



POLICE FEDERATION OF AUSTRALIA

# ANNUAL REPORT

2023 - 2024



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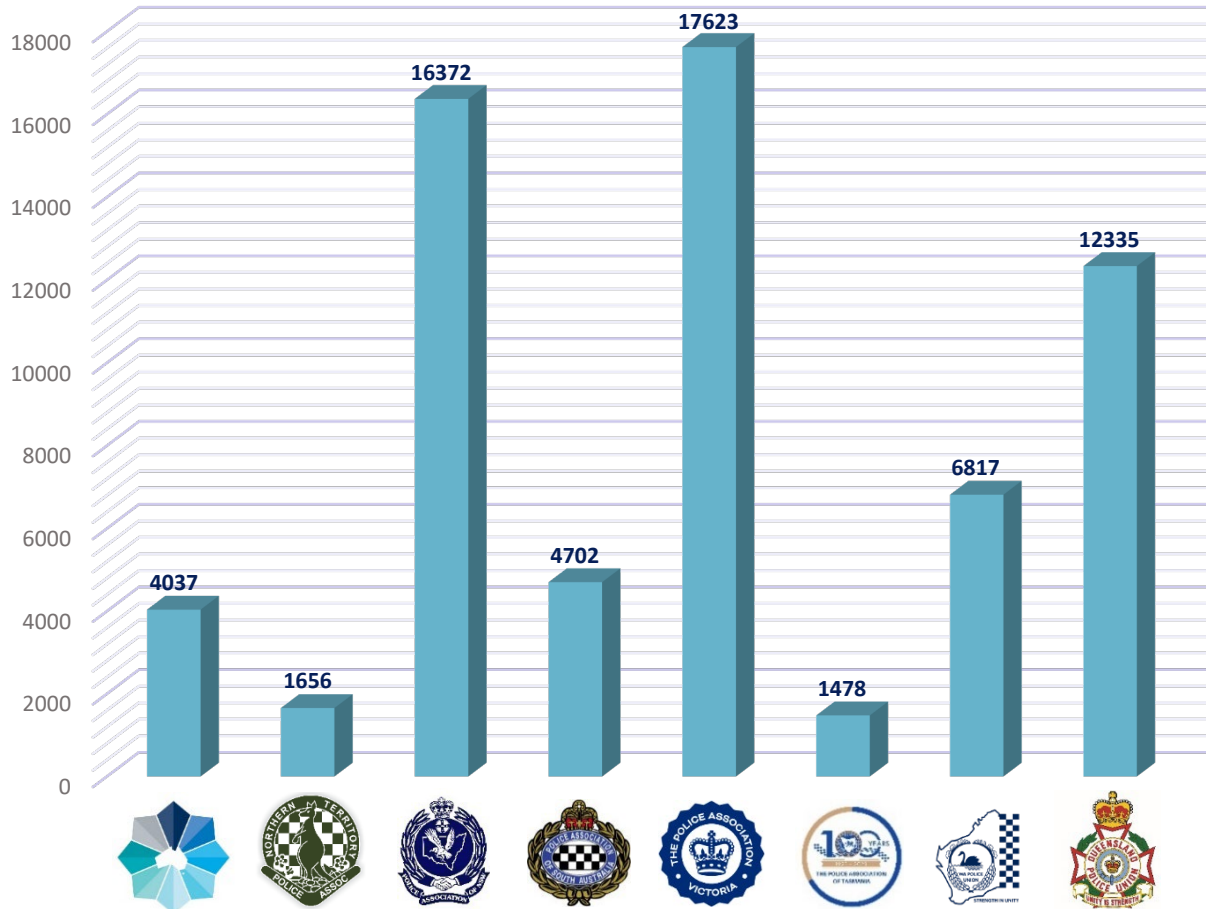
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# AFFILIATES

Affiliate Membership numbers  
as at 31 Dec 2023



	AFP	NT	NSW	SA	VIC	TAS	WA	QLD	TOTAL
MEMBERSHIP NUMBERS	4,307	1,656	16,372	4,702	17,623	1,478	6,817	12,335	65,020
DELEGATE NUMBERS	3	2	8	3	8	2	4	6	36
% OF PFA MEMBERSHIP	6.2 %	2.5%	25.2%	7.2%	27.1%	2.3%	10.5%	19%	

MEMBERSHIP NO. S as at 31 Dec 2023 RULE 14 (D)

Rule 14 (b) "The number of delegates in each Branch shall be determined on the basis of one delegate for the first one thousand (1,000) financial members or part thereof, and one additional delegate for each succeeding two thousand five hundred (2,500) financial members or part thereof"

## OFFICE BEARERS:

PRESIDENT -	Ian Leavers APM	Queensland
VICE PRESIDENT -	Alex Caruana	Australian Federal Police Association
VICE PRESIDENT -	Kevin Morton	New South Wales
TREASURER -	Karl David APM	Victoria
EXECUTIVE MEMBERS -	Ian Leavers APM	Queensland
	Alex Caruana	Australian Federal Police
	Kevin Morton	New South Wales
	Karl David APM	Victoria
	Mark Carroll APM	South Australia
	Nathan Finn	Northern Territory
	Shane Tilley	Tasmania
	Paul Gale	Western Australia

## LIFE MEMBERS:

Leon Kemp	Tasmania
Peter Alexander APM	South Australia
Mark Burgess APM	PFA & New South Wales
Vince Kelly APM	Northern Territory
Jon Hunt-Sharman	Australian Federal Police Association
Mark Carroll APM	South Australia
Ian Leavers APM	Queensland
John Laird	Victoria

## PFA STAFF MEMBERS:

CHIEF EXECUTIVE OFFICER -	Scott Weber APM
OFFICE MANAGER -	Maree McGuane
ADMINISTRATIVE ASSISTANT -	Amanda Chindamo

## MEETINGS CONDUCTED:

FEDERAL COUNCIL - Tuesday 12 September 2023 *Canberra, ACT*

PFA EXECUTIVE - Tuesday 4 July 2023 *Canberra, ACT*

Monday 11 September 2023 *Canberra, ACT*

Monday 23 October 2023 *Canberra, ACT*

Thursday 2 February 2024 *Canberra, ACT*

Thursday 19 April 2024 *Canberra, ACT*

INDUSTRIAL PLANNING  
COMMITTEE (IPC) -

Tuesday 13 July 2023 *Video Conference*

Wednesday 1 November 2023 *Canberra, ACT / Video Conference*

Wednesday 1 March 2024 *Canberra, ACT / Video Conference*

WOMEN'S ADVISORY  
COMMITTEE (WAC) -

Monday 11 September 2023 *Canberra, ACT*

Wednesday 1 March 2024 *Canberra, ACT / Video Conference*



*WAC Meeting attendees | 1 March 2024*

*Back row (L to R): Clare FitzPatrick - AFPA, Narelle Kiddey - WA, Lisa Bayliss - NT, Sarah Stirling - NZ, Bridget O'Sullivan - AFPA, Sarah Gray - TAS.*

*Front row (L to R): Alex O'Toole; VIC, Anu Tokun; VIC, Kelly Hallinan; NSW, Clair Parsons; QLD.*

# PRESIDENT'S REPORT



*It is with pleasure that I provide this forward to the Police Federation Annual Report, my last as PFA President.*

At the time of writing this Report, I have accepted the job as Queensland's first Cross Border Commissioner. While my transition will mean my formal separation from the Police family it will never result in the end of the friendships I've forged with all of you.

In this role I have ceased to be the General President of the Queensland Police Union of Employees (QPU) and the President of the PFA. After 35 years working as a police officer it is time to use those skills in another capacity, whilst still working closely with police.

The past several years, in particular, has been very challenging from a policing perspective, particularly in relation to the recruitment and retention issues confronting our profession. In the CEO's report you will see that the PFA took the initiative in conducting a Recruitment and Retention Summit and we subsequently produced a detailed report, together with a number of proposed initiatives and recommendations that we have provided to the Federal Government and all state, territory and federal police jurisdictions. I encourage you to continue to prosecute the reports outcomes to ensure that our members have the appropriate support and capability to continue to represent the Australian community.

I also encourage you to continue to support the PFA in its pursuit of changes to the superannuation preservation age, salary packaging concessions and the Blue Card, all of which will go towards making policing an attractive profession for current and future members.

On a sad note, this is the second year in a row that we've had to report on the tragic deaths of members who have been murdered by firearms. Last year we reported on the deaths of my Queensland colleagues, Constables Rachel McCrow and Matthew Arnold in Wieambilla and this year's Report carries the details of South Australia's Brevet Sergeant Jason Doig's murder in South Australia.

On 6 December 2023, National Cabinet agreed to implement a National Firearms Register, this approach supported the calls from the PFA and affiliates and built on the legacy of reform from the Port Arthur response in 1996.

The register will provide frontline police officers with near real-time information on firearms, parts, and owners. The register will link firearms information with other relevant police and government information,

including information from the National Criminal Intelligence System and the courts, to better enable law enforcement assess firearms risks.

I commend the CEO and his staff for their assistance, loyalty and diligence to duty and I thank my Executive colleagues for their support and camaraderie in some of our darkest times.

I wish the PFA the best of luck in setting your agenda for the next 12 months at the Federal Council meeting.



Ian Leavers APM  
President



# CHIEF EXECUTIVE OFFICER'S REPORT



*I thank you for the opportunity to prepare my sixth report as the PFA CEO.*

As the following pages will attest, much is happening in the policing space and the PFA and its Branches have a lot on our agendas.

The following Report is again laid out following the template of the PFA's 2022-27 Strategic Plan, with a key focus of the PFA's activities over the past 12 months being on our political advocacy regarding changes to the superannuation preservation age, salary packaging concessions and the implementation of a police Blue Card. These issues and the other key initiatives are laid out in detail in the following pages.

The recruitment and retention of police also continues to cause a major issue in every jurisdiction and the following report goes into some detail about our final report on the PFA's 2023 Recruitment and Retention Summit. That Report has now been provided to government and we are continuing to prosecute its recommendations with Governments and Police Commissioners.

The recruitment and retention issue has again this year flowed on to PFA member numbers. In last years' Report I indicated that for the first time membership numbers in the PFA had declined from 66,029 on 31 December 2021 to 65,287 on 31 December 2022, a decrease of 742 members. A perusal of this years' membership numbers, indicate a further decline of 267 members as at 31 December 2023, down to 65,020. Again, it is important to point out that this is not members leaving their respective police associations or unions or new members not joining, as our membership densities have not declined. This is about a drop in police numbers nationally that needs to be addressed through national recruitment and retention strategies as outlined in our report to government.

The following Report also highlights the work the PFA puts into writing submissions, appearing before and following various parliamentary inquiries and other commissions of inquiry that have relevance to our members and policing. It is important that we continue this engagement with such inquiries and our views or often sought by the various parliamentary committees on a range of subjects.

I encourage you to read the following pages and I look forward to engaging in discussion on their content at the 2024 Federal Council Meeting.

## VISION ONE –

### A strong professional presence at the national level engagement with the federal parliament

#### ENGAGEMENT WITH THE FEDERAL GOVERNMENT

The PFA continues to engage with all political parties and cross benchers, in both the House of Representatives and the Senate. The PFA has built a strong reputation as a professional organization representing the professional and industrial interests of Australia’s police and has fostered strong relationships across all Ministerial and Shadow Ministerial portfolio areas as well as key Parliamentary Committees that cover areas directly related to policing and law enforcement issues and other matters of direct relevance to our membership.

As reported in the 2022-23 Report, the Executive has engaged the services of ANACTA Strategies to assist the PFA in lobbying the Government on key priority issues.

The ANACTA Group is a full-service public affairs firm operating across Australia and New Zealand and is assisting the PFA in the areas of –

- Government relations and lobbying
- Campaigns and Advocacy
- Strategic Communications and Stakeholder Management and
- Public Opinion and Market Research

A report on their specific activities with the PFA is contained in the Vision Two section of this Report.

#### PARLIAMENTARY SUBMISSIONS

The PFA continues to monitor and respond where necessary to specific Parliamentary and other Inquiries and Commissions including Senate, House and Joint Parliamentary Committees and other like Government Inquiries

The following is the current list and is updated and presented to each PFA Executive Meeting.

23/24 PFA FEDERAL GOVERNMENT SUBMISSIONS -		
TO -	INQUIRY -	LINKS -
SUBMISSIONS IN PROGRESS at time of writing -		
Department of Employment and Workplace Relations	An <i>independent review</i> of the Safety, Rehabilitation and Compensation Act 1988	<a href="#">Inquiry homepage</a> <a href="#">APH Media Release - 24 June 2024</a> Report date = expected within 12 months

## INQUIRIES OF INTEREST (FOLLOWING) -

Joint Committee on Law Enforcement	The capability of law enforcement to respond to cybercrime	<a href="#">Inquiry homepage</a> <a href="#">submissions = 44</a> (nil from PFA) Report date = unknown as yet
Australian Human Rights Commission	Youth Justice and Child Wellbeing Reform across Australia	<a href="#">Inquiry homepage</a> <a href="#">submissions = approx. 150</a> (nil from PFA) Report date = unknown as yet
Senate Standing Committees on Economics	Improving consumer experiences, choice, and outcomes in Australia's retirement system	<a href="#">Inquiry homepage</a> <a href="#">submissions = 50</a> (nil from PFA) <a href="#">Interim report &amp; recommendations - 9/05/24</a> Final Report date = 30 June 2025
Joint Committee on Intelligence and Security	Review of the Crimes and Other Legislation Amendment (Omnibus No. 1) Bill 2024	<a href="#">Inquiry homepage</a> <a href="#">submissions = 7</a> (nil from PFA) Report date = unknown as yet

## SUBMISSIONS ACCEPTED &amp; PUBLISHED ON APH WEBPAGE-

Senate Standing Committees on Environment and Communications References Committee	Optus Network Outage	<a href="#">Inquiry homepage</a> <a href="#">PFA Submission</a> <a href="#">Submissions = 39</a> Reporting Date = Extended to 11 Sept. 2024
Senate Standing Committees on Community Affairs	Issues related to menopause and perimenopause	<a href="#">Inquiry homepage</a> <a href="#">PFA Submission</a> Submissions = 117 Reporting Date = 10 Sept. 2024
Dept. of Prime Minister & Cabinet	Commonwealth Government COVID-19 Response Inquiry	<a href="#">Inquiry homepage</a> <a href="#">PFA Submission</a> Submissions = 2090 Reporting Date = 30 Sept. 2024
Department of Veterans' Affairs	Veterans' Legislation Reform – Entitlements, Treatment and Support (Simplification and Harmonisation) Bill 2024 - Exposure Draft.	<a href="#">Inquiry homepage</a> <a href="#">Exposure Draft Bill 2024</a> <a href="#">PFA submission</a> Report date = 9 Sept. 2024 Reform commencement date = 1 July 2026
Joint Committee on Law Enforcement	Inquiry into the capability of law enforcement to respond to money laundering and financial crime	<a href="#">Inquiry homepage</a> <a href="#">APH media release -19 June 2024</a> <a href="#">PFA Submission</a> Submissions = 2 ... as at 30.07.2024 Report date = unknown as yet

**COMPLETED INQUIRIES -**

<p>Joint Committee on Law Enforcement</p>	<p>Inquiry into the challenges and opportunities for law enforcement in addressing Australia’s illicit drug problem</p> <p><i>* Completed &amp; Govt. report and recommendations released since last Exec meeting 30.04.24</i></p>	<p><a href="#">Inquiry homepage</a></p> <p><a href="#">PFA Submission</a></p> <p><a href="#">Submissions = 69</a></p> <p>PFA CEO Hearing Attendance - <a href="#">Hansard Hearing Transcript 27-Sep-2023</a></p> <p><a href="#">Report released - May 2024</a></p> <p><a href="#">RECOMMENDATIONS x 7 (link)</a></p>
<p>Senate Legal and Constitutional Affairs Committee</p>	<p>Legalising Cannabis Bill 2023</p> <p><i>* Completed &amp; Govt. report and recommendations released since last Exec meeting 30.04.24</i></p>	<p><a href="#">Inquiry homepage</a></p> <p><a href="#">PFA Submission</a></p> <p><a href="#">Submissions = 203</a></p> <p><a href="#">Report released - 31 May 2024</a></p> <p>RECOMMENDATION - The committee recommends that the Senate not pass the bill.</p>
<p>Senate Standing Committees on Community Affairs</p>	<p>Therapeutic Goods and Other Legislation Amendment (Vaping Reforms) Bill 2024 [Provisions]</p> <p><i>* Completed &amp; Govt. report and recommendations released since last Exec meeting 30.04.24</i></p>	<p><a href="#">Inquiry homepage</a></p> <p><a href="#">PFA Submission</a></p> <p>Submissions = unknown as yet</p> <p><a href="#">Report released - 8 May 2024</a></p> <p>RECOMMENDATION - The committee recommends that the bill be passed.</p>
<p>Senate Standing Committees on Legal and Constitutional Affairs</p>	<p>Inquiry into appropriate terms of reference for a COVID-19 Royal Commission</p> <p><i>* Completed &amp; Govt. report and recommendations released since last Exec meeting 30.04.24</i></p>	<p><a href="#">Inquiry homepage</a></p> <p><a href="#">PFA Submission</a></p> <p><a href="#">Submissions = 81</a></p> <p><a href="#">Report released - 19 Apr. 2024</a></p> <p><a href="#">RECOMMENDATIONS x 4 - 1. The committee recommends that the federal government establishes a royal commission</a></p>
<p>Senate Standing Committees on Community Affairs</p>	<p>Public Health (Tobacco and Other Products) Bill 2023 [Provisions] and Public Health (Tobacco and Other Products) (Consequential Amendments and Transitional Provisions) Bill 2023</p>	<p><a href="#">Inquiry homepage</a></p> <p><a href="#">PFA Submission</a></p> <p><a href="#">Submissions = 77</a></p> <p>PFA CEO Hearing Attendance - <a href="#">Hansard Hearing Transcript 2-Nov-2023</a></p> <p><a href="#">Report released - Nov. 2023</a></p> <p>RECOMMENDATION - The committee recommends that the Senate pass the bills without delay.</p> <p><a href="#">Assent = 14 Dec 2023</a></p>
<p>Senate Environment and Communications Committee</p>	<p>Telecommunications Legislation Amendment (Information Disclosure, Natural Interest and Other Measures) Bill 2022</p>	<p><a href="#">Inquiry Homepage</a></p> <p><a href="#">PFA Submission</a></p> <p><a href="#">Submissions = 12</a></p> <p><a href="#">Govt Report - March 2023</a></p> <p>RECOMMENDATION - The committee recommends that the bill be passed.</p> <p><a href="#">Assent = 11 April 2023</a></p>
<p>Senate Standing Committee on Education and Employment</p>	<p>Fair Work Legislation Amendment (Closing Loopholes) Bill 2023 On 7 September 2023, the Senate referred the provisions of the Fair Work Legislation Amendment (Closing</p>	<p><a href="#">Inquiry homepage</a></p> <p><a href="#">PFA Submission</a></p>

Loopholes) Bill 2023 to the Education and Employment Legislation Committee for inquiry and report by 1 February 2024. However on 7 December 2023 the bill was divided into two bills: the Fair Work Legislation Amendment (Closing Loopholes) Bill 2023; and the Fair Work Legislation Amendment (Closing Loopholes No.2) Bill 2023. As part of the motion for the division the Senate agreed that future proceedings of the inquiry should be confined to consideration of the Fair Work Legislation Amendment (Closing Loopholes No. 2) Bill 2023.

[Submissions = 179](#)

PFA CEO Hearing Attendance - [Hansard Hearing Transcript 3-Oct-2023](#)

Part 01. - Assent = 14 Dec. 2023

[Part 02. - Report released = 1 Feb. 2024](#)

Part 02. RECOMMENDATION - The committee recommends that the bill be passed, subject to amendments.

<p>Senate Standing Committee on Community Affairs</p>	<p>Paid Parental Leave Amendment (More support for working families) Bill 2023</p>	<p><a href="#">Inquiry homepage</a>  <a href="#">PFA Submission</a>  <a href="#">Submissions = 24</a>  <a href="#">Report released = 5 Feb. 2024</a>                      RECOMMENDATION - The committee recommends the the Senate pass the bill.  <a href="#">Assent = 20 Mar. 2024</a></p>
<p>Parliamentary Joint Committee on Intelligence and Security</p>	<p>Review of the amendments made by the Australian Citizenship Amendment (Citizenship Repudiation) Bill 2023</p>	<p><a href="#">Inquiry homepage</a>  <a href="#">Submissions = 13</a> (Nil from PFA)  <a href="#">Report released = Mar. 2024</a>                      RECOMMENDATION - x 2                      1. The Committee recommends that the Government consider any potential amendments to the new cessation regime in the Australian Citizenship Act 2007 after a reasonable period of 18-24 months so that its operation and effectiveness can be assessed.</p>
<p>Senate Economics Legislation Committee</p>	<p>Superannuation (Objective) Bill 2023 [Provisions]</p>	<p><a href="#">Inquiry homepage</a>  <a href="#">Submission = 28</a> (Nil from PFA)  <a href="#">Report released = March 2024</a>                      RECOMMENDATION - The committee recommends that the bill be passed.</p>
<p>Parliament of Australia; various committees involved</p>	<p>Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023</p>	<p><a href="#">Inquiry homepage</a>  <a href="#">submissions = 24</a> (nil from PFA)  <a href="#">Report released = March 2023</a>                      RECOMMENDATION - The committee recommends that the bill be passed.</p>
<p>Coroners Court NSW</p>	<p>NSW Bushfires Coronial Inquiry - Inquests and Inquiries into the 2019/2020 NSW Bushfire Season</p>	<p><a href="#">Inquiry homepage</a>  <a href="#">Findings Vol. 1 released = 27 March 2024</a>  <a href="#">Findings Vol. 2 released = 27 March 2024</a></p>

## VISION TWO –

### The delivery of enhanced membership benefits and conditions to its members

As reported in Vision One, the PFA has engaged the services of ANACTA Strategies to assist in securing commitments from Government in the three key areas of –

- Changes to the superannuation preservation age
- Salary packaging concessions
- Blue Card

As a part of this process, in conjunction with ANACTA, we have developed a lobbying strategy, including a marginal seats strategy, together with a kit for politicians and senior bureaucrats outlining the issues and the commitments we are seeking from Government to gain these concessions for members



## SUPERANNUATION PRESERVATION AGE

As we have previously reported, whilst the PFA has campaigned for many years to allow police to have earlier access to their superannuation by having the superannuation preservation age lowered to 55 for officers, to recognise the physical and psychological pressures of their role, no government to date has recognised the major consequences for both the public and police safety, forcing officers to remain on the front-line in the twilight of their careers.

The complex range of mental health risks that police officers face after a career of community service is well recognised and the physical and psychological rigors of operational policing is widely known and accepted. Non-operational positions, which police officers might once have moved into in their senior years, are now considerably few – in light of the civilianisation and outsourcing of noncore functions.

The PFA Executive continues to see this as being an important issue for members and has been working closely with ANACTA Strategies to endeavor to have the superannuation preservation age for police, reduced to 55.

## CAPPED FRINGE BENEFITS TAX (SALARY PACKAGING)

Like the superannuation preservation age issue, the PFA has lobbied the Australian Government for a number of years to provide the same fringe benefits tax (FBT) concessions that apply to hospital and ambulance service employees, particularly as it applies to the FBT exempt (salary packaging) cap, to police. We have argued that the same \$17,000 salary packaging concession provided to ambulance services and public and non-profit hospitals (as compared to \$30,000 for charities), should be available to our members.

Police, provide a unique service in the community, which is recognised in a number of regulatory areas, including special concessions in specific areas, such as public transport, which is not available to employees generally. In addition, emergency service vehicles for both police and ambulances obtain equivalent exemptions.

Our argument is that extending the \$17,000 FBT concession to police would be consistent with ambulance and other like services, and fair.

We have therefore been working closely with ANACTA Strategies to gain commitments from the Federal Government for these taxation concessions.

## BLUE CARD

For a number of years, the PFA has also been arguing for the introduction of a Commonwealth Government “Blue Card” for police, similar to the DVA Health Card available to veterans.

It is well accepted that the police sector has substantially higher rates of psychological distress and PTSD compared to the Australian population and workers in other industries, including the Australian Defence Forces and that many serving and former police officers are nursing debilitating psychological and physical injuries incurred by continual and repeated exposure to trauma, violent encounters and stresses within their workplace.

In an endeavor to encourage police to seek early intervention if suffering from a mental health injury, we have proposed the issuing of a card, similar to the DVA Health Cards.

As with the superannuation preservation age and salary packaging issues, the PFA is working with ANACTA Strategies to seek a commitment from the Federal Government for a Blue Card for Australia’s police.

## MERITORIOUS SERVICE AWARDS

As we have reported in previous Annual Reports, we have continued to pursue the introduction of Meritorious Service Awards under the Australian Honors system that would recognise outstanding meritorious service by members of Australian Police Forces and other Emergency Service workers.

Like previous years, there have been a range of high profile matters where police officers and other emergency services workers have performed exemplary services in difficult and demanding circumstances, that in the

defence forces, would have made them eligible for some formal recognition under the Australian Honors System.

This proposed award seeks to ensure that police and other emergency services workers are eligible for like recognition.

**PROPOSED - AUSTRALIAN MERITORIOUS SERVICE AWARDS -**

**Meritorious Service Cross (MSC):**

The Meritorious Service Cross (MSC) recognises an act or acts of extraordinary professionalism and dedication demonstrating commitment to duty and the application of exceptional skills and judgment bringing considerable benefit or great honour to the recipient and their service.



**Meritorious Service Medal (MSM):**

The Meritorious Service Medal (MSM) recognises an act or acts of exceptional professionalism and dedication demonstrating commitment to duty and the application of an uncommonly high standard of skills and judgment bringing considerable benefit or great honour to the recipient and their service.



**Commendation for Meritorious Service:**

The Commendation for Meritorious Service recognises an act of significant professionalism and dedication demonstrating commitment to duty and the application of a high standard of skills and judgment bringing benefit or honour to the recipient and their service.



**Group Citation for Meritorious Service:**

The Group Citation for Meritorious Service recognises a collective act by a group of people or a defined unit which demonstrates significant professionalism and dedication, a commitment to duty and the application of a high standard of skills and judgment bringing benefit or honour to the recipient and their service.





## MEMBER MENTAL HEALTH AND WELLBEING

The PFA has continued to work collaboratively with the National Police Memorial (NPM) Charity to continue the development of the national police mental health and well-being web portal [POLICE CARE AUSTRALIA](#).



This program, funded from the Proceeds of Crime Account (POCA) is designed to assist with the mental health and well-being of Australia's police to reduce absenteeism and to optimise the number of police working on crime prevention and law enforcement, in compliance with the crime prevention and law enforcement objectives under section 298 of the Proceeds of Crime Act 2002.

The [POLICE CARE AUSTRALIA](#) web portal provides a health and well-being hub of culturally sensitive and appropriate information for former and serving police force members, their families, and friends and is a key national initiative, building upon the work of earlier POCA Grants I and II, designed to support and assist police across the country with a one stop repository of mental health resources, a comprehensive service directory along with a confidential and independent on-line counselling service.

By reducing the incidence of mental health injury and absenteeism of Australia's police, the NPM and PFA will assist in enhancing law enforcement activities nationally by optimising the number of police available for law enforcement activities. The POCA III grant, which has delivered the web portal, has now been finalised and successfully acquitted through the Department of Industry, Science, Energy and Resources.

At the time of compiling this Report, the PFA has again partnered with the NPM in seeking further POCA funding (POCA IV) to continue to build upon the [POLICE CARE AUSTRALIA](#) web portal and to expand the successful Police Association of Victoria, BlueHub program.

The [BLUEHUB](#) program, which was piloted in Victoria for Victoria Police and Australian Federal Police based in Victoria, is planning to extend to Queensland for Queensland officers and Australian Federal Police based in Queensland.

The program has been designed to provide –

- An independent and timely assessment and treatment of an officers trauma related psychological injury
- A streamlined access to evidence-based treatment, &
- Access to clinicians with an appreciation of the policing context and culture.



## INDUSTRIAL PLANNING COMMITTEE (IPC)

During the past 12 months the IPC has continued to adhere to its Charter to –

- Provide the PFA Executive with industrial and campaign advice in furtherance of strategic objectives set by the Federal Executive. It will provide a means by which the PFA will coordinate and further industrial relations objectives of mutual benefit branches;
- Convene as required to provide expertise and advice to guide the compilation of Federal PFA submissions, and guide and plan advocacy/campaigns;
- Workshop campaign, bargaining, industrial strategy for presentation to the Federal Executive;
- Identify emerging industrial risks for the Federal Executive to consider;
- Provide practitioners with an opportunity to identify national trends and opportunities to collaborate in furtherance of joint industrial objectives
- Support the Executive and its strategic and annual plans by identifying industrial opportunities, risks and trends from within policing and other workplaces.
- Identify Industrial/legal decisions of mutual benefit or concern; and
- Have issues referred to it (with the Executive's approval) from other PFA subcommittees such as the PFA WAC for advice or consideration.

In pursuance of this Charter, the IPC has formerly met twice in the past 12 months as well as conducted a range of other Committee communications during the year.

Key issues addressed in the past 12 months include –

- Issues continuing to flow from COVID 19
- Superannuation
- Recruitment and retention
- Workers' compensation
- Rosters
- Resourcing
- PFA website and Awards and Agreements database
- Pregnancy policies
- Entitlements for new recruits
- Updates to key PFA Fact Sheets and information sharing between Branches
- Delegate training
- Training and PPE for officers in bushfire prone areas
- Fatigue management policies
- Police driver training
- ADHD diagnosis issues
- Parental leave issues
- Part Time employment issues
- Childcare subsidies

## FACT SHEETS

The PFA continues to collate and disseminate information from across Branches to develop Fact Sheets and comparative conditions documents to form national policy talking points and inform industrial and other staff in Branches of issues facing today's police. These are designed to be used when the respective Branch spokesperson talks to the media on subject matter that has a national context or when Branches are working on Enterprise Bargaining negotiations or other industrial matters.

