is that something that has been addressed since then?

A. Yes it has.

35

Q. In what way?

A. There is a policy now that it needs to be manned and there's actually placards in the room that actually state "This room needs to be manned 24/7", as a reminder. So if you're walking out, it's, it's there in front of you and it has been amended that it needs to be manned 24/7, and that is strongly, strongly emphasised.

40

Q. Forgive me if you think I'm being pedantic, but having somewhere manned 24/7, but you're the only one in there, might still leave some confusion that if you need a bathroom break you can duck out there?

45

A. No, yes well now everyone knows that there needs to be someone that comes in and calls, you need to call someone to come and relieve you to have a bathroom break.

Q. Has there been consideration to having two people in that operating room at any one time on shift?

50

5 A. What we have done on shift is move the supervisor's desk in there as well. So normally now there's about three people in that room to, to assist. But in regards to rostering two dedicated controllers, not at this stage, just due to the work at the moment I think, well..(not transcribable)..not quite sure, it hasn't been addressed to have two controllers at one time.

Q. Is it part of the consideration at the moment, given what happened on 13 April?

10 A. I believe we're looking holistically across all of our operations and busy looking at those things at the moment.

Q. Can I suggest to you the reason for it is this, that in the unlikely event that you have an emergency, like an active armed offender, it's incredibly difficult for that person on their own to try and manage the huge expectation on them, would you accept that?

15 A. Definitely, that's why we assign a secondary person on the DCER which I know may be outside the room at the time, but also normally during the week when we have the supervisor or the S2 in the room, they will jump in and assist with that.

20 Q. No doubt you will be interested in any recommendations that come from this inquest, correct?

A. Very much so.

25 Q. And that Scentre Group would be happy to look at any recommendation in relation to staffing if it's made by her Honour after considering all the evidence?

A. Definitely.

30 Q. Can I come to the training of CR1 who was in the control room at the time, reminding everybody that there's a non-publication order over her name, but it might be just easier in terms of understanding. That you've provided information in relation to training generally about CCTV operators, and training of CR1 specifically, and you deal with this in your second statement from paragraph 136. You note that she was a security officer employed by Glad Group. Her first shift at the centre was on 5 November 2023, where she worked as a rover.

40 Between 1 January 2024 and 13 April 2024 she was rostered to work on 55 occasions, approximately four shifts a week, and her first rostered shift as a control room operator was on 8 February 2024. You note that her training in the control room commenced on 27 December 2023. Elsewhere in your statement you indicated that usually you would have a control room operator work as a security officer for about three months before they went into the control room, is that right?

45 A. That's correct.

Q. In CR1's case though she started on 5 November and by 27 December she was in the control room on shifts, so that's after about almost two months. Was that because of the pressure to get control room operators in there?

50

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A. And additionally there was another control room operator who was going on extended leave, and there was a requirement to backfill his role. So they needed to upskill a, a controller to take up that shift.

5 Q. So as at 13 April 2024, how many people did you have who were available to work as a control room operator?

A. There was four controllers plus Lulu Fatima who was the S2, was a, who was a previous controller.

10 Q. Were all of those person employed by Glad Group?

A. Yes.

Q. What are the shifts that they were required to work from Monday through to Sunday?

15 A. There, there's no - the day controller shifts are 6 to 1800, and the night shifts are 1800 to 06.

Q. So there's somebody in that control room at all times, is that right?

20 A. Correct.

Q. Does the staffing vary from day to night?

A. Yes it does.

Q. Does the staffing vary depending on the day of the week?

25 A. Yes it does.

Q. Is there capacity for a surge or an increase in staffing if you expect more foot traffic, for example Christmas or Easter?

30 A. Yes there is.

Q. Is there also capacity to increase staffing if police let you know of a particular expected disturbance in the area?

35 A. Yes there is. We actually did that post-October 7, where obviously the Middle East conflict kicked off and Scentre Group took a decision across all its centres before the national level, threat level raise or whatever, to increase visual presence and guards across all our centres, specifically looking at some of our key centres.

Q. And that included Bondi Junction, is that right?

40 A. Yes it did.

Q. So we know what the staffing was on 13 April 2024. CR1 was in the control room and who else was expected to be in the control room with her?

45 A. Well during that time it would've been the, the S1, S2, when he wasn't on the floor or, or checking on things, yes.

Q. During the relevant period, when Mr Cauchi commenced his attack, CR1 was there on her own, and the supervisor was at training, is that right?

50 A. That's correct.

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Q. Sorry, I'm reminded of course, at the time of the actual incident, when it commenced, CR1 was out of the room at a bathroom break, correct?

A. That, that's correct.

5 Q. You're saying that wasn't in accordance with policy, but you accept there was some room for confusion as to why she might not have been there?

A. Correct.

10 Q. Her supervisor was in training with two others, was that in accordance with policy, that she might be left alone without immediate access to a supervisor?

A. At that time it was.

Q. Is that the case now?

A. She hasn't returned.

15

Q. No, sorry, in general, in relation to the control room operators, is it the case that on a Saturday a supervisor could be taken away for training?

A. Or for operational matters.

20 Q. So I just come to her training, back to CR1's training in particular, you've given evidence previously that you were involved in the induction for a CCTV operator, correct?

A. Correct.

25 Q. Were you involved in the induction for CR1?

A. For the check-in, yes.

Q. What do you mean by the check-in?

A. No, the--

30

Q. At the end of the induction?

A. Correct.

35 Q. Do you mean by that the end of her induction as a security officer, or the end of her induction as a CCTV operator or both?

A. Both. Either Rahim and myself were both across it.

Q. So you said sorry either Rahim or yourself?

A. Correct.

40

Q. Rahim is the RSS?

A. Correct.

Q. Could you just tell us what that acronym is again?

45 A. Yeah, risk and security supervisor.

Q. Is there a record kept by Scentre of the sign-off by either yourself or Rahim on the security officers and the CCTV operators?

A. Yes there is.

50

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Q. Where is that kept?

A. The security induction checklist which is the, the hard copy is normally kept downstairs with the, the security team.

5 Q. The security induction checklist, is that right?

A. That's correct.

DWYER: Could I have please tab 1600A, the first statement of Mr Goldberg, BG14.

10

Q. This is just a blank document, it's page 475 I hope and this might be the document - that's a blank checklist for control room training?

A. Correct, that's the control room one and the other one I was referring to was the security induction, the normal officer.

15

Q. I see. With respect to, let's take the control room training, because it's relevant to CR1, who is that document initially filled out by?

A. The people undertaking the training with the person.

20 Q. For Glad or Scentre?

A. Glad.

Q. That document is then signed off by Scentre management, either by yourself or the RSS, is that right?

25 A. Correct.

DWYER: If you just scan down please, Mark, to the bottom of that document.

