

STRATEGY ON SEXUALITY, GENDER DIVERSITY AND INTERSEX 2019-2022







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NSW Police Force Strategy on Sexuality, Gender Diversity and Intersex

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Commissioner's Message



Today's police force is a very different organisation to the agency it was in 1978. Forty years ago, when the first 'Mardi Gras' in Darlinghurst resulted in a violent confrontation with police and 53 arrests, homosexuality was a crime. Police were recruited for their physical size and strength and there was little diversity within our ranks.

Today's police recruits are introduced to sexuality and gender diversity issues at the start of their training. They are informed of our expectations under our Sexuality, Gender Diversity and Intersex policy commitment. The NSW Police Force is winning awards for workplace inclusion and community initiatives, achieving top twenty status in the Australian Workplace Equality Index. Our GLLO (Gay and Lesbian Liaison Officer, now LGBTIQ Liaison Officer) program is very highly regarded and police officers across the state regularly participate in key community events.

Despite the significant progress over just four decades, we are acutely aware of, and acknowledge without qualification, our negative history in relation to the LGBTIQ communities. Our purpose today is to work with

communities to prevent, disrupt, and respond to crime, and thereby maintain public safety. It is extremely important for police officers to actively build and maintain a professional and collaborative relationship with sexuality and gender diverse communities if we are to achieve this purpose in NSW.

This document updates our fourth policy commitment to this community group. The first policy was issued in 1997, focusing on gay men and lesbians. Each policy since has extended our reach to more members of sexuality and gender diverse as well as intersex communities. The acronym we use has also expanded, today to LGBTIQ, embracing new and emerging identities such as queer and questioning.

Our current approach maintains an ongoing commitment to improving the way we manage LGBTIQ issues in a policing context, and provides officers with a clear direction for the future. In addition to our external focus on engaging communities and ensuring all people we come into contact with are treated with respect, courtesy and fairness, we must now focus internally





to support inclusive and respectful workplaces.

This commitment embodies our core values of excellence, trust, honour, impartiality, commitment, accountability and leadership. It reflects the NSW Government's State Priorities, with realistic and achievable policing objectives. Most importantly, it reflects our commitment to increasing trust and confidence in the NSW Police

Force amongst members of LGBTIQ communities and a collaborative approach to preventing crime and supporting all those affected by crime.

Mick Fuller APM Commissioner of Police

Corporate Sponsor's



Introduction

The NSW Police Force Strategy on Sexuality, Gender Diversity and Intersex 2019 - 2022 aims to create a culture of inclusion within the NSW Police Force. It encourages all NSW police employees to improve their understanding and appreciation of diverse identities within these communities. This can only be achieved by a range of strategies including the well established GLLO (formerly Gay and Lesbian Liaison Officer - now LGBTIQ Liaison Officer) program; effective community engagement; comprehensive education and training; accurate and timely recording of crimes against community members; and the provision of appropriate support to victims of crime.

In 2015 we commemorated a quarter of a century of the GLLO Program. A small group of GLLOs were stationed at inner city police stations in 1990. Today, there are 200 GLLOs located in metropolitan and regional locations

across the state. The GLLO program, for almost 30 years, has promoted the best interests of lesbian, gay, bisexual, transgender, intersex and gueer (LGBTIQ) communities. To continue moving forward, the interaction of other programs and disciplines within the NSW Police Force is required. School and Youth Liaison Officers, PCYC Case Managers, Crime Prevention Officers, Domestic Violence Liaison Officers, Multicultural and Aboriginal Community Liaison Officers and general duties police officers, all have responsibilities to provide LGBTIQ people with the best possible customer service. To achieve this, officers must understand and appreciate diverse cultures, religions, ethnicities, abilities as well as Sexuality, Gender Diversity and Intersex issues.

It is increasingly apparent that young people are amongst the most vulnerable within the community. Sexuality and gender diverse young



people, and those questioning their orientation or identity are no exception. Evidence suggests they are even more at risk due to negative attitudes and discrimination they face on a daily basis. The vital roles that School and Youth Liaison Officers will play, working in partnership with our GLLOs, are highlighted in this strategy.

The primary focus of our Police Area and District Command GLLOs is twofold: facilitating positive relationships between police and members of LGBTIQ communities, and secondly, improving the overall capacity of officers within commands to work effectively with members of these communities, whether they are a victim of crime or have concerns for their safety and well-being. Both of these roles will be greatly facilitated by improving our own workplace culture and implementing inclusive policies and practice. Our work with Pride in Diversity over the next few

years will be of particular value in this regard. Our recruitment and retention of officers who are sexuality or gender diverse are also important strategies to ensure that the NSW Police Force reflects the community it serves. I encourage all NSW Police Force employees to read this document and consider how they can improve their own practice in relation to working with LGBTIQ people in the pursuit of crime prevention, detections, addressing the fear of crime and ensuring an appropriate and sensitive response to victims and witnesses of crime.

Assistant Commissioner Tony Crandell Corporate Sponsor, Sexuality, Gender Diversity and Intersex

Glossary of terms used in this document



The NSW Police Force recognises that respect for individuality impacts on a person's self-worth and inherent dignity. The use of inclusive terminology respects individuality and enables visibility of important issues. The right of people to identify their sexual orientation, gender identity or intersex status as they choose is also supported.

It is recognised that terminology in this area is strongly contested, particularly terms used to describe gender identity. Recent consultation conducted by the Australian Human Rights Commission¹ revealed there is no clear consensus on the most appropriate terminology. The terms here have been selected and defined for the purpose of this strategy.



'Sexuality, Gender Diversity and Intersex' is used in this document to include the broad range of identities individuals may have including lesbian, gay, bisexual, transgender, intersex, queer and questioning. It also includes people who may have a more 'fluid' identity or approach to their gender or sexuality.

'Sexuality' - The NSW Police Force recognises the diverse range of sexualities in the community. 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.

