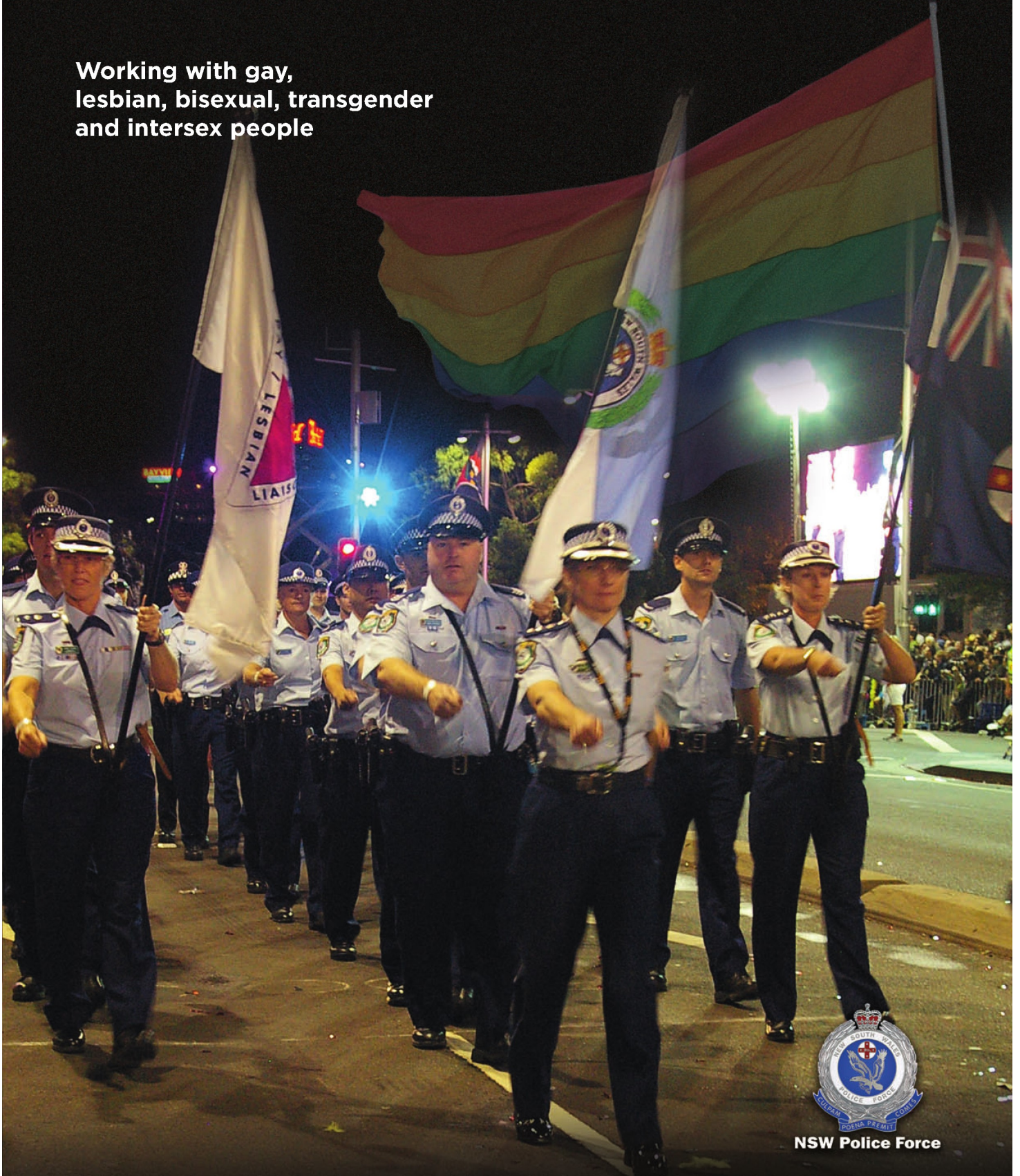


Policy on sexuality and gender diversity

2011-2014

Working with gay,
lesbian, bisexual, transgender
and intersex people



NSW Police Force

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Commissioner's Message



The NSW Police Force has worked actively towards building and maintaining a professional and cooperative relationship with the gay and lesbian community since 1985. The first Gay and Lesbian Liaison Officers were trained in 1990 and our first Corporate Sponsor on gay and lesbian issues was nominated in 1995.