30 Q. We see room for a signature for the risk and security manager to do that and make comment, is that right?

A. That's correct.

Q. On 31 January 2024, Lulu Fatima and Andrew David signed off on CR1 using a checklist; is that right?

35 A. That's correct.

Q. They confirmed that she had been formally trained in all the required aspects of the control room; correct?

A. That's, that's correct.

40

Q. I'll come to her checklist firstly, but were you in court during the evidence of both Lulu and Andrew David?

A. Yes, I was.

45 DWYER: If we could have on the screen tab 1553, vol 40.

Q. You may recall that Mr David was shown the red book audit for 5 January 2024, which shows that CR1 had a 75% pass in relation to the active armed offender. Are you familiar with this document? I appreciate it's a Glad Group document.

50

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A. Yes, I am.

Q. How are you familiar with it?

5 A. I'm familiar with the process of the red book audits, which forms part of our contract agreement. So the contract provider - or the CSM at the time - has a requirement to do two red book audits per guard per month, and that spits out a number, so approximately 50 for us, that shows that they are ongoing and that they are training their, their officers. It also then gives them the ability to see where they need to increase that training.

10

Q. Are you responsible for those audits?

A. No.

Q. One of your staff members is; is that right?

15

A. No, that's the--

Q. That's a Glad Group - it's responsible?

A. That's a Glad.

20

Q. But you've seen that those documents exist as part of your understanding of the contract with Glad?

A. Yes.

25

Q. Would you expect that prior to someone being inducted, they would get 100% in terms of understanding the active armed offender component?

A. Yes.

30

Q. Is that communicated to Glad, that is, Scentre's understanding that there needs to be 100% understanding of the active armed offender component?

A. The understanding of the component in regards to the trainings that they've undertaken, the training, they have a good firm understanding of it. In regards to the percentages on these, that is more for, for Glad to see where they can upskill and what levels that they need. We use these to ensure that the guards are getting ongoing training, not that we're checking the guards.

35

Q. If I can ask you to accept from me that there was a further audit on 17 January 2024, where there was, again, 75% pass? That's not enough, is it? You'd have to undergo further training after that point in time, wouldn't you, to be satisfied--

40

A. Yes.

Q. --that somebody understood their obligations?

A. Yes.

45

Q. You would expect that a further audit would have been conducted on CR1 after a 75% pass mark?

A. Yes.

50

Q. Are you aware of whether or not that was done?

A. I'm unaware.

Q. If it wasn't, you'd be disappointed that that didn't happen; is that fair?

A. Yes.

5 Q. That's not in line with Scentre's expectations of what should have happened?

A. No, we, we set quite a high standard of what, what we expect.

DWYER: Can I have on the screen tab 1275?

10

Q. You see there, there's "Active armed offender red book ERP". Do you know what that acronym is?

A. Yes, emergency - like, that's a red book.

15 Q. We see there, in fairness to Glad, that CR1 has had training and been signed off on 16 March 2024?

A. Correct.

20 Q. Mr Helg has given evidence that she has signed that book. Were you aware that there was ongoing training delivered by Glad in relation to active armed offenders?

A. Yes.

25 Q. But you would expect that an audit would be carried out after that time to see whether or not somebody did understand the training?

A. They had a requirement to do audits on all of the topics, but yes, at some stage they would have had to readdress that topic.

30 Q. If somebody had only passed at 75%, you'd expect there to be a further audit conducted after that training; correct?

A. Yes.

DWYER: That can come down, thank you.

35 Q. Were you told at any time before or after the induction process had completed for CR1 that she had difficulties understanding what was required of the control room operator?

A. No.

40 Q. Were you told that she had any issues at all in relation to understanding active armed offender issues?

A. No.

45 Q. I've shown you a document that was signed off by yourself or the RSS in relation to CCTV operators. Can I show you this is example, which is at tab 1225? This is another staff member, not yourself. This was placed on the screen in relation to another witness, but do you see there the different components: computer knowledge, EWIS, panel operation, archiving CCTV. They've been signed off on different dates. If I can ask you to accept that  
50 there are about six different signatures in that area that have been redacted.



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That's the type of document you would expect to see, wouldn't you, being completed? That is, different dates, different signatures, because you can't possibly deliver all that training on one day; correct?

A. Correct.

5

Q. The purpose of that document is to have different dates and signatures so you can ensure that that - it's not just a tick and flick - those components are being delivered?

A. Correct.

10

DWYER: If you scan to the bottom of that document, please, Mark.

Q. What we see on that, that's not your signature. That's the signature of somebody else on that particular day, indicating that Scentre's signed off on it, in effect?

15

A. Correct. Not, not on the training, sorry. On - that's on the assessment, that they've - they reviewed it.

Q. Is that indicating that Scentre has reviewed that document? Is there an indication Scentre's reviewed that document to you?

20

A. Yes.

Q. In what way?

A. That's a Scentre Group representative.

25

Q. They've just accidentally put their signature in the wrong place; is that right?

A. The redacted section?

30

Q. Yes.

A. Yep.

Q. The name is there of the trainee, and the--

A. Yes, yes.

35

Q. The name is there of the Scentre Group person in the place that the trainee's name should go; is that right?

A. That is the person that just reviewed the document, yeah.

40

DWYER: That can come off the screen. Could I now have the document that was filled out in relation to CR1.

Q. Do you recognise that document?

A. Yes, I do.

45

Q. Those signatures are not yours, are they? Those red pens. They're the signatures of Andrew and Lulu; do you see that?

A. Correct.

50

Q. If you scroll down to the bottom of that document, there's no signature on

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the bottom of that document; correct?

A. Correct.

Q. That should have the signature of either yourself or the RSS; is that right?

5 A. Correct.

Q. If you scroll to the top of that document, page 1, I think we see there an email, "Hi, Bradley and Shaun" - the Bradley is you, of course. Signed off by Mr David, that email. In relation to CR1, there's a notation there:

10

"CR1 is signed off by both myself and Lulu and ready to commence position as control. There will be things that she will only learn if given the opportunity to step into the role, and myself and Lulu will be here to provide this feedback."

15

31 January 2024, you've already given evidence this is at a time when there's some pressure to be able to find staff to work the control room; correct?

A. Correct.

20 Q. Do you remember now, sitting there in that seat, reading this document in relation to CR1?

A. Yes.

Q. Was there any concern that you had with it?

25 A. In regards to the multiple dates, I believe that they'd lost the original paperwork. There was a lot of confusion with paperwork around that time. With so many training managers, it wasn't uncommon for the originals to get misplaced at that stage. So my initial thought when I saw that is that they lost the original, and then they've just signed it on the date that they finished everything.