'Lesbian, gay, bisexual, transgender, intersex, queer or questioning (LGBTIQ) people or community/ communities' is also an umbrella term used in this document to refer to the 'lesbian and gay' community, 'bisexual' people, the 'transgender' or 'gender diverse' community, 'intersex' people and those who identify as 'queer' or 'questioning'. 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 lesbian, gay, bisexual, queer etc), the public status of their sexuality (ie 'out' or 'closeted'), or the level of connectedness to lesbian, gay, bisexual or other organisations or social groups. It is also inclusive of people questioning their gender or with other gender issues.

'Q' is used in this document to refer to 'queer' and/or 'questioning' to cover identities held by some people. 'Queer' is a term that has been reclaimed by some, particularly younger people, who have a more fluid identity. For the purpose of this strategy, 'Queer' is not intended as a derogatory term.

'Lesbian and gay' refers to any sexuality that involves some form or level of same sex attraction. The terms 'lesbian and gay' or 'gay and lesbian' are used for ease of reference only and is not intended to exclude any 'same sex attracted' sexuality that does not use the identifier 'lesbian' or 'gay'. Positioning 'lesbian' before 'gay' in this document is a form of supporting the visibility of lesbians within the community.

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

The terms 'transgender' and 'gender diverse' are used interchangeably in this document and refer 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.



There are many terms people use to describe their gender identity and new terms are emerging all the time. Increasingly, 'non-binary' identities are used by those who feel they are outside the gender binary of male and female.

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.

'Intersex' refers to people born with genetic, hormonal or physical sex characteristics that are not typically 'male' or 'female'. Like everyone else, intersex people have a diversity of bodies and identities.

Note: Violence perpetrated against intersex people might be based on physical characteristics, including sex characteristics. Sometimes it may be motivated by assumptions about sexuality or gender diversity.

'Bisexual' is a term used by some people to describe themselves as physically, emotionally and sexually attracted to both women and men.

'Homophobic' violence or crime refers to hate and fear based harassment, abuse or violence directed at someone because they are, or are perceived to be, lesbian, gay, 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 lesbian or gay. Some people confronted by a transgender or intersex person may

experience 'homophobia'² because they perceive that person to be lesbian or gay.

'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.

'Discrimination' The legal definitions of unlawful discrimination across the Federal and State jurisdictions are complex. Below is an attempt to best summarise the definitions for the purpose of this strategy.

'Direct discrimination' occurs when a person treats another person less favourably in certain areas (including employment, goods and services) because they have a certain ground or attribute (including homosexuality and transgender).

'Indirect discrimination' occurs when a person requires another person with a certain ground or attribute to comply with a requirement or condition in certain areas (including employment, goods and services) and because of the ground or attribute the person is unable to comply and is disadvantaged.

'Unlawful victimisation' occurs when a person subjects or threatens to subject another person to a detriment because they have lodged a complaint of unlawful discrimination.

Note: Although discrimination is referred to in this strategy, 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.

Note: Recently, a new offence was created under the Crimes Act: Crimes Amendment (Publicly

Threatening and Inciting Violence)
Act 2018. Section 93Z is the offence
of publicly threatening or inciting
violence on the grounds of race,
religion, sexual orientation, gender
identity or intersex or HIV/AIDS
status.

'Beat' refers to a public location such as a park, beach or public toilet where men meet to negotiate and/or engage in social or sexual contact with other men. Men using beats do not necessarily identify as homosexual. Available evidence suggest that many beat users identify as bisexual or heterosexual despite the homosexual nature of their activities.



This edition of the NSW Police Force Strategy on Sexuality, Gender Diversity and Intersex is dedicated to two officers – both GLLOs - who recently passed away: Inspector Steve Johnson and Senior Constable Nigel Calcutt. Steve and Nigel were role models for police. They were friendly, kind, compassionate and understanding. Steve was well known and loved in his



local community, also offering assistance to fellow officers as a Peer Support Officer. Nigel advocated for LGBTIQ issues for many years, prior to joining the police working with Mardi Gras and other community organisations, and as a GLLO. They will be sadly missed by friends within the NSW Police Force and the LGBTIQ communities.



Parents, Family and Friends of Lesbians and Gays

PFLAG (Parents, Families & Friends of Lesbians & Gays) NSW promotes the health and well-being of lesbian, gay, bisexual and transgendered persons, their families and friends, through:

- Support, to cope with adversity in society;
- Education and the promotion of understanding in the general community; and
- Advocacy, to end discrimination and to gain equal rights.

We feel our objectives are similar to that of the police, in that we are all there to offer support and help make you feel safe and included to enable you to reach your full potential.

PFLAG appreciates being invited to participate in police training and events, as we feel that by sharing our experiences as parents, we can try to ensure that the interactions police have with gay men and lesbian women will be positive. We feel it is important to put a human face on 'gay and lesbian' issues, which are often

politicised in the media. We need to stress that they are people with similar problems and challenges to all of us, but they also have a few more.

We appreciate that times are changing and many gay people are 'out' and confident. However, many parents who attend our meetings have shared harrowing stories about the discrimination and abuse their children have endured and their reluctance to come forward to seek help or report matters to the police. There is still a real need for Gay and Lesbian Liaison Officers, who are immediately recognised as gay friendly police you can talk to and trust.

PFLAG congratulates the NSW Police Force for the the many achievements of the GLLO program and we welcome this continued policy commitment.

Ja Brown Judy Brown President - PFLAG NSW Inc.

Purpose

The NSW Police Force Strategy on Sexuality, Gender Diversity and Intersex 2019-2022 aims to provide overall direction to NSW Police Force employees in relation to sexuality, gender diversity and intersex issues within the community - our external focus – and within the organisation - our internal focus. It is a strong public commitment to working in partnership with LGBTIQ people and communities to prevent and reduce crime, and the fear of crime, and maintain public safety. It is also a commitment to NSW Police Force employees to be inclusive of diverse sexuality, gender and intersex status, thereby creating a more harmonious workplace.

All NSW Police Force employees are

bound by The Code of Conduct and Ethics³. The Code of Conduct and Ethics has recently been updated to highlight and illustrate positive aspects and behaviours to ensure police respond to all people with respect, courtesy and fairness. Where individuals present to police as offenders, specific legislation, policy and guidelines exist to direct police interactions. This strategy is more concerned with the general interactions between police and members of the LGBTIQ communities within the context of customer service, including specific police responses to victims of crime.