Current issues that are subject to review and updating include –

- Company Specific Labour Agreements
- Resume Duty
- Dog accreditation
- Union fees
- MIP vests
- Drug & follicle testing
- Electronic rosters
- Software / Member database
- Union magazine
- ADHD
- Attrition rates
- Pregnancy policies
- Attrition & retention rates
- Pay & entitlements for new recruits
- Tasers
- Body Worn Video
- Parental Leave
- Part Time Employment
- Child Care subsidies
- Training & PPE for officers in bush fire prone areas
- Development & implementation of fatigue management policy
- Police driving policy
- ADHD diagnosis

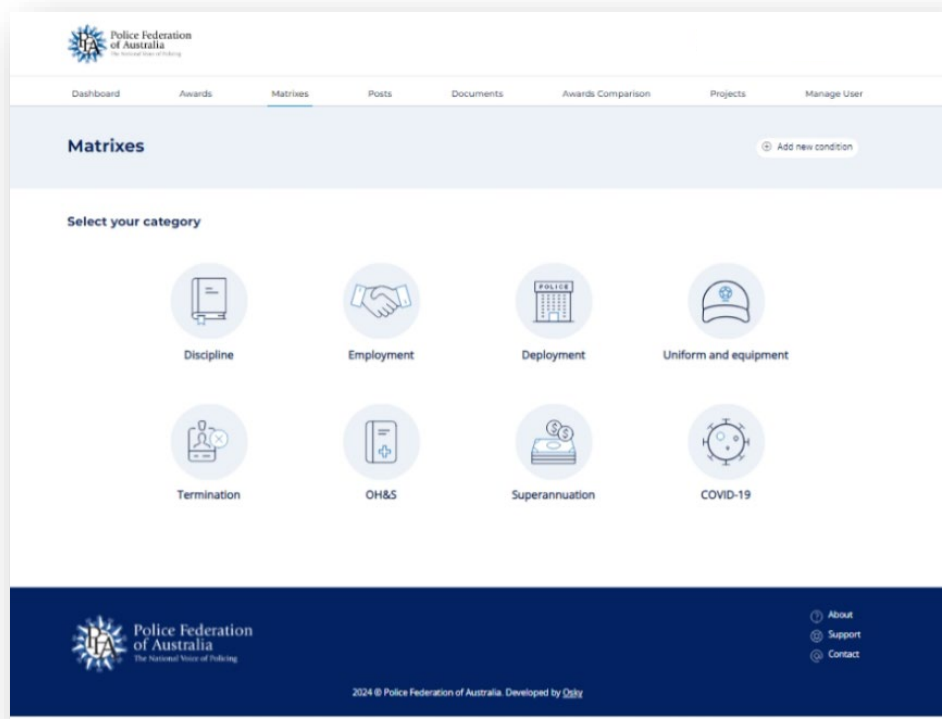
## AWARDS AND AGREEMENTS DATABASE

The new Industrial Planning webpage is scheduled to be launched late October 2024.

It will act as a database, giving our professional industrial staff across each branch the capacity:

- to compile comparative reports across branches on key industrial conditions as well search issues via single clauses in each branches industrial agreements, thus allowing them to build their case for enhanced terms and conditions for their respective members, based on improved conditions achieved in other branches.
- to update their respective agreements to ensure all information contained is up to date and readily available.

The database is over-sighted by the IPC.



## WOMENS' ADVISORY COMMITTEE (WAC)


The PFA Women's Advisory Committee continues to strongly adhere to its Charter to -

- Champion leadership, growth and activism amongst PFA branches,
- Ensure consistent representation from each union and association on the Women's Advisory Committee,
- Commit to participation in each union and association executive meetings,
- Provide advice on lived experience to the PFA on issues identified impacting women in unions and associations,
- Develop diverse and inclusive policies and strategies,
- Champion diversity and inclusion within PFA branches,
- Promote and engage local networks i.e. Women Networks within PFA branches,
- Challenge known cultural, structural, attitude and behavioural barriers within PFA branches,
- Work closely with the PFA Executive, IPC and other relevant sub committees,
- Provide reports and feedback to the PFA Executive, IPC and other relevant sub committees either via presentations at meetings or written reports, and
- Provide both a written and verbal report to each PFA Federal Council meeting

In pursuance of this Charter, the WAC has formerly met twice in the past 12 months as well as conducted a range of other Committee communications during the year.

Key issues raised and pursued by the WAC included –

- Barriers to women's recruitment and retention
  - o accessible and affordable childcare
  - o flexible working arrangements
  - o menopause issues
  - o reproductive leave
- Women's participation rates in their respective police associations and unions
- Approved union leave and union training packages for women
- Superannuation issues
- Cultural differences of younger generation with respect to community service and authority
- Lack of leadership in policing impacting female members
- Review of attrition rates of male v's female officers.



**Police Federation of Australia**  
The National Voice of Policing

**SUBMISSION to the**  
**Senate Standing Committees on Community Affairs**  
via – Parliament of Australia – [Member Submissions](#)

**Inquiry into the issues related to menopause and perimenopause**

The Police Federation of Australia (PFA) is the national body representing the professional and industrial interests of Australia's more than 65,000 police officers, across all states, territory, and the federal police jurisdictions. I thank the Committee for the opportunity to make this submission on behalf of our members.

Membership as at 31 December 2022	
Police Association of South Australia	6,709
Western Australia Police Union of Workers	6,850
Queensland Police Union of Employees	12,177
The Police Association of Victoria	12,424
Police Association of NSW	12,020
Police Association of Tasmania	1,415
Northern Territory Police Association	1,626
Australian Federal Police Association	4,040
<b>Police Federation of Australia</b>	<b>65,287</b>

**Addressing Menopausal Health in the Policing Sector**  
The current demographic of sworn women officers<sup>1</sup> is approximately 16,000, with a significant portion falling within the age range susceptible to perimenopause, spanning from 18 to 61 years. According to data from the Australian Bureau of Statistics (ABS)<sup>2</sup>, women aged 45 to 54 experience 6.4% of the population in major cities and 6.3% in other regions, with almost 80% expected to experience menopausal symptoms. While most symptoms do not require treatment, around 20-25% may necessitate medical intervention due to their severity or duration, affecting daily life.<sup>3</sup>

<sup>1</sup> We use the term 'sworn women officers' to acknowledge that constables and other police officers have a membership role and are sworn police.  
<sup>2</sup> Australian government Ancestry Commission (2004). Report on Government Services 2004. Retrieved from <https://www.abs.gov.au/australian-ancestry-commission>  
<sup>3</sup> Australian Bureau of Statistics (2019). Age and population by region and sex. Retrieved from <https://www.abs.gov.au/australian-ancestry-commission/australian-ancestry-commission-reports>  
<sup>4</sup> See Volume 10: Women's Health (2024). Symptoms of menopause. Retrieved from <https://www.health.gov.au/health-conditions/symptoms-of-menopause>

Line 1 - 23 March 2024 (AGPS ACT 2023 | 019 31 364 04 770 | 02 5220 0070 | [pfa.org.au](https://pfa.org.au) | [pfa.org.au](https://pfa.org.au))

## VISION 3 –

### Financial strength in conjunction with best-practice governance

#### PFA'S POLICE UNION GOVERNANCE ON-LINE TRAINING PROGRAM

The Fair Work Commission (FWC) Registered Organisations Services Branch (ROSB) requested PFA review its Police Union Governance On-line Training (PUGT) course on 31 January 2024 to ensure accuracy of the training material and terminology.

The PFA PUGT program is intended to assist officers to learn their obligations and responsibilities under the *Fair Work (Registered Organisations) Act 2009 (RO Act)*, specific to being elected to a role in a police union. Officers of all unions and employer associations are entrusted with guiding their organisations and they do this by making decisions in the best interests of their members.

Upon being elected, new office-bearers with financial management duties must complete the approved PFA training program (section 293K), OR receive an exemption by the Commission **within six months**, of beginning to hold office. The respective branch of the officer newly elected will arrange with the PFA office enrolment to the PUGT course.

The course is conducted in four parts with a set of 5 evaluation questions at the end of each section. The final step in each of the four parts is an evaluation to ensure that the key concepts and responsibilities are understood. If the evaluation is completed successfully (mark of 80% & above), participation is certified as having been completed.



**PUGT Course Program -**

- ▶ **PART 1:**
  - I. Introduction and Background
  - II. Governance
  - III. Legal Framework
  - IV. Evaluation
- ▶ **PART 2:**
  - I. Conflict of Interest
  - II. Disclosure
  - III. Evaluation
- ▶ **PART 3:**
  - I. Financial Management
  - II. Evaluation
- ▶ **PART 4:**
  - I. Fair Work Commission Powers
  - II. Consequences
  - III. Evaluation

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v 4.3.2 - updated March 2024

[Click here to progress to next page](#)

On 2 April 2024, PFA received correspondence from FWC ROSB the updated PUGT packet had been reviewed and remains an approved training program. Accordingly, it can continue to be delivered under section 293L of the *Fair Work (Registered Organisations) Act 2009* on the FWC website.

PFA members wishing to undertake the PUGT program can contact [pfa@pfa.org.au](mailto:pfa@pfa.org.au) to arrange enrolment and receive an email link to complete the course.

## VISION 4 –

### Broad respect as a professional body which serves as the national voice of policing

#### RECRUITMENT AND RETENTION

In last years' Annual Report, we reported on our planning for a national Police Recruitment and Retention Summit. That Summit, hosted by the PFA, took place in Melbourne on 27 October 2023.

The Summit drew representatives from the Federal Government, every Police department in Australia and all the leaders of Australia's Police Unions and Associations, who came together to seriously consider the recruitment and retention issues facing the policing industry.

At the conclusion of the Summit a comprehensive Report was produced and circulated by the PFA which highlighted the key priority areas the Summit identified as being vital to pursue.

They included –

1. A review of the Australian and New Zealand Standard Classification of Occupations and Visa priority status to reflect the skills and specialisations of police officers
2. Support for the Government's review into Higher Education Funding Clusters to remove the financial barriers to pathways into policing, and the professional development of police officers
3. A Government-funded national marketing campaign to raise awareness of the role and responsibilities of police officers and position the agency as an Employer of Choice
4. A commitment towards greater flexibility for lateral transfers between jurisdictions
5. Trialing new initiatives to support the health and wellbeing of police members.

The [Summit Report](#) also identified that the changing employee value proposition and the current economy have meant that retaining employees after the first five years of service is challenging. To increase retention, the PFA has called upon the following actions to be taken:

- a. Provide additional support and mentoring to recruits
- b. Increase investment to upskill recruits in their first five years of policing
- c. Develop stronger initiatives to promote career planning and development
- d. Provide greater recognition and support to police families who are fundamental to retention
- e. Ensure recruits understand and are actively encouraged to live by the values of policing in their careers



- f. Improve access to police housing, particularly in regional and remote Australia. Addressing the police housing shortage is a priority and greater support should be provided to police and their families as they transfer between locations to ensure a smooth transition into their new community.

To become an Employer of Choice, the PFA has argued, the barriers that prevent people from joining must be removed. This means investing in policies and programs to support diversity, inclusion, flexible working arrangements and paid parental leave so that our workforce better reflects the communities that we serve, and we must also consider childcare options to enable women, parents and families to share caring responsibilities.

As well as calls to invest in the five priority areas mentioned above, the PFA used the Summit to advocate for the –

- Lowering of the preservation age of superannuation for police to 55 years old to provide greater financial flexibility, enabling officers to plan for their futures and retirement. This reflects similar superannuation arrangements for Australian Defence Force personnel
- Fringe Benefits Tax changes to enable police to salary sacrifice their mortgages to offset the financial stress and pressure frequent transfers have on employees and their families and
- A Police Blue Card for eligible serving and retired members, like the Defence White and Gold Cards. This would include greater access to health care services, pharmaceutical benefits and concessional travel.



## NATIONAL FIREARMS REGISTRY

In last years' Annual Report, we highlighted the activities of the PFA in lobbying for a National Firearms Registry following the shooting murders of Queensland Constables Rachel McCrow and Matthew Arnold in December 2022.

Pleasingly the Federal Government announce a \$160 million package in the May Budget for the establishment of the Register and that many of the PFA's suggested strategies have been adopted as part of its development.

The PFA is currently liaising with the Government to ensure that we are part of the consultation process as the Registry is developed and implemented.

## AUSTRALIA & NEW ZEALAND COUNCIL OF THE POLICE PROFESSION

The PFA participated in two Australia & New Zealand Council Of The Police Profession (ANZCoPP) meetings during this reporting period.

Key issues addressed in the ANZCoPP meetings included –

- The provision of Tactical First Aid kits for members
- The Police role in the continuation of VET reform
- The use the Australia and New Zealand Standard Classification of Occupations (ANZSCO) codes and Australia New Zealand Standard Industrial Classification (ANZIC) classifications, to inform workforce employment forecasts in policing. ANZPAA and ANZCoPP to continue working cooperatively liaising with the Australian Bureau of Statistics (ABS) to review the ANZSCO codes for police
- Continued work on police Mental Health Response and Mental Health Guidelines
- A focus on Police Investigations training products, including the knowledge and skills required of police when conducting investigations
- Updated Education and Training Guidelines for –
  - Technology Crime
  - Police Intelligence
  - Family and Domestic Violence
  - Incident and Emergency Management



## NATIONAL POLICE MEMORIAL COORDINATION COMMITTEE

The PFA continues to sit as a member of the National Police Memorial's Coordination Committee (NPMCC). Other members include delegates from each Australian Police jurisdiction, the Australian Federal Police and Police Legacy to ensure it is representative of all police jurisdictions, the Police Federation of Australia and Police Legacy and.

The NPMCC meets annually to provide the final decision on the inclusion of names, via touchstones, on the Memorial Wall that is to occur at a national service in Canberra on National Police Remembrance Day ~ 29 September ~ (NPRD) each year based on the agreed 2006 Criteria for Inclusion on the Memorial.





Tragically there will be five (5) new names added to the Memorial on NPRD this year –

### *Brevet Sergeant Jason Christopher DOIG*

*South Australia Police | 17 November 2023*

*At about 11.40 p.m. on Thursday 16 November 2023 Sergeant Michael Hutchinson, Brevet Sergeant Jason Doig and Senior Constable Rebekah Cass attended an isolated farm property at Senior in the Upper South East of South Australia in relation to an enquiry. Shortly after Sergeant Hutchinson and Brevet Sergeant Doig entered the house, Brevet Sergeant Doig was confronted by an offender armed with a firearm and was shot.*

*Brevet Sergeant Doig had no prior opportunity to defend himself. Having been shot and seriously wounded, Brevet Sergeant Doig was able to discharge his firearm which enabled Sergeant Hutchinson to also return fire, disarm and restrain the offender.*

*Sergeant Hutchinson, who was also shot and sustained injuries in the confrontation, credits Brevet Sergeant Doig with saving his life.*

*Sadly, Brevet Sergeant Doig succumbed to the injuries he sustained during the confrontation. The act of Brevet Sergeant Doig in returning fire under extreme and perilous circumstances, and after having been shot and seriously injured himself is remarkable and demonstrates extraordinary bravery and courage. His actions mitigated extreme risks to his colleagues and are a credit to him and the South Australia Police.*



### *Senior Constable Glenn MURRAY*

*Western Australia Police | 6 December 2022*

*In the morning of July 1, 1996, Senior Constable Jane Kennaugh and Senior Constable Glenn Murray were driving in the Mandurah area. As a result of heavy rainfall at the time, the police vehicle lost control, crashing into a tree on the median strip on the Mandurah Road, near Singleton. The driver, Senior Constable Murray received serious head and chest injuries and Senior Constable Kennaugh was killed. She was the first female Police Officer to be killed on duty in Western Australia.*

*Senior Constable Murray never fully recovered from his injuries, and remained in a severely disabled state, requiring full time care until he passed away on 2nd December 2022.*



**Sergeant Peter Thomas STONE**

New South Wales Police | 1 January 2023

On Sunday, 1 January 2023, Sergeant Stone was off duty, visiting Bobola Beach with family. Sergeant Stone entered the water to assist his son who was caught in a riptide on a boogie board and was being pulled into the open water. The deceased was able to reach his son and push him out of the rip so he could paddle safely back to shore. However, he himself was then caught in the rip and drowned. Emergency Services including Surf Lifesaving attended. Sergeant Stone was brought to shore by a Surf Lifesaving vessel and resuscitation commenced, unfortunately he could not be revived.



**Mounted Constable Arthur Robinson CLAPP**

Northern Territory Police | 1927

Mounted Constable Clapp was in the act of arresting an offender for illegal alcohol sales in the Mataranka region when he accidentally shot himself in the leg whilst securing a seized pistol in his waistband. He died of blood loss at the scene a short time later.

**Mounted Constables Thomas Edward MCNULTY**

Northern Territory Police | 1917

Mounted Constable McNulty was presumed drowned after he fell overboard from the schooner 'Albatross' in the Gulf of Carpentaria whilst escorting witnesses from Groote Eylandt to Darwin.



*In Memoriam*

*We pause to remember the passing of all our blue family members taken to soon in the past year, and extend our sympathies and prayers to their families, friends and comrades.*

## PUBLIC SKILLS AUSTRALIA

As reported in 2023, this entity has responsibility to the Department of Employment, Education and Workplace Relations for the national training package qualifications relevant to police, firefighting, fire investigations, Defence, disaster recovery, emergency services (including operations, response and leadership), bio-security, aquatic search and rescue, community safety, corrections, local government and the broader public sector.

The members of the company are

- Police Federation of Australia (PFA),
- United Firefighters Union (UFU),
- Community Public Sector Union State Public Sector Federation (CPSU SPSF Group),
- Defence Force Welfare Association (DFWA),
- Australia and New Zealand Council of the Police Profession (ANZCoPP), • Australasian Fire and Emergency Services Authority (AFAC), and
- Department of Defence

The PFA CEO sits on the Board of the [PSA](#).



## PUBLIC SAFETY INDUSTRY COMMITTEE (PSIC)

As also reported in 2023, the preparatory work for the new entity (Public Skills Australia) came from the reserve funds of the Public Safety Industry Committee (PSIC) which the PFA currently chairs.

The members of the PSIC are the same as the members of the PSA company outlined above with the inclusion of the Australian Council of State and Territory Emergency Services (ACSES).

## POLICE WEEK 2023



### 14TH ANNUAL WALL TO WALL RIDE FOR REMEMBRANCE

The [Wall to Wall Ride for Remembrance](#) continues to be the largest national annual event on the policing calendar.

The 2023 ride saw 1,858 registered riders, representing every jurisdiction, meet in Canberra on Saturday 16 September, for the final leg of the ride and Service at the National Police Memorial.

#### Final 2023 Registrations

AFP	143
NSW	791
NT	23
QLD	311
SA	114
TAS	22
VIC	441
WA	13
<b>TOTAL</b>	<b>1858</b>



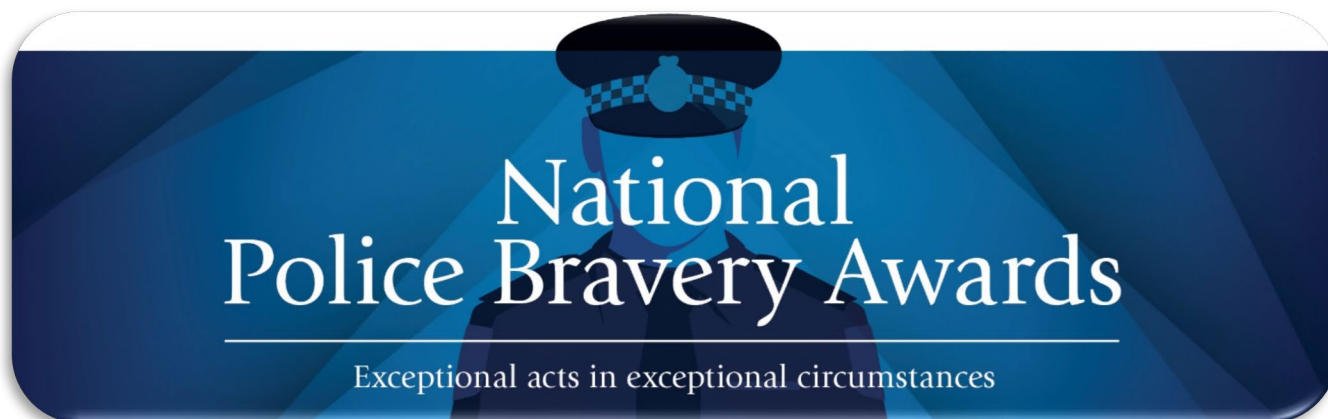
The 2023 ride saw a further \$150,605 donated to police legacy organisations nationally. Since the inaugural ride in 2010 a total of \$1,635,000 has been raised for Police Legacy's.

At the time of compiling this report, planning is well underway for 2024 with a large number of riders already having registered their intention to participate.





## 5TH ANNUAL NATIONAL POLICE BRAVERY AWARDS



The 5th Annual Police Bravery Awards were held at the National Museum in Canberra on 12 September 2023. Joint winners of the 2023 award were Constable Deborah Bradley and Constable Aaron Larsen from Northern Territory Police.

### *2023 WINNERS - Constables Deborah BRADLEY & Aaron LARSEN*

*Northern Territory Police*

On 17 May 2022 Constables Bradley and Larsen were stationed at Wadeye, or Port Keats as it is also known, one of Australia's largest remote Indigenous communities, a little over 400km southwest of Darwin. It can be accessed by a dirt road, only in the dry season and often the community is cut off for seven months or more during the wet, when it is serviced by barge. The community itself has about 2,000 permanent residents

In early 2022, various families had separated themselves into two distinct groups of approximately 200 persons on each side and had begun engaging in dangerous behaviour throughout the community. A large number of these persons had heavily armed themselves with weapons, which included, axes, home-made battle axes, steel bars, spears, rocks, crossbows and compound bows, among other dangerous and deadly weapons.

As a result the community was subject to significant unrest, large scale property damage, serious assaults and even the death of one young male. Many residents fled the community fearing for their safety, and critical service providers experienced a decline in staffing levels due to the unrest.



On Wednesday 17 May 2022 at approximately 5pm Wadeye police members Sergeant Jamie Cobern, Constable 1st Class Mathew Grey, and Constables Aaron Larsen and Deborah Bradley were alerted to a large group of approximately 200 heavily armed persons fighting in the community. Without hesitation the members attended and spent approximately one and a half hours attempting to disperse the group.

At approximately 6:30pm police became aware that a male had been shot through the leg with an arrow from a crossbow. Due to the serious hostility and risk of harm, medical staff were not able to attend the location to assist.

Officers Grey and Bradley made their way to the injured male, rescued him, and conveyed him to the local health clinic for treatment. Upon arrival at the clinic, police and the injured male became subject of an attack. Approximately 100 community members began to throw rocks and homemade spears towards police. Officers Cobern and Larsen attempted to disperse the crowd with verbal commands before stating that an OC grenade would be used if they failed to disperse.

Time became crucial, as there were serious concerns for the injured male to get urgent medical attention. At the same time, police were fearful for his, and the medical staff's safety, as well as their own.

The large armed and angry crowd began to encircle the local clinic, as the intensity of the attack increased. Multiple projectiles were being hurtled toward police, and the injured male. There was no opportunity for the injured male or the police to escape or retreat.

The attack was intense and sustained for approximately 20 minutes. OC munitions were deployed, with little effect on the crowd. Ultimately, police used a vehicle as a form of shield, reversing up to an entry point of the clinic. Officers Bradley and Grey carried the injured male inside, while Larsen and Cobern attempted to disperse the rioters.

Officers were heavily attacked with many projectiles narrowly missing them, including arrows, reinforced sharpened metal bars and other projectiles. Officers handed the injured male to staff for medical treatment and returned to their vehicle.

This large riotous group was not only attacking police but also damaging the critical infrastructure and attempting to break into the medical facility posing a real risk to persons inside.

Constable Larsen continued to push the crowd back from around the medial facility and other critical infrastructure while multiple chemical munitions were deployed. Eventually the crowd began to retreat and police regained control. No further injuries were reported.

All of the members in this instance displayed exceptional bravery in a hostile and violent circumstance. They remained in location and used non-lethal chemical munitions and strong verbal commands. They displayed amazing teamwork and co-ordination to protect the life of the injured community member, health clinic staff, and themselves, along with critical infrastructure.

All the officers would have been fearing for their lives but remained steadfast in the face of certain injury to protect the lives of others, despite being under a potentially lethal attack for over 20 minutes. This type of selflessness, courage and commitment is not something that can be taught.

The nominators of Constables Larsen and Bradley states:

*“The actions of the two junior members, Constables Larsen and Bradly were exceptional in the circumstances and should be considered an extraordinary act of bravery. The acts of selflessness displayed on this occasion go beyond basic policing. They displayed exceptional rationality, ability, capability, operational readiness, and awareness, and*



*all of the NT Police Force Core values throughout the incident, despite having limited experience and exposure at the time of the incident. Their extreme level of commitment is not common in today's society".*

As a result of the hard-working officers' investigations conducted afterwards, a number of persons were subjected to successful criminal prosecutions in relation to this incident.

What makes Constable Aaron Larsen and Constable Deborah Bradley's story even more extraordinary, is they only joined the NT Police Force in 2020. Just a few short years into their career and displaying such exceptional courage.

At the Bravery Awards evening, NT Police Association President Nathan Finn stated:

*"Constable LARSEN and Constable BRADLEY, I congratulate you on the well-deserved recognition as winners of this year's National Police Bravery awards. Your selfless actions are a shining example of policing in the territory and highlight the fierce dedication and courage that defines our police force and its members. I want to say a heartfelt thank you to you both - and to all our members who keep our communities safe, no matter how tough the terrain or how dangerous the situation. Your bravery inspires us all. Thank you".*



*2022 WINNER - Senior Constable Andrew WHITALL**Western Australia Police*

Thursday 26 November 2020, police from Mandurah Detectives Office were leading an investigation into an offender who had two days earlier attempted to reverse over a Police Inspector after a traffic stop, which escalated to a pursuit around the Mandurah area where the offender engaged in dangerous driving after nearly running over members of the public when he mounted a footpath before fleeing into the South West Region of Western Australia.

On 26 November officers ascertained that the offender was living out of his car in the Manjimup area after having committed a burglary where he'd stolen two firearms. The offender had advised his ex-partner that he wanted to die and intended to commit an armed robbery and steal a car the drive to South Australia.



Detective Sergeant Tristan Wilshire, Senior Constables Andrew Whitall and James Stewart and Detective First Class Constable Evers were sent to apprehend the offender who had been identified by the Police Airwing near the town of Kirup where he'd been engaged in a high speed pursuit.

These four officers joined the pursuit southbound on the South Western Highway into heavily wooded forest with no radio communication. A total of four vehicles were involved in the pursuit,

The offenders' vehicle was disabled by the deployment of several Stinger Tyre deflation devices which resulted in him abandoning his vehicle. At the time of exiting his vehicle he raised a double barrel shotgun and pointed it at the first pursuing vehicle as they past him. As the second police vehicle pulled up behind the offender, he turned and pointed the shotgun directly at them as they sat helplessly in their vehicle. The offender then ran into nearby bushland.

When officers Wilshire and Whitall arrived in their vehicle they were unaware of the offender having pointed a shotgun at the other officers.

Officers Evers and Stewart pursued the offender on foot while Wilshire and Whitall continued further along the highway where they likewise exited their police vehicle and moved into the bushland to cut off the fleeing offender.

At this point Wilshire and Whitall became separated in the heavily wooded bushland.

Senior Constable Whitall soon found himself caught alone with the offender where he was forced to rush up on him and snatch the shotgun out of the offenders' hands. The loaded firearm fell to the ground where it discharged missing both Whitall and the offender.

Whitall wrestled the offender to the ground alone before he was able to be joined by the other officers involved in the foot pursuit.

The offender had to be restrained by several officers as he was highly affected by Methyamphetamine and was very aggressive.

He was charged with the following offences-

- 3 x endanger life, health or safety of a person
- 2 x fail to comply with a direction to stop (circumstances of aggravation)
- 2 x reckless driving to escape pursuit by police
- 2 x possess unlicensed firearm
- 1 x home burglary and commit
- 1 x stealing
- 1 x being armed in a way that may cause fear

Senior Constable Whitall was aboard on the date of the ceremony. WAPU President Paul Gale accepted the award on his behalf and presented it to him at WAPU HQ on Friday, 3 November 2023.





## NATIONAL POLICE REMEMBRANCE DAY – 29 September

National Police Remembrance Day is an opportunity for police officers and the community to pause and reflect on the sacrifices made in the line of duty.

The policing community across the country this day every year remembers the brave men and women who have lost their lives protecting their communities in the line of duty.

This year, Constables Rachel McCrow, Matthew Arnold and Anthony Woods will be remembered with touchstones added to the National Police Memorial Wall, joining 823 others whom have also tragically lost their lives.

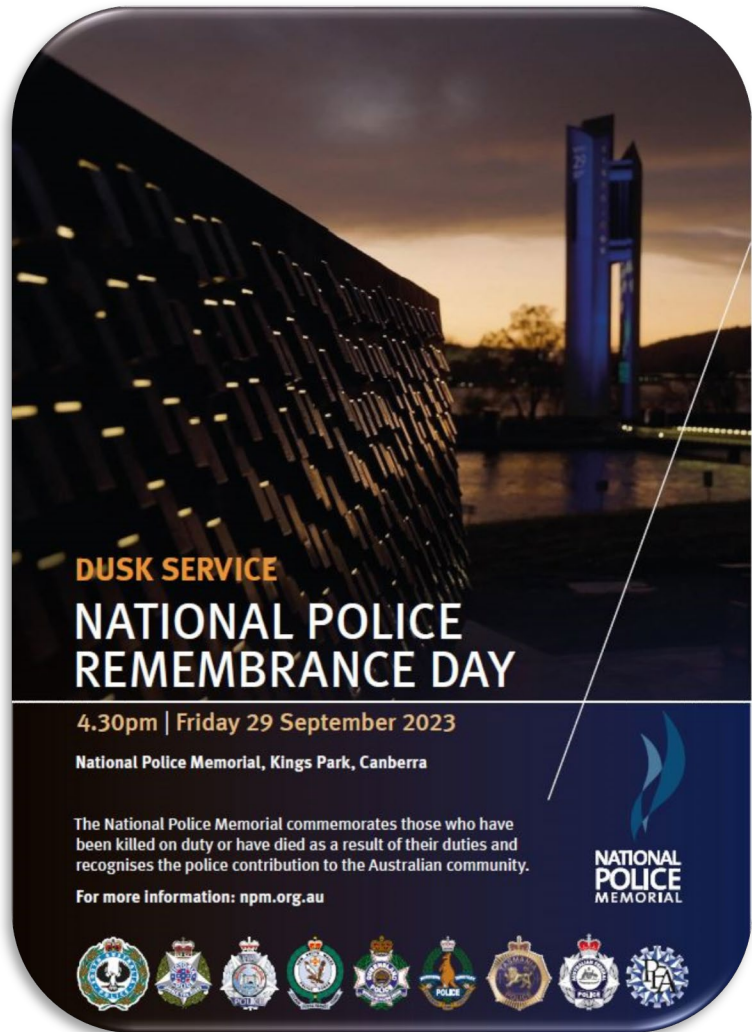
Queensland Police Service Constables Rachel McCrow and Constable Matthew Arnold were killed in December 2022 when responding to a missing person inquiry, and Western Australia Police Force Constable Anthony Woods was killed in June 2023 as a result of injuries he sustained when responding to an incident.

Each touchstone, which includes the rank, date of death and place of death of the fallen, were blessed at a dawn service at Queanbeyan Police Station. The touchstones are then escorted to the memorial by motorcade where they will be installed on the wall.

In the lead up to National Police Remembrance Day, images of the three fallen officers were projected on to Canberra’s National Carillon in honour of their sacrifice.

To begin the dusk service, Police officers from all Australian policing jurisdictions marched from the AFP Headquarters and across the Kings Avenue Bridge to the National Police Memorial in Kings Park, Canberra.