30

Q. That was your thought. Did you raise that with Mr David or with Lulu?

A. Not at that stage.

35 Q. At any stage prior to 13 April?

A. Yes, when we undertook the reviews with her.

Q. When you undertook the reviews with her, you mean CR1?

A. Correct.

40

Q. When you say you undertook them, who are you referring to there?

45 A. Well, Rahim, I believe, Zaidi, the RSS, conducted the first review with Lulu(as said) at some stage and did not pass here. There was a few areas that needed to be addressed. I then subsequently, once she had been retrained and reassessed, went down and spent about an hour and a half with her going through the control room, checking each one of those - use that as a checklist, basically, to ensure we're not missing anything, giving some scenarios, giving some direction on, on what do the systems do, to make sure that we're gaining understanding that she was competent - well, she - that she was trained and understood those procedures.

50

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HER HONOUR

5 Q. Can I just stop? I think you may have mistakenly said "Lulu". Did you mean CR1?

A. Sorry, yes.

Q. That's who you were talking about then? CR1?

10 A. Yes, yes, CR1. Sorry.

Q. Yes, sure.

A. No, no, talking about CR1.

Q. Yes, thanks.

15

DWYER

Q. You talked about a first review that Rahim did and a second review that you did, where you went down and saw CR1 in the CCTV room; is that right?

20 A. Correct.

Q. Are you able to tell us the dates, firstly of Rahim's review?

25 A. Rahim's review would've been maybe close to this period of time, and mine would have been about a week or so, potentially, after, because she didn't pass.

Q. Could you have a look, please - I'll just ask that you be provided with your second statement, which is at tab 1600A in volume 44.

30 DWYER: Courtroom Officer, volume 44, tab 1600A.

Q. If you have a look, please, at paragraph 139?

A. Yes.

35 Q. You see there, you note that on 31 January 2024, Lulu and Andrew signed CR1 off using the checklist. You say that on 7 February, CR1 had her final training and was reported as doing "okay". She had her first shift on 8 February. I'll just pause there. You know, as an experienced risk manager and trainer, that document produced by Glad on 31 January, where you've got  
40 the same date being ticked off with signatures alongside it, is not satisfactory practice, is it?

A. Not for a document like that, no.

45 Q. You were aware of some concerns in relation to CR1 around that time; correct?

A. Correct.

Q. There was pressure to get CCTV room operators, but you had to make sure that she was going to be competent in the role; is that right?

50 A. Correct.

Q. So to that end, you and Rahim took responsibility to do some further checking; correct?

A. Correct.

5

Q. You say, "The first shift was 8 February. In an update on 14 February, to my recollection, following an assessment by either Rahim or myself, CR1 was doing well, but it was considered she required a little more work." We're taxing your memory, but did you take any notes around that time to determine whether or not it was you or your colleague who undertook the review?

10

A. I believe Rahim did the first one; I did the second one.

Q. How have you been able to ascertain that?

15

A. Normally, Rahim - I, I remember distinctly that - Rahim mentioning that he had failed her and told me the areas that needed a little bit more work on. He would normally do the first assessments of the control room operators, because he was a previous experienced control room operator, so he had a lot more insight into the technical aspects of the systems to a degree than, than myself.

20

Q. Do you know what sort of review he did in order to test her on that day?

A. The same I do.

Q. Which involves what?

25

A. Which - sits down with the controller for probably about an hour and a half, maybe sometimes a little bit longer, stepping through each one of those guidelines. We'll ask them to demonstrate to us, you know, the phone procedures, how you would activate the system. Normally, what we do when it comes to CCTV is we'll wait 30 seconds while we're watching it, and we'll see someone in a - like, a red T-shirt walk in. And then I'll say, "Someone walked in in a red T-shirt 30 seconds ago. Follow them for me."

30

Q. Can I have, just before I come back to your evidence about that, tab 1230. Just refresh your memory from that, if you will. That's 31 January, 4.24. It's just after you've been sent her induction sheet, and it says, "Hi, Andrew" - it's from you - "If you feel she's ready, I'm happy to test her tomorrow. Let me know. I'm free in the afternoon. Thanks," and you sign off. Does that suggest, in fact, it was you rather than your colleague who did that first review?

35

A. No, I believe I would have sent Rahim down to the first one, and I did the second.

40

Q. You then, in your second statement, say Rahim was very experienced. You consider that he could've upskilled CR1 in report-writing and incident review training. Were you concerned though that she was in the office on her own during the period where she was not fully skilled?

45

A. In regards to fully skilled, I think she was, she was competent to undertake the basic roles of that checklist. Had she had the experience to potentially deal with the situation that did arise on that day? Unfortunately, I think in hindsight, that, that comes with time. Experience with learning situations, running the things - but could she operate the system competently in a

50

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controlled environment? Yes, she could.

Q. You believed she could at the time?

A. Yes.

5

Q. Was the testing that - I'll come to your testing. You think you conducted similar testing about a week later. Is that right?

A. Correct.

10

Q. In this statement, I'll just ask you to correct it. You say at paragraph 141, "After a further month of working shifts in the control room on about 13 March 2024, Rahim and or myself undertook CR1 through a verbal assessment". You think now that that happened much earlier. Is that right?

A. That's correct.

15

Q. Approximately when?

A. Approximately like maybe a week or two after the initial assessment.

20

Q. Sometime around 14 February rather than 14 March. Is that right?

A. Correct.

Q. Do you have a memory now of sitting down with CR1 during that period?

A. Yes, I do.

25

Q. Was any part of that additional training that you gave on 14 February or thereabouts involved with active armed offenders or how to respond?

A. Not active armed offenders, unless you're referring to, like, how to activate the CME0 and things like that, yes. But did we go through an active armed offender scenario, no.

30

Q. What did you go through then? You think you said the CME0 you went through?

A. Yes, because that's part of the, the checklist, and we talked about when you should activate it, how you activate it.

35

Q. What you did in fact, you say, is go through the checklist similar to the one that I put on the screen. Is that right?

A. Correct, it's to make sure we don't forget anything. Just use that as a guide.

40

Q. That included the EWIS, archiving CCTV footage, following a person of interest on CCTV as you just gave that example?

A. Correct.

45

Q. Did you complete a document similar to this induction one then to go through that checklist?

A. I believe I did.

50

Q. It's fair to say it's not in our brief of evidence, is that right?

A. That's correct.

Q. In spite of the fact that Scentre has produced many thousands of pages of training material?

A. That's correct.

5

Q. Do you know where it is?

A. No, I don't.

Q. What's your basis for saying you believe you did complete that?

10

A. Because at the time I was using it as a step by step to make sure that I was covering everything. And then - sorry. The current process at the time was we would hand all the documentation to the Glad supervisors, and they would upload all the paper-based evidence into our G drive. So I remember at the time when we undertook the assessment, Lulu Fatima was in the room, because we always have a supervisor or someone else in the room while we're undertaking this so they can answer the phone and handle contractors at the window so we don't get disturbed.

15

And upon reaching the end of it, there was a few areas like the incident report writing, some of the bigger things that we needed to address, and I remember turning to Lulu saying, "You heard that. All right, let's work on those things". But I believe I handed that document over to be uploaded.