This strategy is supported by the NSW Police Force Sexuality, Gender Diversity and Intersex Action Plan.⁴



Twenty10







Our relationship with NSW Police has grown considerably over the last few years. We greatly appreciate the opportunity to be part of recruit training at the Goulburn Police Academy ensuring that every recruit leaves their training with a base level understanding of the needs and challenges of LGBTIQA+ communities, particularly young people. The LGBTI Liaison Officer (GLLO) Program has been incredibly helpful for some of our clients, and sends an important message of acceptance to our communities. Respectful use of preferred names and pronouns are essential, so being able to speak with a GLLO means our clients will have their identities, genders, bodies and relationships respected.

The more we understand the nature of police work, the easier it is for us to support our clients in their interactions with the police. It is important to find

new ways to encourage young people to feel comfortable to approach police when needed.

NSW Police involvement at events such as Mardi Gras, Wear It Purple Day, or IDAHOBIT the International Day Against Homophobia, Biphobia, Transphobia and Intersexphobia, and our Police Bus escort at the end of Mardi Gras sends a very clear message to LGBTIQA+ young people of acknowledgment, respect and support.

Shuhus

Terence Humphreys

Jain Moralee CEOs - Twenty10

Who is affected by this strategy?

This is a document for all NSW Police Force employees – both sworn and unsworn. It applies to police interactions with individuals and communities who are same sex attracted and/or intersex or transgender, irrespective of the public status of their sexuality and gender or their level of self-identification. It also applies to individuals incorrectly perceived to be same sex attracted and/or gender diverse who become victims of bias motivated violence.

This strategy recognises the specific role and expertise offered by GLLOs - LGBTIQ Liaison Officers. However, regardless of role or training, every NSW Police Force employee is responsible for respectful, fair and equitable interactions with each other and when engaging with individuals and communities in the course of their duties. This includes police recognising an individual's specific needs around identity, culture, ability and experience, in accordance with NSW Police Force values.

To the extent that the NSW Police Force recognises that it has a role to educate the community about bias motivated violence and crime as part of crime prevention and reduction, this strategy also applies to the general community. 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 community education can best be achieved through modelling its interaction with members of LGBTIQ communities, participating in a range of interagency forums and

through recognising and supporting the significant contribution its LGBTIQ employees make to the organisation and the wider community.

A note on bias crime:

It is not within the scope of this document to detail the complexity of bias motivated crime perpetrated against LGBTIQ people and communities. However, it should be noted that the experience of bias motivated violence and harassment can be very different if based on gender related characteristics rather than sexuality. The NSW Police Force currently defines bias crime as:

... criminal offences committed against persons, associates of persons, property or society ... motivated, in whole or in part, by an offender's bias against an individual's or group's actual or perceived race, religion, ethnic/national origin, sex/gender, gender identity, age, disability status, sexual orientation or homelessness status.

Whether individuals present as victims of crime, witnesses or concerned community members, interactions with the police should be positive and productive. This is important where an individual has been a victim of violence, whether bias motivated or not. NSW police officers will investigate these matters with integrity and sensitivity, providing victims with referrals to appropriate support and other services.

ACON

ACON relies heavily on a solid and positive working partnership with the NSW Police Force. We have supported the GLLO program since its early days during the 1990s when Sydney was plagued with a number of disappearances and suspicious homicides of gay men, allegedly linked to homophobic motivations. Whilst today, in 2019, there is much more trust and confidence in reporting to the police amongst gay men and lesbians, we know from anecdotal evidence that young people, transgender and intersex communities may feel fear and reluctance to report to 'regular' police yet will be more likely to talk to a GLLO. ACON welcomes a renewed New South Wales Police Force policy commitment to working in partnership with LGBTI communities and acknowledges the internal focus to create a more supportive and inclusive workplace through membership and participation in our Pride in Diversity program.





Nic Parkhill CEO ACON



Preventing crime, engaging the community and maintaining public safety

Strategy context

The social and political environment in NSW has changed dramatically since the first NSW Police Force policy on gay and lesbian issues was introduced in 1997. Societal attitudes have improved significantly in recent years. There are now numerous positive media representations of diverse sexuality, gender and intersex

people and public figures who have 'come out' as lesbian, gay, bisexual or transgender.

However, there remains a concerning level of intolerance directed at people who are seen to transgress what are considered to be 'expected' norms and boundaries of behaviour. This



intolerance seems particularly true amongst young men⁵ and directed against transgender people.⁶

At a state level, The Premier's Priorities 2018 Update⁷ provides the over-riding government framework for NSW Police Force programs and activities. The NSW Charter of Victim's Rights⁸ clearly articulates the rights of victims of crime and applies to all government agencies.

There are a number of relevant organisation-wide NSW Police Force policies impacting on relationships between police and LGBTIQ communities.

- The NSW Police Force Corporate Plan 2018 vision is creating a safer NSW for all its residents and visitors. Key priorities include safeguarding and strengthening communities, intervening early to minimise harm, delivering professional policing services to maintain community confidence and developing capable and resilient staff.⁹
- Our Victims of Crime and Customer Service commitments outline officer responsibilities in relation to providing victims of crime, witnesses and the community with responsive and meaningful customer service.
- Our approach to Bias Crime under the NSW Police Force Crime and Harm Prevention Model seeks to improve police capability to respond to bias incidents and crimes, collaborate with LGBTIQ and other community and government organisations and to ensure that reporting mechanisms are effective.¹¹

The strategy context also includes a range of other NSW Police Force policies and portfolios that support other types of diversity. LGBTIQ people are not only defined by their intersex status, gender or sexuality

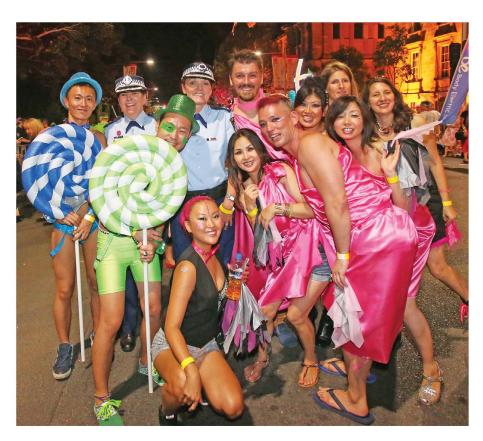


- they also have ethnicity, culture, religion, age and ability. Crucial to effective policing is an understanding and appreciation of the different practices, beliefs and environments that influence interactions between police and LGBTIQ people. Cultural Diversity, Aboriginal Engagement, Youth, Disability, Mental Health, Homelessness and Older People for example are all important portfolios within the NSW Police Force impacting on the implementation of this strategy.

