

LEGAL AND CONSTITUTIONAL AFFAIRS REFERENCES COMMITTEE

Inquiry into missing and murdered First Nations women and children

Queensland Police Service response to questions on notice

Public hearing on Tuesday, 20 February 2024, Brisbane

Reference: Question by Senator Shoebridge (page 12)

Question: Can the Queensland Police Service (QPS) point to a specific section in the *Police Service Administration Act 1990* (Qld) (PSAA) which provides a statutory obligation on police to investigate serious crimes?

Answer:

Section 2.3 Functions of service, PSAA identifies the functions of the police service. Subsection (c) identifies a function to prevent crime and subsection (d) identifies a function to detect offenders and bring them to justice.

Reference: Question by Senator Shoebridge (page 13)

Question: What proportion of people charged by the QPS are First Nations?

Answer:

Due to the broad scope of this question, the QPS has provided the below data in the format of the number and proportion of charges preferred and persons charged with offences against the *Criminal Code Act 1899* (Qld), by First Nations status, between the period 1 January 2023 to 31 December 2023.

Number and proportion of charges preferred and persons charged by First Nations status, Queensland, 1 January 2023 to 31 December 2023

First Nations Status	Number		Proportion	
	Charges Preferred	Persons Charged	Charges Preferred	Persons Charged
First Nations	57,285	10,810	33.2%	26.4%
Non-First Nations	114,836	30,004	66.5%	73.2%
Not stated	444	192	0.3%	0.5%
Total	172,565	41,006	100.0%	100.0%

Notes:

1. This data is preliminary and may be subject to change.
2. Charges preferred count represents the number of charges preferred against an offender. A person with multiple charges will be counted multiple times in the breakdown.
3. Persons charged count represents a unique offender count. A person with multiple charges will only be counted once in the breakdown.
4. Data relates to charges for Criminal Code only.
5. Statistics on First Nations persons has been derived from the most common First Nations status as recorded in QPRIME.

Reference: Question by Senator Green (page 15)

Question: Has the QPS ever offered or issued an apology to Ms Robertson's family?

Answer:

Enquiries have been undertaken and in the time available, QPS has been unable to locate any record of any apology having been proffered or given to Ms Robertson's family.

Reference: Question by Senator Green (page 15)

Question: What actions have the QPS taken in response to the coroners report?

Answer:

The coronial matter referred to by Senator Green has been the subject of two sittings to date. The first being from 14 December 2021 to 16 December 2021 and the second from 29 March 2022 to 5 April 2022. A third (and anticipated final) hearing tranche was listed to commence on 20 February 2024 and scheduled to run for five days. However, in the weeks preceding that tranche, an individual was charged with the woman's murder.

As required under the *Coroners Act 2003* (Qld), the coronial inquest has been adjourned pending finalisation of the criminal proceeding. As the inquest has not concluded, a report has yet to be issued by the coroner.

Reference: Question by Senator Waters (page 20)

Question: Can the QPS reflect and explain why there is a different approach taken between the length of time training is provided to recruits and existing police officers?

Answer:

Domestic and family violence (DFV) training is one of the topics contained within the Recruit Training Curriculum. As Recruits do not have the pre-requisite skill set, knowledge or experience in comparison to sworn members, a comprehensive DFV training package comprising of approximately 23 days is delivered to support their understanding of DFV, in conjunction with organisational and legislative requirements when responding to domestic violence.

Sworn members already have an existing experienced skillset in the operational environment in their policing response to domestic violence. As a result, training delivered to sworn members is targeted to enhance and advance members current operational skill base and knowledge.

The continuum of DFV training provided to existing members, consists of up to 13 days face-to-face and on-line training products. This includes training that has been designed and intended for specific or specialist roles within the Service. Five (5) days of the training have been developed for all QPS police officers and other members with engagement with the public. This training involves the three (3) day DFV: The Holistic Approach and two (2) day DFV: The Holistic Approach Extension courses. Both of these courses are incorporated in the DFV training within the Recruit Training Curriculum.

Reference: Question by Senator Waters (page 21)

Question: Have any other organisations from the women's safety section, in particular reviewed that content, and who is delivering that material (with respect to the initial train the trainer's component)?

Answer:

In 2022, the QPS developed the three (3 day) face-to-face 'DFV: The Holistic Approach' foundational course. This course focused on the use of the Domestic and Family Violence protective assessment framework (DV PAF) throughout investigations as a vital tool to identify risk factors, to identify the person most in need of protection, and to inform appropriate policing action in line with legislation. The training was delivered to all officers up to and including the rank of Superintendent, and civilian members who have contact with DFV victim-survivors and perpetrators.

The training content was developed by a project team consisting of police officers with DFV and specialist investigations subject matter expertise. The Train the Trainer courses were delivered by two trainers from the project team with specialist DFV expertise. The sessions 'Understanding Culture', 'Influencing Culture' and 'Radical Candour – Having Productive Conversations' was co-designed and delivered by the Nous Group. The 'Environmental factors impacting officer wellbeing and impacting attitudes' was co-designed and delivered by QPS senior human services officers.