Every minute of every day, police men and women around the world work to protect us and we thank them for bravery and sacrifice.



## CONCLUSION

As the foregoing Report outlines, there are many issues on the PFA's agenda moving forward.

Our campaign to attain changes to superannuation preservation age, salary packaging concessions and the implementation of a police Blue Card have rightly been our key focus over the past 12 months. As the Federal Government continues to pursue a greater Australian policing presence in the Pacific Region, they will need to adopt and support some key strategies identified recruitment and retention summer report to ensure that we have sufficient resources to appropriately police our country, before we seek to assist our Pacific neighbours. We have offered to support their Pacific initiatives, but not at the expense of us being able to police our own communities.

Last year we reported on the tragic deaths of Constables Rachel McCrow and Matthew Arnold from Queensland and Anthony Woods from Western Australia. This year we report on the death of South Australian Brevet Sergeant Jason Doig who, in November 2023, was shot and murdered by an offender at an isolated farm property at Senior in the Upper South East of South Australia. The Report also details the deaths of Sergeant Peter Stone from NSW, Senior constable Glenn Murray from Western Australia and the historical deaths of Mounted Constables Thomas McNulty and Arthur Clapp from Northern Territory. All five will be honoured this year at both the Wall to Wall Ride for Remembrance and National Police Remembrance Day.

In conclusion, it would be remiss if we didn't pay tribute to the service of retiring PFA and Queensland Police Union of Employees President, Ian Leavers APM.

Ian's resignation came just as we were finalising this years' Report after he was appointed the Cross Border Commissioner by the Queensland Government. Sergeant Leavers has left policing after 35 years in Queensland Police 15 years as QPU President 15 years on the PFA Executive and 2 years as the PFA President. We wish Ian all the best in the future and thank him for his tireless efforts on behalf of not only Queensland but police Australia wide.

The year ahead will likely also be a challenging one. We anticipate a federal election in that time, and in the lead up, with the support of our branches and in excess of 65,000 members, we will continue to prosecute those issues that are important to our members and the policing profession.



**Scott Weber APM**  
Chief Executive Officer

# AFFILIATES' REPORTS





## AUSTRALIAN FEDERAL POLICE ASSOCIATION BRANCH



Our last year has been as busy as ever, defined heavily by our ongoing negotiations for the next Enterprise Agreement. Almost immediately following last year's Federal Council, we commenced negotiations with the Federal Government, and the Australian Federal Police (AFP).

Negotiations have been a significant focus for the AFPA and its members. For too long, AFP members have watched their pay go backwards, from what was once one of the highest paid jurisdictions, to now the lowest base paid. The current bargaining process is therefore crucial to ensure members are paid appropriately to attract and retain employees, and further align with their State and Territory policing colleagues.

Additionally, for the first time in AFPA history, members voted for, and successfully undertook protected industrial action. This is a significant shift in the sentiment amongst our members, which was clearly defined in a survey conducted just prior to negotiations commencing. With an offer from government which aligns essentially with the general federal public sector offer, our members overwhelmingly voted NO to the first offer from government.

Given the significant sweetener for many public servants to get their deal over the line included generous work from home provisions, the result of our first vote is hardly surprising.

As we write, negotiations have continued, along with further protected industrial action, as we continue the fight for an increased offer from the Federal Government.

Throughout the year, the AFPA Legal and Industrial team worked hard to assist many of our members, including long-term issues plaguing the AFP such as:

- Comcare claims and reviews
- Professional Standards outcomes



- Poor quality of AFP and ACT Policing accommodation; and
- Member over and under payments

The AFPA Legal and Industrial team worked on over 1000 cases through the course of the last year, with many of these cases complex in nature and being prolonged over at times unreasonably long-time frames. In many of these cases, the process became the punishment when dealing with matters in the industrial relations environment and involved the Fair Work Commission or Comcare.

The AFPA was also involved in some significant legislative reform while working closely with the Federal Government. After years of lobbying both Liberal and Labor Governments, we finally saw the light at the end of the tunnel with the introduction of presumptive legislation for all AFP members. We worked diligently with the Department of Employment and Workplace Relations and the AFP to get to a position where presumptive legislation can be legislated. We still have a lot of work to do to support the physical and psychological welfare of our members, but presumptive legislation was a huge step forward.

We continued our many years of lobbying towards the introduction of an AFP Blue Card that will see members, including former members, receive medical and psychological treatment for life. Currently, we are seeing too many former members succumb to injuries they received on duty and not receiving any support. These injuries may take years to develop and may only surface once they've left the job. When that occurs, former members are left 'high and dry', with many either self-funding their treatment, or not getting treated at all.

As we now know, you don't need to be a 20-plus year police officer to succumb to a psychological injury and we know that the new generation of police officers don't view policing as a life-long career, so more needs to be done to look after them once they have completed their service.

Under the current Veterans Affairs eligibility, an Australian Defence Force serving employee only has to 'work' one day to receive a Veterans Affairs White Card for life. It doesn't make any sense that a police officer can spend 30+ years protecting the Australian community and not receive any medical assistance once their duty has ceased.

For most of this year, some of our members continued to be caught up in the Brittany Higgins investigation and ensuing court matters. This placed a significant toll on these members, and the AFPA was on hand to support them through this difficult period. This further highlighted the importance of being a member of the AFPA and demonstrated yet again how just doing your job can result in lengthy investigations and court cases.

During the year we also conducted several musters across Australia. We travelled from our base in Canberra to locations such as Exmouth, Geraldton and Pine Gap to engage with our hardworking and remote members. These members are often forgotten, and we were able to lobby hard for these remote members, resulting in them receiving a \$30,000 remote living allowance. This additional allowance goes some way to compensating members in these often-challenging locations, and yet another example of how we continue to serve and protect the country. Despite this, there is more to be done, and we will continue to fight hard for our remotely located and overseas members.



In late 2023, we lobbied the Federal Government for additional funding after the High Court of Australia decision to overturn indefinite immigration detention. This injection of funding was critical to ensure the safety of Australia and its many communities and allowed the AFP to operate in this space without having to draw already limited funding from other areas. In total, the AFP received \$88 million which led to the establishment of regional response teams and to allow investigations into breaches of visa conditions.

We also spent considerable time engaging with the ACT Government in relation to the future of ACT Policing. For too long the accommodation of ACT Policing, which is owned and managed by the ACT Government, has been ignored and poorly managed. As part of this engagement, the ACT Government promised to expand the facilities at the Gungahlin Police Station. This is a big step forward for the members given their current change rooms are demountable buildings, and their meal table is the same table they sort exhibits on, quite simply an untenable position. We are hopeful that the entire building will be handed over to ACT Policing in late 2024.



Another big win was the introduction of legislation giving ACT Policing officers the power to immediately suspend a driver licence for excessive speeding. Over the years, we've had too many complaints from members after they stopped a motorist traveling at 45 km/h above the speed limit and then forced to watch them drive into the sunset after being given their infringement notice. This is a further step forward in holding offenders of these serious traffic offences to account.

Another body of legislative work that we've been working towards for some time is the introduction of Firearm Prohibition Orders (FPO's). Currently, the ACT is a utopia for outlaw motorcycle gangs (OMCG). Several years ago, we had only one club in the ACT, today it fluctuates between four and six. The ACT is Australia's only jurisdiction that does not have a combination of anti-consorting laws, banning of wearing colours or firearm prohibition orders which is absurd given the threat that OMCG's bring to the community. With an election in late October 2024, we are aiming to make these an election issue for the current government.

In early December 2023, National Cabinet agreed to implement a National Firearms Register, delivering on an outstanding reform from the Port Arthur response in 1996. Tragically, it took the murder of two police officers for the government to see the big picture of firearms in Australia and deliver on this recommendation.

The AFPA commenced the National Firearms Register campaign in 2018 and we can firmly draw a line through that campaign and label it successful and win for all police officers.

We continue to also work on legislation that will see firearms licence holders only having the ability to purchase ammunition for the firearms they are licenced to own. If you are licenced to own and operate a 9mm Glock firearm, why do you need to purchase shot-gun ammunition? The other question that we pose to government is why do you ban a specific firearm, but not ban the specific ammunition? We are still waiting for an answer on that question, and there are many examples of this type of gap in the current firearms and ammunition importation legislation.

Additionally, key engagement with the Canberra Liberals saw numerous pieces of legislation tabled in the ACT Legislative Assembly to support police officers in ACT Policing. Unsurprisingly, legislation such as neutralising the presumption of bail for people that assault police was rejected after lengthy debates. Also, the amendment

to increase the penalty for assaulting a police officer was also rejected. The current penalty of a maximum of two years imprisonment doesn't come close to recognising the seriousness of the offence, and with the soft sentencing of the ACT judiciary, we are seeing sentences involving fines for token amounts.

Internally, we have progressed our new AFPA Strategy 2024-2027 including our vision To enhance and safeguard the conditions, welfare and rights of our members.

With members at the core of everything we do, we have focused on delivering increased services to members including the current development of our new database and website experience for members, due for full completion by February 2025.

Additionally, we continue to explore multiple improved benefits for members, and we have now partnered with a new financial partner, BankVic, to continue growth in this area. This, coupled with the development of external legal providers will continue to be a focus in the coming year.

The coming year will continue to be busy and the output from the AFPA office has only been possible in this last year due to the dedication of our hard-working staff, and I would like to thank each and every one of them for their continued support of our members, who remain at the core of everything we do.



In solidarity,

Alex Caruana  
AFPA National President



## NEW SOUTH WALES BRANCH

### AWARD 2024

Our Current Award expired on 30 June 2024, but we were quick to lobby and were successful in a commitment from the Premier in relation to a back date as the negotiation continues with this backdate being ratified at the IRC. 2024 Award negotiations continue but we are confident of a negotiated outcome in the very near future. As previously reported last year, we saw some large 'Headline' figures offered to Teachers and Paramedics, but on further analysis saw that only a small percentage of those affected acquired that large percentage increase. We have focused on a recruitment and retention piece, and part of this is about compressing incremental pay scales and those pay scales that overlap, where you were effectively taking a pay cut for a promotion, across all ranks up to and including Inspector. We are also advocating for a training allowance for officers training the next generation of officers. The Award is about a suite of options from our log off claims that have carried over from several previous Award negotiations that we now have the option to advocate for.

### RECRUITING AND RETENTION

Obviously the Award is a huge part of the retention piece for our organisation. I am pleased to say since I last reported in 2023, where I indicated that for recruiting we needed to pay our students whilst they trained at the Academy, we have been successful in achieving this. For the 16 weeks that they are at the Academy, students will now get paid and we have already seen increased class sizes with the December class attracting over 300 students and the class after this having similar numbers. It is pleasing to see when you analyse the makeup of these classes that we have now managed to capture a particular cohort of people around the 25 to 35 years of age group, that simply for financial reasons could not go without any income for this 16 week training period. Additional recruiting initiatives have seen NSW Police Force (NSWPF) open up the option for other States to come to NSW, and after completing a bridging course to enter NSWPF to a similar rank up to Senior Constable. A further, and more palatable recruiting initiative, has seen the 'Be a cop in your hometown' campaign. This campaign is designed at those that have only ever lived in regional NSW, have a desire to join NSWPF but are

apprehensive that they may be sent to metropolitan areas away from their families and support networks. These people now have the option to return to their hometown, or a nearby regional location, upon successfully completing their time at the Academy.

### OPTIONAL DISENGAGEMENT SCHEME

I have previously presented to Federal Council about the Optional Disengagement Scheme (ODS). This was a scheme that we advocated for over many years to provide an opportunity for members to exit NSWPF with dignity, as the only other option they had was medical discharge. Unfortunately when we achieved this, it coincided with a staffing crisis. However, the commitment was made, and we had no other alternative but to push on. Ultimately, at the end of the three (3) year period of ODS, we saw over 700 officers exit NSWPF with dignity to either pursue alternative careers or ease their way into retirement.



### BLUE TAPE

One of the feature delegate engagement pieces conducted at Conference 2022 was the Blue Tape Workshop. This workshop was again run at Conference 2024 and provided valuable information from the field from every Squad, every Command and every Agency about workload increases brought about by introduced policy, new legislation, technology, and work processes.

### SUPERANNUATION CONCESSIONAL CAP REFORM

The Superannuation Concessional Cap issue for NSWPF officers is one of PANSW's longstanding issues that we continue to fight for on behalf of our membership. Contributions for the Police Blue Ribbon Insurance (PBRI) scheme washed through every member's superannuation account, creating excess cap contributions and bills in the thousands of dollars to our members. A change was needed to the scheme to get these payments out of superannuation to put a stop to the bills the inflated income brought about by the reimbursement process, which in turn means tested a large number of members out of Government benefits.

But ultimately we still needed to maintain and provide our members with a safety net of insurance in the event they were injured at work.

In August 2024, the PANSW announced that it had negotiated with the NSW Government and NSWPF to reform the Police Blue Ribbon Insurance – an unsustainable insurance scheme that was stripping police officers of savings for their retirement.

The new Enhanced Police Support Scheme (EPSS) maintains the crucial safety net for injured officers and resolves the long-standing Concessional Cap issue which will save police officers thousands of dollars in superannuation and secure their futures.

With the changes coming into effect from 1 October, financial year 24/25 will be the last time that members will receive exorbitant tax bills. With their income no longer being falsely inflated, this means they can now make additional contributions to their super without penalty and access means tested benefits. The supplementary payment solution also maintains the resolution from our Conference delegates to maintain crucial protections and entitlements for injured officers, ensuring that the safety net is maintained. Importantly, there are no changes to workers' compensation entitlements and claims.

The entitlement to support payments of:

- 9 months cumulative at 100% of salary
- 7 years of up to 75% of salary
- An additional 3 years of up to 75% of salary for eligible catastrophic or exceptional injury extension payments.



Kevin Morton  
President



## NORTHERN TERRITORY BRANCH



Our Northern Territory (NT) members continue to service a wide, varied, and harsh landscape from metropolitan Darwin to the most remote communities. Just over 1700 sworn members serve and protect an area of some 1.4 million square kilometres.

Our small team of seven full time staff members, along with our Executive Board and Regional Delegates, have worked hard to serve the members of the NTPA, and I thank them for their dedication and efforts over the last 12 months. We are proud to celebrate 85 Years of the Northern Territory Police Association this year.

The past 12 months for Northern Territory Police Association (NTPA) members have been challenged as always. The Territory's crime, alcohol and domestic violence issues have made national headlines, the decision by Government to enforce a curfew in Alice Springs, continued reports of crime out of control, and an attrition rate which remains high, along with the challenges we all face across Australia and New Zealand regarding recruitment and retention.

There are a number of ongoing Coronials – including the Yuendumu inquest, that resumes at the end of September 2024 – that appear to be focused solely on the shortcomings of police and a strong focus on racism within the Northern Territory Police Force rather than the failures of the relevant Government agencies. This is an ongoing source of frustration for our members. And we continue to ask the government to let our Police be just Police and not her answer to ever other government department that doesn't have a 24 Hour 7 Day staffing model.

We also continue to be frustrated by a range of issues including, Policy Failures, Remote Policing challenges, Support and Wellbeing, Assaults on Police, Disciplinary Process for Police, and the NT Police Commissioners Apology – all of which I outlined in my recent speech to the NTPA Annual Conference, and which I expand upon below.

Most importantly, I acknowledge our NTPA delegates, Executive Members and staff. As we mark our 85th year Anniversary of the NTPA, they continue to be the heart and soul of our Association, standing side by side with the members of the NT Police. Together we proudly celebrate 85 years of strength and unity.

It's no secret the last few weeks have been tense following the Commissioner's apology speech. The NTPA has made its position clear.

That being said, to recognise the incredible dedication, sacrifice and resilience of our members over the Association's proud 85-year history – I feel it is important offering my own apology on behalf of the NTPA to our members.

I apologise for the sacrifices you've made, the trauma suffered, and the tragedies you have witnessed. I apologise for the mistreatment by some of the senior management, the government, and at times, members of the community.

I apologise for the cowardly attacks on you and your workmates, when you're simply doing your job. It's disgusting, it's appalling and its unacceptable. Our members have copped enough.

I also want to express my deep gratitude for the sacrifices you and your families have made. Your commitment to enforcing the laws of both the Territory and the Federal governments, often in extremely challenging and volatile circumstances – you should be commended.

The thin blue line: a group of brave and dedicated people, who give their time to not only keep the community safe, but to look out for their mates. We say thank you for doing this difficult job, 24 hours a day, 7 days a week.

And their job is being made even more difficult by record levels of crime, harm and violence in our community. The Joint Emergency Communications Centre (JESCC) is overwhelmed with demand for an emergency police response. It's estimated there were almost 200,000 triple-0 calls to the JESCC in the last financial year. That's a 13 percent increase.

For years now, our members have been expected to do more with less. That is an absolute cop out, because doing more with less has come at a significant cost to the health and wellbeing of our members. The burden that police shoulder is only getting heavier, with unsustainable expectations for expanded roles & responsibilities they have inherited over the years because government just gives everything to police to manage.

On top of their actual job of serving and protecting the community – why does our Government also expect police to be:

- Mental health clinicians
- Ambulance paramedics
- Relationship counsellors
- Prison guards
- Youth taxi service
- Motor Vehicle Registry officials; and
- Liquor Licensing inspectors.

Government needs to stop expecting our members to pick up the slack. It is time to let our police be police.





## RESOURCE ALLOCATION REVIEW

Members have spent far too long waiting for their concerns to be listened to, and the Review into the Northern Territory Police Force has gone some way to addressing those concerns. But progress is frustratingly slow. Our members are still on bottle shops, they're still under resourced, they're still being called on to fill service gaps of other Government agencies.

We are largely supportive of the 18 recommendations. However, we are extremely disappointed with the NT Government – and the Opposition's – refusal to support the removal of police from bottle shop duties, despite it being a key recommendation of the Review.

In fact, this is the second government-commissioned review that has given the recommendation, following the Riley Review. Our members have been clear: They want to be out there, helping people who require an immediate police response – but it's hard to do that when you're stuck on a bottle shop, turning away drunks.

Minister, why do you keep ignoring our members – and the experts? Instead of ensuring licensees take responsibility for their own compliance and security services, you're more concerned with keeping alcohol retailers happy than supporting police.

Your Government has chosen to spend millions of dollars on private security guards to patrol the streets, while at the same time we have frontline police officers standing out the front of bottle shops as security guards. Wouldn't that money be better spent supporting our frontline capabilities? You've got your priorities all wrong and the community is suffering.

We hope the recommendations outlined in the Review will go some way to alleviating the pressure placed on our members, due to chronic staffing and resourcing issues. Our members have endured years of neglect from the NT Government and the time for action is long overdue. It's a pity it took an impending election for the NT Government to act.

The Police Minister and Chief Minister should not be patting themselves on the back, when the Government previously described a review into police as a 'talk fest', and only after persistent resistance did it reluctantly agree to this critical review, after years of lobbying from the NTPA.

The NT Government's consistent failure to provide sufficient staffing and resources right across the Territory, along with its neglect of regional and remote policing including crucial infrastructure, and the relentless pursuit of poor law and order policies has had an incredibly detrimental impact on the NT Police.

## NORTHERN TERRITORY GOVERNMENT PRE-ELECTION SUBMISSION

The next Government must ensure our members are supported and adequately resourced. To ensure our members have concrete commitments from the major parties, the NTPA provided the Opposition Leader and the Police Minister with a comprehensive pre-election submission on the 9th of August 2024.

This document details critical issues affecting our members, including recruitment and retention, mental health, welfare and wellbeing support, fatigue management, overtime, Assaults on Police, remote policing, housing, internal discipline, Point of Sale Intervention; and second-tier policing.

These issues and concerns have been consistently identified by members through surveys, direct feedback, and input from NTPA Regions. The results while not surprising, reinforce and highlight some glaring broken promises

of the past, and a significant lack of investment in the resources police need to perform their duties effectively and feel supported in their roles.

## RECRUITMENT & RETENTION

Our people are our greatest strength and our greatest asset. They need to be valued and supported. As outlined in the Review, an additional 200 constables above normal recruitment need to be recruited over the next four years to “meet current and projected demands on the NT Police”.

We welcome the funding commitment for these additional 200 officers – but remain concerned the Police Training College currently lacks the necessary staff, infrastructure, and accommodation to support this level of recruitment.

Without the appropriate staffing levels and infrastructure, significant pressure is placed on the Police College to deliver training and forces the postponement of internal courses to accommodate new recruits.

The focus, however, can't solely be on boosting the NT Police through recruits – a priority of Government and the Commissioner must be taking care of the experienced members we already have. Our members are pleased with the completion of the Resource Allocation Review and its recommendations – following years of advocacy by our Association – but the real work for the agency and Government is just beginning.

During a meeting back in May, the Police Minister informed me that the attrition rate was 6.1%, a surprising drop from over 9% the previous financial year. However, he admitted that the figure he was using excluded retirements, dismissals, and terminations. I requested clarification on how these figures were calculated and was promised a response by the end of the day.

Despite repeated follow-ups, including phone calls and emails to the Minister, three months have passed, and we are still waiting. This prompted the NTPA to conduct its own analysis, resulting in a higher attrition rate.

Instead of providing us with the information as requested, the Minister then publicly alleged we “falsified the attrition rate for the NTPA's betterment”. Noting that is a serious allegation – Minister, I invite you to explain your comments. Alternatively, you can withdraw them, and apologise, which wasn't withdrawn or apologised which our members remained disappointed.

The NTPA want to have a productive, professional working relationship where our members' concerns are genuinely listened to, so that they can feel genuinely supported. That can't happen if we keep getting stonewalled.

Retaining experienced police officers must be a priority for Government and the senior police executive. That is why the NTPA has lobbied for an ongoing retention bonus, independent of Consent Agreement negotiations, to encourage members to commit to longer periods of employment. This is one way you can demonstrate the value placed on the sacrifice and dedication of our members to the community throughout their careers and ensure the NT maintains a highly skilled and motivated workforce.



But it's not just about the money. For members to enjoy a long and successful career, they need adequate support, effective resourcing and proper staffing. This includes appropriate and safe housing, and ensuring readily available and accessible mental health, welfare and wellbeing support.

Years of government neglect has left NT Police behind the eight ball. Announcements of record spending and additional members are meaningless if the funding isn't rolled out swiftly, and attrition outstrips recruitment. Our members have waited long enough to be heard—why are you making them wait even longer for the tangible support they deserve and need so that they can continue their essential work for the community?

## FATIGUE MANAGEMENT & WELLBEING

It's not difficult to see how the lack of a workable Fatigue Management Policy, Safe Minimum staffing levels or Single Officer duties contribute to the unsustainable level of overtime our members are undertaking. Lack of adequate staff, low morale & excessive overtime all have an impact on members' mental health & wellbeing.

It's a vicious cycle: the lack of a Fatigue Management Policy, Safe Minimum Staffing levels, or single officer duties, combined with record levels of crime, leads to burnout. Burnout then results in sick leave, which causes workplace absences and forces members to undertake overtime.

At March 31, the Police overtime expenditure was \$15.2 million for 170,347 hours which is an increase of 7 percent on the previous year. The reliance on overtime not only places pressure on the budget but also poses significant risk to the mental health and overall wellbeing of our members in trying to deal with the day-to-day demands of policing.

It is essential that Wellbeing Services remains well-resourced to provide the necessary services to our members. This service should include an early intervention model which incorporates illness and injury management and Workers' Compensation. Too often our members report being neglected and forgotten, with their Return-to-Work hampered by unnecessary red tape and a lack of support from managers.

## REMOTE POLICING

Members have been loud and clear in consecutive surveys: poor quality housing, lack of staff and little respite is why they don't want to go bush. Plans to increase minimum staffing in remote stations are overdue and welcome news, but it will heavily rely on adequate and immediate investment from government.

Intervention-era police stations established in 2007 are, incredibly, still being used 17 years later. This is a universal failure of decision-makers who quite clearly are not being asked to live and work in these run-down, bug-infested, dangerous shipping containers.

The Police Review recommended a long-term remote infrastructure investment of \$192 million. That recommendation was accepted by Government in principle, but whittled down to \$125 million, over five years. There is an urgent need to close hazardous temporary police facilities that are no longer fit for purpose – or invest in permanent infrastructure.

A majority of stations in rural and remote areas of the Northern Territory need replacing or require urgent repairs and maintenance. This is something that the Government and the senior police executive should be ashamed of. If our members are expected to invest their careers and their lives in remote communities, they need adequate staffing, resources, infrastructure, security and support.

## ASSAULTS ON POLICE

Imagine a workplace where there is a risk – every single day – that you, or your colleague will be assaulted. That’s the reality of what police are confronted with each shift. Kicked, punched, spat at, belted with rocks and iron bars, threatened or stabbed with sharp edged weapons.

In 2023, there were 372 assaults on police – that’s a 45 percent increase compared with the previous year. These are shameful statistics, and the frequency and severity of attacks on our members is deeply concerning.

Recently, a violent offender who threatened the lives of two police officers, was granted a wholly suspended sentence. During the attack, the threat was so great, one of the officers was forced to protect themselves and their partner by discharging their firearm. When sentencing the offender, the local court judge praised the actions of the officers, saying:

“This was an unexpected, potentially life-threatening moment and they both acted with restraint and only used force because it was truly necessary.”

“Their actions on that day were commendable.”

The trauma and mental impact that violent assaults have on our members is immeasurable. When our members are being assaulted on a daily basis, it’s only natural for them to question: why do I even bother? Will the next attack be the one that ends my life? Will the next violent assault mean I won’t make it home to see my family?

Despite strong maximum penalties for assaults on police, it’s the Sentencing Act which lets police down, time and time again. Too often penalties are watered down to a fully suspended sentence, a night in the cells, or a rising of the court. The overwhelming message from our members is that they feel let down by the courts. Tougher mandatory minimum sentencing for assaults on police is a necessary deterrent. Police and other emergency service workers put their lives on the line, every single day. If our frontline workers aren’t protected, how can they possibly protect the public?

## INTERNAL DISCIPLINE

Without genuine legislative reform for internal discipline provisions, there will be no long-term change. Over the years there have been many reviews, recommendations made, and nothing progressed to meaningful changes in the law. We’re now in 2024 and the way discipline under Part IV is being applied by the Agency is heading in the right direction. The law hasn’t changed, the processes haven’t changed but the approach has.

In January 2024, the Agency brought Commander Jason Kennedy from the Australian Federal Police to take charge of the Professional Standards Command for 12 months. Since then, we have witnessed significant and positive changes – pro-active engagement with members, education, attempts to understand why behaviours occur and taking those matters into account when determining outcomes. This has resulted in positive outcomes for both affected members and the Agency.

However, this has highlighted just how fragile the current disciplinary system is. It should not depend on who the Commissioner of Police is and his or her attitude towards the membership – but unfortunately it does. So, whilst the situation has significantly improved, it remains at risk of reverting back to the tyranny our police force experienced not that long ago.

We still have a system where no time frames are provided for appeals to be determined – there are at least two matters that have been ‘on foot’ for more than two and a half years. That is completely unacceptable. Other employees in Australia have access to tribunals where the appeal process is completely independent of the

employer. That is what our members should have access to – a process that members can have confidence in, not an appeal process controlled by the Respondent.

## CONCLUSION

A recent change is Government has made a positive change to the NT Police with priority given to progressing important legislative change, along with policy and procedure changes. Election commitments surrounding Mandatory Sentencing for Assaults on Frontline Workers, Sentencing Act reform along with the Bail Act and Police Administration Act changes and an enhancement of the Powers of Police are being progressed as a matter of priority.

More importantly a Government that has agreed to supporting our hard-working members and protecting the community from people that want to commit offences and making sure they are held responsible for their decisions. The new Country Liberal Party (CLP) Government is supportive of the NT Police the expansion of their powers to ensure they can adequately deal with the rising level of crimes, with key commitments agreed to with the NTPA prior to Northern Territory election as a result of a priorities for the NTPA, 2024 and Beyond document.

Important correspondence presented to both parties during the election period, seeking commitments including a retention bonus for significant milestones for NT Police members, ensuring that our experienced members are valued and rewarded for their years of service both now and into the future were agreed to. This gives the NTPA a strong position to ensuring that our members a supported and respected for their ongoing commitment to the NT Community.

It is an honour to represent each of our members, and the collective Northern Territory policing family at a national level. I thank all other affiliates for their ongoing support and advice, and particularly the Police Federation of Australia CEO Mr Scott Weber APM.

The NTPA will continue to advocate on behalf of all our members with all sides of politics, the community, and the media to ensure the important issues are addressed, and that the interests of all members of the Northern Territory Police Association are represented every day.



**Nathan Finn**  
President



## QUEENSLAND BRANCH



### QPU GENERAL PRESIDENT

The resignation of Queensland Police Union (QPU) General President Ian Leavers APM to become Queensland's inaugural Cross Border Commissioner in August 2024 resulted in the QPU Executive unanimously voting to install Shane Prior as QPU General President and CEO.

Shane Prior served as Vice President of the QPU for five years and also the Regional Representative for the Headquarters and Support Region of the Queensland Police Service (QPS) since 2017. Mr Prior has contributed almost two decades as a police officer across the frontline, child protection and as a detective. Shane's wife Amy is also a frontline Police Sergeant in Brisbane.

The QPU has a proud 110 year tradition of servicing the needs of sworn officers, Watch House officers, Police Liaison and Torres Strait Islander Police Liaison officers. The QPU represents 12, 500 police spread across all communities, responding to diverse challenges that people across Queensland experience on a daily basis.

As QPU General President, Shane Prior is dedicated to protecting the wages and conditions of police officers in Queensland and ensuring the focus for the organisation is on our most important asset...the QPU members.

The pressures of policing have increased over the last decade and Police are at risk of psychological distress or burn out at much greater rates than previously encountered.

There's an importance now for Police to not only use their skills and leadership while on duty but to also prioritise a strong work-life balance. The QPU through our EB negotiations delivered effective 'right to disconnect' provisions that have significantly reduced non-urgent after hours communication for members. This element alone is providing a strong boost in quality family time hours.

Queensland will soon hold a State election and no matter the result, there could be significant shifts in the Government's attitude to wage policies and public service conditions.

The QPU has an established reputation for delivering for its members irrespective of the political party we are dealing with and that is a tradition that will continue after the election in October.

United the QPU will weather all challenges and stand up for police in Queensland.

## EBA 11

In 2025 the existing Enterprise Bargaining Agreement (EB10) between the QPU and the Queensland Government will expire. The QPU anticipates a challenging negotiating environment ahead.

The current State Government has demonstrated over a number of bargaining cycles that it will enter negotiations to safeguard the rights and entitlements of Police. There's been a willingness to consider wage rises keep pace with the cost of living crisis impacting Queenslanders.

The QPU will advocate to ensure the industrial and wage gains achieved in EB10 will be protected and where possible enhanced.

The QPU is continuing to engage with members in anticipation for bargaining opportunities to be discussed in EB11 commencing in January 2025.

