OPERATION ALMAS

SUBMISSIONS ON BEHALF OF OFFICER C

20 January 2026

1. The following submissions and responses are respectfully made in relation to and on behalf of Officer C, and pursuant to the Submissions of Counsel Assisting dated 29 December 2025.

2. The pseudonym "Officer C" should be retained in the findings of the Commission in relation to Operation Almas.

3. The submissions of Counsel Assisting in paragraphs 298, 299 and 300 are appropriate in relation to Officer C, in particular the conclusion that there are no circumstances "constituting or potentially amounting to police misconduct, administrative officer misconduct, serious misconduct or agency maladministration", on the part of Officer C.

4. Further in relation to Counsel Assisting's submissions in those three paragraphs, it is relevant to note the evidence given by Officer C, in the Transcript at page 241, lines 10 to 23, particularly the following words:

I wish things had not happened the way that they did happen and I wish, you know, yet again, with the benefit of hindsight, maybe if I'd made, you know - how do I put it? Expanded my search or got out, looked over that fence, walked around the building, we may not be here. But unfortunately, that's with the benefit of hindsight. What's happened's happened and my condolences for the family of the deceased person.

5. These submissions on behalf of Officer C support and endorse the submissions of Counsel Assisting, specifically at paragraph 300, to the effect that the evidence "*demonstrated hard working and professional members of the New South Wales Police Force undertaking their roles and responsibilities to the best of their respective abilities and in good faith, at times under significant pressure.*" Indeed, it would be appropriate for the Commission to make a positive finding in those terms regarding the performance of Officer C's duties.

6. Counsel Assisting has helpfully and appropriately included a section headed *Reflections* in the submissions on pages 79 – 80 (paragraph 351). This paragraph contains a lengthy excerpt from the transcript of the evidence of AC Cotter, commencing with the words *"Policing is hard, policing is busy, and there's a lot going on a lot of the time ...".*

On behalf of Officer C it is submitted that the Commission could appropriately include that observation of AC Cotter in its findings, as is the case also in relation to the further observation of AC Cotter that *"... every officer ... every one of those officers went about their duty with good faith and were doing their best."*

7.1 For the sake of clarification, it may be helpful to note the following suggested corrections to Counsel Assisting's submissions, by reference again to the relevant paragraph numbers:

7.2 In the first line of paragraph 124 of Counsel Assisting's submissions there is an apparent error in the words "*but Officer C said she would expect that ...*". The Transcript [T285.7-13] indicates that this was said in evidence by Officer E, not Officer C.

7.3 In paragraphs 72, 73 and 74 (on page 20) of the submissions of Counsel Assisting there are three references to "Officer D", but it is clear from the heading above paragraph 72, which states "*Evidence of Officer C (BLN14)*", and from the relevant portions of the Transcript etc., that each of these three references should be to Officer C, rather than Officer D. For further clarity in this regard, the relevant portions of the transcript are T191.28-45 (Officer C), Day 2, and T193.15-20 (Officer C), Day 2.

7.4 Also in relation to paragraph 73 of the submissions of Counsel Assisting, there is a footnote number 158 which refers to Exhibit 14C. That is the appropriate Exhibit number, but the exhibit itself is incorrectly described in the Exhibits List, where Exhibit 14C is described as "*Statement – Officer D – 4 January 2023*". The transcript shows that this description is incorrect in two respects, specifically the reference to Officer D rather than Officer C, and the date of 4 January 2023 rather than 3 January 2023. Accordingly Exhibit 14C should be described in the Exhibit List as "*Statement – Officer C – 3 January 2023*" [T192.37.]

7.5 Finally, in the Exhibits List there is a further error relevant to Officer C, where Exhibit 15C is described as "*Transcript of Evidence – Officer D – 20 June 2025*". The Commission's transcript shows that this Exhibit refers to Officer C, not Officer D, and so the exhibit should be described as "*Transcript of Evidence – Officer C – 20 June 2025*" [T193.8-9]. I regret that I did not discover those errors in the Exhibits List until this relatively late stage.

Andrew Harris
Solicitor for Officer C
20 January 2026