The course content was reviewed and assessed by Australia's National Research Organisation for Women's Safety (ANROWS) to ensure it addressed matters in an appropriate and credible manner, consistent with best practice, and was informed by relevant research. The feedback from ANROWS was reviewed and adopted accordingly, further assisting to inform the development of the two (2) day DFV: The Holistic Approach Extension Course.

The two (2) day face-to-face DFV: The Holistic Approach Extension Course was developed in 2023 and is mandatory for all members up to and including the rank of Chief Superintendent, and civilian members who have contact with DFV victim-survivors and perpetrators. The course is designed to reinforce the learnings of the DFV: The Holistic Approach three (3) day course, particularly in relation to coercive control and the patterned nature of the behaviour. It supports members to recognise and implement best practice holistic investigation and response to DFV that prioritises victim survivor safety, perpetrator accountability and meets community expectations.

The course was developed by the Domestic Family Violence and Vulnerable Persons (DFVVP) Training Team consisting of police officers with specialist DFV and subject matter expertise. The course content was not reviewed externally. Professor Brian Sullivan, SICURA – Education and Training Support for Domestic Violence Intervention Professionals, was consulted and contributed to the content focused on DFV perpetrator tactics and motivations.

The super trainer DFV: The Holistic Approach Extension Train the Trainer Course was delivered by four trainers from the DFVVP Training team with DFV specialist and subject matter expertise. The four trainers rotated delivery of sessions to ensure clarity of content delivery and provide guidance for group discussions. The 'Children' session was delivered by a Detective Senior Sergeant with background working in child abuse and sexual crimes unit. The 'Children' session was adapted from the content co-developed by Professor Silke Meyer. The 'Prevention Together' session was developed and co-delivered with the QPS Community Safety Group, Communications, Culture and Engagement Division.

After attending the 'Super Trainer DFV: The Holistic Approach Extension Train the Trainer Course', super trainers delivered the train the trainer course to other trainers within their respective Districts throughout the State.

Both the DFV: The Holistic Approach and DFV: The Holistic Approach Extension Courses were delivered statewide by QPS trainers who completed a Train the Trainer course for the respective course.

Reference: Question by Senator Waters (pages 20 and 21)

Question: What organisations or persons have been involved in the review of the content of cultural training, and who is delivering that material (with respect to the initial train the trainer's component)?

Answer:

Recruit Cultural Capability Training: First Nations Peoples

The First Nations and Multicultural Affairs Unit (FNMAU), Communications, Culture and Engagement (CCE) Division commenced a review of available QPS cultural education in March 2022. The review identified an extensive list of online education, however, no face-to-face cultural capability training (CCT) was available. The FNMAU has since separated into two (2) sections, First Nations Unit, First Nations Division and Multicultural Affairs Unit, CCE.

In April 2022, FNMAU commenced discussions with Recruit Services, People Capability Command (PCAP) to explore opportunity to introduce face-to-face cultural education into the recruit training curriculum. In June 2022, the draft concept for two (2) day Recruit CCT that included First Nations and multicultural education was created for stakeholder consultation.

In July 2022, FNMAU engaged with Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships for advice and discussions surrounding the Living Under the Act training. The Living Under the Act training focusses on the history of administration and control of Aboriginal and Torres Strait Islander peoples in Queensland. The Department is now called Department of Treaty, Aboriginal and Torres Strait Islander Partnerships, Communities and the Arts (DTATSICA).

Around the same time, FNMAU commenced discussions with Queensland Program of Assistance to Survivors of Torture and Trauma (QPASTT) to explore an opportunity for a culturally-capable trauma-informed component within the CCT. Discussions also commenced with QPS Cross Cultural Liaison Units that included speaking with Cross Cultural Liaison Officers (CCLO) and Police Liaison Officers (PLO) to inform the development of CCT.

In August 2022, PCAP committed to implementing CCT with Recruit Intake 5/2022 that commenced in September 2022. With this commitment, members of FNMAU attended the Living Under the Act training with DTATSICA to better inform the CCT of historical injustices. In October 2022, PCAP expanded the commitment for recruit CCT to be 3 days. This involved one (1) day for multicultural focused training and two (2) days for First Nations focused training.

On 21 November 2022, the Commission of Inquiry into Queensland Police Service responses to domestic and family violence (COIDFV) *A Call for Change* Report (the

report) was released. Recommendation 41 of the report became a major strategic driver for CCT.

Recommendation 41:

Within 12 months, the Queensland Police Service strengthen its cultural capability training by introducing Academy and ongoing training which is:

- *Co-designed in consultation with First Nations peoples and communities*
- *Co-delivered by First Nations peoples and communities.*

Further strategic drivers for the development and implementation of CCT include:

- Relevant aspects of COIDFV, recommendation 49
- Women's Safety and Justice Taskforce *Hear her voice* Report Two, recommendations 5 and 96
- Queensland Government Multicultural Policy
- Queensland Government Multicultural Action Plan 2023 – 2024
- Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Training Strategy 2016
- Queensland Government Aboriginal and Torres Strait Islander Cultural Capability Framework 2017
- QPS Strategic Plan 2023 - 2027
- Aboriginal and Torres Strait Islander Cultural Capability Action Plan 2022 - 2024
- Multicultural Queensland Charter 2023
- Queensland Closing the Gap implementation Plan 2023
- Queensland Reconciliation Action Plan 2023 – 2025
- Moving Ahead Strategy 2016 - 2022
- Path to Treaty 2023
- Australian Human Rights Commission National Anti-Racism Framework 2022
- Royal Commission into Aboriginal Deaths in Custody 1991

In December 2022, a state-wide expression of interest opportunity to contribute to the co-design and co-delivery of CCT was advertised to analyse workforce capability and interested members. With the involvement of First Nations Elders in the selection process, a dedicated working group was established consisting of First Nations police officers and PLOs. These First Nations officers lead the co-design and co-delivery of CCT. The working group leveraged from their internal and external network and proactively engaged with Elders and community representatives who supported the co-design and co-delivery.