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 their issues with

respect to policing. The formal inclusion of bisexual, transgender and intersex people was achieved in the 2011-2014 policy and the current strategy now includes queer/questioning identities.

Finally, the internal context consists of the range of policies on equity and diversity, harassment, discrimination and bullying 12 - all influencing LGBTIQ inclusive workplace practice. Membership of Pride in Diversity – the non-profit employer support organisation working to assist the NSW Police Force to become a more supportive and inclusive employer of LGBTIQ people – and the participation in the Australian Workplace Equality Index, will support the achievement of relevant, internally focused objectives of this strategy.



The Gender Centre

The Gender Centre's relationship with the police has improved dramatically in recent years. The inclusion of transgender and intersex people in the 2011 policy and the launch of the Transgender Anti Violence Project in the same year, demonstrated the degree of support now provided by the NSW Police Force. The Police have been active partners in the TAVP from the beginning, working closely with us to encourage victims of harassment and abuse to report to the police. GLLOs regularly visit the centre and address our groups, explaining the GLLO role and helping to build

relationships. Most importantly, this ongoing policy commitment reflects a working partnership, advocacy and support and continued efforts to raise awareness and understanding amongst the police and the community.

trust and positive

Phinn Borg Executive Director -The Gender Centre







The Gender Centre: www.gend (02) 9569 2366 or 1800 069 115

Twenty10 (youth) and GLCS: wv (02) 8594 9550 or 1800 65 2010



Responding to victims of violence and crime through delivering professional policing services

Research on bias motivated crime suggests considerable underreporting of crime.¹³ In this context, for an effective police response, it is critical that there is a focus on increasing the level of reporting. The NSW Police Force regularly engages in collaborative, interagency projects and activities aimed at encouraging community members to report all crime and violence to the police, but despite the efforts of reporting campaigns over the last two decades, reporting rates for bias crimes have not increased. (An exception was during the marriage equality postal survey period in 2017 (July - September) which saw a 400% increase of reported incidents targeting sexual orientation.)

It is unclear whether this reflects a decrease in the incidence of bias crimes against LGBTIQ people, under-reporting of such crime and/ or difficulties in identifying and recording bias crime. Data from community based agencies such as ACON show a decrease in reports of streetbased physical violence and points to neighbour harassment and verbal abuse as increasing problem areas.¹⁴ Other evidence suggests that bullying/harassment in schools and domestic and family violence are of particular concern. 15 The changing presentation of violence and crime experienced by LGBTIQ people guides NSW Police Force responses to enable effective targeting of reporting campaigns and education.



The NSW Police Force response includes appropriate referrals to community and government agencies to support victims of crime, violence, discrimination and vilification. Training, guidelines and related activities support police to direct people appropriately to the range of services available for LGBTIQ people in NSW. Collaboration and partnership will ensure the best use of limited resources for maximum impact.

To provide victims of crime with the best possible service the NSW Police Force must record bias motivation as accurately and thoroughly as possible. This requirement extends to the recording of bias motivated incidents, which may not necessarily meet the criminal threshold, however are equally distressing experiences for the person involved (for example being verbally abused or referred to inappropriately). With a robust system of recording bias motivation, the NSW Police Force can monitor trends to predict, prevent and disrupt crimes and incidents motivated by bias. Recommendations from Strike Force Parrabell¹⁶ include the refinement of bias motivation assessment criteria to assist operational police officers and supervisors with the timely identification of bias crimes, incidents and trends. It should be noted that the term 'bias crime' includes both a sole or partial bias motivation, which is designed to capture all such crimes and incidents across NSW.

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

 The experience of homophobic or transphobic crime and violence or discrimination within the community, whether current or historical, may impact on victims' comfort and confidence in reporting to police. Whilst the core business of police is preventing, disrupting and responding to crime, understanding the nature of the particular challenges experienced by LGBTIQ victims will assist police to respond in a sensitive and appropriate manner.

- A critical factor in under-reporting is the difficulty of reporting crimes where sexuality, sex or gender, or a person's physical appearance is a factor. This includes the fear and reluctance to disclose one's sexuality, intersex or gender status to attending officers. It may also include disclosing the circumstances in which the incident occurred, for example, domestic violence in same sex relationships or violence experienced while attending a beat.¹⁷
- The anticipation of how police will handle a matter is a particular concern for some LGBTIQ people. This is based on perceived or actual systemic bias and/or the perceived or actual prejudices of individual police officers. For transgender and intersex people this includes the fear of deliberate and inappropriate sex and gender references. Victim concerns regarding the public exposure of their perceived or actual sexuality, intersex or gender status, may also impact on reporting and relationships with police.

Treating a victim with respect and dignity will often help to overcome the issues outlined above. Adhering to the NSW Police Force Victims of Crime



and Customer Service commitments is critical. Acknowledging the experiences of a victim in a sensitive manner will assist victims to feel more comfortable when talking with police. It may also encourage the future reporting of similar incidents and assistance in other non-related investigations by members of LGBTIQ communities. These are all integral to maintaining and enhancing the reputation of the NSW Police Force. It is well known in marginalised communities that it only takes one negative interaction to significantly damage the reputation of police, especially in the context of a history of negative police relations.

This is particularly important to building confidence and trust in policing services amongst members of the transgender community. Despite some recent examples of good practice, reports indicate that many transgender people have had

negative experiences with police in the past and many police officers lack confidence in this area.¹⁸

This strategy encourages police to build their understanding and capability to deal more effectively with complex situations, to ensure appropriate and effective police responses. Intersex people, particularly those whose physical attributes are visibly apparent, have also had difficult experiences with police. Frequently, these people are erroneously perceived to be transgender.