20

Q. Who did you hand that over to, I beg your pardon?

25

A. I believe it was Lulu at the time.

Q. It's two documents though, I think, that are missing then. Is that right?

I withdraw that. When we see the first induction that was signed by Andrew David and Lulu, it's dated 31 January and was sent to you. It's not signed at the bottom, correct?

30

A. Correct.

Q. Did anybody ever sign off on CR1?

A. That email that we received, we took that they said she was good, and then we signed off our document which I believe is missing.

35

Q. Then you say there's a further induction checklist which you would have--

A. Which is - we would have used the same checklist, but I would have - there was a blank one, and I would have filled it out and handed it over with notes.

40

Q. Are there one or two checklists which are signed by you, do you think?

A. One.

Q. There's the checklist in existence which we've got from Glad--

45

A. Correct.

Q. --and there should be an additional one which was signed off on you, that you think you gave to Lulu, and was not uploaded by Glad. Is that right?

A. Correct.

50

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Q. Is that the same process that exists now in relation to you signing off on control room operators?

A. I make sure that we keep all the original documentation.

5 DYWER: Could I have now on the screen tab 1543?

Q. This is a security induction checklist rather than the control room operator checklist, correct?

A. Correct. This is the initial security guard induction checklist.

10

Q. Did you have any involvement in this particular checklist with respect to CR1?

A. Yes.

15

Q. What was your involvement as compared to Glad's involvement?

A. I believe on the first page I would have signed that she was suitable to commence work or training. This is that part of that review or introduction of a security officer. Then it's handed over to Glad to undertake all the training.

20

Q. Are you at some stage expected to sign off on the completion of her training as a security officer?

A. Yes, myself or Mr Zaidi.

25

DYWER: Could we have, please, I think p 14 of that document? Sorry, p 15.

Q. There's a section at the end of that to be completed upon full induction completion, and is it the centre group manager down the bottom there?

A. Yes, that should be me.

30

Q. That should be you, but that's blank?

A. Correct.

35

Q. What do you say about that in terms of the - what we have in relation to CR1 is we can't find the document in relation to you signing off on her as a control room operator, and we don't have your signature at the bottom of that security officer document?

A. If you wouldn't mind scrolling up in that document, yeah, there. You can see that's the section where we review the officer, and the ticks are where they've passed, and the dots next to it, that was a practice of mine of where they needed to undertake further review, or a little additional training, and I put that back for her to have additional training. It is my understanding that that actually was done, and she had competence in that. I can't recall to why that hasn't been signed off in the end, but that was the review that we undertook.

45

Q. What page are you on there, please?

A. Sorry, I can't see the page number.

Q. That's fine. This is 2 February 2024?

A. Correct.

50

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Q. You've already been told by Glad that she's competent to start her work in the control room, correct?

A. Correct.

5 Q. What we see there is in terms of the final approval interview, she was not able to demonstrate competency in exclusion notices, investigating and detaining youth, jumpstart flat battery, media handling, missing persons?

A. Yes, that was more about policies.

10 Q. What about the mobile device and the offender POI register?

A. We don't really use the mobile devices for..(not transcribable)..anymore, so that is just an old system, so that's left blank.

15 Q. The opinion of the risk and security manager that wrote there was, on 2 April, "Requires further training in the above"?

A. That's correct.

Q. Is that your handwriting?

20 A. Yes, it is.

Q. Who did you expect to give her that training after 2 April?

A. The Glad training manager and S1 or S2.

25 Q. Sorry, 2 February?

A. Yep.

Q. I spoke over the top of you in terms of your answer. Who did you expect to give that training?

30 A. The Glad training representatives or the S1, S2.

Q. Under risk, could you scan up to page 11? Under part H, appreciating that by this stage that CR1 has completed various training in relation to a security controller, but part H specifically says that no new contract staff are to be rostered on for a core hour shift until the risk security manager or representative has been approved for them to start them, and there is a dot there under "No" for the location of sprinkler valve rooms. But no signature?

35 A. No.

Q. What can you tell us about that document?

40 A. Yes, I believe in that situation she needed additional work in that area as well, and that was passed on.

Q. Is it the case that when you're reviewing CR1 in relation to her basic security work in December 2023, you're not prepared to sign off on it because she needed further work?

45 A. That's correct.

Q. She was never signed off on in relation to her basic security work, is that right, in terms of Scentre?

50 A. Well, I was under the impression that she was. I was unaware that this was



5 like that until I saw the documents at the time. We used to run a spreadsheet which was populated with all the required information like the security inductions, the security licences which Glad used to manage and provide for us. Legal powers, all those things. And upon our meetings when we used to check the induction status, it wasn't really shown there, so it may have been missed.

10 Q. You can have good systems of procedures and training, and your paperwork doesn't necessarily match up. But did this reveal that there was at least a problem in relation to the paperwork and signing off on various security officers?

A. Yes--

15 Q. What's been done since by way of review?

A. Definitely we now triple check, and we actually hold all the documents upstairs with ourselves.

20 Q. I just want to come back before I finish this topic in relation to some further issues with CR1. This won't take you by surprise because there were operational minutes that were taken from regular weekly meetings at volume 37, tab 1231, and we're pored over them a little bit already in this inquest. Who was at those meetings?

25 A. At the meeting there would have been the, the business manager at the time being either Shaun Luxford or Cameron Stuart. There would have been the, the site supervisor at the time. There would have been myself, the training managers when they were available. They, they used to attend the meetings as well as Rahim Zaidi, my RSS.

30 Q. You won't be surprised by what I'm about to ask you, but it appears that there were concerns in relation to training CR1. I'm not suggesting for a second that she couldn't have been made competent in this role. But there was concerns in relation to her initial training as a security officer. She wanted to be in the control room. She was being trained up for that, but there were ongoing concerns after her induction. Is that right?

35 A. That's correct.

40 Q. You appreciated that she was going to need ongoing training, a bit of hand-holding in that role?

A. Correct.

45 Q. That's evident from some of the comments in the weekly meetings, isn't it?

A. That's correct.

50 Q. For example, in 21 February, CR1 will still need to do some training especially during multiple incidents?

A. That's correct.

Q. Do you recall now the sorts of discussions that were happening around the additional training that CR1 needed?

50 A. Yes. Majority of the training was clerical to a degree. As I discussed

before, the Beakon incident report system is quite detailed and does require a lot of information. There were some issues in the, in the earlier times with her radio communication and understanding some of the guards, and also just prioritising tasks.

5

Q. Have you read the statement of Scott Wilson who is the expert security advisor who has been called in this inquest?

A. No, I haven't.

10

Q. If I can summarise for you some of his conclusions. He says it should be acknowledged that Glad security identified performance and training issues in relation to CR1. I'll just pause there. It wasn't just Glad. You identified them as well. Is that right?