The CCT is co-designed and co-delivered by the following internal stakeholders:

- First Nations PLOs
- First Nations Police Officers
- CCLOs
- First Nations Division
- QPS First Nations Network
- Members with relevant cultural identity, connection or experience

The CCT is co-designed and co-delivered by the following external stakeholders:

- DTATSIPCA
- QPASTT
- First Nations Elders
- First Nations community members

The objectives for the CCT are:

To strengthen the cultural capability of police officers and to improve policing outcomes involving First Nations peoples and Culturally and Linguistically Diverse peoples.

In March 2023, the co-design and co-delivery with First Nations peoples and community lead to the introduction of an online learning product (OLP) called, An Introduction to Cultural Capability: First Nations Peoples. The OLP features Elders and community members sharing their cultural knowledge, experience, and engaging in Truth-Telling the impacts of Colonisation. This OLP was a mandatory pre-requisite course for recruits for the face-to-face two (2) day CCT.

In April 2023, the face-to-face 2-day CCT was introduced to the recruit curriculum. The training is delivered by First Nations police officers and First Nations PLOs who are supported by local CCLOs and QPS employees of relevant cultural identity, connection or experience. These members share lived-experience and unpack the Story-Telling by Elders and community members to support understanding of profound impact of Colonisation and contemporary issues in community.

The training is designed to assist in combatting the issues of bias and stereotyping referred to by the COIDFV through the inclusion of topics such as unconscious bias and the ongoing disadvantage experienced by First Nations peoples due to enduring effects of Colonisation.

To date, the OLP and face-to-face CCT has been delivered at both Oxley and Townsville Academy and have been completed by 1,117 Recruits.

QPS First Nations Training Consultative Panel

In August 2023, in line with COIDFV recommendation 42 and 59, QPS established the QPS First Nations Training Consultative Panel (FNTCP). The FNTCP comprise of external subject matter experts who identify as First Nations that act as an advisory body to the QPS relating to CCT and PLO training.

The QPS worked in partnership with the FNTCP to co-design a new OLP to enhance the existing OLP that was introduced for the recruit curriculum. The partnership resulted in the creation of Cultural Capability Training: First Nations Peoples OLP in November 2023, that has been made mandatory to the entire workforce of approximately 18,000 members for the 2023 to 2024 Compulsory Training Calendar year. The OLP continues to be a mandatory pre-requisite course for recruits for the face-to-face two (2) day CCT.

In December 2023, FNTCP attended and reviewed the two (2) day face-to-face Recruit CCT and endorsed the training. FNTCP have since been actively involved to proactively find avenues to improve the course and supporting co-delivery. Moving forward, QPS will continue to work in partnership with FNTCP to refine the CCT for continuous improvement.

Future state-wide cultural capability training

QPS is currently planning for the state-wide delivery of face-to-face CCT and have commenced co-design of the training strategy with First Nations police officers, PLOs and FNTCP. Although the training is currently under planning and further work is necessary, it is planned to be one (1) day compulsory training for all QPS employees. The implementation and delivery are planned to be through a two (2) days Train the Trainer model that is currently under consultation with the FNTCP. Following the

process from recruit CCT, the training will be co-designed and co-delivered with First Nations peoples and communities.

Reference: Question by Senator Waters (page 21)

Question: What is the status of this case, noting that it was re-opened by police in 2021 but then placed on hold? Why did this occur?

Answer:

As this is a current criminal investigation, it is inappropriate for the QPS to provide any comments about this matter.

Reference: Question by Senator Waters (page 21)

Question: What is the QPS response to the contention of Ms Angela Lynch that there has been an abject failure at every level in relation to the police handling of the complaint of Ms Karen Iles?

Answer:

As this is a current criminal investigation, it is inappropriate for the QPS to provide any comments about this matter.

Reference: Question by Senator Waters (page 22)

Question: Can the QPS provide copies of both the internal and external handbooks, in draft form if necessary, and advise the expected timeframes for these to be published.

Answer:

The Assistant Commissioner of Ethical Standards Command holds the delegation to approve instructions and guidelines in regard to QPS discipline. The Assistant Commissioner has reviewed the handbooks mentioned in evidence at the Senate Inquiry and approved their release to the Senate. A copy of the handbooks are attached and it is expected these will be published in the near future.

Attachments – Internal CP Handbook v5 and External CP Handbook v4 refer.

Reference: Question by Senator Scarr (page 23)

Question: Can the QPS provide a breakdown of the missing persons report statistics, by year, % First Nations women, % First Nations children, by age group?