This policy statement is our third - the first policy was issued in 1997 and the second in 2003. These statements illustrate a commitment to improving policies and strategies on gay, lesbian, bisexual, transgender and intersex issues and provide a clear direction for the future.

Our current policy reflects a number of significant changes. It formally acknowledges bisexual, transgender and intersex people as groups vulnerable to prejudice related violence and therefore of particular concern to police.

This policy aims to ensure that these diverse communities are treated with respect, courtesy and fairness in all their interactions with police.

It embodies our core values of excellence, trust, honour, impartiality, commitment, accountability and leadership.

This policy translates the State Plan goals into a set of realistic and achievable objectives that complement the priority areas identified by the NSW Government's *Strategic Framework 2007-2012 - Working Together: Preventing violence against gay, lesbian, bisexual and transgender people*.

It reflects our commitment to building trust and confidence in the NSW Police Force amongst members of the gay, lesbian, bisexual, transgender and intersex communities in NSW resulting in, we hope, increased reporting rates.

A handwritten signature in black ink, appearing to read 'Michael...' followed by a stylized flourish.

Commissioner of Police

Corporate Spokesperson's Introduction:



The NSW Police Force policy on *Sexuality and Gender Diversity 2011-2014 - Working with gay, lesbian, bisexual, transgender and intersex people* supports all NSW police officers to gain a better understanding of, and greater sensitivity to, gay, lesbian, bisexual, transgender and intersex (GLBTI) issues and concerns. This can only be achieved by a range of strategies including the Gay and Lesbian Liaison Officer (GLLO) program, accurate and timely recording of prejudice related crime and the provision of appropriate support to victims of such crime.

There are currently over 150 police GLLOs located across metropolitan and regional Local Area Commands in NSW. Their primary focus is improving the overall capacity of officers within their commands to work effectively with communities in response to key issues such as prejudice related violence, domestic violence in same sex relationships and challenging homophobic bullying in schools.

Police are concerned with providing high quality customer service to all community members. Police are also concerned with delivering good operational results, driving down crime and the fear of crime. Appropriate consideration of sexuality and gender diversity of victims and witnesses in policing practice will assist in achieving both outcomes - satisfied customers and successful operations.

This policy provides guidance to sworn and unsworn members of the NSW Police Force in addressing the particular needs of the GLBTI communities. It has three key purposes:

- to provide a framework and clear strategic directions for police in working with GLBTI individuals and communities in an operational context - whether they present to police as victims, witnesses or concerned community members
- to inform police officers, relevant unsworn staff and the wider community of the principles and priorities guiding the policing of community issues
- to contribute towards a safe and harmonious NSW for members of these diverse communities.

I encourage all NSW Police Force staff to read this document and consider how they can improve their own practice in relation to working with GLBTI people in the pursuit of driving down crime and the fear of crime and ensuring an appropriate and sensitive response to victims and witnesses of crime.


Chief Superintendent Donna Adney,
 Corporate Spokesperson GLBTI Issues

Glossary of Terms Used in This Document



'Sexuality' is an umbrella term used in this document that incorporates the meanings and behaviours defined by one's sexual identity: how someone perceives themselves and how they present to the world, sexual orientation: the direction of one's emotional and physical attraction to others, and sexual behaviour: how a person expresses themselves sexually.

'Gay, lesbian, bisexual, transgender, intersex (GLBTI) people or community/communities' is an umbrella term used in this document to refer to the 'gay and lesbian' community, 'bisexual' people, the 'transgender' or 'gender diverse' community and 'intersex' people. The term is inclusive of people who are same sex attracted, irrespective of the form or level of that attraction, the level of self identification or the identifier used by

them (ie gay, lesbian, bisexual, queer etc), the public status of their sexuality (ie 'out' or 'closeted'), or the level of connectedness to gay, lesbian, bisexual or other organisations or social groups. It is also inclusive of people questioning their gender or with other gender issues.