A. Correct. In those meetings, that was us actually raising the issue.

15

Q. Who were you raising the issue with?

A. The Glad business manager.

20

Q. How were those specific issues being reported to you at Scentre?

A. All the incident report writing things were being given to me by Rahim Zaidi, so his role in the team is to review all the incident reports, make sure everything is correct, and everything is sorted out correctly. He was giving me that feedback. Every now and then I would obviously hear the radio and hear some of the communications, so I'd hear it directly. But mostly from Rahim and the people on the ground.

25

Q. You've said some of the issues included CR1's ability to communicate effectively. Is that right?

A. Correct.

30

Q. She had difficulties understanding some of the other guards and then communicating what they were saying effectively?

A. Initially, yes.

35

Q. She had difficulties processing information quickly. Is that fair?

A. I think a lot of that where it refers to being followed up and asked was more about the tasks. So we would request things to be updated, and that would take time. We would request things in reports, photo names to be changes, or the CCTV that, that was just too slow, and obviously holds up all the other processes that may come from that.

40

Q. Were the other control room operators, I think you had four, is that right?

A. Correct.

45

Q. Were they operating at a higher level?

A. Yes.

Q. Significantly higher than she was?

A. At a higher level.

50

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Q. So there were no significant concerns being raised with respect to other control room operators, is that right?

A. A little bit in regards to incident reports, but not as much.

5 Q. You said that you were raising these issues with Glad, did Glad raise any of the concerns with you?

A. No.

10 Q. Did they appear to take these concerns seriously when they were raised at these meetings?

A. In the meetings it appeared so, and they often had meetings afterwards to discuss how they were going to handle it.

15 Q. There are notes in relation to CR1 on 21 February, 13 February, 24 March, 27 March, 10 April, it's fair to say these are ongoing, right up until close to the time of 13 April, correct?

A. That's correct.

20 Q. Just to remind you on the last notation which was on 10 April, it said this, "27 March was ongoing issues with CR1. Re-schedule full control room training again with CR1"; I'll pause there. You had already had your control room training with CR1 over a month earlier, correct?

A. Correct.

25 Q. Whose suggestion was it that there needed to be re-scheduling of full control room training again with CR1?

A. I believe that may have been Mr Rahim Zaidi.

30 Q. Mr Rahim Zaidi, and who was he saying it to?

A. To, the Glad business managers.

Q. Which was Andrew David, is that right?

35 A. Andrew I believe was there, but also Cameron, like it was the, the business managers who we directed everything to.

Q. And in fact Andrew David left his position sometime in March and it would've been Cameron Stuart, is that right?

40 A. Cameron Stuart and then I think they had other training additional people inside to help.

Q. You were there when it was said that she needed to have re-scheduled full control room training again, you supported that decision?

A. Yes.

45 Q. What did you have in mind by full control room training?

A. I think it was just airing a little bit of frustration that things were taking too long, and to do a big push.

50 Q. By full control room training, it suggests doesn't it that she had issues, deficiencies in more than one area? Again I'm not trying to denigrate her, I'm

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just suggesting that she was - to be fair she was in her 20s at that time?

A. Correct.

5 Q. And she was new to the role and she would need comprehensive training again, fair?

A. Correct, I think it's important to note that the standard that we set for the control room operators is very high, because we were used to having a well-oiled, trained, proficient team before, which had six years plus time in that chair. So we were really trying to strive to get to that level again to ensure.

10

Q. You gave evidence earlier that you or somebody from Scentre was expressing some frustration that the training hadn't been delivered quickly enough or effectively enough, is that right?

A. Correct.

15

Q. What was the response from Glad around that time?

A. There, there were lots of meetings about that and putting training packages together and plans and there, there was lots of talk about it and how they were going to streamline it.

20

Q. Was there any discussion that until she could be fully upskilled, somebody else should be sitting with her at all times in the control room?

A. There was definitely discussion that she needs to be you know on a day, day shift only, not at night where you're left on your own a little bit more, so there is support there of the S1 or the S2 for the majority of the shift.

25

Q. Was there any discussion at that time that she shouldn't be left alone during the shift?

A. Not that she shouldn't be left alone; I suppose in hindsight thinking of a, a situation like this, would've I preferred to have an experienced controller in the chair, definitely. Unfortunately trying to build that experience with someone and upskill them was, was the stage where we were at.

30

Q. Sure, and I'll just put this last entry to you and then I just want to come back to what you said and explore it a bit. On 10 April, so just a few days before this tragedy, the note there is "Reports not being done on night shift and pushing for day shift. Responses from CR1 too slow. Re-training to be re-scheduled for CR1". So had the re-training happened at all between the last time that you'd been there on 27 March and this event, on 10 April?

35

A. I believe they were undertaking additional training at the time.

40

Q. Was there some frustration again on 10 April though that it needed to be re-scheduled?

A. Yes.

45

Q. I'm just asking again for your reflections, I started to read to you something that Mr Wilson says in his report, and just in summary, what he says is that "Although these issues were being raised, it should've been the case that CR1 was never left alone in the control room on her own, due to those identified needs". When you reflect on it, given how incredibly important that role is in

50

the event of an emergency, like an active armed offender, is it the case that your reflection is she should not have been left on her own?

A. I suppose no-one expected the, a situation of this gravity to occur and in hindsight I would agree with that.

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Q. I appreciate that it's highly unusual, these terrible incidents, but you train for them, in terms of the active armed offender, in the event that heaven forbid they happen.

A. Correct.

10

Q. And so you're aware of them as a possibility occurring, and that's why you train for, correct?

A. Correct.

15

Q. Has anything been done to ensure that where concerns are raised in relation to the performance of a controller room operator, they are not in the future going to be left alone?

A. Yes, that's correct.

20

Q. I'll come to those at the end then, I'll just move quickly so we finish today.

A. Yeah, thank you.

25

Q. In terms of the day of the incident, there were 15 security officers rostered on and working at the centre, that include Glad Group's S1, that was

Jerry Helg, who we've heard from. The centre's retail manager, Joseph Gaerlan, the RSS, Mr Zaidi, the facility coordinator, Tyson Rogers and also of course the security staff in the control room. At 3.37pm you were told by Mr Zaidi that there was an active armed offender. You were told there were three casualties so far and he needed you to come in. It was not your work

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day, but you obviously rushed in as soon as you could?

A. That's correct.

35

Q. You explain in your statement that you took a number of phone calls on the way, and in fact you were on the phone to Rahim when he told you that shots were fired?

A. That's correct.

40

Q. Then there were further phone calls to various people as set out in your statement, you parked, you ran in, it took you a while to get in through the security control, is that right?

A. There, there was a slight correction there; I was able to get into the loading dock and, and run through level 1. In my original statement, upon reflecting and looking at the CCTV, that was the next day when I got held up.