Answer:

The below data is a year-by-year breakdown of the missing persons reports taken by police between the period 1 January 2007 to 31 December 2023 by calendar year. The data has been provided as actual numbers rather than percentages.

Calendar Year ²	Total number of reports ^{1,2,3,4}	First Nations Persons ^{1,2,3,4,5}	First Nations Women ^{1,2,3,4,5}	First Nations Children ^{1,2,3,4,5,6}
2007	4,043	1,031	523	849
2008	4,296	1,206	597	1,022
2009	4,641	1,477	780	1,305
2010	5,461	2,166	1,156	1,966
2011	6,178	2,663	1,451	2,396
2012	6,589	2,725	1,437	2,434
2013	6,569	2,632	1,276	2,296
2014	6,298	2,329	1,121	1,969
2015	5,479	1,899	905	1,493
2016	6,943	2,827	1,374	2,389
2017	8,522	3,845	1,955	3,382
2018	8,497	3,962	1,890	3,498
2019	9,386	4,413	2,215	3,790
2020	7,973	3,425	1,612	2,847
2021	8,050	3,262	1,496	2,679
2022	8,521	3,593	1,547	2,958
2023	9,131	3,652	1,690	2,948

Notes:

1. This data is preliminary and may be subject to change.
2. Data is for the period between 1 January 2007 and 31 December 2023.
3. Data relates to missing person [1601] occurrences where the person was involved as 'missing' regardless of located or not.
4. The table does not represent the unique number count. The person who went missing will be counted multiple times in the breakdown.
5. Statistics on First Nations status is dependant on a person identifying as First Nations at a point in time during police interaction.
6. Child refers to missing persons aged between 0 – 17 at the time of being reported missing.

As the above table does not represent the unique number count, some further analysis has been completed to identify the unique number of individuals who are included in the total number of reports. This intensive analysis has only been completed on the statistics relating to reports of missing First Nations children and is limited to the most recent three calendar years. This intensive analysis has been included to indicate that a single child may be subject of multiple reports during the time frame under review. The analysis does not identify how many times each child is reported missing.

Missing person Statistics – First Nations Children ^{1,2,3,4,5}		
Calendar Year ²	Total number of reports ⁶	Unique number of individuals ⁷
2021	2,679	1,123
2022	2,958	1,092
2023	2,948	1,043

Notes:

1. This data is preliminary and may be subject to change.
2. Data is for the period between 1 January 2021 and 31 December 2023.

3. Data relates to missing person [1601] occurrences where the person was involved as 'missing' regardless of located or not.
4. Statistics on First Nations status is dependant on a person identifying as First Nations at a point in time during police interaction.
5. Child refers to missing persons aged between 0 – 17 at the time of being reported missing.
6. The title 'Total number of reports' do not represent the unique number count. The person who went missing will be counted multiple times in the breakdown.
7. The title 'Unique number of individuals' represent the unique number count. The person who went missing will be counted once in the breakdown.

Reference: Question by Senator Scarr (page 23)

Question: How does the QPS practically deal with this issue and ensure all First Nation family members are kept informed?

Answer:

The QPS Operational Procedures Manual (OPM) 2.12 outlines the responsibilities of investigating officers to keep victims of violence appropriately informed about the investigation of the crime in compliance with the Charter of Victims' Rights as contained in the *Victims of Crime Assistance Act 2009* (Qld).

Section 12.4.1 of the OPM outlines similar responsibilities of the case officer in a missing persons investigation.

The ongoing responsibilities of the investigating officer include providing regular updates on the police investigation to the informant, family or next of kin of the missing person (where appropriate) and to record contact in the relevant Queensland Police Records and Information Management Exchange (QPRIME) occurrence.

Consideration should be given by the case officer in identifying the most appropriate single point of contact (informant, family, next of kin) to ensure consistency, accuracy and regularity of information provided in relation to the investigation. The intervals with which updates are to be provided will be dependent upon the nature and progress of the investigation.

The case officer assumes the role of family liaison officer by providing regular updates and is the first point of contact within the QPS for the informant, family or next of kin. For high risk missing person investigations that are considered suspicious and are investigated as homicides, the role of the family liaison officer will be appointed upon the establishment of the investigation centre.

Outside of the responsibilities outlined in the OPM, police officers are expected to exercise common sense and assess each investigation on a case-by-case basis and remain flexible to the need to keep other family members informed if conflicts or other factors are present.

Reference: Question by Senator Scarr (page 24)

Question: What quality assurance/control processes does the QPS have in place to ensure the experience of each Queenslanders is the same when they initially report someone missing?

Answer:

Training

Police recruits undergo pre-service training in missing persons reporting and investigation. Training includes instruction in policy, procedure and legislation relating to missing persons. Recruits are subjected to scenario-based training exercises. They complete the OLP for Missing Persons and Amber Alerts. Recruits are assessed by way of an exam with a focus on legislation, policy and procedure. They are also assessed during scenario-based training and assessed after completion of the Amber Alert 5 Mile product – QC1707.

First Year Constables are required to complete a number of workplace activities which are linked to national competency standards toward the achievement of a Diploma of Policing. They are required to meet workplace activity benchmarks including the investigation of missing persons, recording all relevant training and practical experience.

Police are also required to complete the Missing Persons OLP which is a comprehensive product addressing legislation, policy and procedure.