'Gay and lesbian' refers to any sexuality that involves some form or level of same sex attraction. The NSW Police Force recognises the diverse range of sexualities in the community. The term 'gay and lesbian' is used for ease of reference only and is not intended to exclude any 'same sex attracted' sexuality that does not use the identifier 'gay' or 'lesbian'.

'Heterosexual' refers to any sexuality that involves some form or level of attraction to the opposite sex.

Glossary of Terms Used in This Document

‘Transgender’ or ‘gender diverse’ is a broad category referring to any person who feels their assigned gender does not completely or adequately reflect their internal gender (how they feel). Transgender people may or may not take steps to live as a different gender. Transsexual is a term sometimes used to refer to people undergoing or who have undergone a gender transition. A person from a gender diverse background may express any sexuality – heterosexual, homosexual or bisexual. The terms ‘transgender’ and ‘gender diverse’ are used interchangeably in this document.

‘Intersex’ refers to people born with chromosomal and/or physiological differences, sometimes including ambiguous genitalia and secondary sex characteristics such as breasts, facial hair or build. Most kinds of intersex differences are not readily apparent.

Note: Violence perpetrated against intersex people is usually hate and fear based harassment, abuse or violence based on a perception that they are gay, lesbian, bisexual and especially transgender.

‘Bisexual’ is a term used by some people to describe themselves as physically, emotionally and sexually attracted to both men and women. This policy is inclusive of bisexual people who experience homophobic violence, domestic violence in a same sex relationship or any form of discrimination or prejudice based on their actual or perceived ‘homosexuality’.

‘Homophobic’¹ violence or crime refers to hate and fear based harassment, abuse or violence directed at someone because they are, or are perceived to be, gay, lesbian, bisexual or transgender. It includes physical and non physical forms of abuse and the fear of violence. A victim of homophobic violence may or may not be homosexual. Some people confronted by a transgender or intersex person will feel ‘homophobia’ because they perceive that person to be gay or lesbian.

‘Transphobic’ violence or crime specifically refers to hate and fear based harassment, abuse or violence directed at transgender people based on the expression of their internal gender identity, not their perceived or actual sexuality.

¹ This term literally suggests an extreme psychological and sometimes physical condition. However, in the literature on homophobic violence, it generally refers to a range of behaviours varying significantly from incidents such as verbal abuse to a fatal and brutal physical assault. Further, hate and fear based harassment, abuse or violence directed at transgender people is sometimes referred to as ‘transphobic’ indicating that the prejudice is gender based rather than sexuality based.

Glossary of Terms Used in This Document

'Discrimination' occurs when someone is treated unfairly because they happen to belong to a particular group of people or have a particular characteristic. In NSW many types of discrimination are against the law including homosexual discrimination and transgender (transsexuality) discrimination. These types of unlawful discrimination include when people are treated unfairly or harassed because they are gay, lesbian or transgender, or because someone thinks they are gay, lesbian or transgender.

Note: Although discrimination is referred to in this policy, it should be noted that police officers cannot

respond to incidents that are not offences. Police will, however, direct people to services such as the NSW Anti-discrimination Board and the Australian Human Rights Commission, where appropriate.

'Vilification', according to the law, is any public act that could incite others to hate, have serious contempt for, or have severe ridicule of a person or group based on their actual or perceived race (including colour, nationality, descent and ethnic, ethno-religious or national origin), homosexuality (lesbian or gay), HIV or AIDS status or transgender status.



1. Purpose

The policy on *Sexuality and Gender Diversity 2011-2014 – Working with gay, lesbian, bisexual, transgender and intersex people* aims to provide overall direction to the NSW Police Force in relation to gay, lesbian, bisexual, transgender and intersex (GLBTI) issues. It is a strong public statement of the NSW Police Force commitment to working with GLBTI people and communities.