## NATIONAL FIREARMS REGISTRY

Following the domestic terrorism incident in Wieambilla in December 2022, the QPU led the discussion and campaign for a genuine national approach to firearm information sharing.

All police unions and associations quickly joined with the QPU and through the Police Federation of Australia, meaningful dialogue was initiated with the Federal Government.

On December 6, 2023, National Cabinet agreed to implement and fund a National Firearms Register.

The Register once operating will provide frontline police officers with near real-time information on firearms, parts, and licenced owners. The Register will link firearms information with other relevant police and government information, including data from the National Criminal Intelligence System along with material from the courts, to better enable law enforcement to assess firearm risks.

The Register will be a federated model, drawing information from existing firearms registries, portals and management systems. The Australian Criminal Intelligence Commission (ACIC) will develop and administer the Register.

The QPU believes the success in establishing a National Firearms Registry will potentially build the case study for further integration of data and intelligence sharing across all police jurisdictions on a variety of matters including Domestic and Family Violence.

The screenshot shows a webpage from the Attorney-General's portfolio. The header includes the Australian coat of arms and the text 'Attorney-General's portfolio'. A navigation bar contains 'Home', 'Attorney-General', and 'Media centre'. The main heading is 'Funding the National Firearms Register'. Below this, there is a breadcrumb trail: 'Home / Media centre / Funding the National Firearms Register'. The content area features a quote from 'The Hon Mark Dreyfus KC MP' dated '27 April 2024 | Media Release'. The text states: 'The Australian Government will deliver a historic funding commitment to implement the National Firearms Register, a signature community and police safety initiative. In next month's Budget, the Australian Government will invest \$161.3 million over 4 years to establish the Register, and to support extensive reform of Commonwealth, state and territory firearms management systems. National Cabinet's landmark agreement in December 2023 to implement a National Firearms Register is the most significant improvement in Australia's firearms management systems in almost 30 years and will keep our community and police safer. The tragic events at Wieambilla in December 2022 were a catalyst for progressing this outstanding reform from the 1996 Port Arthur massacre response. The National Firearms Register will allow law enforcement to assess firearms risks by:
 

- Providing frontline police officers with near real-time information on firearms, parts, and owners and
- Linking firearms information with other relevant police and government information, including information from the National Criminal Intelligence System.

 Once established, police will know where firearms are, who owns them, and what other risks to the community and police may exist. The development of the Register is being informed by community and stakeholder consultation. The initiative is led by the Attorney-General's Department and the Australian Criminal Intelligence Commission, working alongside state and territory governments. The Australian Government is committed to protecting the Australian community and ensuring Australia's firearms laws remain amongst the most effective in the world. If you know or suspect that someone has an illegal firearm, you can anonymously share that information with Crime Stoppers on 1800 333 000 or at crimestoppers.com.au.'

## SUPPORT FOR MEMBERS

The QPU provides essential services for members in need of industrial, legal, and welfare assistance, and in 2023 we also implemented projects that will provide increased support for our members into the future.

The QPU continues to partner with support services to provide mental health support, counselling and peer support to current and former Police officers, from people who understand the life and experiences of being a Police officer.

The QPU proudly supports the Wall to Wall Ride of Remembrance to the National Police Memorial in Canberra each September continuing the tradition of honouring those police who gave the ultimate sacrifice in protecting and serving their community. Events like this are important to bring current serving and retired Police together and the funds that are raised are distributed to Police Legacies supporting Police Officers and their families.



## WIEAMBILLA INQUEST

A five week coronial inquest was held in Brisbane by the State Coroner looking at the murder of two police and a good samaritan at Wieambilla on December 12, 2022.

Investigators believe the incident was an act of domestic terrorism committed by three people with deranged ideologies.

The inquest was to look at who was responsible for the deaths, whether the actions taken by specialist police to neutralise the threat were justified and if any recommendations could be made to improve resources and reduce risk of another similar incident.

The families of murdered officers Constable Matthew Arnold and Constable Rachel McCrow listened to very confronting evidence and details about their loved one's last moments.

The evidence also took an emotional toll on the officers asked to re-live the events of the day and the actions they took. For the broader police family including the relatives of other fallen police it was a distressing time as they also felt a renewal of their individual pain and loss. The QPU has again questioned the court on why the use of Body Worn Camera (BWC) material was not treated as an officer's evidence in chief supported with statements. There appeared to be little gained from simply asking traumatised police to re-state what was already in the evidence. By accepting this evidence from the brief the entire process could have been reduced in time and progress through the court system quicker than the two years taken to schedule this inquiry. The QPU will continue to discuss these matters with future State Coroners and the State Government.

The QPU will review the official findings and recommendations of the Coroner to guide our response to the entirety of issues raised, however it is clear there are some immediate gaps requiring attention.

The effectiveness of the QPS radio communications network needs immediate scrutiny. QPU President Shane Prior has asked the Police Commissioner to explain why a statewide radio 'black spot' elimination program has not been initiated. It is not appropriate for Queensland police officers relying on their mobile phones to call for help because their radios do not provide the reliable link they need.



The QPU is also advocating for intense monitoring of groups that clearly promote dangerous fringe ideologies in our community. The misinformation that floods the internet is having real world impacts on the safety and wellbeing of Queensland police.

Law enforcement agencies across the country must work together to tackle the rise of domestic terrorism and violent extremism fuelled by conspiracy theories.

### **COST OF DOMESTIC AND FAMILY VIOLENCE (DFV)**

Domestic and Family Violence continues to put enormous pressure on frontline police in Queensland. 192,000 calls for service occurred around DFV during 2023 in Queensland. Each one of these inquiries can take between 4 and 8 hours per shift to investigate thoroughly.

The parliament in Queensland continues to tinker around the edges of DFV and introduce more offences which police must be responsible for. These offences like coercive control are highly technical and require skilled detectives to use them effectively.

The risk to the QPS is the loss of long-standing police officers burnt out by the cycle of DFV, the violence attached to it and the perceived contempt of the community. The gratitude of victim-survivors is often lost in the negative public statements from groups who view police as ineffective.

Management of DFV is having a massive impact on the psychological health and wellbeing of police.

The QPU does not believe our members should be treated as relationship counsellors, mental health professionals or life coaches. Other government agencies and supported NGO's must step up to support the work that police do.

Wrap around services, rapid response teams and co-responder models are the answer to reducing calls for service and reframing the role of police in DFV. Police are there to defuse situations, restore peace and order, make immediate decisions around safety through the use of orders and investigate offending.

The after hours call out work must be done by skilled professionals with psychological skills or counselling skills. Police can no longer do every other department's job because they refuse to modernise their work practices, attitudes and service delivery. Our workforce is exhausted and in need of better support from the rest of the sectors.



### **YOUTH CRIME**

In Queensland, police continue to be babysitters for corrective services and youth justice. Police in Queensland are not child care workers and they are not teachers. Youth offenders who commit serious and violent crimes must be detained for the safety and protection of the community. Watch houses, however are not the solution for youth offenders and have become the long-term accommodation of youth offenders.

The QPU is concerned statutory time frames are being exploited by Corrective Services and Youth Justice to manage youth offending. Under Queensland Law youth offenders may be held in a watch house facility for 21 days, this does not mean they must be there. It's time to end this practice. Queensland Police will continue to arrest young criminals but they must be placed in appropriate facilities.

The QPU is advocating for greater accountability from the judiciary, youth justice, corrections and child safety to explain delays in the system, so offenders in custody can be moved out of police facilities and into appropriate detention facilities.

This impost on watch house officers and police is once again putting all the risk on our members while other agencies fail to meet their obligations.

### IAN LEAVERS APM

The QPU must acknowledge Ian Leavers APM for the work he has done for our members over 15 years as the Union's General President.

During Mr Leavers time on the QPU Executive, the QPU as an organisation has advocated for better wages, conditions and resources for police with five Premiers, nine different Police Ministers and four Police Commissioners. Through all that change the QPU has fulfilled a number of goals to make industrial entitlements, protections, resources and remuneration better for every member.

Mr Leavers achieved Presumptive Legislation for PTSD, the Queensland design and roll out of Integrated Load Bearing Body Armour, Body Worn Cameras for every frontline officer, QLITEs, fit for purpose vehicles, a multi-million dollar building program, multiple Enterprise Bargaining Agreements that are the envy of every jurisdiction in Australia, the introduction of a Taser10 trial along with recognition of service for our members who completed Disaster Service, along with Rural and Remote Service.

The QPU congratulates Mr Leavers APM on his new role as the first Queensland Cross Border Commissioner. We expect Ian will continue to be an advocate for our profession.



**Shane Prior**  
General President and CEO



## SOUTH AUSTRALIA BRANCH

A year of significant change at the Police Association has included longstanding president Mark Carroll APM announcing his retirement earlier this year.

Mark gave extraordinary service to the association for 27 years, including the last 16 as President. And he's set an enormously high standard as the leader of a highly successful and powerful union.

It was, therefore, an incredible privilege, and an honour, when members elected me to be president starting from July 6 this year.

Already, I'm getting an idea of how big those shoes are to fill.

It has been a fruitful and productive time, as my team and I work on several key issues of intense member interest.

### DEATH OF BREVET SERGEANT JASON DOIG

It is nine months on since the killing of Brevet Sergeant Jason Doig last November, but hearts still ache and mourning continues.

Jason, killed in the line of duty, was a son, a brother and a workmate to many. His death ended a run of 21 years without the on-duty death of an SA police officer.

Jason and colleagues Sergeant Michael Hutchinson and Constable Rebekah Cass attended a property near Bordertown on November 16.

They had gone there to investigate an earlier incident, but an exchange of gunfire left Jason dead, Michael seriously injured, and Rebekah deeply and understandably traumatized. It was a horror hard to believe and it shocked us all.

Reports of the courage which Jason and Sergeant Hutchinson showed under fire, and the critical input Rebekah Cass contributed, make us duly proud and humble.

In the 34 years he served, Jason worked closely with many of his colleagues. One of them, who worked with him back in 1994, reflected on his time with him as a patrol partner.

“He was just this decent, humble bloke, so likeable and accommodating,” the colleague said. “I couldn’t have asked for a better partner. He just went about his job, was slow to anger, and had that genuine sense of service to others.”

The depth of the impact of our loss of Jason is still evident — and compelling, despite the passage of time.

Few, if any, other professions exact such an emotional toll. Our members, and those who support them from behind the scenes, are supremely resilient.

But remember, we’re people before we’re police. The unique demands of our profession sometimes overshadow that human element.

Those who most need our continuing support now are those who were closest to Jason — his family, of course, and his immediate workmates. Time will give them relief but, for now, their grief is certainly not over.

By caring for them, we honour Jason.

## ENTERPRISE BARGAINING, ATTRITION AND RETENTION

Of all the critical roles the Police Association of SA fulfills, our most important — by far — plays out at the enterprise bargaining table.

No industrial issue is more important to our members and their families.

It’s the one issue we simply have to get right — every time. And it demands the best research, strategies, skills and experience.

One of the biggest misconceptions in the industry is that the outcomes of previous enterprise agreements are somehow cumulative.

That isn’t the case.

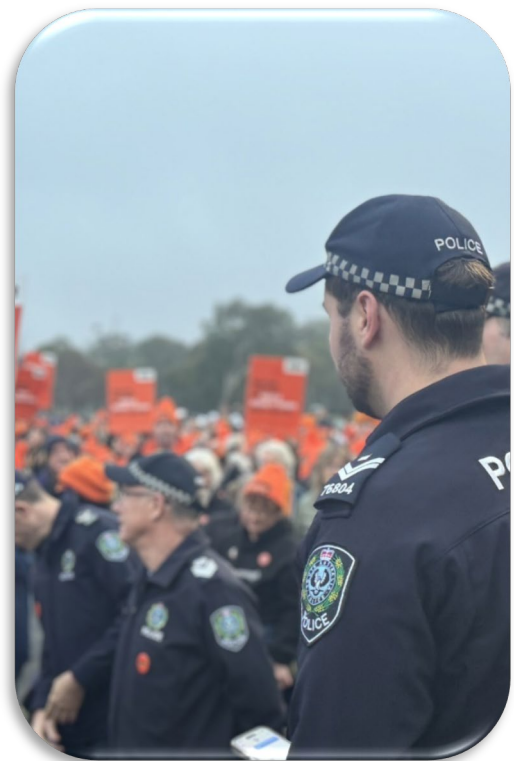
We don’t come to the negotiating table in 2024 with all the entitlements of the 2021 agreement already secured.

We have to re-negotiate and secure those existing entitlements.

These negotiations are already in full swing and are ongoing.

In my view, this is one of the most critical enterprise agreements in our history. Given the issues SAPOL currently has with retention and attrition, I actually think this could be our last chance to deliver an agreement that stops members from leaving the job.

The cost of living is becoming relentless, and policing is getting harder, not easier. We’re doing more jobs we shouldn’t have to do, with far fewer resources.



Issues that are on the table for EB include salary increases, conversion of allowances to a percentage value, expanding the roll-out of extended-hours rosters, incentives for country policing, expansion of the brevet sergeant classification, retention allowances and an industrially fair arrangement for parental leave.

The stark reality is these issues also underpin one massive, all-encompassing problem: the critical need to retain existing police officers.

SAPOL can't continue to recruit and train police officers, only to have them walk out the door at an average length of 10 years' service.

The new enterprise agreement must make policing an attractive occupation once again.

## **POLICE HOMECARE SERVICES**

Lifestyle Plus Group partnered with the Police Association in April to create a unique lifestyle-assistance program designed specifically for association members.

Police HomeCare Services is a specialised arm of the organisation, providing association members with a range of services.

The business has taken residence in the union's Carrington St building, leasing the ground and first floors from the association.

Lifestyle Plus Group, a privately-owned community service business in disability and aged care, has been operational since 2015.

The concept has long been a point of discussion, and a significant time in the planning.

The Police Association looked at the creation of Police HomeCare Services as a once-in-a-generation opportunity.

It has finally come to fruition and will deliver NDIS and My Aged Care services to members and their families for many years to come.

The provision of this type of police-specific care through a partnership of union and business really is a first anywhere in the country.

And we've built it on trust and integrity. It's an in-demand service which complements the range of others we already provide to members.

Ultimately, we want Police HomeCare Services to flourish to such an extent that it becomes one of the most trusted providers in South Australia and the nation.

Now we want members to be confident that their mums, dads, siblings and other family members will be looked after by people who prioritize their welfare ahead of the dollar.

## **PTSD AMENDMENT BILL**

The Return to Work (Post Traumatic Stress Disorder) Amendment Bill progressed through the Legislative Council earlier this year.

The legislation stipulates that if a first responder is diagnosed with PTSD, the disorder is presumed — in the absence of proof to the contrary — to have arisen from employment.

Effectively, it flips the PTSD burden of proof from the employee to the employer.

This would apply to both current and future cases in which Police Association members suffer from PTSD. The association has long supported this bill.

## REGIONAL POLICING

Country policing in SA offers some amazing experiences and opportunities for police officers, but it often comes with a set of unique challenges.

Unions and governments sometimes make the mistake of thinking SA stops as soon as you get past the outer metro areas. That kind of outlook in the past has probably led us directly into some of these challenges.

Rural SA is vast and many areas are sparsely populated with inherent geographical challenges. Despite this, country communities deserve exactly the same level of police service as metro communities — and police officers deserve the recognition and support to provide that service.

I've seen first-hand that our members are doing an incredible job in these stations, but there is scope to provide them with better conditions and greater recognition for their regional service.

As an example, our Coober Pedy station has a shortfall of eight out of 21 positions.

As one might expect with a gap of almost 40% of the workforce, there is very little respite for those members — they're basically always working or on-call to be available to work.

Country policing provides so many unique experiences and opportunities for our members, but it's now on SAPOL to ensure that these stations have adequate staff and facilities. We know that country members face all the same life-threatening situations, so they deserve all the same support.

Specialist support services are already limited in the country, sometimes non-existent, so it's critical that staffing numbers are maintained.

The risk to our members is increased when there's less cops working.



What we need is some significant retention measures and I think the place to do that is at the enterprise bargaining table — and that’s what I intend to raise with both SAPOL and government.

The range of work country cops do is so broad, and the learning curve is so steep, I think there’s a very convincing case that country members should be able to make their way through the constable increment ranks much quicker.

SAPOL also has a policy that basically caps any existing incentives to four years in the country — for example within Coober Pedy and Ceduna. It has to revise this. It’s a policy that makes absolutely no sense when you’ve got issues attracting and retaining country members.

In terms of security and member safety, SAPOL should look at some benchmark security provisions for all country stations. At the moment there’s some wild discrepancies between the stations in terms of their security provisions. Let’s clean that up and make a standard security detail across the board, so members and the community know what they can expect from their country police stations.



**Wade Burns**  
President



## TASMANIA BRANCH



Over the past 12 months the Police Association of Tasmania (“PAT”) has pursued the following issues and/ or we have continued to advocate in relation to those issues:

- *Maintaining of safe staffing levels*
- *Roster review and Centralised Rostering Group*
- *Development of a fatigue management framework*
- *Enterprise Bargaining*
- *Workers’ compensation support and reform*
- *Establishment of PAT Legal Pty Ltd*
- *Weiss Independent Review*

### SAFE STAFFING LEVELS

In July 2022 the then Commissioner of Police, Darren Hine, implemented the Commissioner’s Instruction on safe staffing levels at all seven of Tasmania’s 24-hour police stations. In January 2024 Tasmania Police sought feedback regarding a new draft Commissioner’s Instruction for Safe Staffing Levels.

The Instruction outlines a requirement for minimum numbers of sworn police officers to be rostered at 24-hour stations. This ensures the health and safety of members and the reasonable provision of service to the community by maintaining a reliable standard of service delivery. In addition, the Instruction requires districts to manage the shift numbers at the respective stations to ensure that they do not fall below the allocated staffing levels.

Safe staffing levels refer to the minimum number of officers that must be rostered, which is significantly lower than the number of staff allocated to the respective stations. This level is arguably in need of upward revision, as in some areas, it is mistakenly interpreted as the standard operational strength.

PAT surveyed members to understand their views on the instruction, and the results are as follows: 86.24% supported the current Commissioner’s Instruction on safe staffing, 87.34% believed it was unacceptable for



Tasmania Police to dispense with safe staffing numbers, 85.04% felt that minimum staffing levels gave them confidence in their safety and health at work, and 87.34% thought that removing mandatory safe staffing levels at 24-hour police stations would make them less safe.

In response to feedback from PAT and the members the Commissioner of Police decided to maintain the existing Commissioner's Instruction and safe staffing levels.

## ROSTER REVIEW

Following representations from PAT in 2021, Tasmania Police undertook a review of its rostering practices for 24-hour shift workers.

Under the current Police Award, the only "award-compliant roster" for 24-hour members is a 5-week cycle that includes a continuous 7-day block of night shifts. The review highlighted issues related to fatigue, recommending that rosters be forward-facing and that no more than three consecutive night shifts be worked.

Since 2019, Tasmania Police has trialed several different rosters across the 24-hour stations but is yet to find an arrangement that addresses all concerns and maintains member priorities—such as safe staffing and team-based rosters—without incurring significant overtime.

## CENTRALISED ROSTERING

In April 2024 Tasmania Police sought feedback in relation to the implementation of a centralised rostering group administered in Hobart by mostly state servants.

The PAT sought member contributions and received 27 pages of response from a variety of individuals and smaller groups. The concept of a Hobart based group assisting in the management of personnel based all over the State, elicited an emotive response. The creation of the Centralised Rostering Group and imposition of stringent guidelines associated with its operation created significant discussion and unrest in the membership, particularly concerning the communication (or lack of detail). This included discussion regarding votes of no confidence in the Commissioner of Police throughout the branches.

To their credit, Tasmania Police listened to the feedback and did not implement the CRG. We continue to work with Tasmania Police to develop a roster in time for EB 2025 (December 2025) that will placate all members and adequately cover the key areas of fatigue, teams based and maintenance of safe staffing levels that will not incur significant overtime.



## ENTERPRISE BARGAINING

Our Enterprise Bargaining negotiations will commence after July 2025, the PAT continues to seek pay parity, as we are the second lowest paid police service in the country. We have already received submissions from members in relation to wages and conditions for consideration of inclusion in the final log of claims for EB2025.

## WORKERS COMPENSATION

Currently 13.9% of the Tasmanian Police Officers have open workers compensation claims.

Of that, 68% relate to mental health claims, with more than half relating to members who are totally incapacitated. Workers' compensation in policing has seen a rapid rise across the country and Tasmania is no exception. There has been a 4% increase in workers compensation in just three years. This has impacted on the number of people exiting Tasmania Police due to settlements of claims which means currently the members resigning or retiring from Tasmania Police exceed the numbers of recruits.

Long term absences on workers compensation make it difficult for Tasmania Police as they cannot recruit against the position while the member is on workers compensation. More importantly, being absent on workers compensation is not a pleasant experience. The evidence is, the longer a person remains off work, the less likely they are to return to their pre-injury role.

The PAT is seeking legislative reform to make the process to 'exit' the workers compensation system easier.

## ESTABLISHMENT OF PAT LEGAL PTY LTD

The PAT provides legal assistance to its members for work related matters so long as it meets our legal assistance rules. As the number of members increases, so too the number of legal matters increase. Not only have the numbers of workers compensation cases risen but also matters relating to discipline that require legal advice.

Since 2018, the PAT has seen a 258% increase in legal costs, which are not always recoverable.

As a result, the PAT established its own legal firm, "PAT Legal Pty Ltd". The firm is only for Tasmania Police members and currently for matters that fit within the PAT legal assistance rules. In the few weeks that the firm has been operating we have had extremely positive feedback from members. We still use our external legal provider Wallace, Wilkinson and Webster, a relationship that we

have had for over 30 years. However, we are currently retaining most workers compensation matters and will expand the scope of that work as the firm capacity grows.



## WEISS REPORT

In July 2024 Tasmania Police released the final report of the Weiss Independent Inquiry which examined the conduct of former police officer Paul Reynolds. Commissioner Donna Adams APM's described the report's

findings as “challenging and confronting in detailing the extent of his sexual abuse and grooming of boys and young men over a 30-year period”.

The report made five recommendations that have been accepted by Tasmania Police

- the establishment of a **redress scheme for victim-survivors** of his grooming and/or abuse
- a **restorative engagement framework** for people who have experienced grooming and/or sexual abuse by Tasmania Police officers.
- a **framework to strengthen community engagement** and build trust between Tasmania Police and Tasmanian sporting organisations for the purpose of preventing, identifying and reporting grooming, sexual abuse and unacceptable sexualised conduct in sport - including the establishment of a dedicated Community Engagement Command
- the establishment of a **dedicated victim management team** which operates separately of the Professional Standards Unit to support victims of reported police offending or misconduct.
- that Tasmania Police make a recommendation to the Tasmanian Government for **amendments to the Integrity Commission Act 2009**.

The PAT recognises the difficulty the contents the report has had on the victim survivors and our members who have been severely impacted by its revelations. The conduct of Paul Reynolds was horrific and indefensible. The PAT shares the Community’s contempt for this behaviour, and we acknowledge that there is a lot of work that must be done to rebuild the community trust in our membership. We will be working with the Commissioner and Tasmania Police to address these horrendous wrongs and strengthen our organisation to ensure that there is never another Paul Reynolds amongst our ranks.

## OTHER MATTERS

In conjunction with the above, Tasmania went to a sudden State election in March 2024, which saw a minority government being formed with the Liberal Party and Jacqui Lambie Network (JLN). In this short period, two JLN members have broken away from the party and become independents. This is in a political landscape where government will be announcing budget cuts. All of this creates uncertainty for the Tasmanian people and our members.

As an example of the political environment confronting Tasmania, in July 2024 Jacqui Lambie used a speech in the Senate to state that there were “...concerning allegations that there had been child abuse perpetrated by members of Tasmania Police in St Helens.” These baseless allegations made under Parliamentary privilege have significantly damaged the relationship between the PAT and the Jacqui Lambie network. Additionally of concern, is that our correspondence to the Senator and other JLN members remains unanswered.



Tasmania Branch Statewide elections commence in October and here will likely be some changes to the Senior Executive as we navigate this process. I plan on running for the position of President with no certainty around

any other candidates at the time I write this report. It has been a pleasure finishing Colin Riley's last 18 months, but I believe it is now time for me to consolidate the position as we enter a year of uncertainty.

The Tasmanian Government is in a precarious financial position and the Enterprise Agreement signed at the end of 2022 with government expires in December 2025.

The PAT is in a very positive position after 12 months of change. The office, albeit small, has many years of experience and expertise and look forward to the challenges of 2025 and beyond. With the Liberal State Government reliant on Independents and JLN giving them supply, any changes to these arrangements may spark another election that could be to our members advantage given our Biannual Conference is in February 2025.



**Shane Tilley**  
President



## VICTORIA BRANCH

The past 12 months has been an extremely busy period for The Victoria Police Branch of the Police Federation of Australia (PFA Vic Branch), as it has engaged with Victoria Police for that entire period in enterprise bargaining negotiations or processes. This period in fact, represents the longest period dedicated to wage negotiations since 2001.

While enterprise bargaining activities naturally become our principal focus, the business-as-usual activities of PFA VIC Branch must continue. Policing, and the challenges that brings our members, does not stop or wait for anything. Our Branch Administration has managed both demands effectively, and our executive has guided in good faith those activities and processes with the best interests of our members foremost in its consideration.

### BRANCH EXECUTIVE

In response to the resignation of Branch executive member Sergeant Mark Sims (Kyneton uniform), the executive appointed our first PSO to serve on the executive. Senior PSO Emma Arnold (Transit Safety Command) served on the Board for three months, between 20 June 2023 and 21 September 2023 filling this casual vacancy. This considered board decision was significant and recognised our collective desire to see your board representative of our membership.

In accordance with our rules, an ordinary election (E2023/20) was held in August 2023 by the Australian Electoral Commission (AEC) and the successful candidates were, Detective Sergeant Justin Polwarth (People Development Command), Detective Sergeant Peter Griffiths (Hume CIU), Superintendent Geraldine Porter (Crime Command) and Senior Constable James McLaughlin (PORT).

These members have been elected to the executive for a three-year term.

A casual election (E2023/80) was held in October 2023 by the Australian Electoral Commission (AEC) and the successful candidate was Sergeant Brendan Binney (Warrnambool Uniform).

An ordinary election (E2024/24) was held in June 2024 by the Australian Electoral Commission (AEC) and the successful candidates were Senior Constable Leigh Prados (Crime Command) and Sergeant Joseph Sellars (Melbourne West Uniform).

Leigh and Joe have also been elected to the executive for a three-year term.

I take this opportunity to congratulate Justin, Peter, Geri and Jim on their re-election to the executive and Leigh and Joe on their election as new Branch executive members.

Our Branch Executive over the past 12 months has reflected on the diversity of you, our members. Police and PSOs. Metropolitan and Regional. Uniformed other-ranks, sub-officers, detectives and commissioned officers all have held positions and directed our organisation. New Branch Executive members elected add fresh perspectives and support experienced Branch executives in the important and challenging task of taking our members forward.

The following report details the activities of the PFA Vic Branch over the past 12 months.

The total PFA VIC Branch membership on 30 June 2024 was 17,670 which makes it the largest police employee representative body in Australia. Since the same time last year PFA VIC Branch member numbers have increased by 44.

Victorian Police numbers declined post COVID, and PFA VIC Branch members declined similarly over this same period. PFA VIC Branch's membership density however remains a constant reflection of its ongoing work to support members at all levels of policing and its commitment to recruitment, engagement and education activities.

Victoria Police continues to hold significant vacancies at the present time, however concerted efforts to recruit new members to policing are being undertaken by the agency towards 2026 when it forecasts a return to its funded profile.

Aimed at ensuring our members are satisfied with our services, PFA VIC Branch finalised its biannual member feedback survey designed to identify key issues of concern for members and evaluate PFA VIC Branch's performance in a range of areas. In terms of current issues, responses indicated 13% of members feel they have too much paperwork, 12% have issues with leadership or management of the force, 42% have been attacked by an offender at work and 20% were injured as a result.

## ENTERPRISE NEGOTIATIONS

Our principal activity over the past 12 months has been the work associated with the negotiation of a new Enterprise Bargaining Agreement (EBA) for Victoria Police.

Following significant preparation throughout 2022, member sentiment informed the development of a log of claims endorsed in April 2023, and subsequently served on Victoria Police.

Negotiations began with Victoria Police in June 2023. A total of 56 formal bargaining meetings were conducted between June and November. Negotiations, painstakingly slow, failed to deliver a proposed agreement that met key components of the log of claims. This necessitated a period of Protected Industrial Action taken by PFA VIC Branch members.

Members took highly visible industrial action commencing 3 December 2023 in support of an outcome that could be put to members for consideration. This action, led to genuine engagement, for the first time, with the Victorian State Government over a new EBA. Having noted the ineffective nature of bargaining to that point,

the parties agreed to a further six-month period for discussions, the focus of which was to develop and implement 9x9 rostering, a principal component of our members' claim.

This agreement was coupled with the delivery of administrative pay rises for all members (1.75% over 6 months) while negotiations on this issue were afoot. This increase to members' salaries was significant, such that these increases would be over and above any further increase negotiated at the conclusion of bargaining in a new agreement. Engagement in this process was endorsed by local representatives and the executive of PFA VIC Branch.

Victoria Police committed to the negotiation objective and the creation of a joint working party to establish a process to fulfil the Deed of Agreement reached between PFA VIC Branch, the State Government and Victoria Police to determine these matters. This working party set about its work intensely to develop 9x9 rosters within the parameters set.

This work was assisted by significant numbers of PFA VIC Branch industrial relations and sworn staff who, for the first time, worked within a joint working party overseen by representatives of Victoria Police, PFA VIC Branch and Industrial Relations Victoria as the Steering Committee.

A further 12 formal bargaining meetings were held between Victoria Police and PFA VIC Branch (in addition to working group meetings) and seven meetings of local representatives conducted by PFA VIC Branch between January and June 2024 to ensure our members, as much as possible, kept abreast of the work undertaken and the direction of negotiations.

Disappointingly, and unexpectedly, Victoria Police unilaterally walked away from its commitment to the process toward the end of the working group's work causing the parties to engage in an Alternative Dispute Resolution towards a mediated outcome. Mediation produced a considered and incremental implementation model that prior to binding arbitration, and despite being initially rejected, was ultimately agreed to by Victoria Police. This mediated outcome formed the basis for a proposed agreement, encompassing rosters, length of shift times and salary increases that was put to PFA VIC Branch members, consistent with objectives of its log of claims.



## INDUSTRIAL RELATIONS

PFA VIC Branch's Industrial Relations team dealt with a range of significant non-enterprise bargaining related issues throughout the year. The overwhelming majority of disputes raised on behalf of individual members are resolved by PFA VIC Branch without the need for further escalation. However, 13 disputes were referred for the assistance of the Fair Work Commission. These issues range in their circumstances but increasingly the terms of Flexible Work Arrangements require escalation and the Commission's assistance.



PFA VIC Branch is presently in dispute with Victoria Police about its failure to properly pay detectives overtime when working general duties operations (which are not in the normal follow of work for detectives).