All police officers up to and including the rank of Superintendent are required to undergo compulsory training on Amber Alert policy and procedure.

Operational Procedure

The responsibilities of a police officer (case officer) who receives a report of a missing person is outlined in section 12.4.1 of the OPM.

Section 12.4.1 of the OPM – ‘Responsibilities of Case Officer’, provides a consistent Statewide procedure for when a report of a missing person is received.

Those responsibilities include:

- Establish from the inquirer that the person is a missing person;
- Ascertain if there are fears for the safety or concerns for the welfare of the missing person or any persons in the missing person’s immediate care;
- Query Queensland Police Records and Information Management Exchange (QPRIME) to ascertain if any previous records about the missing person exist;
- Prior to the termination of the case officer’s shift, create a missing person occurrence on QPRIME and enter of all required information. The officer is to include sufficient details to substantiate the person being recorded as missing;
- Complete the Missing Persons Template and associated risk assessment on the QPRIME occurrence;
- Obtain a recent photograph of the missing person and entry onto the QPRIME occurrence;
- If the missing person is a child and the informant is not the parent, notify the parents of the incident (if appropriate);
- If the missing person is the subject of a court order under the *Family Law Act 1975* (Cth), advise the guardian a warrant must be obtained from a family court by the guardian who has custody. The warrant authorises police to remove the

child if there is a need to use force. This function is usually performed by Australian Federal Police (AFP) and is attended to by an officer of the QPS when an AFP officer is unavailable; and

- Where appropriate, create a “Be on the look out for” (BOLO) flier, disseminate and record details on QPRIME.
- Where suspicious circumstances exist, obtain:
 - (a) a DNA sample from an appropriate family member of the missing person (treat any biometric samples obtained as an evidence sample).
 - (b) details of the person’s current:
 - medical practitioner; and
 - dentist and dental records.(enter details of these records on the QPRIME occurrence)
- Initiate inquiries aimed at locating the missing person and enter the result of those inquiries and other relevant information on the QPRIME occurrence.
- Where the missing person is a school-aged child:
 - (a) contact the child’s school regarding the child’s attendance record, their networks and any other information which may assist the investigation. Where the child attends a State school and a representative cannot be contacted, officers should contact the Child Safety Director, Department of Education; and
 - (b) if the child attends a school with a school-based officer, where appropriate, direct the school-based officer to make inquiries amongst the school’s community to identify information which may assist the investigation.
- Notify the shift supervisor, District Duty Officer (DDO) or patrol group inspector of the missing person, the circumstances surrounding the disappearance and any action taken; and
- Where the officer cannot create the missing person report prior to the termination of the shift, provide the relevant details to their shift supervisor, DDO, patrol group inspector or Officer in Charge (OIC) who are to ensure the report details are entered and all necessary action and inquiries are made as soon as practicable.

Supervision

The responsibilities of shift supervisors, district duty officers or patrol group inspectors is outlined in section 12.4.2 of the OPM.

These responsibilities include:

- Ensuring particulars and relevant information from inquiries have been entered onto the QPRIME occurrence;
- Ensuring the missing person report receives immediate and continued attention;
- Assessing the risk of the missing person in accordance with the risk assessment guidelines of missing persons;
- Supervising the immediate investigation;
- Causing the OIC of a child protection and investigation unit to be advised if the missing person is a child;
- Ensuring the OIC of the Criminal Investigation Branch, regional duty officer, district duty officer, patrol group inspector and the Missing Persons Unit are advised if the missing person occurrence is suspicious, out of character or relates to a person with a known vulnerability;
- Depending on the circumstances, consider the urgent release of information to the public through the media or other appropriate means;
- Ensure the particulars of any missing person are brought to the attention of the OIC of the station or establishment, the relieving shift supervisor or district duty officer, and the district or station intelligence officer; and

- Consider the need for an immediate search.

Audit process by Missing Persons Unit, Homicide Group

The Missing Persons Unit's (MPU) overviewing and governance function addresses individual and organisational risk and ensures missing persons investigations Statewide are being actively investigated. The policy is not specific to First Nations persons, but to all missing persons reports. In the instance suspicious circumstances are detected surrounding a missing person report, the investigation is immediately referred to the Detective Inspector, Homicide Investigation Unit.

The MPU's governance function involves auditing of all missing person reports and unidentified human remains occurrences.

The MPU review every Missing Person Occurrence made statewide every 24 hours. The MPU will overview certain Missing Person Occurrences dependent upon the nature of the report. The MPU is to assist the regions in ensuring all Missing Person Occurrences are investigated in a timely manner.

Reference: Question by Senator Scarr (page 24)

Question: How does the QPS deal with cross border issues, where someone, say goes missing in Queensland and then is found deceased in New South Wales? What processes or procedures does the QPS have for these types of situations?

Answer:

Section 12.4.4 of the OPM – Missing person investigations involving multiple regions, interstate or international, provides the procedure for missing person investigations transferred out of Queensland.

If the occurrence relates to a resident of another Australian state or territory and the missing person is believed to be missing from that state or territory, the case officer should:

- (i) Complete a missing person occurrence on QPRIME;
- (ii) Include on the occurrence advice to the MPU, that the MPU in the state or territory where the person resides and is believed to be missing from, is to be advised of the missing person occurrence; and
- (iii) Commence the QPRIME workflow to the MPU.