45

Q. I see, so you parked and you ran. You arrived at the control room so that you could review the CCTV, is that right?

A. That's correct.

50

Q. So at the time you got there it was I think 3.55pm, is that right?

A. Correct.

Q. You'd been told - that is at the time you got to Bondi Junction, it was 3.55pm - you'd been told that there's an active armed offender, that there were three casualties and that shots had been fired; did you know when you arrived that the attacker had been killed?

A. No I didn't.

Q. What did you do when you first arrived?

A. When I first arrived I remember thinking I need to run through the centre just in case. I ran directly through level 1, ran down to the security control room. Upon entering I saw Joseph standing there taking notes. CR1 in the, in the chair - I think it was CR1 or - no it was CR2 in the chair, and I immediately asked, you know, "Give me an update, what do we know? Are all our staff okay? What's the situation". I believe I asked, or I confirmed if they'd used the CMEO button. I think I then jumped on the radio to make contact with Rahim Zaidi to let him know that I was on site, and to see where he was so I could go and, and support and assist him, and let him know that I was there.

I then like grabbed a vest and started to, to walk out of the office, and I recall seeing a missed call from Adam Solah on my phone, and I quickly returned that call and he asked me "Brad can you confirm, is there one or is there multiple". I said to him "From what I can see and what I've seen, it appears that there's only one, but I, I can't be sure". He said "Thank you, can you get the tones turned off, they, they are very loud", so I radioed for that action to happen straight away. Then Mr Solah said to me "Can you please get a senior officer down to view the control, the CCTV", because they have to verify for themselves if there's one or there isn't.

I then returned to the control room, I believe I radioed Rahim Zaidi to come down and grab a senior officer that was up there with him, and that shortly happened after that. And then Chris Zerial arrived in, into the control room. I then gave Chris the same quick handover that I had, as..(not transcribable).. regional manager on what we knew at this stage, what Adam Solah told me, who had been contacted, and then I grabbed the radio and a vest and I headed up to Oxford Street to assist with, with the response, or coordinating the response at the time. I then got to the top, I think I was met by Rahim Zaidi who gave me a little bit more update and that's, that's when I found out that, when I--

HER HONOUR

Q. Take your time.

A. That some of our staff had been injured. Excuse me.

Q. Take your time.

A. I then remember seeing the, the, Sanjay, the Glad cleaning supervisor to the side and I, and I quickly went up to him and checked with him that all his staff were okay. And, and they, they were accounted for. And then a few other guards came up and I, I checked on them. At that stage they started to bring out people on the, the stretchers, and I remember seeing Taha coming

past me and Rahim calling out, going "There's Taha", and he was injured on the, on the stretcher, being put into the ambulance.

5 Shortly after that, the police requested someone in the, in the loading dock and so I went running through the centre with some of the police to the loading dock, and I know it seems silly but I saw one of the officers that I knew, Peter Woodward, from across the, the mall and he sort of called out "Brad, are you okay", and I called out to him. It was just sort of a comforting moment having, you know, someone that we knew there.

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DWYER: I'm going to pause for a moment.

15 Q. I'm just going to let you pause for a moment Mr Goldberg. One of the things you actually say in your very first statement is that after this incident occurred, you reflected that the relationship between Scentre management and local police helped you a lot in that initial response.

A. Yes. Yeah, definitely.

20 Q. Inspector Adam Solah had your mobile number and he could call you directly?

A. Correct.

25 Q. And when the tactical response group requested a location for their command centre, you liaised with Peter Woodward and that really helped to be able to set up that scene?

30 A. That's correct, when we got to the loading dock all the tactical group was there and they were talking about an area to, to brief and to stage. At that time that's when Jerry Helg and Tretch Moses came in, and that's when Tretch was just blabbering, like he's a giant of a man, and to see him there just blubbering, saying "There was so much blood, so much blood", I just sort of checked on him and got Jerry just to you know comfort him while I dealt with the police.

35 The police were trying to ask for a, an empty store or something and I was saying "No the appropriate area for you would be the level 6 suite", and Peter Woodward jumped in there and said "Yes, that is the perfect place, like that's where you want to be", and that just helped speed it up. And I then proceeded to take the officers up there and that's when they set up the command area, which ended up being the area for the time of the incident.

40 Q. I'm nearly finished. I'm going to ask for your reflections on what went well and what the lessons are. Do you need a break before that, Mr Goldberg?

A. No, no, no I'm okay, thank you.

45 Q. I'm going to take you to the red book requirements, what happened on the day, and learning from them. Before I do, can I just put a few things in perspective, in particular for those who are following the evidence. In these extraordinary circumstances on 13 April, in the space of just under three minutes, Mr Cauchi injured 16 people, and he killed six people.

50 We're conscious, in reviewing these circumstances - we've stepped back from

them, but there are families here listening about their loved ones who were killed in those three minutes, including beautiful Jade up there and Ms Singleton and other people who were killed very quickly after this attack started.

5

The first person, Ms Singleton, was attacked at 3:32:55, and the 16th person was attacked just 15 seconds shy of three minutes. So staff at Scentre - Glad or Scentre staff have a very short period of time in which to react, to get people to safety, to radio, to put on the emergency flags, et cetera; correct?

10

A. Correct.

15

Q. Mr Cauchi was actually running round with that knife for five minutes and 45 seconds. As horrendous as it was - and it's cold comfort for people who passed away, but he could have done more in that time, but for a few important things. There were about three minutes that he ran around and appeared to be disorganised, so it might have been worse if he was more organised.

20

During that three minutes, he was interrupted by Silas, by Damien and by Noel. That appears to have stopped him his trajectory and seriously interrupted the damage he could've done to others. So there's a huge debt of gratitude for those three people that interrupted him during that flow.

25

Of course, it was very fortunate that Amy Scott arrived in the period that she did do, because had she not done that, of course Mr Cauchi could have caused further harm to others. Regardless of what could've been done better during that three minutes, there are certainly lessons to be learned about what could've been done over the whole 20-minute period that followed; do you agree with that?

30

A. Yes.

Q. They're important lessons to learn for next time; correct?

A. Yes.

35

Q. If we remember what the red book required, at volume 29, tab 993, page 325 - I'll just have it up again.

40

DWYER: Sorry, page 3225. Sorry, 325, I beg your pardon. The red book, which is at volume 29, tab 993. Sorry, it's the page number at the bottom right-hand corner, the red page number. It should be 325 of that red number. Thanks, Mark. Just there.

45

Q. The objective in an active armed offender, in accordance with how security and CCTV staff and management are trained, two main objectives: get people to safety, inform police. Five main assignments: notify triple-0, CCTV to be checked, public address system, CMEO - that's the centre management emergency override - and liaise with police responders. Then, of course, that goes on to set out specific roles for the chief warden and specific roles for other actors, including the CCTV operator.