PFA VIC Branch commenced proceedings in the Federal Court against Victoria Police for a breach of the EBA regarding consultation arrangements applicable to changes to rosters for Highway Patrol members. This proceeding concluded with a settlement in favour of PFA VIC Branch members and highlights the organisation's preparedness to ensure the enforceability of key rights and entitlements arising from provisions of our members' EBA.

Victoria Police also sought to restrict leave for members by introducing quotas in a number of divisions and failed to pay allowances to commissioned officers in accordance with the EBA impacting superable salary, with both these matters requiring PFA VIC Branch intervention.

Police in Victoria were required to support the ASEAN Conference held in March in Melbourne which necessitated extraordinary commitment from our members and the negotiation of a Memorandum of Understanding to ensure our members supporting this operation received reasonable travel and accommodation entitlements.

PFA VIC Branch has successfully advocated to the Victorian Government for an amendment to the Fair Work (Commonwealth Powers) Act 2009 to ensure currently non-referred matters relating to conditions contained within the EBA are justiciable at the Fair Work Commission when disputes arise. Presently, the absence of this capacity represents a significant gap in the industrial protections available to police officers in Victoria by comparison to other workers.

This is a material deficiency given the repeated willingness of Victoria Police to argue jurisdiction at the Commission on non-referred matters. A Bill is expected to be introduced into the Parliament of Victoria in the near future that will address this issue.

PFA VIC Branch released an independently conducted research report into Workplace Wellbeing and Environment of members. The report, the second part of a longitudinal research project by RMIT and Swinburne Universities examined the wellbeing (eg. workload, psychological safety, engagement, burnout, resilience, job satisfaction and job turnover) and workplace environment (eg. employee voice, employee silence, work-life balance, support at work, trust in direct supervisor and senior management, and trade union partnership). The findings of the two reports suggested there are implications for the police at a senior level, as well as more specific implications at an operational level which need to be addressed.



At all levels, the work environment emerged as a fundamental area which needs serious review with evidence of work intensification, low job satisfaction, and the majority of members often feeling emotionally drained. Most members reported they have reached the point of burnout. The lack of work-life balance was an important issue for most members. PFA VIC Branch members indicated they frequently think about leaving the police workforce. This research report was used by PFA VIC Branch to promote health and wellbeing initiatives, support EBA negotiations and inform future advocacy to improve workplace safety.

Significant nationally, is the Government's commitment to fund tasers for operational police in Victoria. PFA VIC Branch has remained actively involved in overseeing the rollout of this lifesaving equipment and the training required to support it. As at March 2024, 1,846 police and PSO members had completed training with 10,300 on track for completion by the end of 2026. The delivery of Taser 7 is a game changing enhancement for our members making Victoria Police, thanks to our advocacy, the best equipped force nationally with Conducted Energy Device technology.

BlueHub, PFA VIC Branch's mental health clinical program continues to set a benchmark in treatment with clinical data suggesting significant decline in patients' depression symptom severity, psychological distress and anxiety symptom severity.

With over 350 members in treatment, and a reduction of wait times over the year to an average 25 days, the refinement of BlueHub at PFA VIC Branch has also been able to accommodate treatment within as soon as two days when urgently required.

BlueHub, seed funded under grant from the Commonwealth Government (with ongoing funding from the Victorian State Government), is now recognised as a student placement opportunity for provisional psychologists completing their Masters in Clinical Psychology at Monash University. The provisional psychologists will undertake roles within the BlueHub team including supporting intake assessments and member triage.

BlueHub remains committed to building treatment options using research and data to inform positive return to work outcomes. Funding for BlueHub, despite its success, is grant and time limited and PFA VIC Branch has commenced discussions with the State Government to explore ways to secure ongoing investment in the program for the next term of Government.

After 106 years of operation, PFA VIC Branch officially opened its new facility for members in Jolimont Street, East Melbourne. Opened by The Governor of Victoria Her Excellency, Professor The Honourable Margaret Gardner AC welcomed delegates and special guests to celebrate the achievement and the opportunity this new facility brings members - who have started to use the premises in earnest to support their professional and personal endeavours.

Members have engaged in training and development opportunities in the new facilities and the facility has been used by police officers from varied divisions and commands seeking to learn in a location which is comfortable and that enables updates from PFA VIC Branch on a range of topics.

In 2023, the PFA hosted a National Symposium at the PFA Vic Branch to look at trends and issues in recruitment and retention of police at a national level. Attended by police and union representatives from around the



country, attendees discussed ways agencies and unions could collaboratively address some of the systemic issues impacting the employment decisions of current and prospective officers.

Hearing from federal politicians, experts in training and workforce participation and human resources, participants contributed ideas to inform national advocacy on these issues which have been used to bolster campaigns to improve working conditions and recruitment strategies for police and PSOs.

PFA VIC Branch has led federal advocacy for the Police Federation of Australia to campaign for the extension of Fringe Benefits Tax exemptions for police and PSOs as well as improvements to Superannuation to support the lowering of the preservation age for members ahead of the next federal election. This work has led to significant preparation towards a national political campaign on these two issues as well as other matters in the interest of police nationally.



**Karl David APM**  
President



## WESTERN AUSTRALIA BRANCH



### NEW ORGANISATIONAL MODEL – IMPLEMENTATION OF THE CEO

At the 2022 WA Police Union Annual Conference, the delegation representing members voted in favour of implementing a Chief Executive Officer (CEO) to support the Board of Directors in achieving their strategic goals.

In 2023 the Board of Directors commenced an implementation program consisting of constitutional and policy changes, and a review of the internal structure of the Union.

In April 2024, we welcomed Tara Doyle to the team as the new Chief Executive Officer. Tara not only has an intimate knowledge of policing being a former commissioned officer and twenty-two years in the job but has led several other areas in Not-for-Profit organisations including St Johns Ambulance. We look forward to her leadership and contributions in advancing our mission and serving our members with excellence.

The addition of the CEO has ensured the Union's service delivery and growth are at the forefront of our existence and has allowed the Board and I to operate at the strategic level knowing the operations of the organisation are being well catered and cared for.

This appointment marks the beginning of the organisational restructure. The growth of our membership requires our Union to grow to ensure our services are maintained but are also improved and enhanced based on members' needs. We will keep you updated with our progress.

WAPU continue to transition to the improved organisational structure commencing with the introduction of a Chief Executive Officer (CEO). The restructure will better align our Member focus.

Since the commencement of 2024, new people to our organisation have included:

- Tara Doyle – Chief Executive Officer
- Peter Rogers – Secretary
- Leeca Smith – Operations Manager

- Hilda Janzen – Finance Manager
- Bronte Maddock – Risk & Compliance Officer (Contract)
- Leesa Cavanagh - Member Service (Temp)

## WESTERN AUSTRALIA POLICE FORCE INDUSTRIAL AGREEMENT 2024

You have seen and heard our message “How Much Will We Cop Before We Stop?” on TV, radio, billboards, and social media. We have been commended from all ‘corners of the globe’ for our strong message. We know we are not alone with the challenges of policing; attrition is a world-wide concern for our industry and our employers need to turn that around. Our message is clear, policing is important to our community but what we are doing to ensure we serve the community is not sustainable.



Our exceptionally skilled and in-demand police officers are exploring opportunities beyond our agency due to a lack of adequate compensation and work-life balance within the WA Police.

We all know that policing requires people that will step up for their community and endure the challenges presented to them. We also know that policing cannot provide the work-life balance that most other jobs offer and for that reason alone, police officers must be acknowledged and recognised for that. Considering a career in policing has become more difficult over time. Facing the rise in violent crime, the relentless DV incident attendance, the intense scrutiny from all corners, and the resourcing challenges all contribute to the question of doing this job for a long time. And with the remuneration we receive, given the opportunities on the other side of the fence offered to our skilled people, our government need to put their hand deeper into their pockets and properly remunerate our workforce.

Earlier this year, we presented the Log of Claims for the forthcoming Police Officer Industrial Agreement 2024 to the Commissioner of Police. Among the claims, three stand out as particularly significant: salary enhancement, shift allowances, and enhanced staffing levels.

Our call for increased remuneration stems from years of stringent wage policies. Additionally, we advocate for a significant raise in allowances, not to just incentivise officers to work in the front-facing of policing, but to have parity with other policing jurisdictions in Australia who receive more to do the same job during the same hours.

By enhancing these incentives, it may dissuade officers from leaving, thus reducing the attrition rate, and maintaining the experience. We have rejected an insulting offer from government and are now continuing ramping up our campaign against WA Police and State Government.

### **POLICE AUXILIARY OFFICER (PAO) INDUSTRIAL AGREEMENT**

In late July 2024, the PAO Log of Claims was lodged with the Commissioner of Police. Lodgement occurring four months prior to the expiration of this agreement.

WAPU engaged with Members, seeking what was widely felt and most important to our PAO Members with the focus of attracting and retaining more into the role. PAOs are an integral component of the success of our Police Force, supporting Police Officers in their duties on the frontline. For this reason, many of the items simply seek parity with fellow Police Officers, to show recognition and acknowledgement for the role.



### **INCREASED SERVICES AT WAPU**

Over the last year, WAPU has worked toward increasing and enhancing the range of member services.

As of April 2024, Members now benefit from an increase to the standard life insurance coverage changing as follows:

- Base amount of insurance has increased from \$100,000 to \$145,000. A member can still purchase additional units for higher coverage at an additional cost.
- The age limit, provided a member is currently covered within the terms and conditions of the insurance policy, has increased to 70 years from the previous 65 years for automatic coverage with no medical assessment required.
- The increase to this service has been provided at no further cost you as a Member.

We have enhanced our legal support, sought new benefits offers. Additionally, we continue to maintain and improve our holiday home accommodation. We have received your feedback and are committed to the ongoing refurbishment of our holiday homes to improve user satisfaction.

In the last year we have secured a range of new member benefits for our members including significant discounts with The West Australian, Audika, Hilton, Accor Group, Adora Fertility, Garmin and more.

We recently upgraded our website retiring the old one after more than 10 years of service. We understand, at first, change is difficult, however in the long-term this website will perform as a user-friendly platform where Members are able to access information in a simpler and faster manner.

### **ENERGY EFFICIENCY**

We recently undertook a major energy efficiency project to meet its current and future electricity needs.

Vista Energy was contracted in September last year to conduct an energy efficiency audit of WAPU HQ. The audit proposed four interrelated improvements that would reduce electricity costs and boost interior comfort within the building:

- Thermoshield thermal installation
- LED lighting upgrade
- Natural blended refrigerant
- Solar panels

Overall, these energy efficiency improvements will save WAPU up to \$23,000 annually in electricity costs.

WAPU is confident that this project will bring lasting benefits to the whole organisation.

## ELECTION YEAR

At the rise of this year's Annual Conference, on 26 November, a newly elected Board will replace the current Board of 15 Directors. Having served the membership diligently for the last three years. Concentrating on governance, implementing a stronger and sustainable organisational model, and improving service to Members has been the key outcomes on this Board's agenda.

I thank every single Director, some who have left, and others having joined during the last three years, not only dedicating a large portion of their (very little) free time, but they have also supported my role as President in navigating changes, and ensuring all our Members are getting value for their membership.



**Paul Gale**  
President

# AUSTRALIAN POLICE MEDAL

## 2024 RECIPIENTS

The Australian Police Medal (APM) is awarded for distinguished service by a member of an Australian police force. The Governor-General awards the Australian Police Medal on the recommendation of the responsible Commonwealth, state and territory ministers.

The medal is awarded annually as follows:

- One medal for every 1000, or part of 1000, members of the Australian police force of the Commonwealth, State or Territory, plus one additional award.
- Awards are announced in January and June each year.
- Only one award can be made to an individual.
- Recipients are entitled to the post-nominal APM.

To view the APM’s full history, list of all recipients, and medal design, please use the following link – [Australian Police Medal | PM&C \(pmc. Gov. Au\)](#).



The PFA congratulates the following 75 officers on being awarded the Australia Police Medal in 2024:

Surname	Awarded	Honours List	Rank & Full Name	Jurisd.
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<b>ALLISON</b>	10-Jun-24	The King's Birthday	Chief Superintendent Scott Antony Allison	SA
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Chief Superintendent Scott Allison joined South Australia Police (SAPOL) in 1988 and maintains his operational capacity. He initially worked in Glenelg general duties patrols before undertaking the Detective Training Course in 1997. This resulted in him performing several detective positions including regional, metropolitan and Crime Service investigative roles. In 2002 he was promoted to sergeant at the Executive Support Section, and then inspector in 2006 where he worked on the DNA implementation project which laid the foundation for the current legislative requirements within the Criminal Law (Forensic Procedures) Act. He was subsequently posted to State Intelligence Branch where he led the team for the first criminal organisation declaration under the Serious and Organised Crime Control Act. Promoted to chief inspector, Chief Superintendent Allison was posted to the Information, Systems and Technology (IS&T) Service as the business change manager. In this role he has displayed significant leadership in leading IS&T Service into a new era of service delivery, with a strong focus on meeting the needs of frontline members. In 2015, his contribution was further recognised through a promotion to superintendent, and in 2019 he helped define the concept and business case of what has become the Mobile Workforce Program a transformative investment in the future of technology enabled policing. Chief Superintendent Allison’s renowned leadership was also evident with the onset of the COVID-19 pandemic, taking charge of the IS&T response and leading the development of significant IT initiatives in support of SAPOL’s workforce. This included the creation of a scalable work-from-home solution, which quickly enabled around 1,300 staff to work from home. These actions, and his contributions to driving innovation for SAPOL, led to his promotion to chief superintendent in mid-2020. Chief Superintendent Allison has also made a valuable contribution to the Special Olympics as the inaugural Chair (2008-2019) and ongoing board member of the Law Enforcement Torch Run for the Special Olympics of South Australia.

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**ASHER**      26-Jan-24      Australia Day      Inspector Lynne Angela Asher      QLD

Inspector Lynne Asher has demonstrated outstanding dedication, professionalism, and leadership during her career of more than 27 years within the Queensland Police Service (QPS). She is recognised for her significant contribution to operational and corporate environments as well as her ability to command high-level frontline response at major events and disasters across Queensland communities. Inspector Asher is currently the State Custody Manager and works in collaboration with regions and districts to ensure the custody capability is oriented to support operational frontline policing. Inspector Asher uses her extensive experience in managing the largest watchhouse in Queensland for the past 2.5 years to strategically overview legislation, policy and process relating to the management of persons in custody at watchhouses and holding cells throughout the State and uses evidence-based initiatives to improve operational effectiveness. Inspector Asher has built a capable, diverse, and inclusive workforce, managing to successfully embed a major transformational culture shift, to the benefit of frontline police officers. Her former leadership appointments also include South Gateway patrol inspector and Brisbane City patrol inspector where her professionalism and achievements through partnerships and teamwork, accomplished outstanding results. During the 2011 Lockyer Valley flood event, Inspector Asher was in the initial group of volunteers deployed to Grantham. During her extended deployment, she faced physical, biological and environmental hazards, typified by noxious mud to sixty centimetres in depth, human remains, animals, asbestos, snakes and adverse weather conditions. Her primary task was to search for people, many of whom were located deceased. She displayed operational excellence as COVID-19 airport commander of the Brisbane Domestic and International airports during the height of the pandemic. She led multi-agency teams, built integral relationships with partner agencies in a high risk, dynamic and rapidly changing environment, to ensure compliance and enforce the Queensland Chief Health Officers Border restrictions, stopping the spread of the virus in the community. Inspector Asher is recognised for her commitment to policing, her pursuit of excellence and her passion to empower others. She coaches and mentors officers to enhance and develop their skills and capabilities, challenging them outside their comfort zones to strengthen their personal leadership to lead police officers through difficult situations and serve the community.

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**BALDWIN**      10-Jun-24      The King's Birthday      Senior Sergeant Heidi Maria Baldwin      SA

Senior Sergeant Heidi Baldwin has diligently served South Australia Police (SAPOL) since joining in 1990. She initially performed general patrols in metropolitan Adelaide followed by operational duties at the Mounted Operations Unit. In 2005, she transferred to a metropolitan field intelligence position, igniting an unwavering passion and commitment in the discipline of intelligence. She was promoted to sergeant in 2012 and shortly thereafter, was seconded to an organisational reform project involving police records management systems. Demonstrating leadership and highly accomplished as an intelligence practitioner, she was integral in the transition of intelligence systems, processes and records to a new records management program, improving frontline access to information and warnings and enhancing officer safety during incidents, operations and investigations. In 2015, Senior Sergeant Baldwin returned to intelligence operations within the State Protective Security Branch and was promoted to senior sergeant in 2019. She has played a pivotal role in working collaboratively and collegially across law enforcement agencies to counter terrorism and violent extremism; and developing a cadre of intelligence officers and analysts in support of the national and state counter terrorism strategies and plans. Senior Sergeant Baldwin is highly regarded by colleagues and partner agencies for her leadership, agility and ability to form partnerships and operationalise strategic intelligence objectives to mitigate risks of terrorism and violent extremism to the community. She has been instrumental in the development and delivery of intelligence training on a national stage and is considered a subject matter expert who is regularly sought out by law enforcement partners for her advocacy and skills within the discipline. Renowned as a role model in police intelligence, Senior Sergeant Baldwin engenders practitioner confidence in the operational and training environment. She demonstrates exemplary integrity and service delivery and has positively contributed to SAPOL and the community for over 33 years.

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**BERRY**      10-Jun-24      The King's Birthday      Senior Sergeant Craig William Berry      QLD

Senior Sergeant Craig Berry commenced with the Queensland Police Service (QPS) on 18 December 1989, and was sworn in on 29 June 1990. He has served as a police officer for over 33 years in a variety of roles, mostly in regional areas including St George, Charleville, Wallumbilla, and Roma. The 2010-11 Queensland floods provided an opportunity for Senior Sergeant Berry to perform full time QPS disaster management duties. Since then, he has dedicated his service to enhancing community safety as a disaster management support officer, both in Warwick and Toowoomba. He has also been deployed across the state to assist with the disaster response and recovery of multiple tropical cyclones. He has supported district disaster operations for over 25 disaster events, including the 2010-11 floods, 2019-20 Black Summer Bushfires, Tropical Cyclone Debbie, and COVID-19. Senior Sergeant Berry has applied his critical knowledge and operational experience to ensure continual improvement of disaster risk governance and was instrumental in the development of key QPS disaster management, policy, plans, and training framework. Throughout his distinguished career, Senior Sergeant Berry has demonstrated exemplary leadership to frontline police, as well as external support agencies, producing outstanding service delivery in the disaster management sphere to the Queensland community.

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**BOSNJAK**      26-Jan-24    Australia Day      Chief Superintendent John Mario Bosnjak      QLD

Chief Superintendent John Bosnjak joined the Queensland Police Service in 1987 as a probationary police officer and remains a sworn police officer. Throughout his distinguished career he has made a significant contribution to the organisation. More specifically, his efforts have been an integral part in ensuring the Queensland Government and Queensland Disaster Management Arrangements have made continual improvements to prevent, prepare for, respond to, and recover from disaster related events and keep the community safe. Since 2015, his work has been critical to disaster related response activities, by performing numerous duties as part of major event and emergency responses across the state. In 2017, he was commanding the State Disaster Coordination Centre (SDCC) when tropical cyclone Debbie and her after-effects impacted large areas of Queensland. From February 2020 to April 2022, Chief Superintendent Bosnjak provided essential leadership and guidance for the Queensland Government's COVID-19 disaster response and support to the whole of government effort to contain and prevent the spread in Queensland. He was instrumental to the SDCC's whole of government COVID-19 support, delivering and managing hotel quarantine facilities, state and national border security assistance from Australian Defence Force, and compliance functions to ensure community safety in accordance with the Chief Health Officer's public health directions. Chief Superintendent Bosnjak's initiatives and efforts have been instrumental in shaping disaster management legislation, policy, and procedure across all levels of the disaster management arrangements in Queensland.

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**BOSTICK**      26-Jan-24    Australia Day      Superintendent Gina Kathrin Bostick      NSW

Superintendent Gina Bostick joined the New South Wales Police Force (NSWPF) in 1992 and was stationed at City of Sydney, Mascot, Rose Bay and Randwick in general duties and maintains her operational capacity to this day. In 1997 she transferred to the Covert Evidence Officer program in the Special Services Group. This was the first cohort to become skilled operatives and, in some cases, experts on the covert evidence capabilities of the NSWPF. In 2002 she moved to the State Technical Investigation Branch (STIB), creating the Intelligence Cell. In 2004 she was promoted to sergeant of the STIB Intelligence Cell. In 2005 she transferred to the Asia-Pacific Economic Cooperation (APEC) 2007 Police Security Command in the planning of Operation CONTEGO, the NSWPF's response to the security and logistics needs of the 2007 meeting. She displayed leadership, commitment, professionalism and devotion to duty and was highly commended for her service. In 2008 she transferred to the Counter Terrorism and Special Tactics Command (CTST) as a sergeant where she established the Business Contact Unit. In 2009 she was promoted to inspector, Knowledge Management Controller of STIB and sought engagement with other government departments, corporations and private businesses that STIB relied on for operational support. In 2019 Superintendent Bostick was transferred to the Digital Forensics Unit (DFU) and led the Digital Evidence First Responder (2.0) project. This expertise using a third-party tool was developed in-house, including a bespoke training package for frontline police to enable forensic examination of phones and computers. In 2021 she was promoted to superintendent commander High Tech Crime Branch. In recognition of her achievements ensuring equality, fairness and changing the culture of a work environment to one that promoted trust, recognition and support for female police, was awarded the Dynamic Leader Award and the overall Gold Award at the Commissioner's Perpetual Award for the Advancement of Women in Policing.

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**BOUDRY**      10-Jun-24    The King's Birthday      Assistant Commissioner Douglas Ian Boudry      AFP

Assistant Commissioner Douglas Boudry joined the Australian Federal Police (AFP) in 1999, and after recruit training was assigned to ACT Policing's (ACTP) Woden Station. Over 25 years of policing, Assistant Commissioner Boudry has worked across a variety of capabilities including community policing, technical surveillance, digital forensics, enterprise ICT, covert and technical operations, and as the commissioner's chief of staff. Assistant Commissioner Boudry's leadership was influential and significant during Operation IRONSIDE, the largest operation ever undertaken by the AFP which dealt a long-lasting blow to serious and organised crime in Australia and internationally. In Covert and Technical Operations, Assistant Commissioner Boudry was an integral member of the group who drafted the new Surveillance Legislation Amendment (Identify and Disrupt) Act 2021 - leading the AFP's implementation of the legislation. He headed the reform of the AFP's compliance to the Telecommunications (Interception and Access) Act 1979 and Surveillance Devices Act 2004. Assistant Commissioner Boudry has a keen interest in the development of ethical machine learning and artificial intelligence capabilities for law enforcement - continuously looking for opportunities for government, academia and private industry to collaborate effectively. Assistant Commissioner Boudry performed a key role in establishing the joint AFP and Monash University Artificial Intelligence for Law Enforcement and Community Safety Lab and is the Executive Advisory Board member. Assistant Commissioner Boudry is currently Deputy Chief Police Officer in ACTP; a key advisor to the Chief Police Officer, responsible for ACTP operations and investigations commands and employee welfare.

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**BRENNAN**      26-Jan-24      Australia Day      Sergeant Patricia Ann Brennan      QLD

Sergeant Patricia Brennan is an expert in the field of crash investigation and analysis. She is the most experienced crash investigator in Queensland, and continually demonstrates her commitment to mentoring, training, and investigating whilst also coordinating multiple fatal and serious incidents. She regularly travels to regional forensic crash units to provide relief duties, coordinate major crash investigations, and provide mentor training to support regional and rural crash investigator service delivery. She is highly regarded within the Australian policing community and annually trains more than 40 Queensland and interstate police crash investigators in the Basic Crash Investigation Course. As a sworn police officer, she undertakes annual compulsory training in the use of firearms, taser, accoutrements and operational skills. She has and continues to serve the community of Queensland as an operational/frontline police officer with the expectation to respond, on and off duty, to calls for assistance from members of the public and to respond to emergency incidents. Sergeant Brennan's operational management of recent major investigations to support regional Queensland's forensic crash investigators has resulted in improved workplace and investigative practices. This has increased stakeholder and community confidence in state forensic crash investigation consistency and competence. Sergeant Brennan's investigations provide justice to grieving families and support for the families over many years. She also provides support and care to her forensic crash colleagues by taking on the additional responsibility of providing peer support. Forensic crash investigation is a mentally and physically challenging role, where members often attend horrific and confronting scenes. Sergeant Brennan's work warrants recognition not only professionally but for her dedication to providing care and support for the entire state forensic crash network of investigators.

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**BREWER**      26-Jan-24      Australia Day      Superintendent Peter David Brewer      QLD

Superintendent Peter Brewer was sworn into the Queensland Police Service (QPS) in 1988 and has over 35 years of experience as an operational officer, detective and as a senior leader. Throughout his career he has excelled in providing a high standard of professionalism, leadership and guidance as an investigator in both Criminal Investigation Branch offices and Child Protection and Investigation Units, Child Safety and Sexual Crime Group, Financial and Cyber Crime Group and Ethical Standards Command. He has also undertaken the role of special investigator for the Queensland Children Protection Commission of Inquiry and the Queensland Organised Crime Commission of Inquiry. During the COVID-19 pandemic, Superintendent Brewer was the Deputy Commander of the QPS COVID-19 Taskforce and worked with government agencies to react and respond to the ever-changing environment. This involved activities as a senior leader developing response plans, concepts of operation, command decision tools and engaging with industry groups to progress collaborative responses to the pandemic. Superintendent Brewer is currently serving as the commander in the Vulnerable Persons Group, Domestic Family Violence and Vulnerable Persons Command. This role involves him applying his considerable knowledge towards the development, enhancement and support of the QPS capability to prevent, disrupt, investigate and respond to domestic and family violence and harm to vulnerable persons. He has championed research into the area of domestic and family violence, which has been incorporated into frontline efficiencies and seen the establishment of the domestic and family violence and vulnerable specialist coordinator roles in Police Communications, that provide constant support to frontline police officers.

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**CALDER**      10-Jun-24      The King's Birthday      Chief Inspector Amanda Lee Calder      NSW

Chief Inspector Amanda Calder joined the NSW Police Force on 23 July 1993 and was stationed at Manly Police Station in general duties. In 1996 she took up highway patrol duties at North Sydney for a period of five years, and in 2001 transferred to the Metropolitan Crash Investigation Unit until 2003. She then moved onto the Media, Marketing Unit and corporate communications where she was promoted to sergeant in 2004, senior sergeant in 2007 and inspector in 2008. As an inspector, Chief Inspector Calder moved through strategic management positions at the Public Affairs Branch. She undertook roles such as commander of the Security Management Unit, staff officer of the Police Transport Command, duty officer at the Surry Hills Unit, traffic and highway patrol regio tactician and to her current role as the manager of the Planning and Delivery Team for the Major Events Group. With over 10 years of managerial experience overseeing high-level projects, personnel, facilities, equipment and budgets, Chief Inspector Calder has forged strong relationships with both internal and senior external stakeholder representatives inclusive of government agencies, the media, and the private sector. As the manager of the Planning and Delivery Team, Chief Inspector Calder led Operation Border Closure (2020) during which she was responsible for the planning and delivery of human resources and logistics, deploying 14,800 police over 29 weeks. Chief Inspector Calder also oversaw Operation Sydney WorldPride (2023) during which she was responsible for managing the project team focused on ensuring the safety of the community linked to 14 major events held across Sydney over two weeks. Chief Inspector Calder is responsible for managing a number of strategic state-level portfolios for the NSW Police Force, including logistics, procurement contracts linked to meals, assets linked to transport, coordination of prisoner transport and escorts and management of major on-road events. Chief Inspector Calder is considered a subject matter expert in respect of the niche portfolios she has managed, often providing strategic advice to both internal and external senior stakeholder representatives. Chief Inspector Calder has been instrumental in identifying and implementing new systems and processes, focused on delivering efficiencies, enhanced capabilities, and overall savings for the NSW Police Force.

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<b>CHAMBERS</b>	26-Jan-24	Australia Day	Commander Kate Elizabeth Chambers	TAS
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Commander Kate Chambers joined Tasmania Police in 1997 and was promoted to commander in March 2023 and still maintaining her operational capacity. She has performed a variety of roles across Tasmania Police including acting commander for the Operations Support, Northern District, and Crime and Intelligence Commands. Commander Chambers is the first female commander for the Northern District. With strong operational and strategic experience, Commander Chambers has led significant work in support of the Commission of Inquiry into the Tasmanian Government response to child sexual abuse and been the project lead for the Sexual and Family Violence Structural Reform Project (Arch Centres). This work led to significant change in the identification and investigation of child sexual abuse, including the creation of policy to facilitate better collaboration between Government departments responsible for child protection. Additionally, Commander Chambers has built and led a Child Sexual Abuse Joint Review team, delivering cross agency intelligence review and policy reform agendas. Commander Chambers is an outstanding investigator, able to lead teams in varied settings, and was seconded as an investigator to the Australian Federal Police Joint Counter Terrorism Team. Commander Chambers also led an international investigation, leveraging strong local, national and international partnerships to facilitate intelligence exchange, interoperability and collaboration focused on mitigating risk to public safety. In 2020, during Tasmania Police's emergency response to the COVID-19 pandemic, then Inspector Chambers led an investigation into an alleged event that was believed to have contributed to a significant outbreak across hospitals and aged care settings. Commander Chambers led a thorough, independent inquiry and investigation into the matter, building appropriate relationships across Government portfolios to access witnesses whilst maintaining a high level of political astuteness and sensitivity. Commander Chambers is committed to the development of others, mentoring aspiring leaders both internally and across government. She demonstrates exemplary leadership, resilience, professionalism and dedication to duty, significantly contributing to quality policing and emergency services to the Tasmanian community.

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<b>CLARK</b>	26-Jan-24	Australia Day	Chief Superintendent Yvette June Clark	SA
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Chief Superintendent Yvette Clark has served South Australia Police (SAPOL) with distinction since joining in 1980. Her early career featured roles in Port Lincoln, Regency Park Patrols and Port Adelaide Crime. She has since undertaken roles across all facets of the organisation while exemplifying SAPOL's values and developing a strong reputation for her diligent and ethical service, while remaining a sworn officer. Notably Chief Superintendent Clark has extensive expertise in the fields of counter terrorism and forensic science, having undertaken leadership roles as the officer in charge of State Protective Security Branch and Forensic Services Branch (FSB) for extended periods, developing sound policy and procedures to assist and guide SAPOL and other jurisdictions in these disciplines. As officer in charge FSB she developed and implemented the evidence desk and centralised crime scene investigation structure, leading to improved efficiencies and procedures. Chief Superintendent Clark was responsible for the development of policy and operating procedures which were central to SAPOL's successful transition to the District Policing Model, including the implementation of the district duty inspector role. As the inaugural officer in charge of Southern District, her leadership was pivotal in the successful transition of two local service areas into the new district. She also initiated and developed the Missing Person Response Team pilot, with the model successfully adopted across all metropolitan Districts. Chief Superintendent Clark harnesses her experience and knowledge to provide invaluable leadership within SAPOL, being an outstanding role model for women in policing and actively developing aspiring leaders. During the COVID-19 emergency she played an integral role in ensuring and managing business continuity, working with multiple government stakeholders during unprecedented times. Her knowledge and exceptional professionalism is evident in her provision of contemporary and ethical advice and guidance in her current role within Governance and Capability Service, emphasising her reputation as an outstanding leader within SAPOL and the community.