The MPU should:

- (i) Email details of the occurrence, including the QPRIME occurrence reference number, to the relevant state or territory for investigation;
- (ii) Update the QPRIME occurrence that the relevant state or territory has been advised; and
- (iii) Update the occurrence to reflect the missing person is recorded as a missing person in the relevant state or territory.

The missing person flag attached to the person will remain active pending the person being located. The investigating officer from the state or territory where the person resides and is believed to be missing from should maintain contact with the informant.

Transfer of files interstate

When considering the transfer of a missing persons occurrence to an interstate jurisdiction, all necessary inquiries need to have been conducted (i.e. phone call charge records, triangulation, bank results, CCTV, automatic number plate recognition, statements etc) to confirm that the missing person was and is still likely to be in that interstate jurisdiction.

If the missing person can be located by the interstate jurisdiction without having to transfer the file, a request should be made directly to that interstate jurisdiction to assist in locating the missing person. Once located and confirmed by the interstate jurisdiction, a QP653 – 'Located Missing Person Report' can be completed, and the matter can be finalised.

Each jurisdiction has its own threshold and evidence required to enable them to take over a missing person investigation. Only in certain circumstances will a file be considered for progressing to transfer with MPU making a request to the receiving jurisdiction to take the file. The transfer of a missing person occurrence is dependent upon the standard and threshold set by the receiving jurisdiction.

In the case of the example question, the death would be a reportable death to the New South Wales Coroner and significant inquiries would be necessitated in New South Wales. In that instance, the QPS MPU would negotiate a file transfer with the New South Wales Police Missing Persons Registry, as New South Wales Police would be required to complete a report for the Coroner.

Reference: Question by Senator Scarr (page 24)

Question: Can the QPS provide a copy of the deployment procedures document which identifies when specialist police are deployed to assist with regional investigations?

Answer:

Yes. See below extract.

Section 2.7.1 of the OPM – 'Role of Crime and Intelligence Command' upon engagement in investigations with regions – governs the level of deployment of crime and intelligence command specialist units.

The Service has determined that various investigations are normally investigated at different levels, generally due to the seriousness of the offence.

The Crime and Intelligence Command (CIC) will perform one of three roles after engagement in investigations with the region/s, namely:

- (i) level one (investigational control);
- (ii) level two (equal control investigation); or
- (iii) level three (monitor, review and advise).

Each group within CIC has set individual criteria to determine the level of engagement for an investigation. The level of engagement criteria is published on the relevant group's webpage on the QPS Intranet.

Where an OIC of a region or command requires the assistance of the CIC, the relevant Regional Crime Coordinator (RCC) or delegate is to liaise with the detective inspector of the relevant specialist unit/s, CIC to determine the level of engagement.

Where CIC members are proposing to conduct an investigation within a region, the detective inspector of the relevant specialist unit, CIC is to consult with the relevant RCC as soon as practicable to determine the level of engagement.

If agreement on engagement cannot be reached, the matter is to be determined by the relevant assistant commissioners.

Level one (Investigational control)

In level one investigations, the appropriate CIC specialist unit will be in investigational control, unless the Deputy Commissioner of Specialist Operations directs otherwise.

ORDER

Where CIC is to have level one engagement – investigation control, the Assistant Commissioner of CIC will:

- (i) allocate adequate CIC members and other resources to the investigation;
- (ii) nominate the OIC of the investigation from CIC, who is responsible for the case and bringing it to its conclusion; and
- (iii) ensure ongoing coordination of CIC and regional members during any investigation.

Level two (Equal control investigation)

In level two investigations, the appropriate CIC specialist unit is to engage in an equal control investigation with the relevant region.

Any equal control investigation between CIC and a region includes:

- (i) the appointment of a regional officer as the nominated OIC of the investigation for the region;
- (ii) the appointment of an officer from the relevant specialist unit as the nominated officer in charge of the investigation for CIC;
- (iii) each nominated OIC where practicable, being of equal rank;
- (iv) both nominated OIC being equal partners in the command, control, management and being responsible for the investigation until formal disengagement;
- (v) both officers in charge to nominate/agree on person/s responsible for bringing the case to its conclusion which will include any court obligations, finalising exhibits, reports etc. and responsibility for the matter if unsolved; and
- (vi) where matters arise and the relevant OIC cannot reach agreement, the issue is to be referred to the next person in their respective chain of commands until agreement is reached or the matter is referred to a deputy commissioner for a decision.

Level three (Monitor, overview and advice)

At this level of engagement, the appropriate CIC specialist unit is to provide advice, monitor and/or overview the investigation, with the region responsible for the investigation and all resources.

ORDER

During any investigation with engagement by CIC and a region or command:

- (i) the region or command and CIC are responsible for all expenses incurred by their own personnel;
- (ii) the OIC of a region or command and the Assistant Commissioner of CIC will retain line control over their own members involved in the relevant investigation;
- (iii) all members allocated to the relevant investigation are to be under the operational command of the nominated OIC of the investigation;
- (iv) the OIC of the investigation is responsible for providing regular briefings to all officers in charge of a region or command involved; and
- (v) in the event of the transfer, etc of a nominated OIC of an investigation, a replacement OIC for the investigation is to be nominated by the relevant region or command after consultation with the other region or command involved.