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In summary, in terms of the lessons, we know that during the five minutes and 45 seconds before Mr Cauchi was shot, there was no alarm activated throughout the centre, no CME0 - so no public announcement, and none of the boards that should have displayed that there was an active armed offender. Do you agree that that was too slow in hindsight?

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A. Yes, I can agree.

Q. Can I point out some other lessons? Of course, CR1 was at the bathroom. That was a mistake, because it meant that she was playing catch-up from the time she got back in the CCTV room; is that fair?

10

A. That's fair.

Q. There is one employee who - I don't think her name has been reported.

15

DWYER: I'm going to ask for an interim non-publication order if it's not. GLA2. It's important that people know what we're talking about, but could I ask your Honour to impose at least an interim non-publication order over her name for the moment?

20

HER HONOUR: Yes, I make an interim non-publication order.

Q. You know the name of GLA2, the security guard?

A. Yes.

25

Q. GLA2 is standing on level 5, looking over the balustrades, and sees this horrendous thing, and she explains in her statement what she sees. She says, "I looked down to level 4. I saw that outside Lululemon and near Kookai, there was a man," and she describes him. She says, "I saw the male run towards a woman from behind her and, with a large knife, stab that woman."

30

When GLA2 uses the radio, it's not clear that she conveys that information. What she does say is, "Code black alpha." But that means that somebody in the position of Mr Gaerlan does not know where the offender is, that he's got a knife, the description, or who he's stabbed.

35

A. Correct, or what's actually happening.

Q. Yes, so that left him in a difficult position, didn't it, in terms of responding at that incident?

A. Correct.

40

Q. It meant that, in fact, he ran into the centre where there was the danger zone, rather than following the procedures he was required to do?

A. That's correct.

45

Q. We can see in your training--

A. Yep.

Q. --that staff in GLA2's position are instructed that they need to get hold of the information. They need to convey exactly what they see in terms of location and perpetrator and weapon.

50

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A. Yes.

5 Q. But in this moment, faced with this horrendous thing, which is unprecedented, that information wasn't conveyed. Is there a way to get around that or to train more effectively?

A. Maybe, I believe, there needs to be a dedicated callsign, potentially, for an AAO or, "Code black AAO," something more descriptive.

10 Q. In fact, as you say, "Code black AAO" would convey the gravamen of the information, and then you could go on to say what weapon and where. Is there some form of training that security operators could do in terms of decision-making under pressure?

15 A. Yes, and we've actually started to, to do that. Scentre Group have actually spent a lot of time looking into all the improvements that we can make. They've started to put in systems already, and Bondi was the first place, obviously, to trial them and to see if they would work. Would you like me--

Q. Yes, please?

20 A. So one of them, if you're going into systems, is we've got a secondary CMEO unit now upstairs in, in the centre management office. So it could be easily accessed if someone - if, if the control room was, for whatever reason, unable to do it, too busy - like, there's another area where, where it can be pressed.

25 We also have developed an automated PA system, because obviously, under duress, people's adrenaline and that changes, and tones are very important when, when you're talking on a microphone. So we've got all the pre-defined messages for all our guidelines pre-recorded. That can just be pressed at a button.

30 We've done what we call training in regards to active armed offenders, which I think that some of the others have spoken to. It's done at night, and that is pressure testing. And that's pressure testing, obviously, the controller. But it's also designed to give all the staff, specifically those service staff, cleaning staff, security that are on the ground, a sense of, if it happened where they were, situational awareness. Where's your closest exits? What would you do? How would you get people? What stores have a, an appropriate door that you could push them in? What stores don't have? So it's starting to build that situational awareness for all staff, not just security and management.

35 Cleaners, everyone, to know that, you know, your closest exit may be this door here, then, then the main door which we've come in. Started to undertake that.

45 There's also an additional training which has come in for duty managers, which is how to handle or to make decisions under pressure, under stress. They also go through about tactics and things that you can do to actually reset in those situations to, to try and better manage. That's provided by a new provider, Risk 2 Solutions, who they've brought on, and also Fulcrum Risk have developed an additional package for us, which we're rolling out now for all chief wardens, which is specifically designed at chief wardens and, and

50 pressure testing chief wardens to a higher degree.

5 Q. Related to what you've just told us, there are two other aspects of what happened that I wanted to ask you about. We've seen some CCTV footage. Mr Gaerlan initially gets that information, "Code black alpha," and doesn't know what he's running to. Eventually, he is told that there's an active armed offender at a time prior to Mr Cauchi being shot, and we see him run past the Eckersley stationery store, where there are people outside.

10 He's running to fulfil his duties, but that's the very place where Mr Cauchi actually runs a short time later. Do you think that, looking back on it, the message of getting people to safety was not as well understood as it could be?

15 A. I think it's a little more complex than that, but I agree. I think, in that moment, you know, Mr Gaerlan knew he had a role to achieve to actually take responsibility for the entire centre and all the people within the centre.

20 Getting people to safety, definitely he, he potentially could have said to the few people that were there, but it - for him to get stuck, potentially, trying to do that would take him away from coordinating. But definitely, getting people to safety and other people in the centre, definitely, which--

25 Q. Which really underscores the main message, being the control room operator--

A. Correct.

25 Q. --being able to display the boards and use the PA system; correct?

A. Correct.

30 Q. The last point I want to pick up in terms of understanding what happened, Mr Gaerlan gave evidence that he actually did make contact with the control room, and he said to activate the CMEO and the active armed offender protocol. But in fact, the public announcement was not made until 3.50, so some 20 minutes after - 3.52, I'm sorry. So 20 minutes after the first attack. It really appears, doesn't it, that the female control room operator could not process what was going on quickly enough, and that's, might I suggest to you, some of the lessons of the importance of having somebody very highly skilled in the role?

35 A. That's fair to say.

40 Q. Just in relation to the lessons, also, does it appear to you that there needs to be greater awareness amongst members of the public of escape, hide, tell?

45 A. Absolutely. I've been getting a lot of feedback from people that have been hearing things in the media - you know, the wrong button was pressed - and when, when I turn to someone and ask, "All right. What does escape, hide, tell mean to you?", they, they look at me like I'm - like, "What are you talking about?" So I agree. I think that messaging needs to be out there in the public. They need to know if they instantly see it, what it means and, and to, to act.

50 Q. Can I suggest this to you, too: some of the difficult video to watch was members of the public filming what was going on rather than focusing on assisting themselves and others in terms of the escape, hide, tell, message. In

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this day of digital media--

A. Yes.

Q. Is that a particularly important message to get across?

5 A. Very much so. Situational awareness is important. It's key. If you watch  
some more of the footage, you'll actually see people are just walking around  
looking on their phones while it's all happening around them, oblivious to what  
was going on. And it's, it's actually one of the key lessons I taught my kids  
10 about situational awareness when, when they're out. Just don't be on your  
phones. Just know what's happening around you. It's definitely, definitely a  
key learning.