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<b>COEN</b>	26-Jan-24	Australia Day	Detective Sergeant Andrew Roy Coen	WA
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Detective Sergeant Andrew Coen joined Western Australia Police Force in 1995, firstly as a police cadet, before becoming a sworn officer in 1997, which he remains to date, working in various traffic and general duties roles within the Metropolitan area. He became a detective in 2004, serving in various detective offices and specialist units before his promotion to the rank of sergeant in 2009. He served in Organised Crime Squad, State Intelligence and was also seconded to the Australian Crime Commission during transition to the Australian Criminal Intelligence Commission. Detective Sergeant Coen consistently exceeds expectations, which was demonstrated during his time at the Target Development Team. He took the lead role and harnessed the use of new Dedicated Encrypted Communications Devices (DECD) technology. He created key state, national and international relationships to disrupt the supply of methylamphetamine into Western Australia and developed the use of DECD's, directly leading to several seizures of large quantities of methylamphetamine and cash, as well as assisting the Homicide Squad with various investigations. In January 2022, Detective Sergeant Coen was selected to lead a team in the Rapid Apprehension Squad, a new frontline unit created to identify and locate the state's most active, high harm repeat offenders, investigating armed robberies, ATM explosions, cash in transit robberies, prison escapes and the apprehension of cross district high harm offenders to help prevent crime throughout the state. He supervises a highly functioning and motivated team that are often undertaking high-risk and high-profile policing incidents. He encourages his team to consistently think outside the box and apply innovations in technology and intelligence capabilities to help solve crimes faster, contributing to the agency priority of Identification, Location and Association of high harm offenders. Detective Sergeant Coen demonstrates specialised investigative knowledge, skills, dedication to duty, and has made significant contributions to the Western Australia Police Force.

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**COMBRIDGE**      10-Jun-24    The King's Birthday    Detective Senior Sergeant Anthony John Combridge    VIC

Detective Senior Sergeant Anthony Combridge graduated from the Victoria Police Academy in 1990 where he worked at a number of general duties positions before commencing work at the Major Fraud Group in 1995. From there he moved on to the Moreland Crime Investigation Unit before being seconded to the Belier Taskforce where he was instrumental in developing best practice systems for the reconciliation of unidentified human remains and quickly became known as the subject matter expert when it came to long-term missing persons investigations. After leaving on promotion to the northern suburbs of Melbourne, he performed duties at the Moreland Crime Investigation Unit, eventually becoming the officer in charge of Fawkner Police Station. Detective Senior Sergeant Combridge was promoted to the Missing Persons Squad in 2020 where he has played a leadership role in the resolution of numerous high-profile current and historical missing persons homicide cases and led several searches that have resulted in the recovery of deceased persons who were the victims of homicide. Detective Senior Sergeant Combridge has become a national leader in the field of missing persons investigations, regularly providing expert advice in relation to the conduct of these investigations and expert evidence both in Victoria and interstate. Further, he is a key driver on state and national groups dedicated to the improvement of investigative techniques with the sole focus of improving outcomes for missing persons and their families. Detective Senior Sergeant Combridge's outstanding leadership is a testament to his compassionate approach and fervent dedication to serving the community through the crucial and impactful work he undertakes in the realm of missing persons investigations. His contribution to missing persons investigations in Victoria has been both extensive and inspirational.

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**CRETU**                      10-Jun-24    The King's Birthday    Detective Inspector George John Cretu                      TAS

Joining Tasmania Police in 1982, Detective Inspector George Cretu was appointed as an inspector in December 2000, having performed a variety of operational and strategic roles across Tasmania Police. Detective Inspector Cretu has extensive operational experience and maintains his operational capacity. As the current detective inspector at the Professional Standards Command, he provides executive leadership and direction within the Management Review team. Given his background in mentoring and developing members working on the frontline, Detective Inspector Cretu is well positioned to oversee complex internal investigations and reviews involving police officers. These investigations are focused on the continuing professional development of individuals, with the aim of improving police conduct and organisational performance. Detective Inspector Cretu is highly regarded for his considered and balanced approach, using his significant influence to progress meaningful change to internal policies, to ensure greater transparency surrounding the challenging policing environment experienced by operational police officers. Detective Inspector Cretu has always looked for opportunities for organisational improvement. During 2022, Detective Inspector Cretu played a key role in an extensive audit of police intelligence records and offence reports relating to child sex, and other sex-related crimes. This audit was a proactive review in line with the Tasmanian Government's Responses to Child Sexual Abuse in Institutional Settings report. As a result, new supervisory oversight processes were implemented and supported by training, resulting in more accurate and timely reporting and investigation of sex related crimes against children. In 2022 he also undertook a statewide review of family violence matters to ensure the response of Tasmania Police to these critical incidents was meeting community and organisational expectations. In undertaking the review and making recommendations for improvement he worked closely with the internal and external stakeholders and was able to influence change whilst also acknowledging the good work being undertaken by frontline police. Detective Inspector Cretu is a committed, valued and enthusiastic member of Tasmania Police. He has made a significant contribution towards quality policing and emergency services in the Tasmanian community.

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**CUMMINS**                      26-Jan-24    Australia Day    Sergeant Isobel Anne Cummins                      NT

Sergeant Isobel Cummins is an experienced police officer, having served with the Northern Territory Police Force (NTPF) since 1997. Commencing her career in Alice Springs as a general duties officer, Sergeant Cummins continued to develop her policing skills, transferring to the Southern Investigations Division, where she stayed for several years before being promoted to detective sergeant and joining the Major Crime Squad in 2023. She is known for her exceptional investigative skills and unwavering commitment to solving cases, demonstrated in her capacity as deputy commander of the Northern Territory Disaster Victim Identification (DVI) team, which she has been undertaking since 2015. Over the years, Sergeant Cummins has delivered DVI training in the Northern Territory, co-conducted DVI training for multiple exercises and is considered nationally a DVI expert. Her expertise was acknowledged in 2010 when she received a Commissioner's Unit Commendation for conspicuous performance during the Air North plane crash at Darwin Airport. In addition, Sergeant Cummins is an active member of the NTPF Negotiation Unit, where she is required to undertake negotiation tactics as a police negotiator. She is known for her tireless work ethic and dedication to her job. In 2013, she received the prestigious Patricia Ann Brennan Award for her significant contribution to women in the Northern Territory Police, Fire and Emergency Services. She is always willing to go above and beyond, ensuring that cases are solved with accurate research and policing. Sergeant Cummins is a dedicated and highly skilled Detective Sergeant who has significantly contributed to the NTPF. She is a true asset, and her colleagues and community respect her immensely. Her peers regard her as an expert in the homicide investigation field, and her commitment to serving her community and her unwavering dedication to her job inspires all.

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**DEAN**                      26-Jan-24      Australia Day      Detective Inspector Peter Charles Dean                      AFP

Detective Inspector Peter Dean joined the Australian Federal Police (AFP) in August 2004 and after recruit training, posted to ACT Policing (ACTP) as a general duties officer. In ACTP, Detective Inspector Dean's service history includes working in the areas of City Station, Criminal Investigations Response Team, Cold Case and Homicide Team. Detective Inspector Dean was later promoted to sergeant in 2014. Detective Inspector Dean joined Special Investigations (formerly known as Head Office Investigations and Offshore and Sensitive Investigations) in July 2013. During this time, he led some of the AFP's most complex and politically sensitive investigations. In addition, Detective Inspector Dean is the recognised AFP subject matter expert on a broad range of issues including parliamentary privilege, unauthorised disclosures, press freedoms, public interest disclosure, the National Security Information Act, sanctions and sensitive investigations. Since February 2020, Detective Inspector Dean has been the senior AFP representative at the joint ASIO-AFP led Counter Foreign Interference Taskforce. Detective Inspector Dean leads a team of investigators working collaboratively with taskforce partners to conduct Australia's most sensitive Espionage and Foreign Interference (EFI) investigations. He oversees the work of the special investigation (SI) capability sergeant, who is responsible for the coordination of 24 projects designed to uplift the capability of both SI Command and supporting capabilities. He also supports the SI training sergeant in meeting the needs of the AFP and broader whole-of-government partners for training on all aspects of EFI investigations.

**DOLE**                      10-Jun-24      The King's Birthday      Deputy Commissioner Martin John Dole                      NT

Deputy Commissioner Martin Dole boasts an extensive 27-year career in policing within the Northern Territory, spanning various roles and responsibilities. His experience includes tenures in general duties, detective roles, and leadership positions such as detective superintendent and commander in the Crime Command. Currently serving as the deputy commissioner of police, he shoulders the significant responsibility of overseeing and providing guidance to all police officers in the Northern Territory. Notably, and importantly for the Northern Territory, Deputy Commissioner Dole has implemented measures that ensure officers perform their duties effectively in remote areas, thereby enhancing community safety across the vast regions of the Northern Territory. Deputy Commissioner Dole has achieved this by imparting knowledge and insight gathered through his extensive operational experience undertaken while serving in some of the most remote parts of the country at locations such as Alice Springs, Yuendumu, Ti Tree, Papunya and Yulara for more than 10 years. Endorsed by the Commissioner of the Australian Federal Police, Deputy Commissioner Dole is lauded for his professionalism, integrity, and dedication to upholding the values of the Northern Territory Police, Fire and Emergency Services (NTPFES). For almost three decades Deputy Commissioner Dole has demonstrated exceptional leadership qualities, earning respect from colleagues and community members alike. His strategic acumen and operational excellence have been instrumental in fostering collaborative relationships between the NTPFES and other agencies within the Territory and nationally. His commitment to protecting vulnerable communities and enhancing safety within the Northern Territory has been consistently recognised and commended. Deputy Commissioner Dole has made an outstanding contribution to law enforcement and public safety, and through his unwavering dedication and strong leadership he has made an enduring impact on policing in the Northern Territory and beyond.

**DUNCAN**                      10-Jun-24      The King's Birthday      Inspector William Hamilton Duncan                      VIC

Inspector William Duncan is a highly driven and motivated officer, who is extremely well respected within state, national and international policing and military circles. His 30 years with the Special Operations Group has seen him participate in the supervision, management, planning and resolution of many of Victoria's highest profile and riskiest investigations. Inspector Duncan has also been involved in international disaster relief, to assist the 2004 Boxing Day tsunami recovery effort in Banda Aceh, Indonesia, and was deployed to New Zealand in 2011 to assist with recovery phase after the Christchurch earthquakes. He was recognised for his professionalism and leadership in both international disasters where he held leadership and logistical support roles. Now approaching the end of his Special Operations Group tenure, Inspector Duncan is optimistic about the next chapter of his professional life and the opportunities this will bring for him and for Victoria Police. Inspector Duncan is responsible for improving the operational safety of Victoria Police officers and the Victorian community. His achievements are tangible and will remain within practice for years to come. Inspector Duncan has a legacy that will outlive his career.

**ELMER**                      26-Jan-24      Australia Day      Mr Jason John Elmer                      TAS

Since joining Tasmania Police in 1993, Commander Jason Elmer has held many diverse roles and responsibilities, while maintaining his operational capacity. He has experience in strategic planning, emergency management, tactical command, and a proven ability to apply contemporary practices to innovatively achieve organisational goals. Commander Elmer's ability to manage large scale emergencies and critical incidents with strong judgement, a calm approach and resilience was demonstrated when managing a range of operational tasks and challenges in the State Emergency Coordination Centre as part of the Tasmanian Government's COVID-19 pandemic response. He worked collaboratively across government and his political awareness and sensitivity were commendable in such uncertain times. Commander Elmer has consistently displayed exemplary leadership and the ability to cultivate cohesive, collaborative and productive work environments. He has a deep understanding of key strategic issues facing Tasmania Police and is recognised for his strategic, analytical, creative and problem-solving skills in a senior management environment. In 2021, Commander Elmer was promoted to commander of Education and Training. In this role he developed the Northern Pilot Recruit course, the first recruit course held outside of Hobart, and finalised a Memorandum of Understanding with the University of Tasmania, allowing for the continuation of tertiary pathways for the Department of Police, Fire and



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**FAWCETT**      10-Jun-24    The King's Birthday    Chief Inspector Michael David Fawcett      QLD

Chief Inspector Michael Fawcett has dedicated his 39 years of service to the Queensland community. During his long and successful career, he has performed a wide range of duties including general duties, officer in charge, and duty inspector. He has also performed duty in multiple disaster management responses across the state including multiple flooding events, tropical cyclones Marcia and Debbie, bushfires and most recently the Central Region's COVID-19 pandemic response. Chief Inspector Fawcett is a devoted and professional officer who excels in the field of leadership and working with government to ensure community safety outcomes are achieved and frontline policing operations are maintained in regional and remote locations. He is selfless in his approach, serves as a mentor to many and is an active contributor to police wellbeing actively supporting community supporting police, police chaplaincy, and the peer support network. Chief Inspector Fawcett has been instrumental in supporting the resolution of workplace conflict and has actively contributed to the reintegration to duty of members who have been absent from the workplace. He has performed the role of strategy & performance (S&P) officer for the Central Region for over ten years and is regarded as the 'go to officer' for all S&P officers in the State. Chief Inspector Fawcett recently assisted in the establishment of processes and practices in support of two new police regions and directly mentors officers commencing duty in those offices. He is an outstanding leader who espouses and demonstrates the values of the QPS through his actions. Chief Inspector Fawcett is highly regarded for his integrity, professionalism, dedication and ability to deliver outcomes on behalf of the QPS. He has consistently demonstrated these attributes over his many decades of service to the community of Queensland.

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**FEATHERBY**      26-Jan-24      Australia Day      Detective Chief Inspector Brett Martyn Featherby      SA

Detective Chief Inspector Brett Featherby joined South Australia Police (SAPOL) in 1990, serving as a patrol officer and detective before moving into the serious and organised crime investigation areas where he developed an expertise in Outlaw Motorcycle Gangs (OMCG) culture, operations and membership. He was promoted to sergeant in 2007 and senior sergeant in 2011 within those specialist investigation areas. His tenure in Crime Gangs Task Force saw him lead some of the biggest deployments of police in South Australia, resulting in enhanced public safety and successful prosecutions for OMCG related offending. Detective Chief Inspector Featherby is a leading Australian authority in his field, recognised as one of only five experts in Australian law enforcement able to give evidence regarding OMCG culture, operations and membership. His status is recognised in a Supreme Court judgement and is relied upon in overseas jurisdictions. He has been recognised for his outstanding contribution to the establishment and work of the Crime Gangs Task Force where he demonstrated exceptional innovation in the development and application of best practices. His commitment has significantly contributed to SAPOL being recognised as a national leader in policing OMCG. Detective Chief Inspector Featherby joined Major Crime Investigation Branch in 2020, and since 2021 has led Operation Southern, a significant organised crime investigation established after a series of brutal unsolved murders, so far resulting in over 80 apprehensions. His proactive leadership of Operation Persevere has seen significant improvement in the investigation of long-term missing persons and unidentified human remains. He has lead Operation Alpha, managing the trial of eight OMCG offenders charged with a previously unsolved OMCG related murder the largest number of people charged simultaneously with murder in South Australian history. Detective Chief Inspector Featherby is renowned as an outstanding leader, with his vast accomplishments underpinning his dedicated and exemplary service.

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**FITZGERALD**      26-Jan-24      Australia Day      Detective Superintendent Despa Fitzgerald      NSW

Detective Superintendent Despa Fitzgerald commenced with the New South Wales Police Force (NSWPF) in 1988 at Maroubra performing general duties. In 1996 she transferred to the newly formed Child Protection Enforcement Agency where she developed a profound dedication to safeguarding children and victims of domestic violence and sexual abuse. In 1998 she was promoted to detective sergeant at the Joint Investigation Team (JIT), and in 2002 to detective senior sergeant. In 2011 she was promoted to detective inspector at Professional Standards Command, then onto crime manager at Redfern, where she managed victim-centric investigations and forged meaningful connections with the Indigenous community. Her involvement in the Tribal Warrior Program and support for local schools and Indigenous activities contributed significantly to crime prevention and empowerment of young Indigenous women. In 2020 she was promoted to superintendent at Police Transport and Public Safety Command North West Sector. During the COVID-19 pandemic, Detective Superintendent Fitzgerald played a vital role by collaborating with local community businesses and South Sydney Police Area Command youth officers to collect and distribute care and food packages to disadvantaged Indigenous families in Redfern and Waterloo. She also implemented youth violence strategies on rail networks and remains dedicated to supporting youth and youth strategies. In 2022, Detective Superintendent Fitzgerald was appointed as the commander of Inner West Police Area Command, where she continues to focus on building relationships with the community, notably supporting the Addison Road Community Centre in Marrickville, which provides food relief to vulnerable communities. Additionally, she remains actively involved in youth programs, including the Rise Up Program at Marrickville Police Citizens Youth Club. Detective Superintendent Fitzgerald firmly believes in community engagement, maintaining positive relationships, and ensuring that the NSWPF effectively support the public. Her longstanding involvement with the communities of Redfern, the Greek community, and various community programs exemplifies her dedication.

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FLETCHER      26-Jan-24      Australia Day      Detective Senior Sergeant Paul Leonard Fletcher      QLD

Detective Senior Sergeant Paul Fletcher has served the community of Logan for more than 22 years, the majority of which has been dedicated to supporting vulnerable persons in the fields of child safety, domestic and family violence and mental health response. His history of service in child protection and youth justice features critical roles in complex investigations including a high-profile murder and three years leading Logan District's, Suspected Child Abuse and Neglect Unit, confronting the complex needs of at-risk children. Detective Senior Sergeant Fletcher now heads the Logan District Domestic, Family Violence and Vulnerable Persons Unit, driving a team of detective investigators, uniformed engagement officers and a joint agency High Risk Team in Domestic Violence response. He also leads a dedicated mental health response unit, working with Queensland Health clinicians providing proactive mental health interventions. Detective Senior Sergeant Fletcher's critical strengths are his relationships across numerous stakeholder groups, built on years of trust and collaboration, to create innovative programs, often with very limited resourcing, to service communities from the Scenic Rim to Logan City. These programs spanning youth support, mental health, and domestic violence focus on victim centric action to support the community in need.

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FRASER      10-Jun-24      The King's Birthday      Superintendent Murray James Fraser      VIC

Superintendent Murray Fraser has served the Victorian community for over 41 years, providing exceptional service throughout his diverse and extensive policing career. Excelling in every stream he has worked in, from frontline policing, investigations at the Ethical Standards Department, Crime Command, Organisational Performance Division and Executive Command Support, he is well regarded, respected, and lives the Victoria Police organisational values. Superintendent Fraser was instrumental in leading Victoria Police's biggest ever corruption investigation, Taskforce Ceja, which saw the arrest, successful prosecution and imprisonment of corrupt drug squad detectives. Notwithstanding Taskforce Ceja's well-publicised achievements, a small number of investigators faced ostracism and resentment on their return to the mainstream workforce. Superintendent Fraser showed continued support to these investigators even after the Taskforce had disbanded. Taskforce Ceja prosecuted seven serving police officers with five receiving terms of imprisonment for trafficking drugs of dependence. Six civilians were also prosecuted and convicted. Superintendent Fraser has been Victoria Police's spokesperson and a supporter of the Panlock family in the implementation of Victorian anti-bullying legislation, 'Brodies Law'. He spent countless hours raising awareness of bullying both in the community and amongst Victoria Police employees. Superintendent Fraser is passionate about people. He is known for his support and development of those internal to Victoria Police whilst also providing enduring support to families who have experienced trauma.

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GALLIOTT      10-Jun-24      The King's Birthday      Commander Mark Graham Galllott      VIC

Over his 35-year career, Commander Mark Galllott has worked in a broad range of operational and strategic roles, demonstrating significant commitment and service to the Victorian community. As commander of Melbourne's Central Business District (CBD) and Melbourne West over the last three years, he has provided strategic and dynamic leadership overseeing the policing and community's safety needs of Melbourne's diverse CBD, as well as some of the busiest policing areas in Melbourne's western suburbs. Commander Galllott combines his extensive legal and policy background with an ability to build high-value relationships with key stakeholders to address some of the challenges faced in his role, including managing high harm crime and youth offending, major community and sporting events, and public order management and demonstrations. Commander Galllott continues to provide extensive policy and legal advice on strategic and operational matters, as well as business cases for government investment, to drive impactful change across Victoria Police and government. Commander Galllott also leads the delivery of the Embedded Youth Outreach Program (EYOP), and Youth Crime Prevention and Early Intervention Project, with both programs focused on reducing the risk of young people entering the criminal justice system. Under Commander Galllott's leadership over the last three years, both programs have continued to expand and grow, with EYOP recently awarded gold at the 2023 Australian Crime and Violence Prevention Awards. Commander Galllott was appointed as a board director to Victoria Police Legacy in December 2013 and continues to serve in a voluntary capacity. His contribution to Victoria Police Legacy has been unwavering, despite the constant demands of his current role as commander for the Melbourne CBD and Melbourne's western suburbs such is his passion for providing ongoing support to all police members and their families.

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GLOW	26-Jan-24	Australia Day	Inspector Andrew John Glow	VIC
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Inspector Andrew Glow is an accomplished Victoria Police veteran of 47 years. He has worked as a detective in many of the organisation's most challenging and high-risk work units and crime squads, investigating career criminals, conducting operations targeting heinous crimes, in joint federal/state taskforces, and within Ethical Standards. Inspector Glow spent several years within the Counter Terrorism Coordination Unit, at Victoria Police's covert and discreet units and led the State Liquor Licence and Sex Industry Units. He demonstrates commitment, passion and diligence to the roles he undertakes, earning the admiration and respect of his peers. In recent years, Inspector Glow has managed the State Police Operations Centre (SPOC) and has been instrumental in its development and uplift, and implementation of a redundancy site ensuring continuity of Victoria Police's critical services during State emergencies. He has managed this facility during three of Victoria's largest emergencies - the 2019-20 bushfires, the COVID-19 pandemic and the 2022-23 extreme flooding events. Inspector Glow's leadership was pivotal in the seamless integration of external agencies such as the Australian Defence Force. His wealth of experience, amiable and pragmatic approach resulted in him identifying emergent issues due to changes in operational tempo, while balancing priorities of state government and community safety. During these challenging times that impacted every Victorian, Inspector Glow's meticulous character was displayed, with selflessness and clear dedication to the community. Inspector Glow exemplifies the values of Victoria Police, serving the community tirelessly and displaying excellence in all that he does. He has demonstrated distinguished service, going above and beyond and delivering outstanding police service to the community.

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GREENE	26-Jan-24	Australia Day	Inspector Robyn Clare Greene	WA
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Inspector Robyn Greene joined Western Australia Police Force (WAPF) as a police recruit in 2001. She worked in general duties in various regional and metropolitan areas before becoming a Detective in 2008, serving in various specialist units around the state. Inspector Greene's leadership potential was quickly identified and she was promoted to sergeant in 2015, and senior sergeant in 2019, then selected as the Broome regional WA operations coordinator, to manage areas such the Multi-Functional Policing Facilities and Sex Offender Management Squad. During her time there, she identified an increase in crime trends, coordinating an operation that successfully resulted in a huge reduction in burglary offences, theft and stealing of motor vehicles, with many offenders arrested and charged. Inspector Greene was selected to lead a team within Operation Tide. In this role she assisted in Western Australia's management of remote Indigenous communities and biosecurity zones, ensuring the protection of vulnerable people within these communities. She helped resolve a number of ongoing conflicts regarding the Biosecurity Determinations, ensuring free movement of international shipping into Western Australian Ports, with her contribution enabling stability and the progression of the shipping industry. Inspector Greene represented WAPF on the sports planning committee along with senior members of other sporting, government and non-government agencies. She led stakeholder engagement to ensure all necessary quarantine safety measures were put in place, her leadership and forward planning helped ensure the sporting industry could continue to travel and compete. Within these various roles, and now as the assistant divisional officer at the Tactical Response Group, Inspector Greene has achieved remarkable success through knowledge sharing and expertise whilst negotiating complex outcomes to the benefit of Western Australia.

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GREY	26-Jan-24	Australia Day	Detective Chief Inspector Neil Robert Grey	NSW
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Detective Chief Inspector Neil Grey commenced within the New South Wales Police Force in 1986 at Albury performing general duties. In 1994 he transferred to Criminal Investigations where he achieved his designation as a detective in 1996. He conducted extensive criminal investigations on many high-profile cases, as well as involvement in numerous strike forces and received citations during his time as an investigator. In 2002 he was promoted to detective sergeant where he performed duties at the Anti-Theft Unit and Target Action Group. In 2008 he was promoted to inspector (duty officer) at the Monaro Local Area Command. Over this time, he was very active in building strong and effective working relationships and strategies with police operating within the Australian Capital Territory, which proved significantly effective in tackling volume and organised cross border crimes. The legacy of his actions is reflected in the results achieved by the Monaro Police District and in 2019 he was promoted to detective chief inspector crime manager. As the most senior and experienced detective within the Police District, he led Critical Incident Investigations teams and performed the role of reviewing officer for other Critical Incident Investigations. He led a team of 17 personnel and was responsible for the leadership and management of all serious and volume crime for the district. It was during this time he performed the role of Alternate Local Emergency Operations Controller during the 2019-20 catastrophic bushfires. He led the response to the tragic Hercules C130 aircraft crash, which killed three American occupants (23 January 2020). The plane was responding to fire suppression in the area. Over several weeks he provided strong leadership and mentorship to the investigation team managing the coronial investigation.

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GRIFFIN      26-Jan-24      Australia Day      Superintendent David Matthew Griffin      VIC

Superintendent David Griffin has been a member of Victoria Police for 42 years and has served with distinction across a wide range of operational and corporate policing roles, in both metropolitan and regional areas. He has a demonstrated history of outstanding leadership and management in operational disciplines, including general duties, road policing and crime investigation. He is acknowledged globally as an expert in traffic enforcement and was instrumental in the establishment of the organisation's Road Policing Command. In 2015 he was a key-note speaker in New York at a Global Road Safety Partnership Conference and has delivered road policing training packages for developing countries throughout Asia and South America. He has diligently represented Victoria Police on multiple Road Safety Boards and Committees, which have significantly contributed to sustained reductions in road trauma across the State. In 2016 he attended the United Kingdom to examine opportunities to reduce harm caused by vehicle-related crime and gang crime activities. He then managed the development and implementation of the Victoria Police Vehicle Theft Reduction Plan, which enhanced systems and processes related to vehicle crime and delivered community safety outcomes through improved solution rates and reductions in the incidence and prevalence of overall crime. His combined skills and experience in corporate and management roles have been significant in influencing organisational performance through the development and implementation of key organisational planning processes aligned with strategic objectives. He has received several official commendations during his career for attributes including leadership, professionalism, and investigative ability. Superintendent David Griffin is a highly regarded member of Victoria Police and has distinguished himself through his outstanding knowledge, performance, and commitment to policing and serving the community.

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GURSKI      10-Jun-24      The King's Birthday      Sergeant Kelly Suzanne Gurski      QLD

Sergeant Kelly Gurski has 30 years policing service and has dedicated most of her career to supporting those affected by domestic and family violence (DFV). Sergeant Gurski worked in the domestic violence liaison officer's (DVLO) role for the Queensland Police Service (QPS) for 14 years. Her dedication to the numerous community support-based policing and volunteering roles she has undertaken during her service has been exemplary. Sergeant Gurski was the first DVLO at Pine Rivers Police Station and was responsible for establishing the role and training others to assist her in undertaking this vital work supporting our communities' most vulnerable members. One of her legacies was the creation and implementation of interagency engagement models (Duluth and PRADO) to assist those affected by domestic and family violence. Sergeant Gurski has been a role model for other QPS employees, demonstrating exemplary conduct and professionalism when working to address DFV. Since 2012, she has continued her commitment to this area by dedicating her time as a volunteer with RizeUp Australia, a community-driven organisation created to provide support and raise awareness about the social injustice of those affected by domestic or family violence. This is done through speaking engagements providing specialist domestic violence services to deliver fast and safe solutions to families experiencing violence, fundraising and donations.

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HALLAM      10-Jun-24      The King's Birthday      Chief Superintendent John Edwin Hallam      QLD

Chief Superintendent John Hallam commenced with the Queensland Police Service (QPS) on 1 February 1983 and was sworn in on 6 July 1984. He started his career as a general duties officer, has performed duty as a detective and has served as a shift supervisor and also senior sergeant and officer in charge of Mackay Northern Beaches Police Station. He was promoted to inspector in 2008 and he has served as the state and regional duty officer of Metropolitan North Region and the patrol group inspector at North Brisbane and Moreton districts. He was an operations commander at the Security and Counter Terrorism Command during a period of heightened national and international security concern before being appointed as the district officer for the Moreton Police District. Chief Superintendent Hallam built his policing career on the provision of outstanding operational leadership, a steadfast commitment to protect the most vulnerable and enhancing community safety through sustained collaborative partnerships with agencies and civic groups. Chief Superintendent Hallam has an outstanding reputation for identifying and embracing opportunities for organisational change and innovation and has demonstrated courage in leading change within large policing teams. Chief Superintendent Hallam has demonstrated an authentic interest in the welfare, professional and personal development of others and has been instrumental in developing many QPS members. His many achievements have been accomplished through maintaining the highest level of professionalism, a commitment to improved service delivery to the community and a steadfast commitment to the health and wellbeing of those around him. Chief Superintendent Hallam amplifies the core values of the QPS and is held in exceptionally high regard by subordinates and superiors, together with the communities of Queensland where he has served.

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HANTSIS      10-Jun-24    The King's Birthday    Detective Senior Sergeant Angela Hantsis      VIC

Detective Senior Sergeant Angela Hantsis has devoted her working life to solving some of the most complex and intriguing criminal cases in recent Victoria Police history, including cold case murders, armed robberies and sex crimes. Detective Senior Sergeant Hantsis served with distinction on taskforces, including Taskforce Briars which conducted the investigation into alleged involvement of police in the murder of a Victorian man, Taskforce Phoenix which conducted the investigation into the 2009 Victorian bushfires, and the Purana Taskforce which conducted the investigation into the infamous gangland murders in Melbourne. In 2010, Detective Senior Sergeant Hantsis was only the second female police officer in Victoria Police to successfully complete the Level 4 Australasian Human Source Management Course. She utilised her training and skills to recruit, manage and deploy high-risk human sources, managing significant operational risks which led to the successful prosecution of a number of complex crimes. In 2014, Detective Senior Sergeant Hantsis was appointed to the Missing Persons Squad, where investigations are particularly complex and demanding in the serious crime environment. Undertaking these investigations requires a special skill set, not only in crime investigation, but also emotional and physical resilience, all qualities Detective Senior Sergeant Hantsis embodies. As a senior sergeant at the St Kilda Police Station, she worked with both government and non-government organisations, social workers, health providers, local government, counselling services and housing providers to address complex needs that surround street level drug use and sex work in order to reduce harm to individuals and the local community. Detective Senior Sergeant Hantsis is an excellent example of a police officer who can apply herself to large-scale criminal investigations and always display the highest level of integrity and understanding that in the justice continuum, deviating from proper process can rob victims of their right to justice.