All NSW Police Force employees are bound by a **Code of Conduct and Ethics**² that requires all people be treated with respect, courtesy and fairness. Where individuals present to police as offenders, specific legislation, policy and guidelines exist to direct police interactions. This policy is concerned with the general interactions between police and members of the GLBTI communities and specific police responses to victims of crime.

² www.police.nsw.gov.au/about_us/policies_and_procedures/policies/code_of_conduct_and_ethics

2. Who is affected by this policy?

This is a policy document for sworn and unsworn employees of the NSW Police Force. It applies to police relationships with individuals who are same sex attracted and/or intersex or transgender, irrespective of the public status of their sexuality, sex and gender or their level of self identification. It also applies to individuals and communities that use identifiers pertaining to some form of same sex attraction and/or sex or gender diversity.

Further, parts of this policy apply to individuals perceived to be same sex attracted and/or sex or gender diverse such as situations in which individuals become victims of prejudice related violence because they are (incorrectly) perceived to be GLBTI.

It should be noted that some transgender and intersex people in NSW share some characteristics with the gay and lesbian community, such as the experience of prejudice related violence and harassment. However, the nature of this prejudice and the experience of such violence may be different if based on gender and sex related characteristics rather than those relating to sexuality. Whilst this policy does not attempt to fully address the complexity of issues associated with prejudice related violence perpetrated against GLBTI people and communities, it provides a framework within which to address more specific issues when GLBTI people come into contact with police.

Whether individuals present as victims of crime, witnesses or concerned

community members, interactions with the police should be positive and productive. Particularly, where an individual has been a victim of violence, whether prejudice related or not, NSW police officers will investigate these matters with integrity and sensitivity, providing victims with referrals to appropriate support and other services.

This policy also applies to the general community to the extent that the NSW Police Force recognises that it has a role to educate the community about prejudice related violence as part of crime prevention and reduction. In addition to specific information and education initiatives delivered to external government and non government organisations, including schools and other educational settings, the NSW Police Force recognises that this can best be achieved through modelling its interaction with members of GLBTI communities, participating in a range of interagency forums and through recognising and supporting the significant contribution its GLBTI employees make to the organisation and the wider community.

The intent of providing NSW police officers and staff with some guidance through policy on their interactions with GLBTI people is to ensure that equitable outcomes are achieved for members of these groups. This includes police recognising an individual's specific needs around identity, culture, ability and experience in accordance with NSW Police Force values.

3. Building respect, trust and cooperation between the NSW Police Force and gay, lesbian, bisexual, transgender and intersex people

Policy context

This policy sits within a climate of societal homophobia and other forms of prejudice and discrimination experienced directly and indirectly by people who are, or are thought to be, homosexual, bisexual, transgender or intersex. Societal attitudes have improved significantly over recent years, however there remains a concerning level of intolerance amongst some members of the community to people who transgress what are considered to be 'expected' norms and boundaries of behaviour. The NSW Police Force clearly acknowledges and seeks to challenge homophobic crime and violence and other types of prejudice and encourages victims of such prejudice related violence to report to the police³.

GLBTI people come with diverse experiences and backgrounds including ethnicity, culture, religion, age and ability. Understanding and appreciating the different practices, beliefs and environments that influence interactions between police and GLBTI people are crucial to ensuring effective policing.

The context in which police officers have interacted with members of these communities has changed dramatically over the last few decades. Until 1984, this relationship was predominantly negative because male homosexual activity was classified as a criminal offence. Many interactions between police and gay men focussed on the gay man as an offender. Today, most interactions relate to protecting gay men - and lesbians, bisexuals, transgender and intersex people - from crime and violence.

The policy environment has also changed dramatically since 1997 when the first policy statement on gay and lesbian issues was released. There is now much more overall guidance and direction in relation to policing GLBTI issues.

For example, the following research studies and policies are now integral to the implementation of NSW Police Force policy:

- *Strategic Framework 2007-2012 - Working Together: Preventing violence against gay, lesbian, bisexual and transgender people*⁴

³ NSWPF regularly engages in reporting campaigns to encourage community members to report incidents, eg 2010 Homophobic Violence Reporting Campaign, conducted in partnership with ACON.