Q. Before I come to the final point of anything else you wanted to say, are  
15 there any other changes that - we appreciate that Scentre's done a full review  
of the protocols and procedures, and you've been instrumental in that. Is that  
fair?

A. Yes.

Q. I think we've probably touched on the main issues. Are there any others  
20 that you wanted to get out?

A. I think definitely the, the escape, hide, tell. I think the protective equipment  
for the officers. I think that is very important. I think that should also be out  
there. Potentially additional training for officers - or security officers in the  
25 initial Cert II Security, in their licensing area, because - to ensure that that  
training actually gets delivered at the very beginning of, of someone starting,  
instead of waiting for things to come out, depending on which operator they  
join.

Q. In relation to the role of the control room operator, have Scentre Group  
30 gone to the control room operators themselves and said, "What would improve  
your ability to be able to respond? What would improve the attractiveness of  
this job?"

A. Yes, so as you're aware, we redid the, the control room in Bondi to make it  
look a bit more ergonomic and arrange things, and the controllers were  
35 involved in that process to say what is the best layout for you, what works,  
what wouldn't in that situation.

Q. How is recruitment going and retaining for that role now?

40 A. Still very hard, and to be honest, it's, it's been made harder since the  
incident where a lot of people don't want to come work at Bondi in security.

Q. Can I suggest to you, and this might be above your position, but the  
Scentre Group might have to look at different ways to make that role attractive,  
which includes additional staff members there, shorter shifts, and more  
45 remuneration for that role?

A. Yes, I believe that's, that's probably in line with our contract partners  
because they are the ones that ultimately decide what they pay their staff that  
comes out. But yes, I know Scentre Group is not worried about that at the end  
of the day, and it goes to show that when the threat level increased, they didn't  
50 blink an eyelid to increase, you know, the surge guards post October to

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ten additional guards a day. So yes, I believe there is room in that field.

5 Q. Given that focus on safety, they will no doubt - your view is that they would embrace recommendations that come from this inquest in terms of making the community safer?

A. Definitely.

10 Q. Is there anything that you wanted to say to - or would you prefer perhaps to wait until the end of your--  
A. Yeah, I'll wait see, yeah.

DWYER: I'll come back in re-examination with that, your Honour.

15 HER HONOUR: Yes. Mr Fernandez.

FERNANDEZ: Your Honour, can I just raise an issue?

HER HONOUR: Yes.

20 FERNANDEZ: I have no questions based on the evidence adduced.  
However, during the course of the evidence, we've been advised that in relation to Faraz Tahir, that there are no records relating to his site orientation. However, based on CCTV footage that Mr Goldberg understands - based on the CCTV footage Mr Goldberg understands that Mr Qasim Shah gave  
25 Faraz Tahir a site orientation. I have asked for the CCTV footage. I do not anticipate any questions about that, but I can't tell your Honour now that I will have no questions. To avoid Mr Goldberg being brought back on Monday, could I confirm with your Honour's assisting team over the weekend that I will have no questions for Mr Goldberg after I've looked at that footage?

30 HER HONOUR: Yes, certainly. Thank you, Mr Fernandez.

HARRIS-ROXAS: No questions from me, your Honour.

35 HER HONOUR: No questions?

ROFFE: Nothing from me, your Honour.

40 HER HONOUR: No questions?

CALLAN: No questions from me. Thank you, your Honour.

CHIU: No questions, your Honour.

45 CLARKE: No questions, your Honour.

JORDAN: No questions, your Honour.

50 HER HONOUR: Thank you. And anyone in court 2? Does anyone have any questions?

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CASSELDEN: No, your Honour. No questions.

WILSON: No questions, thank you.

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FRECKLETON: No, your Honour, thank you.

MATHUR: Nothing, your Honour.

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HER HONOUR

Q. Was there anything else that you'd like to say?

15

A. Yeah. I'd like to say, you know, in a way, thank you for the opportunity to participate in this. I think it's, it's important to get learnings and for everyone to learn to, you know, protect people moving on, and anything we can do better. You know, we can always learn. No-one ever is perfect. I'd also like to thank, you know, Jodi and her team, especially Amy Scott for the amazing relationship and, and the support, and, and the openness that, that we have with the police. It really helps us and the community as a whole, and it makes it a lot easier to come to work every day.

20

Also just my team, the greater team, and specifically the security team who, you know, who many of them have not returned, and will probably be - you know bear this with them for a long time, yeah, like just recognise their courage. But most of all to the families, my, my heart and my deepest condolences go out to you, and I really - I know that you've been so greatly affected by this tragic event, and no words can truly capture the profound loss that, that you felt, and that you've all continued to feel.

25

I know many of us will carry that day forever, and I, I know all of us at the centre every day when we walk the floor, you know, carry it with us. But that pales in comparison to what, what you have to carry, and I really deeply offer you my condolences.

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Q. Thanks very much, and thank you for your evidence today and for your cooperation. I know it's difficult to go through this again for you too. You're excused. Thank you.

35

A. Thank you.

40

NO EXAMINATION BY MS CHRYSANTHOU, MR FERNANDEZ, MR ROFF, DR FRECKELTON, MR CHIU, MS CALLAN, MR JORDAN, MR CASSELDEN, MS CLARKE, MR GNECH, MS MATHUR, MR PENN, MS ROBB, MR WILSON AND MR LYNCH

45

<THE WITNESS WITHDREW

DWYER: Your Honour, the terrible trauma that the families have experienced, and that first responder's experienced, underscores the need to wherever possible prevent these terrible tragedies happening because it is so difficult to respond to them even in the best case scenario. And next week we shift tack

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5 to look at the mental health treatment for Mr Cauchi, and we ask those who were involved in his treatment to come and explain their role in his treatment, and with respect to psychiatrists, nurses, and general practitioners to reflect on the mental health system and opportunities that were there to offer Mr Cauchi treatment.

10 We will start at 9.30 if we may on Monday, and we start with two nurses who were involved in the treatment of Mr Cauchi in Toowoomba, and then we move onto his primary treating psychiatrist. Your Honour, to ensure that we get through the list next week, if we can start at 9.30 on Monday and Wednesday and finish at 4.30 on Tuesday and Thursday but start at 10, that would be appreciated. And my learned friends will tell me if there's any difficulty with that, particularly of course we're mindful of families, so it's not just the lawyers at the bar table. We want to make sure that that's okay with families, and I'll talk to my friends and family over the weekend.

20 HER HONOUR: Thank you, Dr Dwyer, and thank you to all the parties, legal representatives. And I know it's a terrible strain for the families involved, and all I can say is you just have to go at your own pace. You be here if you want to be here. You watch it wherever it's comfortable for you to watch it, and please let us know if there's anything we can do to make it more bearable. We'll adjourn.

25 AUDIO VISUAL LINK CONCLUDED AT 4.07PM

ADJOURNED PART HEARD TO MONDAY 12 MAY 2025 AT 9.30AM