Homicide Investigation Unit engagement levels

The level of engagement is determined jointly by the Detective Inspector, Homicide Investigation Unit (HIU) and the RCC.

Level 1

With consultation with the Region, HIU will engage as the lead investigative agency and will manage the arrest and subsequent court proceedings. Resources will be drawn from CIC and the Region in which the offence occurred. This level of engagement will be at the discretion of the Detective Superintendent, Homicide Group, and may include the following homicide types: victim or offender is a police officer, political figure, a high-profile criminal, or a high-profile community member. The homicide is a 'contract killing' is cross regional or involves multiple victims (mass or serial killings). Any other homicide or like offence the Deputy Commissioner (Specialist Operations) deems appropriate.

Level 2

With the consultation of the Region, HIU will engage as an equal partner in the management of the investigation. The Region will be responsible for the arrest and subsequent court proceedings. Resources will be drawn from CIC and the Region in which the offence occurred.

Level 3

With the consultation of the Region, HIU will not engage in the investigation however will monitor and overview the investigation and its progress. The Region will be responsible for the arrest and subsequent court proceedings.

Section 12.4.2 of the OPM requires shift supervisors, district duty officers or patrol group inspectors to ensure the OIC of the CIB, regional duty officer, patrol group inspector and missing persons unit are advised if the missing person occurrence is suspicious.

Transition of missing person investigation to Homicide Investigation Unit

The responsibilities and functions of the MPU are as follows:

1. OIC MPU to brief the Detective Inspector HIU that a Missing Person investigation is possibly suspicious and requires HIU support.
2. OIC MPU to record critical decisions made by MPU in the MPU Critical Decisions Records on the MPU file server.
3. OIC MPU to provide a handover to the HIU of the investigation carried out by the reporting officer and station to date and the information that suggests the circumstances of the missing person's disappearance are suspicious.
4. Advise the reporting officer and station that the HIU have been engaged.

Reference: Question by Senator Scarr (page 24)

Question: Can the QPS collate the recommendations from the various inquiries, commissions and coroners inquiries which have been mentioned during this hearing and indicate what steps have been taken by the QPS to address those recommendations?

Answer:

The steps QPS has taken in response to the various inquiries, commissions and coroner's findings are contained in a number of documents which are referenced below.

Domestic and family violence reform: a pathway forward for change – Annual report and Implementation Program, November 2023

[Commission of Inquiry into QPS responses to DFV - Annual report 2022-23 \(publications.qld.gov.au\)](https://publications.qld.gov.au/publications/qld.gov.au)

Women's Safety and Justice Reform, Annual Report 2022-23, May 2023

[Women's Safety and Justice Reform annual report 2022–23 \(publications.qld.gov.au\)](https://publications.qld.gov.au/publications/qld.gov.au)

Coronial matters: See links to Government Responses to recommendations.

Elsie May Robertson

https://www.justice.qld.gov.au/data/assets/pdf_file/0007/534733/qgr-robertson-em-20170825.pdf

Monique Irene Clubb

https://www.justice.qld.gov.au/data/assets/pdf_file/0006/765798/qgr-clubb-mi-20231910.pdf

ETHICAL STANDARDS COMMAND

We protect the high standards of integrity and professionalism necessary to maintain the trust and support of our community.

Queensland Police Service

Complaint Information Handbook




Ethical Standards Command State Case Management Unit



Our values are at the core of who we are and what we do each day

TOGETHER WE PREVENT, DISRUPT, RESPOND AND INVESTIGATE



In recognising the complaints process can be difficult and stressful, the Ethical Standards Command has created a handbook for people who have submitted a complaint against a member of the Service. The aim of this handbook is to provide some general and supportive information about the Ethical Standards Command (ESC), the units and staff that sit within, the investigation process and possible outcomes, psychological reactions and supports available, and frequently asked questions. Every complaint is unique in its circumstance, which is taken into consideration when determining appropriate recommendations concerning the management of the complaint.




TABLE OF CONTENTS

What is the Ethical Standards Command (ESC)?	2
Roles & Responsibilities of the ESC	3
The Investigation Process	4
Possible Outcomes	6
Professional Development Strategies (PDS)	6
Potential Impacts & Available Supports	7
Frequently Asked Questions	9

1. What is the Ethical Standards Command (ESC)?

The Ethical Standards Command (ESC) is committed to protecting the high standards of integrity and professionalism necessary to maintain the trust and support of our community, including our members.

The Crime and Corruption Commission Qld (CCC) is a key partner in the Queensland Police Service (QPS) discipline system where they are the oversight body. CCC is an independent statutory body with oversight and responsibilities regarding major crime and corruption in the public sector in Queensland, including the QPS.

The ESC is comprised of three groups:

- Integrity and Performance Group (IPG) is responsible for integrity and corruption prevention, education and training, inspections, and operational reviews
- Internal Investigations Group (IIG) manages the QPS discipline process state-wide, *and*
- State Case Management Unit (SCMU).