⁴ NSW Attorney General's Department 2007



- *NSW State Plan 2010 - Investing in a better future (particularly priorities to reduce rates of crime and anti-social behaviour, Keeping People Safe)*
- *NSW Police Force Corporate Plan 2008-2012*
- *NSW Police Force Customer Service Charter⁵*
- *'You shouldn't have to hide to be safe' A Report on Homophobic Hostilities and Violence against Gay Men and Lesbians in New South Wales⁶*
- *NSW Charter of Victims Rights⁷*

The development of a NSW Police Force policy on 'hate crimes'⁸ will also be highly

significant to the implementation of policy in relation to GLBTI issues.

The NSW Police Force also recognises the emerging profile of transgender, gender diverse and intersex communities and organisations within NSW and seeks to establish partnerships with these groups and communities to improve its understanding of intersex and transgender issues with respect to policing. The development of NSW Police Force guidelines on information, search and custody of transgender and intersex people will complement this policy, assisting police to respond competently to a range of complex issues facing individuals who are intersex or transgender.

⁵ www.police.nsw.gov.au/services/our_customer_service_program_and_charter

⁶ NSW Attorney General's Department 2003 - www.lawlink.nsw.gov.au/lawlink/cpd/ll_cpd.nsf/pages/CPD_glb_t_publications

⁷ www.police.nsw.gov.au/community_issues/domestic_and_family_violence/victims_rights

⁸ In jurisdictions using this terminology, a 'hate crime' is usually defined as a criminal offence that is wholly or partially motivated by an offender's bias towards a person's perceived sexual orientation (gay, lesbian, bisexual or heterosexual) or transgender appearance. Incidents where no criminal offence was committed but motivated by an offender's bias are referred to as 'hate incidents'.

Customer Service and responding to victims of violence and crime

International and local research on a range of 'hate' or prejudice motivated crimes suggests considerable under-reporting of crime. In this context, encouragement to report is critical to an effective police response. Consequently, the NSW Police Force regularly engages in projects and activities, in consultation and partnership with key community and government stakeholders, encouraging community members to report crime and violence including prejudice related crime and violence.

Included in the NSW Police Force response is the appropriate referral to community and government agencies that support victims of crime, violence, discrimination and vilification. Training, guidelines and related activities will support police to direct people appropriately to the range of services that support GLBTI people in NSW.

Also integral to the NSW Police Force response to victims of crime and violence is the accurate recording of incidents and crimes in the computerised operational policing system (COPS) database. Identification and recording of homophobic and transphobic incidents and events are included in specialist officer training such as the Gay and Lesbian Liaison Officer (GLLO) Training Program and in recruit training.

Where GLBTI people are the victims of crime and violence⁹, empathy, support and understanding will be important. An appreciation of the following issues will help to ensure responsive policing:

- The context of experiences of homophobic crime and violence or discrimination for many victims, whether it is current or historical, may impact on their comfort and confidence in reporting to police. Whilst the core business of police is to respond to crime and fear of crime, understanding the nature of challenges experienced by GLBTI victims will assist police to respond in a sensitive and appropriate manner.
- The difficulty of reporting crimes where sexuality, sex or gender, or a person's physical appearance is a factor, including the fear and reluctance experienced in relation to anticipating the need to disclose one's sexuality, sex or gender status to attending officers, is a critical factor in under-reporting.
- The potential reluctance by a victim to report a crime due to the circumstances in which the incident occurred, for example, domestic violence in same sex relationships or violence experienced while attending a beat¹⁰, further impacts on reporting confidence.

⁹ In the context of this document, violence includes verbal abuse and harassment as well as physical assault or threats.

¹⁰ 'Beats' are public locations frequented by men to make social and/or sexual contact with other men. Men who use these locations do not necessarily identify as homosexual and may lead outwardly heterosexual lives. Consequently, these men are less likely to report assaults at beats in fear of disclosing these behaviours.