Considerate and careful questioning will assist in clarifying the nature of each situation and will support individuals to maintain their dignity. It is important that officers understand the differences between transgender and intersex people, as set out in this strategy. ¹⁹ The GLLO network across the state is a very useful resource for officers unsure of terminology or approaches.

Inner City Legal Centre

As a statewide legal information and support service for the LGBTI communities we work closely with individuals experiencing discrimination, harassment and sometimes violence and other forms of abuse, all of significant concern to the police. In particular, our Safe Relationships Project encourages and advocates for our clients to seek help and report family and domestic violence matters to the police. We are regularly involved in running training sessions and presentations for police working with our client groups. The working relationship between the police and ICLC has grown in recent years, seen in the very successful Fair Play initiative during the Mardi Gras season. Working side by side we can ensure that LGBTI people receive the best possible legal information, on site, whilst enabling the police to do their job in a calm and respectful manner. Community legal centres like the ICLC welcome this renewed policy



commitment to LGBTI issues and a continued strong partnership with the NSW Police Force.



Vicki Harding ICLC - Director



Preventing and responding to crime

The GLLO (LGBTIQ Liaison Officer) Program

The role of a GLLO - LGBTIQ Liaison Officers

Internal External	External External
Capacity building – inform and educate police and staff in Commands	 Maintain contact with key LGBTIQ organisations, groups and services, including local contacts
Champions LGBTIQ inclusion in the workplace. Easily identifiable as a source of support	 Provide follow up support to victims of crime, working in conjunction with the investigating officer
Role models for other officers demonstrating supportive and inclusive practice	Promote the GLLO role within the local community, encourage contact and interaction as an easily identifiable source of support

The NSW Police Force Gay and Lesbian Liaison Officer (GLLO) program was formally established in 1990 with the first group of police GLLOs stationed in inner city police stations. During the early years the GLLO program focused on reducing homophobic crime and violence and encouraging access to the NSW Police Force, including improving reporting rates.

GLLOs have always been contact points for the gay and lesbian community and, more recently, have taken on the responsibility for liaising with the broader sexuality, gender diverse and intersex communities. The GLLO acronym will be maintained because the brand is well known and respected in NSW and in many other state/territory police services and the Australian Federal Police as well as amongst LGBTIQ communities. However the role has grown and it is

important to acknowledge this within and outside the organisation. Equally important is the need to ensure GLLOs understand the needs and concerns of 'BTIQ' and not just 'LG' people.

The GLLO program's main purpose today remains the same: to help build a bridge between the local LGBTIQ communities and police. The aim is to foster confidence and trust amongst community members to facilitate reporting of incidents to police, prevent crime and assist in creating a safe and secure community.

A key internal strategy to achieve this aim is to assist commands to build their overall capacity to respond to LGBTIQ issues. The GLLO program should support all police employees in their interactions with members of these diverse communities. To this end GLLOs should be proactive



in promoting their role within their commands as well as the community. They are a key contact for the LGBTIQ communities, however the GLLO is not available at all times and in an emergency it is critical to report to police immediately by calling Triple Zero (000). Safety is the priority and LGBTIQ community members must be encouraged to contact local police as soon as possible to report a crime, or if they feel unsafe.

In many ways, the NSW GLLO program has pioneered police and LGBTIQ liaison within Australia and has provided a model for many international police and justice jurisdictions. The historical significance of the GLLO program for many LGBTIQ people marks the beginnings of positive relationships with police, symbolised by the annual participation of the GLLO contingent in Mardi Gras events. This strategy

recognises that the GLLO role has evolved and will continue to change according to community need. NSW Police Force participation in the Australian Workplace Equality *Index* and membership with Pride in Diversity will see GLLOs become workplace diversity 'champions' along with other leaders within the NSW Police Force. Pride in Diversity membership reinforces the internal focus of the GLLO program. For many years GLLOs have helped to support LGBTIQ officers and staff deal with workplace issues. Many have also been role models for others in the workplace, able to influence attitudes in a positive way. Recently, the implementation of an LGBTIQ 'allies' module eg. Peer Support Officer training will better support officers in their relationships with staff identifying as LGBTIQ. These trained 'allies' will extend the existing GLLO network significantly.



The GLLO (LGBTIQ Liaison Officer) Badge is an authorised badge to be worn at all times by qualified, ie. trained, GLLOs. It is important for qualified GLLOs to be accessible to fellow officers as well as LGBTIQ community members and this badge facilitates easy identification and access to GLLOs. This badge must be worn in accordance with NSW Police Force Dress Policy which can be located on the Intranet.

Supporting young people: School Liaison Police, Youth Liaison Officers and PCYC Case Managers

Whilst the implementation of this strategy is the responsibility of all officers within the NSW Police Force, GLLOs and a range of other liaison and contact officers will have specific obligations. This strategy will provide a focus for School Liaison Police, Youth Liaison Officers and PCYC Case Managers working with young people. Research evidence suggests that young people are at greater risk of being victimised by homophobic and transphobic abuse and violence, as well as more likely to perpetrate acts of abuse and violence²⁰.

To facilitate an effective police response to homophobic and

transphobic bullying and abuse in educational settings, School and Youth Liaison police officers, as well as PCYC Case Managers, should participate in LGBTIQ community events, access relevant professional development activities and develop collaborative policing approaches with GLLOs.

The highly successful and comprehensive response to Wear it Purple Day events across NSW²¹ is a clear example of NSW police officers from a range of portfolios such as youth and crime prevention, working in partnership with GLLOs and community organisations.

Domestic and family violence: Domestic Violence Liaison Officers

Research conducted recently shows that domestic and family violence is as significant for LGBTIQ relationships as any other type of relationship.²² However, there are additional barriers for LGBTIQ people in seeking help and reporting domestic abuse. These include the fear of not being treated fairly or taken seriously, and concern that the officer might respond negatively or discriminate against the victim. Once an LGBTIQ victim does report, it is critical that the NSW Police Force delivers high quality services in supporting the victim and prosecuting offenders.