HEYWARD      10-Jun-24    The King's Birthday    Superintendent Kirsty Maree Heyward      NSW

Superintendent Kirsty Heyward joined the NSW Police Force (NSWPF) on 13 November 1996 and performed general duties at Bankstown, Kogarah and St George commands. In 2003 she moved into the Prosecutions Command as a police prosecutor, an area where she remained for 20 years. During this time, she received a number of promotions, and then in 2019 was promoted to superintendent as operations manager and commander of Police Prosecutions Command. In 2023 she moved to become the commander of Blacktown Police Area Command. Whilst relieving as the assistant commissioner of Police Prosecuting & Licensing Enforcement she led and directed resources of the Police Prosecutions Command, Operational Legal Services Command, Firearms Registry and Security & Licensing Enforcement Directorate within dynamic environments and periods of reform. Superintendent Heyward assumed leadership amid ongoing organisational change and pressures, including risks to the health and safety of employees due to the COVID-19 pandemic. She identified NSWPF and community risks in the management of the firearms license renewal process and introduced risk mitigation strategies and business enhancements for the Firearms Registry. She led consultations with key stakeholders, including digital technology and innovation to clearly communicate the issues, risks and opportunities to enhance the Gun Safe system. Superintendent Heyward was the commander of more than 400 police members deployed across numerous business streams throughout the state and chaired the Prosecutor Education Program (PEP) Review Committee to provide a considered alternative to prosecutor education. In collaboration with the Education & Training Command, a modern training course of shortened duration was created which has improved the retention and proficiency of trainee prosecutors. Superintendent Heyward designed the centralised Regional Weekend Bail Court model and established legal professional privilege for legal advice provided by non-legally qualified prosecutors. Superintendent Heyward introduced the automated exchange of court papers to ensure business continuity across local and children's court jurisdictions during the COVID-19 Pandemic.

HODGMAN      26-Jan-24    Australia Day      Chief Superintendent Chris Andrew Hodgman      QLD

Chief Superintendent Chris Hodgman has diligently served the community of North Queensland for most of his 36 years as a Queensland Police Service officer and remains operational. He has most recently demonstrated exemplary dedication, commitment, and the highest standard of strategic leadership across various levels of government as the District Disaster Coordinator to the Far North District. Chief Superintendent Hodgman assumed this role in March 2020, and was responsible for managing the state response to all disasters in the local community including cyclones, floods and bushfires. At that time, the Far North was adapting all management and operational systems to meet the unique demands of the emerging COVID-19 situation. He established a robust District Disaster Coordination Centre structure capitalising on his significant command experience, decision making capability and disaster management skills. His professional energy provided the stimulus to positively shape and maintain cross government relationships while keeping focus on the wider government objective of safeguarding community health. His simultaneous engagement with diverse communities, including 12 vulnerable First Nations' Council areas, across the Far North District delivered outcomes promoting continuous improvement within a culture of professional respect and focus on the COVID-19 risk. He implemented COVID-19 compliant practices and established the Far North District Disaster Coordination Group as a key point of reference for internal and external stakeholders navigating the volatile COVID-19 environment. Chief Superintendent Hodgman's distinguished capacity to implement pioneering strategies at the district level, in the face of the unprecedented security and community health challenges, is worthy of recognition. He continues to support the various communities of Far North Queensland through his vast experience and well-developed community networks.

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HOLMES	26-Jan-24	Australia Day	Superintendent Shane Michael Holmes	QLD
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Superintendent Shane Holmes joined the Queensland Police Service (QPS) in 1990 and remains a sworn police officer. Throughout his distinguished career he has made a significant contribution to the organisation, including leading staff in operational duties and being involved in the establishment of the inaugural rapid action patrol police group which targeted organised crime groups and volume crime, as well as performing numerous duties as part of major event and emergency responses across the state. From February to December 2020, Superintendent Holmes provided the essential platform of leadership and guidance for the Queensland Government's COVID-19 disaster response, working to provide leadership and supporting the whole-of-government effort to contain and prevent the spread of COVID-19 in Queensland. He was instrumental in the initial state response at the Queensland Health State Health Emergency Coordination Centre (SHECC) and the subsequent initial State Disaster Coordination Centre's whole-of-government COVID-19 support, delivering and managing hotel quarantine facilities, state and national border security assistance from Australian Defence Force and compliance functions to ensure community safety in accordance with the Chief Health Officer's public health directions.

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JACKSON	26-Jan-24	Australia Day	Inspector Brett Page Jackson	QLD
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Inspector Brett Jackson has dedicated more than 20 years of service to his community, the Queensland Police Service (QPS) and his staff. He has contributed significantly to policing, not just in the Logan District, but throughout his career. In his current role, he is responsible for leading and managing one of Queensland's largest and busiest police divisions. Through his strong leadership style that is supportive, innovative and visible, he has transformed the culture of the district into one of commitment and service to the local community. He continues to maintain a healthy, safe and inclusive working environment, which has enabled his staff to realise their potential to create a highly engaged and effective workforce. He is a strong advocate and championed the commencement of the Domestic Violence co-responder position within Logan Central Station, with Logan Centre for Women which saw funding awarded from the 'Small Steps 4 Hannah' Foundation. His passion for preventing youth reoffending saw the Youth Justice Taskforce use his work whilst leading Logan New Directions as a benchmark of collaborative partnerships. Inspector Jackson identified a need for a police presence at Logan Hospital Emergency Department, the second busiest in Queensland. He championed the implementation of the Logan Hospital Liaison Officer, with a trial commencing in February 2020. This successful trial has now resulted in office space being provided by Metro South Health for a permanent police presence at the hospital. Inspector Brett Jackson continues to demonstrate operational excellence in frontline service delivery. He has built strong relationships within the community to achieve better outcomes for all by ensuring his workforce are committed to positive outcomes for the people of Logan.

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JENKS	26-Jan-24	Australia Day	Detective Senior Sergeant Barry Grant Jenks	VIC
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Spanning a 41-year career with Victoria Police, Detective Senior Sergeant Barry Jenks' roles have included Uniform, Criminal investigation Unit (CIU), and international deployment. During 2004-2005 Detective Senior Sergeant Jenks was seconded to the Australian Federal Police (AFP) International Deployment Group Papua New Guinea and Solomon Islands. He led AFP Operations, managing large scale rioting in Honiara that lasted for six days and was commended for his work. Since 2010 Detective Senior Sergeant Jenks has worked as a guide for No Roads Expeditions, leading over 20 treks across the Kokoda Track. A number of the participants are current/former serving emergency services and defence force personnel. These treks are integral in improving the mental health and wellbeing of participants. In 2006 he became a detective senior sergeant at Detective Training School where he undertook a number of strategic projects and was instrumental in training new detectives. He was the ultimate professional, well respected and who students naturally gravitated to for guidance. In 2011 Detective Senior Sergeant Jenks returned to Melton CIU. His dedication to community safety, victims of crime and staff wellbeing is second to none. He is a leader in reducing the incidents of networked youth and youth gang offending in the Melton Police Service Area (PSA). This has been achieved through strong community stakeholder engagement to reduce youth gang crime, through information sharing with partners where these crimes frequently occur. 'Confident humility' is often used in policing to describe a highly desirable attribute of senior leaders. Detective Senior Sergeant Jenks personifies this trait with his calm, empathetic and supportive style. Not only does he demonstrate this in his day-to-day role, but in the trekking journeys he leads to support first responders.

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KAZANDZIS	26-Jan-24	Australia Day	Superintendent Jonathan Norman Kazandzis	WA
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Superintendent Jonathan Kazandzis joined Western Australia Police Force in 1991, serving in metropolitan and regional general duties before becoming a training officer in the Operational Safety and Tactics Training Unit and the Professional Education and Learning Unit. His broad experience and natural leadership led to a promotion and he served in a number of regional and metropolitan officer in charge (OIC) positions. In 2016, he was selected as the inaugural OIC of the Protective Service Officers program, successfully implementing the new business unit, recruitment and training, before establishing the Capability Development Unit in 2018, focusing on Police Command. Both units were in the Counter Terrorism and Emergency Response Command. He was promoted to inspector in 2020 at the Tactical Response Group (TRG). Superintendent Kazandzis consistently excels in his role within the Tactical Response Group (TRG). As inspector he represented the WA Police Force on a national level at the Australia New Zealand Counter Terrorism Committee (ANZCTC) Police Tactical Group (PTG) forum and he is the force liaison with the Australian Defence Force, ensuring officers are fully trained, equipped and interoperable with other jurisdictional partners to respond to terrorism threats. He was responsible for TRG training management, deployment exercises and often deployed as PTG Commander to major incidents, his sound judgement and ability to remain calm in high pressure situations earning him the respect of his colleagues and peers. Superintendent Kazandzis oversaw the development of TRG training packages, earning accreditation and recognition for these through the Western Australia Police Academy. This training helps to ensure TRG officers are fully trained to the highest standard, continuing to maintain contemporary police tactical methodologies for the WA Police Force. More recently in 2023, he was promoted to superintendent, where he remains as the divisional officer of the Tactical Response Group. He has consistently demonstrated exceptional professionalism, leadership and dedication throughout his career, providing exemplary service to the WA Police Force and the safety of the community.

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LAILLER	26-Jan-24	Australia Day	Detective Leading Senior Constable Katherine Laidler	AFP
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Detective Leading Senior Constable Katherine Laidler joined the Australian Federal Police (AFP) in March 1999, and after completing recruit training, was initially posted to AFP Southern (Melbourne) region including Operations teams, Melbourne Airport and Avian teams. From May 2002 to April 2012, Detective Leading Senior Constable Laidler was transferred to ACT Policing (ACTP) and worked in Tuggeranong Station areas including the Child Abuse team and Sexual Assault Reform Program. Detective Leading Senior Constable Laidler worked in AFP Learning and Development Command under the Investigations Canberra teams from April 2012 to June 2014. On 1 July 2014, she returned to ACTP and worked in the Child Sex Offender Registry team performing the team leader's role. In July 2015, Detective Leading Senior Constable Laidler joined the Office of the Commissioner, Fraud and Anti-Corruption Canberra team. Since November 2016, Detective Leading Senior Constable Laidler has worked in one of the most challenging roles within the AFP, the Child Protection Victim Identification team. This role requires resilience and perseverance to remove children from harm and identify offenders. Detective Leading Senior Constable Laidler has undertaken this role with tenacity, providing a human face to a role that many find challenging. This role directly achieved outcomes against the AFP Corporate Plan 2022-23 as child protection is an AFP priority area, but also towards meeting the objectives and mission of the AFP Child Protection Strategic Plan 2023-26 of €oreducing the incidence and impact of crimes against children and holding those responsible for such crimes accountable.

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LEEMBRUGGEN	26-Jan-24	Australia Day	Commander John Michael Leembruggen	WA
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Commander John Leembruggen commenced with the Western Australia Police Force in October 1983, serving in general duties and traffic, before becoming a detective in 1989. He has since dedicated his career to criminal investigation, serving in areas such as Major Crime Division, Sex Crime Division, Karratha Detectives and Serious and Organised Crime Division. Through his empathetic and caring nature, he was selected as the Family Liaison during a high-profile serial killer investigation, providing support to one of the families for over two decades. Across his various roles he has gained a wealth of experience in the fields of leadership and development of staff, policing services and enhancing community safety. At Police Airwing he initiated internal change to ensure compliance after a Civil Aviation Authority review. At Mandurah District Office, he was instrumental in the implementation and development of the Rapid High Harm Offender Response Teams. His early adoption of this new policing initiative, along with ensuring effective deployment, led to this initiative being implemented across the Metropolitan area, making significant reductions to volume crime. In September 2022, he was selected as acting commander of the Metropolitan Region - South to implement several new systems, business and performance practices that he had previously embedded within the Mandurah District. He has been instrumental in leading reduced crime rates to the benefit of the community by providing strategic leadership on Identify, Locate and Associate strategies which hold offenders accountable through swift policing intervention, and cross district linked offending. In October 2023 he was promoted to the rank of commander remaining in the position he had held for the previous 12 months. He was then promoted to acting assistant commissioner in late October 2023. Commander Leembruggen was one of the founding members and inaugural President of The Law Enforcement Torch Run WA established to provide opportunities for inclusion and improved quality of life for children and adults with intellectual disabilities. Throughout his 40 year policing career he has achieved significant results, demonstrating dedication to the Western Australia community.

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LINDSAY      26-Jan-24      Australia Day      Chief Superintendent Toby Christopher Lindsay      NSW

Chief Superintendent Toby Lindsay joined the New South Wales Police Force (NSWPF) in 1994 at Kogarah performing general duties and later transferred to Wollongong Police Station. In 2000 he served as part of the 5th Australian Police Contingent, seconded to the United Nations in East Timor, tasked with helping East Timor with policing, investigations and ultimately building its own police force. Whilst on deployment he performed duties as a crash investigator and border patrol officer with refugees and internally displaced people (IDPs), working alongside other United Nations agencies, the Australian Defence Force and non-government organisations. He was acknowledged with the Police Overseas Service Medal and United Nations Medal for his contribution to peacekeeping in East Timor, in 2001. In 2003 he was promoted to sergeant at the Shoalhaven Local Area Command, in 2010 to inspector /duty officer at the Far South Coast Command, in 2013 as program director, Operational Policing Program, implementing the NSW Community Portal. He was promoted superintendent in 2018, as commander of the Richmond Police District based in Lismore. During this time, he was acknowledged for his commitment to community, professionalism and leadership in emergency management. He played a significant role, as emergency operations controller (LEOCON), during the North Coast Fires in 2018, 2019, again in 2020 and during COVID-19. His leadership across various positions in police recruit education has resulted in many thousands of recruits commencing service in NSW, including during the peak of the COVID-19 pandemic. Chief Superintendent Lindsay continues to motivate and encourage student police officers to serve their community. As commander of Organisational Development Command, People and Capability, he is responsible for education, training and development across the police force and as chief executive officer of the NSWPF's Registered Training Organisation. Chief Superintendent Lindsay is a Police Legatee and was appointed to the Board of NSW Police Legacy in 2022.

LOWE      26-Jan-24      Australia Day      Detective Chief Superintendent Roger Alexander Lowe      QLD

Detective Chief Superintendent Roger Lowe is a highly regarded senior police officer, recognised for national leadership in organised crime, domestic and family violence, counter terrorism, police integrity and disaster response. He is accomplished in various executive roles and the recipient of awards for pioneering enduring innovative programs including Australia's first Outlaw Motorcycle Gangs (OMCG) domestic and family violence strategy, and Australia's first motorcycle gangs "Exit" program. Exit provides mentoring, mental health support, pro-social structure, skills enhancement, and employment to drive crime desistance, improving the lives of the individual and families. He continues to serve the community of Queensland as an operational/frontline police officer with the expectation to respond, on and off duty, to calls for assistance from members of the public and to respond to emergency incidents. Detective Chief Superintendent Lowe also crafted an influential vision for a nation first co-located police and health multi-disciplinary preventative partnership to respond to the emerging threat of vulnerable persons with mental health drawn into the security environment. Detective Chief Superintendent Lowe initiated and co-authored ground-breaking 2018 research into the prevalence of domestic and family violence in OMCG, validating the accentuated risk to women and children in these relationships. He has lectured nationally on this issue, influencing programs to reduce the risk to women and children and hold perpetrators to account. Detective Chief Superintendent Lowe passionately leads and delivers organisational and cross-sector capability through inspiring others and empowering teams to test boundaries to drive community safety.

MAHON      26-Jan-24      Australia Day      Chief Inspector Gregory David Mahon      NSW

Chief Inspector Gregory Mahon commenced with the New South Wales Police Force in 1989 at Sutherland performing general duties. In 1999 he was promoted to sergeant at Nowra in the Shoalhaven Local Area Command in the role of intelligence sergeant and was a trailblazer when Crime Management Units commenced in 1999. In 2006 he transferred to Lake Illawarra as the crime coordinator, where he was at the forefront of the new Crime Management Unit, ensuring the community had a voice and input into their local police force. In 2012 he was promoted to operations coordinator and implemented the geographical controlled operation Strike Force Delicate, receiving an award for the innovative approach and professionalism. In 2014 he was promoted to inspector at Southern Region as the operations manager and was responsible for the coordination of all high-risk incidents, including emergency management responses to the 2019 bushfires in the South Coast area, the COVID-19 pandemic and the floods in the Southern Region. During the 2019 bushfires he was able to collect the data on firearms located in houses that were damaged by fire and tasked police to retrieve those firearms. He ensured the safe stay of the Ruby Princess cruise ship when in the port of Port Kembla. During the COVID-19 pandemic he liaised with the Australian Defence Force (ADF) to ensure tasking of combined Police and ADF teams to manage at risk people with COVID. The Deni Ute Muster, music festivals, Snowsafe and Summersafe have also come under his oversight for the last 10 years.

MARTIN	26-Jan-24	Australia Day	Inspector Wayne Grant Martin	VIC
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While Inspector Wayne Martin has performed a variety of roles during his policing career, including general duties, prosecution, crime scene examiner/manager, it is his involvement in the Disaster Victim Identification (DVI) process that has earned him recognition nationally and internationally. His innate sense of empathy combined with an effective leadership style and outstanding levels of resilience are the key attributes that make him one of the national leaders in the DVI space. Inspector Martin has been a constant presence in the DVI process since 1990 and has performed roles at all levels in some of Australia's and the World's most significant fatal incidents, including Bali Bombings 2002, the Indian ocean Tsunami and the 2009 Victorian Black Saturday Bushfires. He is nationally recognised for his expertise and has been called upon by other jurisdictions to deliver training, not only in the practical aspects of DVI, but also sharing leadership and management experience in these chaotic environments. Inspector Martin displays tremendous dedication, passion and commitment when deployed to these mass fatality incidents, which can be incredibly distressing and challenge practitioners from both personal and professional perspectives. Managing these events is complex and attracts heavy scrutiny from government, media, and the community. There is an expectation that the deceased will be retrieved, identified, and repatriated with great dignity and loved ones will be treated with compassion and honesty, which Inspector Martin achieves to the highest order. His contribution in identifying deceased in mass fatality incidents is sustained and so the experience and expertise he has accumulated over this time is enormous. This experience, combined with his leadership qualities, has had a direct and positive influence on the success of the various operations he has been involved in.

MASSINGHAM	26-Jan-24	Australia Day	Detective Superintendent Andrew Peter Massingham	QLD
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Over a 35-year career Detective Superintendent Andrew Massingham has demonstrated a high level of commitment, expertise and professionalism as a leader and operational practitioner across a broad range of general and specialist investigative duties. In April 2020, Detective Superintendent Massingham assumed the role of senior investigating officer, Task Force Sierra Linnet and strategically lead and managed the operations of a 40-member strong Investigation Centre as part of a whole of government response to the COVID-19 global pandemic. Detective Superintendent Massingham established a robust investigations centre structure that demonstrated his significant experience, decision making skills and ability to deal with ambiguous and complex environments. His professional conduct and ability to develop trusted relationships, established an extremely effective working relationship with broad internal and external stakeholder groups within the COVID-19 response agencies. His ability to lead change in a rapidly evolving and complex environment enabled him to implement widespread compliance investigations across Queensland ensuring the Chief Health Officers directives were being adhered to and public safety was maintained. The investigative operating model implemented and managed was similar to the model he developed in response to the deaths of 25 persons in the Lockyer Valley floods in 2011. His actions were directly responsible for ensuring community confidence was maintained through compliance operations in consultation with the Chief Health Officer Directions. Detective Superintendent Massingham has, during the course of an exemplary career, made a significant and valuable contribution to the safety of the Queensland community through his diligence as an investigator and investigations leader.

MAVRATSOU	10-Jun-24	The King's Birthday	Assistant Commissioner Arlene Mavratsou	WA
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Assistant Commissioner Arlene Mavratsou joined the Western Australia Police Force in 2020 after serving other law enforcement intelligence services across Australia and United States. She was promoted to the rank of assistant commissioner and was the first public servant appointed by the Governor to a commissioned officer rank in Western Australia. She has had a profound impact on law enforcement and tactical intelligence, overseeing both day to day operations and long-term policing objectives, whilst consistently contributing to agency and government priorities to enhance community safety and effective law enforcement outcomes both nationally and internationally. Assistant Commissioner Mavratsou is an accomplished leader which is evident in many of her key achievements, such as leading the design and implementation of the agency's new intelligence and data analytics functions. Her vision embedded a tactical intelligence culture focused on 'working better together' applying the Identify, Locate Associate (ILA) principles. She consistently demonstrates her ability to achieve outstanding results through strategic initiatives, leading the intelligence and data reform for the agency, designing and delivering ILA training courses effectively demonstrating the value of intelligence within law enforcement. She has also enhanced the capability within Rapid High Harm Offender Response teams across the state by embedding tactical intelligence analysts within multi-disciplinary operational teams, resulting in significant volume crime reductions. Other notable accomplishments include implementing new frontline operational technological solutions providing modern crime solving tools and equipment to assist the frontline. These have since played crucial roles in helping to solve many high-profile crimes and historical cases. Assistant Commissioner Mavratsou is a highly respected and visionary leader who has left an indelible mark on law enforcement and tactical intelligence. She consistently achieves high end results and exemplifies unwavering commitment to community safety and the relentless pursuit of excellence in law enforcement.

MCCUE      26-Jan-24      Australia Day      Senior Sergeant First Class Darren Craig McCue      SA

Senior Sergeant First Class Darren McCue joined South Australia Police (SAPOL) in 1987 beginning his early career as a general duties patrol officer in the Holden Hill, Tea Tree Gully and Elizabeth patrol areas. He undertook a posting in the surveillance section prior to being promoted firstly to senior constable then sergeant in the general duties areas of Mount Barker and Elizabeth. Promoted to senior sergeant first class in 2011, he has since managed operations in Western District and Northern District. Senior Sergeant First Class McCue is the embodiment of an operational leader and is an outstanding police officer. His skills and abilities to manage operational incidents as well as personnel under his command and control are unparalleled. Senior Sergeant First Class McCue personifies SAPOL's values, particularly leadership by inspiring and motivating others to be the best they can be. As the Elizabeth Operations manager he leads a dynamic team of frontline officers, in arguably one of the state's busiest and most demanding patrol areas. He is an excellent communicator who is renowned for being humble, loyal, hardworking and caring. Throughout his time as an Operations Senior Sergeant, he has mentored dozens of junior officers to attain their career goals and go on to achieve outstanding outcomes. His tireless work for the community and his commitment to ensuring the best working conditions for his colleagues are particular strengths. He has been instrumental in mentoring, developing and leading staff through numerous emergency situations and hazardous taskings, including the Sampson Flat Bushfires in 2015, Virginia floods in 2016 and a major industrial oil warehouse fire in Wingfield in 2012, along with coordinating Northern District's COVID-19 pandemic response. Highly respected by all, Senior Sergeant First Class McCue is renowned as an accomplished leader of operational police, serving the South Australian community with dedication and professionalism over a distinguished 35-year career.

MCGOWAN      26-Jan-24      Australia Day      Detective Senior Sergeant Andrew William McGowan      VIC

With more than 43 years policing experience, Detective Senior Sergeant Andrew McGowan's outstanding leadership whilst at the Security Intelligence Group (SIG) and the Undercover Unit (UCU) has made significant contributions to both security and crime investigations in Victoria. Detective Senior Sergeant McGowan is a specialist in the oversight, management, and deployment of long-term undercover infiltrations. He has demonstrated dedication, commitment, and expertise in conducting covert investigations and in his leadership of members within the UCU. Through his roles he has had significant impact in preventing harm and creating safer communities for Victoria and nationally. He has consistently demonstrated a high level of commitment to his role, remaining current with contemporary strategies in covert policing, ensuring Victoria Police provides high quality and effective covert services. Detective Senior Sergeant McGowan focuses on maintaining the integrity of covert methodologies, in order that they continue to be effective strategies for the future. He has exceptional networking skills, as evidenced from his time liaising with the Security Intelligence Group (SIG), where he was the lead investigator and liaison point for the Department of Premier and Cabinet and travelled with Premier Bracks on a number of international trips. More recently he has worked with the Australian Federal Police, the Australian Security Intelligence Organisation, the Department of Foreign Affairs and Trade, the Australian Criminal Intelligence Commission, international police and state-based police forces. As a result of the highly skilled members that have been developed in Victoria under the guidance of Detective Senior Sergeant McGowan and the UCU team, operatives are sought by other jurisdictions to assist in deployments and training. Detective Senior Sergeant McGowan genuinely cares about his staff and their families and takes pride as they develop and succeed in their careers.

MEYER      10-Jun-24      The King's Birthday      Brevet Senior Sergeant Karyn Lee Meyer      WA

Brevet Senior Sergeant Karyn Meyer joined the Western Australia Police Force in 2012, and in 2014 transferred to Laverton Police Station. In 2017, she was deployed to the Warburton Multi Function Police Facility (MFPF) where her experience, knowledge and skills proved invaluable to build trust with the local women and helped provide critical support around safety for females and children, empowering the community to make positive changes around family violence, including perpetrator accountability. Brevet Senior Sergeant Meyer established a strong collaborative partnership with Ngaanyatjarra Pitjantjatjara Yankunytjatjara (NPY) Women's Council, and the local Women's Leadership Group. Since those partnerships and strategies were implemented, family violence in the area reduced by 60% and breaches of family violence restraining orders reduced by 80% in the same period. In 2022, Brevet Senior Sergeant Meyer was appointed as the first female officer in charge of Blackstone MFPF and established the Warburton Women's Leadership Group. She is the chairperson of the Warburton Inter-agency Meetings group and Warburton Local Drug Action group. She implemented a delayed engagement strategy, putting in place diversionary initiatives to prevent youths re-offending. She obtained over \$45K in funding for the Warburton Local Drug Action Group, including Safe4Kids Child Abuse Prevention Program and the Women's Leadership Group's Safe Space art project within the station. Brevet Senior Sergeant Meyer installed a restorative justice youth diversion and as a result the volume of crime trended downwards, with most of the offending youths being diverted and not having any further formal police or official justice sanctions. This local youth diversion initiative increased community confidence, building mutual trust, care and respect within the community. Throughout her career, Brevet Senior Sergeant Meyer has made a significant contribution to the Western Australia Police Force and the communities of regional Western Australia with her leadership, initiatives and dedication to her duty.



O'DONNELL      10-Jun-24    The King's Birthday    Senior Constable Bevan Keith O'Donnell      WA

Senior Constable Bevan O'Donnell has served Western Australia Police Force for almost 20 years, initially as an Aboriginal police liaison officer (APLO) before transferring to become a police officer in July 2007. Through his work as an APLO and police officer, he has excelled at helping local Indigenous people who have needed additional support and guidance. He is always willing to assist, either on or off duty and he is well respected by the local Indigenous groups in Midland and wider community. In 1987, along with his three brothers, he helped establish the Wally Bates Memorial Boxing Club in Midland. The club helps to teach young men and women the disciplines of boxing and many of the youth attending have become leaders amongst their peers. Senior Constable O'Donnell is actively involved with the Moorditi Maaman (Strong Men) Group in Midland, which was established to support local Aboriginal men who were struggling in many facets of their life. Whilst stationed at Forrestfield Police Station, Senior Constable O'Donnell was instrumental in Project Dismantle, which was funded through the local council, bringing together Indigenous and other cultures over a six-week period to re-assemble and fix broken bicycles so they could be returned to local children and charity groups. Senior Constable O'Donnell often goes above and beyond his remit as a police officer liaising with various agencies to help identify and support elderly Indigenous people who do not have the ability to leave home or access local services, ensuring those vulnerable members of the community are kept safe. Senior Constable O'Donnell has a wonderful ability to work across the cultural divide, providing a compassionate policing service to vulnerable members of the community, highlighting his significant contributions to the Western Australia Police Force with his specialised skills and knowledge.

PARKIN      10-Jun-24    The King's Birthday    Superintendent Craig Leslie Parkin      WA

Superintendent Craig Parkin joined the Western Australia Police Force in 1986 as a cadet and has given over 37 years of dedicated service to the community, serving with distinction in many policing roles across the State. Superintendent Parkin played a crucial role in Operation Regional Shield, effectively addressing youth-related crime in multiple Kimberley sub-districts. His actions mitigated significant risks and improved officer safety, decreasing various high-harm offences such as burglary, motor vehicle theft, and aggravated vehicle aggression against police officers and the community. His leadership accentuated operational efficiency, high standards, and proactive policing methodologies. Superintendent Parkin's exceptional performance during a state of emergency in the Pilbara and Kimberley districts, particularly with remote Aboriginal communities, showcased his outstanding leadership, establishing strong partnerships across government and private sectors and addressing community needs during the COVID-19 pandemic. He has built strong partnerships, not only within the Western Australia Police Force, but also with various government agencies and community stakeholders. He is a well-respected community leader among regional directors and Aboriginal community-controlled organisations. Superintendent Parkin's dedication extended to road policing where he ensured patrols were aligned with intelligence and district targets. He emphasised youth engagement, community patrols, and referrals for at-risk youth, making the Kimberley District a safer place to be. As the district emergency coordinator, he played a pivotal role in supporting the Department of Fire and Emergency Services and the Hazard Management Agency, in combatting the Kimberley flooding in December 2022 and January 2023, caused by Tropical Cyclone Ellie. His leadership in the Kimberley District was exemplary, and under his control, the reduction of crime in the Kimberley area has been significant, which has been recognised by the Police Executive, local Government and the Community. Superintendent Parkin has consistently demonstrated exceptional professionalism, leadership and dedication throughout his career.

PHELAN      26-Jan-24    Australia Day    Commander Melinda Jane Phelan      AFP

Commander Melinda Phelan has been a member of the Australian Federal Police (AFP) since 1994 and worked in AFP's Western, Southern and Northern Commands, the Australian Embassy in the Philippines, as well as the AFP's Headquarters in Canberra. Since October 2020, Commander Phelan has performed the role of commander of Pacific, International Command. Prior to this role, Commander Phelan performed the superintendent role in International Command (formally International Deployment Group), Counter Terrorism, Covert Services, Learning and Development and Crime Command. Commander Phelan has extensive experience working with national and international law enforcement agencies to successfully disrupt and dismantle transnational criminal syndicates in the areas of Counter Terrorism and Serious and Organised Crime. Commander Phelan has extensive experience in the international policing environment, performing the role of superintendent responsible for the Asia and America, Middle East and Europe desks and the Police Partnership Programs (formally missions) in the International Command. Commander Phelan deployed as part of the AFP's humanitarian response to the Boxing Day Asian Tsunami where she worked as a family investigations liaison officer.