- The anticipation of how police will handle a matter, based on perceived or actual systemic bias or the perceived or actual prejudices of individual police officers including, for transgender and intersex people, the fear of deliberate and inappropriate sex and gender references, is a concern for some GLBTI people.
- The concern, for many, of the public exposure of a victim's perceived or actual sexuality, sex or gender status, will also impact on reporting and relationships with police.

It should be noted that treating a victim with respect and dignity will often help overcome the issues outlined above. Adhering to the NSW Police Force Customer Service Charter is critical in this regard. Acknowledging the experiences of a victim in a sensitive manner will assist victims to be more comfortable when dealing with police and ensure they receive appropriate policing services. It may also encourage the future reporting of similar incidents and assistance in other non related investigations by members of GLBTI communities.

This is essential to building confidence and trust in policing services amongst members of the transgender community. Anecdotal reports indicate that transgender people have had negative experiences with police in the past and whilst there have been some recent examples of good practice in responding to members of this community, many police lack confidence in this area, unaware of an appropriate response. This policy encourages police to build awareness and capacity to deal more effectively with complex situations, thereby providing appropriate and effective responses.

Intersex people have also had difficult experiences with police, particularly those whose physical attributes are visibly apparent. Frequently, these people are perceived to be transgender. Considerate and careful questioning will assist in clarifying each situation and support individuals maintaining their dignity. It is important that officers understand the differences between transgender and intersex people, as set out in this policy.

The Gay and Lesbian Liaison Officer (GLLO) Program



The NSW Police Force Gay and Lesbian Liaison Officer (GLLO) program was formally established in 1990 with the first group of police trained as GLLOs. The GLLO program has always had a focus on reducing homophobic crime and violence and is central to the NSW Police Force response to working with GLBTI people.

The GLLO program's purpose is to educate officers across the state to help build a bridge between the local GLBTI communities and local police. The aim is to foster confidence and trust amongst community members to facilitate reporting of incidents to police.

The NSW Police Force GLLO Program has, in many ways, pioneered police and gay/lesbian liaison within Australia and has been a role model for many international police and justice jurisdictions. The

historical significance of 'GLLO', within the gay and lesbian community in particular, marks the beginnings of positive relationships with police, symbolised by the annual participation of the GLLO contingent in Mardi Gras events.

Of particular importance to NSW Police Force policy and practice is the primary role of the GLLO to assist Local Area Commands build their overall capacity to respond to GLBTI issues. The aim is to support all police officers and staff in their interactions with members of these diverse communities.

This policy recognises the need to promote the liaison role for all GLBTI people. The 'GLLO' program has evolved since its original conception as a 'gay and lesbian' liaison program.

School Liaison Police and Youth Liaison Officers

Whilst the implementation of this policy is the responsibility of all officers within the NSW Police Force, liaison and contact officers, in addition to GLLOs, will have specific obligations.

In response to research and anecdotal evidence suggesting that young people are at greater risk of being victimised by homophobic abuse and violence, as well as more likely to perpetrate acts of abuse and violence, this policy will provide a focus for

police officers working with young people such as School Liaison Police and Youth Liaison Officers.

Increased collaboration and partnership work with GLLOs, participation in relevant training and professional development activities, as well as in community events, will assist in facilitating a more comprehensive policing response to homophobic bullying and abuse in educational settings and beyond.



Domestic Violence Liaison Officers

In the interests of achieving the best possible outcomes for victims of domestic violence in same sex relationships, and those involving transgender or intersex people, police investigating incidents and those supporting victims will work closely with GLLOs and other relevant NSW Police Force staff, as well as relevant external agencies.

Training and related support offered to Domestic Violence Liaison Officers will ensure they are aware of current research and appropriate referral options for GLBTI people experiencing domestic violence.

Other Liaison and specialist contact officers

Similarly, other specialist officers such as Aboriginal Community Liaison Officers, Multicultural Community Liaison Officers and Mental Health Contact Officers, will assist in the implementation of this policy. GLBTI people come from diverse ethnic, cultural and religious backgrounds, and

some may present with mental health issues. Police will be required to respond to complex situations involving the intersection of many factors. The role of the GLLO is to build the capacity of all officers to deliver appropriate services in such complex situations.