In the interests of achieving the best possible outcomes for victims of domestic and family 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 focus on current research and appropriate referral options for LGBTIQ people experiencing domestic and family violence.

The NSW Police Force will continue to be actively involved in the LGBTIQ Domestic Violence Interagency, working alongside key nongovernment and government agencies to provide a collaborative response to domestic and family violence in LGBTIQ communities.

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 play an active role implementing this strategy. LGBTIQ 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 fellow officers to deliver appropriate services in such complex situations.

Sexuality, Gender Diversity and Intersex Region Sponsors

The Corporate and Region Sponsor Program within the NSW Police Force encourages regional coordination and networking of GLLOs across the state. There are seven Region Sponsors, led by the Corporate Sponsor, each championing and leading the work of the Sexuality, Gender Diversity and Intersex portfolio within their region. These officers are Commanders, carrying significant rank and authority to represent the NSW Police Force at high level meetings and to the media.

The Region Sponsors for Sexuality, Gender Diversity and Intersex report to the Corporate Sponsor, who has overall responsibility for the portfolio, including the implementation of the Sexuality, Gender Diversity and Intersex Action Plan state-wide.

Region Sponsors are responsible for:

 maintaining contact with GLLOs, providing leadership, support and direction by allocating resources for campaigns and events, and attending community events and key meetings in their regions

- maintaining up to date data on GLLOs in their region, including number, location, training needs, activities and outcomes of GLLO projects. This information is summarised in quarterly reports for the Corporate Sponsor
- reporting bi-annually in COMPASS, at the region level, against Action Plan targets.

This Region Sponsor structure will enable the organisation to gain a more comprehensive and accurate picture of GLLO activities across the state and to measure results more accurately.

A current list of Region Sponsors is available on www.police.nsw.gov.au.

A Safer NSW

Members of the NSW Police Force also come into contact with LGBTIQ communities in the course of policing high profile community events. In providing policing services officers will work with organisers and LGBTIQ groups with the aim of conducting safe, 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 provide a safe and enjoyable environment for major community events.

Given the history of policing gay men and lesbians at the first Mardi Gras in 1978, which ended in a violent confrontation with police and 53 arrests, policing LGBTIQ community events should be sensitive to community perceptions and expectations. Every police officer involved, whether they are participants, for example in the Mardi

Gras parade, or on crowd control duties, must be adequately briefed and prepared to police the event sensitively and professionally. Part of this briefing should include the historical context of policing LGBTIQ community events and the importance of 'culturally' appropriate policing of events.

The Mardi Gras Accord was signed in 2014 and updated in 2015 and again in 2018, following significant community criticism of policing practice at Mardi Gras 2013, including allegations of excessive force. This agreement between the police and Mardi Gras ensures collaborative planning and a consistent approach to policing Mardi Gras events, appropriate to the scale, risk, cultural sensitivities and visitation outcomes. Since the Accord was signed Mardi Gras festivals have proceeded without incident and similar approaches to policing other LGBTIQ community events have been equally successful.



Intersex Human Rights Australia

Intersex Human Rights Australia is a national intersex-led organisation. We are led entirely by volunteers, without public funding. We provide systemic and individual advocacy, information, education and awareness raising. We also provide some peer and family support.

Intersex people are very diverse. Many intersex people are heterosexual, many are not. Many intersex people have gender identities that match birth sex assignment. Others have different identities, and some of them may see themselves as transgender or gender diverse.

What we share in common is something physical: intersex people

are born with sex characteristics that don't meet medical or social norms for female or male bodies. We can experience discrimination, violence and abuse because our bodies are seen as different, or because of assumptions about our identities. All of us need respect.

Some of us see ourselves as part of an LGBTI community, and many of us live very different lives in other communities. We're often not visible, but we grow up, live and work everywhere in NSW.

Morgan Carpenter, Co-executive Director



Values

In addition to the NSW Police Force Statement of Values 23 and Code of Conduct and Ethics ²⁴ this strategy reflects organisational values in relation to diversity. This concept of diversity is built on an understanding and respect for the experience of Aboriginal people since colonisation 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.

Diversity issues within the workplace will be a focus area for the Sexuality, Gender Diversity and Intersex portfolio in the next few years. With assistance from Pride in Diversity, it is anticipated that other parts of the organisation, including Human Resources, Education and Training and any other relevant area/role, will embrace and implement LGBTIQ inclusion strategies.

Valuing diversity within the community is of course an integral component of this strategy which aims to ensure

that all interactions between LGBTIQ people and 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 strategy (listed in **section 5**) and undertaking initiatives, the NSW Police Force will be guided by:

- Accountability and professionalism
- · Valuing diversity
- Equity and integrity
- Partnership and consultation
- Community

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**.

Sydney Gay and Lesbian Mardi Gras

Sydney Gay and Lesbian Mardi Gras has had a very long history with the police, going back to the original protest in 1978. Although the journey has not always been easy, we have come a long way and welcome the NSW police marching contingent in our parade each year.

Our relationship with the police goes far beyond participating in the parade. We work together to plan and implement one of the largest and most successful community events in the City of Sydney and Australia. A lot goes on behind the scenes involving the police, other government agencies and the City of Sydney to ensure public safety and enjoyment of Sydney Gay and Lesbian Mardi Gras festival events and we are extremely appreciative of the efforts of all involved.

We would particularly like to acknowledge the GLLO's (Gay and Lesbian Liaison Officers), without whom much of what we have achieved would not be possible. They are over 25 years strong and we look forward to our continued engagement with them.

We welcome the renewal of the LGBTQI policy and acknowledge the importance placed on community safety at events. We also commend the importance that the police place on working collaboratively with organisers and the community to make sure events are successful.

The NSW Police's efforts to strengthen safety, trust and respect with LGBTQI communities is vital. We look forward to this terrific work continuing long into the future.