RICHARDS 10-Jun-24 The King's Birthday Senior Sergeant Robert William Richards QLD

Senior Sergeant Robert Richards was sworn into the Queensland Police Service (QPS) in 1986 and performed as a frontline general duties officer within the Longreach District, Brisbane mobile patrols, Brisbane City and Redcliffe stations. In 1993 he transferred to a plain clothes investigator role within the Gold Coast District Juvenile Aid Bureau, before being appointed a detective senior constable for the Organised Crime Investigation Group. In 2000, after 15 years of significant operational and investigative policing, he was promoted to the rank of sergeant to a training position within State Crime Operations and then the Constable Development Program. Applying his operational and plain clothes expertise to numerous training capabilities culminated in a further promotion to recruit training at the rank of senior sergeant in 2008. Senior Sergeant Richards is known for his measured demeanour, providing stability and support, and his wealth of knowledge for identifying merit through historical decision making, with an intention to better inform future practices. Senior Sergeant Richards was then appointed as a project manager for the training capability for the G20 Operation Southern Cross, the largest and most complex in the organisation's 150-year history, enhancing the QPS' capabilities to ensure the safety, security, and dignity of the G20 meetings. After this deployment he was then embedded into the Commonwealth Games Group and delivered strategic outcomes in both the training field and corporate support. At the conclusion of the Commonwealth Games deployment, Senior Sergeant Richards was transferred to a corporate support role for Organisational Capability Command, where he continues to deliver organisational priorities in support of frontline policing.

ROCHESTER 26-Jan-24 Australia Day Superintendent Michael John Rochester NSW

Superintendent Michael Rochester joined NSW Police Force (NSWPF) in 1987 and was stationed at Dee Why performing general duties and later transferred to Manly and Albury Police Stations. In 2000 Superintendent Rochester was promoted to sergeant at Regional Intelligence Coordination and in 2001 he was promoted to inspector, Duty Officer at Wagga Wagga. In 2002 he moved to the Southern Rivers Target Action Group, then to the Liverpool and Region Enforcement Squad, Bass Hill as commander where he developed the South West Metropolitan Region Enforcement Squad from proactive to a special tactic resource unit. He performed the role of region coordinator for Operation TALON which was established in response to public place shootings within the South West Metropolitan Region (SWMR). He was also the public order commander during the Asia-Pacific Economic Cooperation (APEC) World Youth Day, G20, New Years Eve, Mardi Gras, Australia Day and ANZAC Day. During Operation Corona Virus 2020, he significantly contributed to the operational planning of the NSWPF in response to the COVID-19 pandemic, with over 1500 officers deployed to the Victorian border in less than 48 hours. In 2019 Superintendent Rochester was promoted to superintendent, Commander Public Transport Command, South West. In 2021 he moved to commander of the Dog and Mounted Unit, then in 2022 to the commander of the Tactical Operations Group. In 2019 he led a music festival project team to develop an overarching 'framework' for planning and delivery of the operational response to music festivals. Superintendent Rochester attended courses overseas where he gained knowledge in crowd psychology and public order management and was fortunate to be selected for the Silver Commander public order course delivered by the College of Policing in the United Kingdom. He took a lead role in the development and implementation of the Specialist Commanders course, which is the only one of its type in Australia and is written and delivered by Superintendent Rochester to further enhance the capability of police commanders in public order and major events.

RONNING-BURNS 26-Jan-24 Australia Day Commander Hege Ronning-Burns NT

Commander Hege Ronning-Burns is a highly respected member of the Northern Territory Police Force (NTPF). She joined the force in 1993 and served in a remote community before returning to Darwin, where she worked in specialist areas before her promotion to superintendent in 2017. She has been serving for almost 30 years. In 2020, Commander Ronning-Burns commenced her role as a territory duty superintendent within the Joint Emergency Services Communication Centre (JESCC), which serves as a crucial lifeline between emergency responders and the public, ensuring critical information is relayed in times of crisis. Commander Ronning-Burns was the incident controller in the COVID-19 Emergency Operations Centre. Her leadership and expertise were invaluable in coordinating response efforts, and her dedication to keeping the community safe was commendable. She has exceptional decision-making skills, working under immense pressure as the incident controller, and her leadership was instrumental in ensuring the safety of the community during this challenging time. Commander Ronning-Burns has always shown commitment to the wellbeing of the people she works with. In her current role as commander of the Northern Territory Police, Fire and Emergency Services College, she oversees police recruit training, providing invaluable guidance and mentorship and assisting the recruits with their skill development and knowledge. Commander Ronning-Burns helps shape the recruits into confident and capable members of the NTPF. She is dedicated, professional and committed, ensuring new officers are well-prepared for the challenges ahead. She has worked tirelessly to build relationships with members of the community, earning their trust and respect through her dedication. Commander Ronning-Burns' honesty, ethics and integrity is of the highest standard, she leads by example and is an inspiring member of the NTPF.

**SCHULTZ**      26-Jan-24      Australia Day      Superintendent Joanne Schultz      NSW

Superintendent Joanne Schultz commenced with New South Wales Police Force (NSWPF) in 1988 at Kempsey performing general duties. Later transferring to the NSWPF Education and Training Unit where she specialised in teaching legal and societal issues. She has received numerous awards and praise throughout her career, notably for her response to the Kempsey bus crash in 1989 and the Hunter/Central Coast storm emergency. In 1999 she was promoted to sergeant, field education and School of Operational Policing. Later transferring to field operations Newcastle Local Area Command and Central Hunter Local Area Command undertaking the roles of crime coordinator and education and development officer (EDO). In 2013 she was promoted to inspector at Botany Bay Local Area Command as a duty officer. Later transferring to the Hunter Valley Police District as a duty officer, specialising in human resources before becoming officer in charge of Singleton. She was promoted to superintendent in 2023 at Coffs/Clarence Police District (PD), following extensive relieving as commander of Hunter Valley PD, Tuggerah Lakes PD, Barrier PD, Riverstone Police Area Command and Mid North Coast PD. This included her outstanding performance as local emergency operations controller (LEOCON) during bushfires, floods and through the COVID-19 pandemic. As LEOCON for Singleton, she is an exceptional leader in times of emergency or disaster. Her reputation with other emergency services, local members of parliament and councillors is of the highest regard. Her leadership was evident during the 2022 Singleton floods and the decisions based around the community

**SEFEROVIC**      10-Jun-24      The King's Birthday      Senior Sergeant Rima Seferovic      QLD

Senior Sergeant Rima Seferovic commenced with the Queensland Police Service (QPS) as a police liaison officer in a non-sworn position in the South Brisbane District supporting the Muslim community. Later she attended the police academy and was sworn-in as a constable in October 2006. Her path to policing was not an easy one, as she negotiated cultural norms within her own community and the QPS, as well as the challenges of being a young female Muslim police officer, while also raising her young family. Senior Sergeant Seferovic became an appointed detective and rose to the rank of Detective Sergeant. She is now part of a vital team of officers working as part of the Workplace Assessment Support Team making a difference in highly challenging station and section workplace conflict situations where using her dynamic communications skills and forthright manner, she is making a difference across the state to officers working in challenging environments. Senior Sergeant Seferovic's drive, enthusiasm and professional skills have led to a capability being available to the QPS and its managers that is not available in other jurisdictions. She, as leader of a high performing team, has made transformational change in workplaces across Queensland. She is a highly regarded officer amongst senior managers and her peers, with her tenacious attitude allowing her to succeed where others have not. Senior Sergeant Seferovic demonstrates dedication, professionalism, and a mentoring and pioneering ethos in frontline policing. She is transforming the culture of workplaces as an integral member of the Workplace Assessment and Support Team.

**SHEEHAN**      10-Jun-24      The King's Birthday      Detective Superintendent Michael John Sheehan      VIC

Detective Superintendent Michael Sheehan has demonstrated over 40 years of distinguished service primarily in managing and conducting serious criminal investigations. He has progressed through numerous ranks within the Crime Department, most notably the Armed Robbery Squad, Commonwealth/State Joint Taskforce, Drug Squad and as a foundation member of the Crime Strategy Group. Throughout his investigative career he has been a detective for 28 years. During that period, he has mentored and developed countless detectives in the application of this tradecraft and is currently the Victoria Police representative on the Australian New Zealand Counter Terrorism Committee (an Investigations Support sub-committee), as the investigations capability advisor. Throughout his extensive and diverse career, his commitment to investigations and strategic legislative reforms has influenced and even changed the way law enforcement deal with particular crime types. He has led strategic change in establishing the Firearm Prohibition Order (FPO) regime; establishment and implementation of the Accountability and Resource Model (ARM), which identifies investigative primacy for reported Category 1 and Category 2 offences and undertook a pivotal role in the Police Information Process and Practice (PIPP) reform project. Within Counter Terrorism Command he has instigated and led a process of 'end to end' National Security Person of Interest Management Model that leverages off initial assessment using the National Security Prioritising Assessment Tool, categorisation, engagement and management, investigation and tri-agency oversight. He has aligned interconnecting activity of the Joint Counter Terrorism Team, Security Investigations Unit, Countering Violent Extremism Unit and the Fixed Threat Assessment Unit into one cohesive 'Command Operating Model'. In keeping with his long career of effective serious crime investigation management, Detective Superintendent Sheehan has created the type of investigations management environment within counter terrorism that gives Victoria Police the most effective and sustainable environment to collaboratively manage threats presented by national security persons of interest.

SKORIC      10-Jun-24    The King's Birthday    Sergeant Nikola Skoric      AFP

Sergeant Nikola Skoric joined the Australian Federal Police (AFP) in 2007 as a protective service officer and, after completing recruit training, was assigned to the Diplomatic Protection Unit. In 2011, Sergeant Skoric participated in the Federal Police Development Program and transitioned to policing. His initial posting as a police officer was as a uniformed member at Sydney Airport. Sergeant Skoric moved to the Crime Command in 2015, undertaking advanced training and excelling in various specialist roles. Sergeant Skoric has demonstrated sustained excellence in the pursuit of the AFP's core business outcomes and encompassing corporate values to the highest level. He has a proven track record of achieving significant results in complex and challenging environments. Throughout his career, Sergeant Skoric has displayed dedication to the AFP by undertaking a number of important roles across a range of portfolios. He exhibited the highest standards of professional and ethical work practices upholding the values of the AFP. As an authentic and exemplary leader, Sergeant Skoric is motivated by mentoring staff and providing them with the opportunity to showcase their strengths. He has proactively created opportunities to celebrate successful outcomes in AFP operations, while conveying lessons learnt to other areas of the AFP and partner agencies. Sergeant Skoric is a humble, kind and empathetic leader who cares for people with focus on diversity and fairness.

SMITH      10-Jun-24    The King's Birthday    Detective Sergeant Michael Barry Smith      NSW

Detective Sergeant Michael Smith joined the NSW Police Force on 25 June 1987 and commenced at Penrith Police Station in general duties. In 1989, he transferred to the Penrith Highway Patrol where he undertook road policing duties with passion. In March 1990, he transferred to the Lismore Highway Patrol, and in May 1993 to the Lismore Police station conducting general duties. In October 1993 he commenced investigative duties with the Lismore Detectives Unit. In 1996 he moved to the Northern Region Major Crime Squad, followed by the Major Crime Squad Drug Unit at Lismore. In 1997 transferred to the Ballina Criminal Investigation Unit. In February 2004 he joined Richmond Target Action Group, where he led a team of junior police targeting serious crime across Richmond Police District. In March 2004 he was promoted to detective sergeant. In June 2009 he transferred to Richmond Police Department Drug Unit, and in December 2012, Detective Sergeant Smith assumed the role of the Investigations Unit team leader at the Ballina Detectives Office. Detective Sergeant Smith has also been performing Regional Tactical Policing duties as a member of the Tactical Operations Regional Support Unit (formerly State Protection Support Unit) for over 28 years. Throughout his career, Detective Sergeant Smith has received numerous commendations and recognitions for his leadership and brave actions, such as his role in responding to a shark attack on a 32-year-old bodyboarder at Lighthouse Beach, Ballina. He also personally conducted numerous rescues during the 2022 Lismore Floods, showing outstanding actions and exceptional leadership in taking charge of police and emergency services and orchestrating the evacuation of elderly residents from retirement villages, including palliative care patients. His dedication to duty under extremely hazardous conditions during a high-risk operation in Mullumbimby, as well as his exceptional service and unwavering commitment during Strike Force Durkin have been recognised with the awarding of Commissioners Unit Citations. Detective Sergeant Smith embodies the ideal officer within the NSW Police Force. His remarkable blend of experience, dedication, leadership, and integrity exemplifies the very essence of our organisation's values and mission.

STYNES      26-Jan-24    Australia Day    Chief Inspector Raymond Peter Stynes      NSW

Chief Inspector Raymond Stynes joined the New South Wales Police Force in 1992 and was stationed at Wetherill Park and Penrith. His ability to handle difficult situations and problem solve became evident in August 1995 when he was directly involved with the capture of two escaped lions, where he was awarded the Commissioner of Police Commendation for Courage. He broadened his experience in general duties, anti-theft and investigation working in the Shoalhaven region. In 2006 he was promoted to sergeant at Mt Druitt before returning to the Shoalhaven later in 2006, to serve a further seven distinguished years. In 2014 he was promoted to inspector where he took up a tenure at Quakers Hill, before returning to Shoalhaven in 2017. Under the formation of the new South Coast Police District in 2018, he won the position as the officer in charge of the Nowra sector. He is highly regarded by his peers, his staff, and community - Indigenous and non-Indigenous. His ability to engage people from all walks of life, and his leadership qualities have directly attributed to bridging social and economic issues within the Shoalhaven, reducing crime and investing in youth. More recently he was recognised for his commitment, leadership, and professionalism during the 2019-200 South Coast fires as the local emergency operations controller. Chief Inspector Stynes facilitated the police response to the Currowan and Comberton fires, resulting in effective multi-agency responses to the management and evacuation of town residents, coordination of road closures, and dealing with public unrest, whilst proactively addressing emerging crime. Chief Inspector Stynes is highly respected by his peers and the community with over 30 years' experience in frontline, proactive and strategic community policing. He is recognised for his commitment and dedication to the NSW Police Force and to the people of the communities he serves.

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TABOR                      26-Jan-24      Australia Day      Superintendent Sonya Tabor                      NSW

Superintendent Sonya Tabor graduated from the NSW Police Force (NSWPF) Academy on in 1997 and was stationed at Quakers Hill in general duties. In 1999 she commenced a career in the legal side of policing, becoming a Prosecutor for four years and seven years in legal consulting after being promoted to sergeant. In 2011 she was promoted to inspector and returned to general duties at several stations for a period of 11 years, including time at the Traffic and Highway Patrol Command. Throughout this period, she created and implemented state-wide Rapid Antigen Testing procedures that assisted the NSWPF in maintaining operational capacity during the COVID-19 Omicron variant. She was a COVID-19 Hotel Operations Committee member, an Optional Disengagement Scheme Steering Committee member, lead for the Workforce Safety transformation project and the subsequent restructure/reform project. In 2022 she was promoted to superintendent in her current role as commander, Workforce Safety within the People and Capability Command. She has performed many significant roles including design of the NSWPF Winter Strategy which was implemented as the NSWPF planned to respond to the COVID-19 pandemic resurgence and the creation of the Northern Region Wellbeing Concept of Operations to ensure staff affected by the devastating floods would be provided additional welfare support. In November 2022, the NSWPF Commissioner announced the single most significant investment in the health, safety and wellbeing of the NSWPF workforce with the commencement of the PULSE project. Superintendent Tabor's organisational advocacy for enabling and enhancing the physical and psychological wellbeing of employees across the organisation has ensured that under her leadership, the PULSE program delivered on its commitment to establish a dedicated Career Transition Unit and has commenced Early Access Treatment Initiatives, an eWellcheck pilot and the rollout of field based mental health clinicians.

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TANNER                      10-Jun-24      The King's Birthday      Superintendent Scott Richard Tanner                      NSW

Superintendent Scott Tanner joined the NSW Police Force on 24 January 1993 and performed general duties at Newcastle, Wallsend, Grafton, Nymboida, Manilla, Gunnedah, Coonabarabran, Dubbo, Armidale and Lismore police stations. He has spent much of his career in regional NSW in general duties, including lock up keeper roles. In 2003 he was promoted to sergeant at Gunnedah Police Station before further promotion in 2010 to duty officer at Coonabarabran Police Station. He was promoted to superintendent in 2018 and became the commander at New England Police District before transferring to his current position in 2020 as the commander of Richmond Police District. As a proud 'country cop', Superintendent Tanner has always devoted himself to being a strong part of the fabric of the country towns he has worked and lived in. Superintendent Tanner also spent a number of years in tactical policing as an operational member of the then State Protection Support Unit as well as the Operational Support Group. In 2022, one of the most significant flooding events in Australian history took place at Lismore where Superintendent Tanner was the commander. This unprecedented event resulted in over 2,500 people being rescued and six people tragically losing their lives in a 24-hour period. Superintendent Tanner was the local emergency operations controller and managed this large-scale event during the emergency and over the following weeks, which saw many people isolated and unaccounted for. His leadership during this time, was of the highest standard. Superintendent Tanner went on to assist Deputy Commissioner Lanyon APM in the recovery efforts for this disaster situation where over many months they repatriated or moved thousands of residents to safe and secure accommodation, engaged government and led other agencies in the process of bringing towns back to business as usual. He became the go to person for mayors, ministers and the public alike.

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URQUHART                      10-Jun-24      The King's Birthday      Senior Sergeant Catherine Ann Urquhart                      NSW

Commencing a distinguished 43-year career in 1981, Senior Sergeant Catherine Urquhart has been an integral part of intelligence support provided to numerous squads, task forces and operations, including the protracted investigation into the Ivan Milat backpacker murders conducted by Task Force Air. Following an already long and distinguished career in the NSW Police Force in 2018, Senior Sergeant Urquhart developed, designed, and set up the Intelligence Coordination Centre at the State Intelligence Command to effectively manage, document and appropriately disseminate all intelligence information. Prior to this, often critical information was submitted to the NSW Police Force via many different avenues, with no centralised method of recording. Senior Sergeant Urquhart identified this as a significant risk to the organisation and set about creating a unit which would be integral in mitigating this risk. She did this by establishing processes to record incoming and outgoing intelligence information shared between the NSW Police Force and other agencies including, but not limited to, the Australian Federal Police, Australian Border Force, and the Australian Criminal Intelligence Commission. Senior Sergeant Urquhart's unwavering dedication, exemplary leadership and pioneering spirit embody the highest ideals of professionalism and service. Her contribution to the advancement of intelligence practice within the NSW Police Force cannot be understated, and her legacy will continue to inspire and guide future generations of intelligence professionals, leaving an indelible mark on the fabric of the organisation.

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WADDELL      10-Jun-24    The King's Birthday    Detective Superintendent David Anthony Waddell      NSW

Detective Superintendent David Waddell joined the NSW Police Force (NSWPF) on 26 October 1990 at Blacktown Police Station. In 1993, he joined the Tactical Operations Unit. There he was personally involved in hundreds of high risk jobs and resolutions. In 1996 he moved to plain clothes duties at Prospect Anti Theft Squad then to the Quakers Hill Detectives Office. In 1998 he transferred to Lightning Ridge Police Station and was designated as a detective. Whilst at Lightning Ridge he continued in tactical policing as a Field Supervisor and operative. In 2000 he was appointed as a Detective Sergeant at the Brisbane Water Anti-Theft Squad, working on the Coast in Anti Theft, Drug and Detective offices, as well as an Undercover Supervisor. In 2006 he became the Detective Inspector and Crime Manager at Waratah Police Station. In June 2018 he was promoted to Superintendent and Commander of Ryde Police Area Command. In 2020 he became the Commander of the Tactical Operations Group, in 2022 the Commander of Blacktown Police Station and in July 2023 the Operations Manager of the Northern Region. During the COVID-19 pandemic, Detective Superintendent Waddell was given the responsibility as the NSWPF Coordinator to the Australian Defence Force (ADF) deployment into NSW. He worked with senior military personnel, facilitating the ADF's role in assisting NSWPF and NSW Health in large scale vaccine roll outs to regional and remote communities, especially in western and northern NSW and was instrumental in vaccinating vulnerable Aboriginal communities, as well as other functions performed by the ADF across the state of NSW during this period. Detective Superintendent Waddell has been recognised as a future leader at the executive level of the NSWPF having relieved at the assistant commissioner level at the North West Metropolitan Region, Forensic Evidence and Technical Services, Traffic and Highway Patrol, Capability, Performance and Youth Command, Northern Region and the Police Property Group. Detective Superintendent Waddell is currently leading a project, for which he was handpicked by the Commissioner of Police. If endorsed for statewide implementation in the field of Special Victims, this project will see the most vulnerable of victims of crime given even greater attention and care to ensure the best chance of appropriate outcomes.

WALKER      26-Jan-24    Australia Day    Sergeant Lesley Marlane Walker      QLD

Sergeant Lesley Walker has been a police officer for 24 years, dedicating the last two decades of her policing career to forensic science and the pursuit of forensic service excellence to victims of crime and their families. Sergeant Walker works diligently and with tenacity, providing a high level of forensic expertise and skill, with unmatched motivation and attention to detail, which has enabled many breakthroughs in homicide cases in North Queensland. Sergeant Walker's role as an operational scientific officer means she is deployed at short notice to confronting crime scenes, such as fatal fires, homicides, sexual assault scenes, vehicle incidents, shooting scenes and cannabis crops. The role is both physically and mentally demanding and requires a high level of attention to detail, knowledge and constant refreshing of skills. Sergeant Walker has consistently provided outstanding service in both case file work, crime scene examinations and in the courts of law as an expert witness. She has been instrumental in detecting forensic evidence which has been used to apprehend offenders of serious crimes, often dedicating time outside work, and going above and beyond in her examinations to advance forensic results and outcomes in criminal cases. She is an exemplary officer who possesses integrity of the highest level and is highly regarded for the forensic excellence she demonstrates daily. Her work is of the highest professional standard and the Queensland Police Service is very proud to have her as a scientific officer.

WEINSTEIN      26-Jan-24    Australia Day    Detective Chief Superintendent Jason Weinstein      NSW

Detective Chief Superintendent Jason Weinstein commenced with New South Wales Police Force in 1995 at Fairfield in general duties and in 2000 began his criminal investigations career at Cabramatta, before moving to the South-East Asian Crime Squad. In 2004 Detective Chief Superintendent Weinstein was promoted to the rank of sergeant, performing general duties, before transferring to Darling River. In 2007 Detective Chief Superintendent Weinstein was promoted to inspector at Darling River Police District. In 2013 he commenced work as a criminal investigation coordinator at State Crime, Middle Eastern Organised Crime Squad and gained the trust and support of community leaders within the Middle Eastern community through his ongoing interaction and attendance at community and business-related events. In 2018 he was promoted to detective superintendent at South West Metropolitan Region as operations manager. He later became chief of staff to Commissioner Fuller and supported the commissioner's vision of preventing, disrupting, and responding to crime and community concerns. In 2019, whilst commander of Fairfield, he was commended by community leaders for his leadership and positive community engagement in relationship building and breaking down of barriers between police and the community. In 2021 he returned to State Crime Command where he led and rebuilt the Raptor Squad and Strike Force Hawk which was a collaboration between Metropolitan Field Operations and the Department of Communities and Justice. He developed a new model that significantly contributed to the reduction in public place shootings, resulting in a 50% reduction of conflict-based shooting in New South Wales. Detective Chief Superintendent Weinstein enhanced Raptor Squads ability to disrupt and combat both organised crime networks and outlaw motorcycle gangs across the entire state. He progressed the use of Serious Crime Prevention Orders, developed future criminal investigations through his knowledge of crime networks and criminal investigative techniques, and targeted criminals who attempted to harm the NSW community through firearms violence, drug supply or organised criminal networks. In 2022 Detective Chief Superintendent Weinstein commenced in role as director of Crime Operations, State Crime Command. This promotion saw him oversight the most serious and heinous crimes investigated in New South Wales. During this period he has forged strong partnerships across National and International law enforcement agencies. He has also driven and developed

enhanced investigator methods and deployment models that are having significant results in major crime investigations which is yielding improved arrest rates in shorter time frames. These strategies are making New South Wales a safer environment its citizens.

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WHITESIDE      10-Jun-24      The King's Birthday      Detective Chief Inspector Cameron James Whiteside      NSW

Detective Chief Inspector Cameron Whiteside joined the NSW Police Force on 28th April 1989 at Casino Police Station in general duties, then moved to Mudgee Police Station in 1994 performing the same duty. In 1997 Detective Chief Inspector commenced plain clothes duty at Mudgee Police Station and was designated a detective in 1998. He was promoted to detective sergeant in 2001 and to detective inspector in 2012. Between 1998 and 2017 Detective Chief Inspector Whiteside investigated and led several significant homicides and serious and complex crimes. He was appointed State Rural Crime Coordinator in 2017 and now coordinates 63 officers across 28 regional locations. Detective Chief Inspector Whiteside developed Operation Stock Check within NSW, which, due to his strong working relationships with other law enforcement agencies, has now been extended to become a national operation. This operation is a high visibility operation preventing and disrupting the movement of stolen livestock within Australia and contains a training program to teach all police officers how to conduct a livestock carrier inspection and relevant legislation pertaining to movement of stock. Detective Chief Inspector Whiteside is currently an executive member of the International Society for the Study of Rural Crime and the only serving law enforcement officer on the executive. He is a member of the advisory board for the Centre of Rural Criminology (CRC) at the University of New England (UNE) and has forged a significant relationship with UNE and in particular the CRC sharing and linking the world of academia to practitioners in the field of rural crime. In July 2022, he was invited and attended the 75th Annual International Livestock Identification Association Conference by the Texas & Southwestern Cattle Raisers Association Special Rangers which was held in Fort Worth Texas. He presented on the experience, success, and capability of the Rural Crime Prevention Team in respect to policing rural crime in NSW.

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WILSON      26-Jan-24      Australia Day      Detective Sergeant Roslyn Valerie Wilson      VIC

Detective Sergeant Roslyn Wilson graduated from the Victoria Police Academy in October 1987 and performed general and highway duties at Dandenong and Oakleigh Uniform. She returned to the Dandenong Highway Patrol, before her selection with the Accident Investigation Section, Glen Waverley in June 1999, which later became the Major Collision Investigation Unit. This is when her passion for collision investigation intensified, and she quickly developed a reputation as a diligent and dedicated investigator with a tenacity for uncovering the truth. Upon promotion to Detective Sergeant in October 2016, she became the first female Sergeant in the unit's history and continues to pave the way for the development and promotion of women in road policing. Detective Sergeant Wilson has been involved in investigating some of the most significant road crime incidents across Victoria, including the police involved fatality in Northcote (2000), the fatal hit-run crash in Mildura (2006) and the loss of seven lives in Donald (2006). Her investigation into a drug-affected, speeding driver in Oakleigh (2014) resulted in the highest sentence for culpable driving in Victoria at the time. Following the Eastern Freeway tragedy (2020), she was appointed the lead investigator for the Paragon Taskforce and oversaw the successful prosecution of one of the most important investigations in Victoria Police history. Throughout her distinguished 36-year policing career, 24 years devoted to collision investigation and becoming a subject matter expert, Detective Sergeant Wilson has consistently delivered outstanding service to the Victorian community. Having attended more than 500 fatal or life-threatening injury collisions, she has displayed exceptional resilience, professionalism, and integrity. Her selfless dedication to making Victoria a better and safer place continues to inspire the next generation of Victoria Police collision investigators, who have the privilege of benefitting from her wisdom, experience, and can-do attitude.

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WYATT                      26-Jan-24                      Australia Day                      Senior Sergeant Stephen Wyatt                      QLD

Senior Sergeant Stephen Wyatt is recognised for his service to the people of Queensland as an experienced police officer and detective. In recent years, he has made an outstanding contribution to the Queensland Police Service (QPS) whilst working in the Ethical Standards Command, Legal Division and now the Office of State Discipline. In 2018, he was a driving force behind the legislative reforms to the Police Discipline System, working collaboratively with both unions and the Crime and Corruption Commission (CCC) to achieve a new statutory framework to underpin police discipline. This new system saw QPS adopt a structure for managing personnel in line with current best standards. Senior Sergeant Wyatt developed and delivered training presentations across the state to educate and inform officers. By including stakeholders from the Unions and the CCC, the information sessions were successful in providing an overview of the new discipline system as well as providing an overview of current issues to proactively address professional standards. His current role includes providing expert and impartial advice to the deputy commissioners on the discipline process, intricacies of discipline law and precedent decisions. He forges strong partnerships by liaising with key stakeholders including the Crime and Corruption Commission, Police Unions, the Queensland Civil and Administrative Tribunal and the Queensland Industrial Relations Commission. As a sworn police officer, he undertakes annual compulsory training in the use of firearms, taser, accoutrements and operational skills. He has and continues to serve the community of Queensland as an operational/frontline police officer with the expectation to respond, on and off duty, to calls for assistance from members of the public and to respond to emergency incidents. Senior Sergeant Wyatt consistently demonstrates professionalism, leadership and commitment by working with stakeholders to continually reform and improve the discipline system. He continues to work to maintain a positive and productive workplace to deal with the current unprecedented demand for frontline police services by the Queensland community.

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ZISER                      10-Jun-24                      The King's Birthday                      Detective Senior Sergeant Peter John Ziser                      QLD

Detective Senior Sergeant Peter Ziser is a career detective who has always had an interest in the identification of motor vehicles used in the commission of serious crimes. Detective Senior Sergeant Ziser has demonstrated and applied his expertise, resourcefulness, and dedication to duty by establishing VIPER (Vehicle Identification Platform Enforcement Response) within the Queensland Police Service (QPS) and more broadly with international and interstate partner agencies. Detective Senior Sergeant Ziser's exemplary leadership and contribution to operational capability has resulted in investigators using the VIPER imagery within investigations, achieving outstanding results. Detective Senior Sergeant Ziser continuously considers the use of current systems and processes that can be used to identify vehicles involved in serious crimes. Some of the notable examples where vehicle identification was utilised throughout prominent investigations include Kilo Intrigue, Kilo Pixel, Kilo Minerva, Lima Pitchout, Romeo Masking and was arresting officer for Rockhampton Serial Homicides. In recognition of the outstanding contribution to vehicle crime, Detective Senior Sergeant Ziser was the recipient of the International Association of Auto Theft Investigators (IAATI) 2021 International Award for Excellence in Vehicle Identification stemming from the development of the VIPER. At the time, IAATI pushed for the VIPER platform to be widely utilised across international law enforcement agencies as an acknowledgement of the platform's investigative appeal outside the scope of the QPS.

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Brevet Sergeant  
Jason Christopher Doig  
1970 - 2023

## POLICE ODE

As the sun surely sets,  
Dawn will see it arise,  
For service above self  
Demands its own prize.

You have fought the good fight,  
Life's race has been run,  
And peace your reward,  
For eternity begun.

And we that are left  
Shall never forget,  
Rest in peace friend and colleague,  
For the sun has now set.  
We will remember.

Hasten the dawn.