Community safety

Members of the NSW Police Force also come into contact with GLBTI communities in the course of policing high profile community events. In providing policing services officers will work with organisers and GLBTI groups with the aim of conducting successful, trouble free events. Policing services in this instance include proactive police patrols, crowd control and traffic management.

Through active engagement with all relevant stakeholders the NSW Police Force aims to reduce crime and violence directed against members of these diverse communities. This can be achieved by strategically considering all aspects of policing community events, including the conduct of specific operations, crowd control, safety and security strategies, traffic management, with the overall aim of reducing crime and violence and improving relationships between police and the community at these events.

4. Values

In addition to the NSW Police Force core values of excellence, trust, honour, impartiality, commitment, accountability and leadership, this policy reflects organisational values in relation to diversity. This concept of diversity is built on an understanding and respect for the experience of Aboriginal people upon settlement and their ongoing challenges, and recognises the diversity amongst Aboriginal people today. It is a concept which values diversity both within the workplace and as a positive contribution to the quality of our interactions with community members. This policy aims to ensure that all interactions between GLBTI people and the police are positive and productive. The NSW Police Force is committed to ensuring that individuals who utilise its services are treated

professionally, including being addressed according to the gender with which they identify, regardless of their birth sex.

In meeting the objectives of this policy (listed in **section 5**) and undertaking particular strategies and related initiatives, the NSW Police Force will be guided by:

- **Accountability and professionalism**
- **Valuing diversity**
- **Equity and integrity**
- **Partnership and consultation**

They are reflected and supported by other foundation documents that set standards for the NSW Police Force's public responsiveness. The main documents are listed at the end of **section 5. Objectives**.



5. Objectives

The previous *Policy Statement on Gay and Lesbian Issues 2003-2006* identified a number of objectives following a consultation process with key internal and external stakeholders. These reflected the issues of most concern and/or those most in need of guidance and support.

The current policy includes all of these objectives and incorporates coverage of bisexual, transgender and intersex issues and concerns.

Two additional objectives now appear as separate objectives in their own right:

- **provide effective support and referral to victims of crime and violence**
- **increase the reporting of crime and violence.**

These objectives refer to all types of crime and violence, including but not limited to homophobic crime.

This is to highlight a particular focus on customer service and victim support which are priority areas for police and other government agencies working towards achieving the goals of the State Plan.

The objectives of the NSW Police Force policy on *Sexuality and Gender Diversity 2011-2014 – Working with gay, lesbian, bisexual, transgender and intersex people* are to:

1. **Reduce the incidence of crime and violence, and fear of crime and violence, directed against GLBTI people and communities, including homophobic crime and violence**
2. **Provide effective support and referral to victims of crime and violence, including homophobic crime and violence**
3. **Increase the reporting of crime and violence, including homophobic crime and violence**
4. **Ensure the provision of high quality, professional policing services to all members of GLBTI communities with a focus on victims and/or witnesses of crime**
5. **Ensure that GLBTI people have access to the full range of available policing services and are kept informed about police programs and initiatives**
6. **Ensure that police officers remain informed about issues affecting the GLBTI communities and is responsive to community needs**
7. **Collaborate with government and community sectors to build and maintain effective partnerships with GLBTI communities**
8. **Provide a supportive workplace for GLBTI employees and those performing GLLO and related duties**

It is important to note that some of these objectives may lead to increased reports of crime. The NSW Police Force will endeavour to interpret increased reports accurately to determine whether crime statistics reflect better reporting rates or a 'real' increase in crime.