Kind Regards,

Terese Casu

CEO, Mardi Gras Art Ltd



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Objectives

Previous NSW Police Force policies in this area identified a number of objectives following a comprehensive 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 2011-2014 policy formally included transgender and intersex issues and concerns, as well as bisexual people. The current strategy, now updated, is our most inclusive, incorporating queer and questioning identities.

This updated fourth strategy is complemented by a key internal strategic planning document: *Sexuality, Gender Diversity and Intersex Action Plan.* This internal document will help translate objectives into operational strategies, programs and activities for implementation. The four key objectives identified in this strategy are:

- Prevent, disrupt and respond to the incidence and impact of crime and violence upon LGBTIQ people and communities
- 2. Enhance the capability of NSW Police Force staff to adopt an equitable and inclusive approach to LGBTIQ community issues
- Provide leadership and ensure the provision of high quality, professional and informed policing services to all members of LGBTIQ communities with a focus on victims and/or witnesses of crime
- Provide an inclusive and supportive workplace for LGBTIQ employees and those performing GLLO and related duties

Each of the above objectives will be accompanied by a number of specific strategies which will become the

responsibility of Region Sponsors and the Corporate Sponsor. Progress reporting will be under COMPASS: Command Performance Accountability System. This system 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.

These objectives refer to all types of crime and violence, including but not limited to homophobic and transphobic incidents. This is in recognition of the identified barriers and challenges to reporting any type of incident to police, including domestic and family violence. It also highlights a particular focus on customer service and victim support which are priority areas for police and other government agencies working towards achieving goals of the *The Premier's Priorities 2018 Update*.

A number of critical milestones were achieved over the last few years. 2015 was the 25th anniversary of the GLLO program in the NSW Police Force. This anniversary marked a level of maturity for the program and a time to reflect on past achievements, consider current challenges and move forward in anticipation of future developments.

On March 4 2016 the NSW Police Force formally apologised for the way in which the first Mardi Gras was policed in 1978. This apology followed an apology delivered by the NSW Parliament a week earlier, on behalf of all NSW government agencies. In 2017 the second GLLO conference was held at the Police Academy inviting police officers from across Australia, emergency services and community organisations. This event reflected the

leadership of the NSW Police Force in both community engagement and inclusive practice. In 2018, the 40 year anniversary of the first Mardi Gras, NSW police attended many commemorative events demonstrating how much progress has been made since 1978. In August 2018 the NSW Police Commissioner delivered a personal apology to a representative group of '78ers' who participated in the first Mardi Gras and related events. This apology acknowledged the great achievements made over the last four decades and challenges ahead, reinforcing the NSW Police Force commitment to continued support and partnership with LGBTIQ communities in years to come.

In realising these four objectives, this strategy must also be understood within the context of the following documents:

- The Premier's Priorities 2018 Update²⁵
- NSW Anti Discrimination Act 1977²⁶
- NSW Charter of Victims Rights²⁷
- NSW Police Force Victims Support Policy and Procedures²⁸
- NSW Police Force Victims of Crime and Customer Service Commitments (draft) ²⁹

- NSW Police Force Code of Conduct and Ethics³⁰
- NSW Police Force
 Statement of Strategic intent³¹
- NSW Police Force Multicultural Policies and Services Plan 2017-2020³²
- NSW Police Force Aboriginal Strategic Direction 2018-2022³³
- NSW Police Force Vulnerable Communities state Plan³⁴
- NSW Police Force Domestic & Family Violence Strategic Plan 2014-2018³⁵
- Code of Practice for the NSW Police Force Response to Domestic and Family Violence³⁶
- NSW Police Force Harassment, Discrimination and Bullying Policy³⁷
- NSW Police Force Workplace Equity Resolution Procedures³⁸
- NSW Police Force Police
 Handbook Chapter on Custody³⁹
 (guidance on search and custody issues for transgender and intersex people)

Strategy into action

The Sexuality, Gender Diversity and Intersex Action Plan will assist the Corporate Sponsor and seven Region Sponsors in achieving the objectives of this strategy.

It will translate this document into state-wide and locally relevant strategies, and through effective planning at a Command level and at a regional level, the GLLO network will lead specific projects, activities and events. Realising outcomes of this strategy will be significantly facilitated by the Corporate and Region Sponsor structure.

A key to the successful implementation of this strategy into action is partnership and collaboration, as well as training and professional development. Formal education alone is not adequate if the organisation is committed to improving its service provision to LGBTIQ communities and creating a more inclusive and supportive workplace. Sometimes it is the informal delivery of information and education, such as role modelling and leadership, which may be more effective in supporting officers to better understand key issues affecting LGBTIQ people.

Leadership needs to be demonstrated at all levels within the organisation to facilitate learning and positive change. Partnership and collaboration across all relevant portfolio areas are the keys to engaging all sworn and unsworn staff in inclusive practice. GLLOs are in limited supply and, due to the portfolio nature of their role, cannot dedicate full time attention to the role. For this reason alone it is necessary for GLLOs to collaborate with other officers if the NSW Police Force is to achieve the objectives in this strategy. Most importantly, partnership and collaboration with





other relevant portfolios and roles within the organisation can lead to more sustainable outcomes.

This is particularly true in relation to campaigns and major events. GLLOs, working side by side with Crime Prevention Officers, School Liaison Police and Youth Liaison Officers to support young people on Wear it Purple Day, informing and educating community

members about homophobic and transphobic harassment and violence on IDAHO-T (International Day Against Homophobia and Transphobia), are two clear examples of cross-portfolio collaboration to achieve maximum impact and sustainable results. Both of these events have grown over the last few years from very small, local activities to key LGBTIQ community calendar events that hold significance for a broad cross-section of NSW Police Force Commands and officers. As a result, more officers have been engaged and educated about the issues which should lead to improved policing responses.

Similarly, partnerships with Domestic Violence Liaison Officers to increase awareness and support for LGBTIQ victims of domestic and family violence, and with other liaison and contact officers, will contribute to a more comprehensive response from police to complex situations.

Effective and sustained community engagement can only be possible

with partnership, consultation and collaboration between police and LGBTIQ individuals, groups and organisations. Existing partnerships with community as well as government agencies will be maintained by participation in relevant interagency forums, committees and working groups. This strategy of inclusiveness will also look to invite and establish new partnerships.





Reporting

Region Sponsors for Sexuality, Gender Diversity and Intersex will provide six monthly reports to the Corporate Sponsor and, with assistance from Performance and Program Support, a state-wide report on GLLO activity and other LGBTIQ initiatives will be produced on an annual basis to track achievements in relation to the objectives of this Strategy.

Reporting will also be facilitated by the *Command Management Framework* as well as *COMPASS* to ensure that progress in achieving each of the four strategy objectives is measured. Police Area Commands and Districts, through the Customer Service Duty Officers or officers of a similar rank, will routinely report progress which should provide

opportunities for Commands to identify and respond to issues as they emerge. GLLOs will be encouraged to assist in this process.

The My Performance System will be one way to measure individual performance via Performance Objectives specifically designed to assess relevant GLLO and related duties. Individual performance objectives should cascade from corporate aims in such a way as they are meaningful, reasonable and achievable at the individual level. Where practicable, individuals will contribute to developing their own performance objectives. The overall aim is to improve performance management and accountability for all officers involved in LGBTIQ related work.



- 1 https://www.humanrights.gov.au/sites/default/files/ document/publication/SOGII%20Rights%20Report%20 2015_Web_Version.pdf
- 2 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.
- 3 https://www.police.nsw.gov.au/about_us/policies_ procedures_and_legislation/code_of_conduct_and_ethics
- 4 NSW Police Force internal document (available on Intranet).
- 5 https://www.beyondblue.org.au/media/media-releases/ media-releases/stop.-think.-respect.-beyondbluestatement-on-lgbti-people
- 6 http://tavp.org.au/TAVP_Report.pdf
- 7 https://www.nsw.gov.au/improving-nsw/premierspriorities/
- 8 https://www.police.nsw.gov.au/safety_and_prevention/ victims_of_crime/more_information/charter_of_victims_ rights
- 9 https://www.police.nsw.gov.au/about_us/publications/ publications/corporate plan
- 10 https://www.police.nsw.gov.au/crime/are_you_a_victim_ of_crime
- 11 https://www.police.nsw.gov.au/safety_and_prevention/ your_community/working_with_lgbtqia 12 NSW Police Force internal document (available on Intranet).
- 13 For example, more than ¾ victims surveyed in a 2013 UK study on homophobic hate crime did not report to police; 2/3 did not report to anyone https://www.stonewall.org.uk/resources/homophobic-hate-crime-2013
- 14 Unpublished ACON Health Outcome Strategy on Homophobic and Transphobic Violence.
- 15 Private Lives 2: https://www.glhv.org.au/sites/default/files/PrivateLives2Report.pdf , WritingThemselves in 3: https://www.glhv.org.au/sites/default/files/wti3_web_sml.pdf, Calling it what it really is a report into LGBTIQ experience of domestic and family violence: https://www.glhv.org.au/sites/default/files/Calling_lt_What_lt_Really_ls%202015.pdf, Fair's Fair A Snapshot of Violence and Abuse in Sydney LGBT Relationships, 2006: https://apo.org.au/sites/default/files/resource-files/2007/08/aponid4676-1139381.pdf
- 16 https://www.police.nsw.gov.au/safety_and_prevention/ your community/working with lgbtgia
- 17 NSW Police Force internal document (available on Intranet).
- 18 http://tavp.org.au/TAVP_Report.pdf
- 19 Glossary of Terms Used in this Document page 6 10.
- 20 Private Lives 2: https://www.glhv.org.au/sites/default/ files/PrivateLives2Report.pdf

- 21 A youth-led non profit organisation supporting 'rainbow' young people and conducting annual awareness raising 'days' in schools, workplaces and the general community: http://wearitpurple.org/
- 22 Calling it what it really is a report into LGBTIQ experience of domestic and family violence: https://www.glhv.org.au/sites/default/files/Calling_lt_What_lt_Really_ls%202015.pdf, Fair's Fair A Snapshot of Violence and Abuse in Sydney LGBT Relationships, 2006: https://apo.org.au/sites/default/files/resource-files/2007/08/aponid4676-1139381.pdf
- 23 Statement of Values Section 7 Police Act 1990: http:// classic.austlii.edu.au/au/legis/nsw/consol_act/pa199075/ s7html
- 24 https://www.police.nsw.gov.au/about_us/policies_ procedures_and_legislation/code_of_conduct_and_ethics
- 25 https://www.nsw.gov.au/improving-nsw/premierspriorities/
- 26 http://www.antidiscrimination.justice.nsw.gov.au/Pages/adb1_antidiscriminationlaw/adb1_about-discrimination.asnx
- 27 https://www.police.nsw.gov.au/safety_and_prevention/ victims_of_crime/more_information/charter_of_victims_ rights
- 28 https://www.police.nsw.gov.au/__data/assets/pdf_ file/0010/237448/Victims_Police_Statement_final_170613. pdf
- 29 Draft document at time of publication.
- 30 https://www.police.nsw.gov.au/about_us/policies_ procedures_and_legislation/code_of_conduct_and_ethics
- 31 http://intranet.police.nsw.gov.au/__data/assets/ file/0006/752496/Statement_of_Strategic_Intent_2019.
- 32 https://www.police.nsw.gov.au/__data/assets/ pdf_file/0004/507253/MPSP_Plan_Document_2017_ Condensed_D23.pdf
- 33 https://www.police.nsw.gov.au/__data/assets/pdf_ file/0003/481215/ASD_2018-2023_Book_Updated_D1.pdf
- 34 NSW Police Force internal document (available on Intranet).
- 35 NSW Police Force internal document (available on Intranet).
- 36 https://www.police.nsw.gov.au/__data/assets/pdf_ file/0016/165202/Code_of_Practice_for_the_NSWPF_ response_to_Domestic_and_Family_Violence.pdf
- 37 https://www.police.nsw.gov.au/__data/assets/pdf_ file/0003/533379/Respectful_Workplace_Behviours_ Guidelines.pdf
- 38 NSW Police Force internal document (available on Intranet).
- 39 NSW Police Force internal document (available on Intranet).