In realising these objectives, this policy should also be understood in conjunction with the following documents:

- *NSW State Plan 2010 - Investing in a better future*
- *NSW Anti Discrimination Act 1977*¹¹
- *NSW Charter of Victims Rights*
- NSW Police Force *Customer Service Charter*
- NSW Police Force *Victims Support Policy and Procedures*
- NSW Police Force *Code of Conduct and Ethics*
- NSW Police Force *Multicultural Policies and Services Program Forward Plan* (formerly EAPS)¹²
- NSW Police Force *Aboriginal Strategic Direction 2007-2011*¹³
- NSW Police Force *Disability Action Plan*¹⁴
- *NSW Government Strategic Framework 2007-2012 - Working Together: Preventing violence against gay, lesbian, bisexual and transgender people*
- NSW Police Force *Code of Practice for the NSW Police Force Response to Domestic and Family Violence*¹⁵
- NSW Police Force *Harassment, Discrimination and Bullying Policy*
- NSW Police Force *Workplace Equity Resolution Procedures*
- NSW Police Force guidance in relation to working with transgender and intersex people (eg. *NSW Police Force Code of Practice for CRIME*)¹⁶

¹¹ www.lawlink.nsw.gov.au/lawlink/adb

¹² www.police.nsw.gov.au/about_us/policies_and_procedures/policies/ethnic_affairs_priority_statement

¹³ www.police.nsw.gov.au/about_us/policies_and_procedures/policies/aboriginal_strategic_direction

¹⁴ www.police.nsw.gov.au/community_issues/disabilities

¹⁵ www.police.nsw.gov.au/community_issues/domestic_and_family_violence

¹⁶ www.police.nsw.gov.au/about_us/policies_and_procedures/legislation_list/code_of_practice_for_crime

6. Policy into Action

The task of translating this policy into locally relevant strategies will be assisted by effective business planning. The NSW Police Force Business Planning Preparation Guidelines for Local Area Commands 2010-2011 is an important tool to consider when assessing local needs and issues and developing policing responses.

A key to the successful implementation of this policy into action is training and professional development. Formal courses or programs, or less formal provision of information and education, will support officers to better understand key issues affecting GLBTI people.

A key value in translating policy into action is Partnership and consultation. Partnerships with community organisations and groups and with other government agencies will be established to provide proactive and reactive responses to relevant issues. To this end the NSW Police Force will participate in relevant interagency forums, committees and working groups with community and government stakeholders.

Partnership also suggests internal collaboration such as GLLOs working side by side with School Liaison Police and Youth Liaison Officers to support victims of homophobic bullying and violence in and around schools and other educational settings. Similarly, partnerships with Domestic Violence Liaison Officers to increase awareness and support for victims of same sex domestic violence, and with other liaison and contact officers, will

contribute to a more comprehensive response from police to complex situations.

Operational Programs will work closely with Local Area Commands and officers with specialist skills, particularly the GLLOs, to develop appropriate and feasible strategies to achieve policy objectives. It is also the responsibility of this area to report annually on progress and achievements in relation to the strategic directions and key priority areas listed in the Strategic Framework 2007-2012 - Working Together: Preventing violence against gay, lesbian, bisexual and transgender people. This will provide a regular statewide snapshot of relevant progress in this area.

Reporting will also be facilitated by COMPASS (Command Performance Accountability System) which measures the performance of individual Commands or Directorates in a series of prescribed performance and accountability categories related to crime management, corporate management and organisational support. Regional reports on GLBTI issues are provided by Operational Programs.

At a local level, to assess progress in relation to the implementation of this policy, Local Area Commands, through the Customer Service Duty Officers, will routinely report against their Crime Management Framework. This should provide opportunities for Commands to report on issues as they emerge. GLLOs will be encouraged to assist in this process.

The NSW Police Force will also endeavour to promote this policy broadly to its community and government stakeholders. Copies will be made available on the NSW Police Force internet site for public access.

Other sources of support that currently exist within the NSW Police Force to assist in the implementation of this policy include:

- **Corporate Spokesperson on GLBTI Issues**
- **Senior Programs Officer - GLBTI Issues**
- **Police Gay and Lesbian Liaison Officers (GLLOs)**
- **Youth Liaison Officers and School Liaison Police**
- **Domestic Violence Liaison Officers**
- **All Liaison and specialist contact officers**
- **Operational Programs staff including the Domestic and Family Violence Team, Cultural Diversity Team, Aboriginal Strategy Team.**



2011-2014