The establishment of the SCMU resulted from the Independent Commission of Inquiry into Queensland Police Service responses to domestic and family violence (COI). SCMU is committed to ensuring a victim-survivor-centric, trauma-informed and coordinated approach to complaint case management, specifically responding to conduct that is:

- Domestic and family violence member involved (discipline and criminality)
- Sexist
- Racist
- Misogynistic
- Homophobic
- Bullying

This is referred to as thematic conduct.

The unit has evolved since its initial conception in November 2022 to include a team of dedicated investigators who provide the capability to independently investigate complaints involving the thematic conduct.

The culture fostered by the SCMU is based on the QPS values of integrity, professionalism, community, respect, and fairness. Supporting an environment which values fairness and ethical decision-making will ensure openness and psychological safety based on a respectful and productive workplace.

The SCMU adopts a victim-survivor-centric and trauma-informed approach, seeking to minimise re-traumatisation associated with the reporting and investigation process. The SCMU focuses on the needs and concerns of the affected party, to ensure a compassionate and sensitive delivery of services balanced alongside legislative obligations and a need to ensure a safe working environment for all QPS members.

The ESC Case Management Unit consists of:

- 1 x Detective Superintendent,
- 1 x Detective Inspector,
- 2 x Detective Senior Sergeant Investigator,
- 2 x Senior Sergeant Professional Practice Manager,
- 4 x Detective Sergeant Investigator,
- 1 x Sergeant Support Officer,
- 2 x AO5 Intelligence Analyst,
- 1 x PO4 Senior Support Coordinator, and
- 1 x AO3 Administration Officer.

2. Roles & Responsibilities of the ESC

There are several key roles within the SCMU that are relevant to the complainant.

Case Manager (CM)

The Detective Superintendent assumes the role of the Case Manager (CM) for all SCMU complaints. The responsibilities include consideration of recommendations made by the Professional Practice Managers (PPM) and determination from the investigation of the complaint. The dedicated, specialised CM is solely and independently responsible for all thematic files. This ensures consistency across the service, drives cultural change, creates a fair and transparent process, supports legitimacy of the discipline system, and contributes to providing a safe workplace for all members. Importantly, it removes decision making from the area where the conduct is said to have occurred.

The Case Manager is supported by a team of experienced, dedicated members who ensure the unit meets their purpose and objectives to provide an independent and consistent approach to the management and determination of thematic complaints.

Professional Practice Manager (PPM)

The Professional Practice Manager (PPM) is the liaison between the Case Manager (Det Supt) and Case Officers (the investigators). Their responsibilities include providing advice to other PPMs and Case Officers regarding thematic files. The PPM State Case Management (SCM) coordinates and manages investigations into criminal and discipline matters, overview of disciplinary investigations, and recommendations to the CM. The PPM SCM is dedicated to the management of thematic complaints, and ensures a consistent approach is delivered.

Investigative Team

The State Case Management Unit has a dedicated Investigative Team specialising in victim-survivor-centric policing involving thematic matters. The Investigative Team fosters an environment that values fairness and ethical decision-making in an open and psychologically safe environment. The Investigative Team and their expertise provide necessary support and relevant referrals. The team maintain objectivity to ensure there is no actual or perceived conflict of interest throughout investigations. This contributes to improved confidence in the QPS by our members, and the community. The Investigative Team does not undertake all investigations with some being investigated within the relevant District or Command, however independent management is retained by SCMU.

Senior Support Coordinator (SSC)

The SSC is a dedicated qualified health professional attached to the State Case Management Unit to provide psychological support, assessment, case management, and referral services to complainants (CPs) in matters that meet the criteria of the SCMU. The SSC operates from a victim-survivor-centric, trauma-informed, strengths-based framework to provide empathetic support to complainants. After a complaint has been discussed at the Complaints Assessment Committee (CAC) and has been deemed appropriate for SCMU case management, the SSC will typically contact a complainant (CP) within a few business days to offer assessment and support. The SSC is not involved in any investigatory processes, and engagement is confidential and voluntary.

3. The Investigation Process

There are several steps within the complaint process:

- The complaint is received via the Crime and Corruption Commission (CCC), PoliceLink, direct email, or the QPS 466 Form.
- The complaint is reviewed at the Complaints Assessment Committee (CAC), which meet every morning to discuss each complaint. This involves categorising the complaint to determine how the complaint will be treated which may include the need for further enquiries or investigation. Some complaints are allocated to the Region or Command to conduct the enquiries or investigation, while others are allocated to the State Case Management Unit itself, due to the type of alleged conduct. Regardless of allocation, the SCMU maintains case management oversight of all thematic complaints and all Case Officers are required to declare any conflicts of interest prior to commencing any action.
- After the complaint is allocated, the Case Officer assigned will contact you as the concerned party (CP) to discuss and obtain further particulars. This is a great opportunity to ask any questions or voice any concerns that you may have.
- Depending on the information received, the Senior Support Coordinator (SSC) may also contact you as the CP to check in on your health, wellbeing, and safety.
- The investigation then commences. The Case Officer will typically provide an update every eight (8) weeks or whenever there is a significant change in the investigation. If you have not heard from your Case Officer in this timeframe, please don't hesitate to contact them to request an update.
- Once the Case Officer has finalised their report, it is then overviewed by PPM SCM who makes a recommendation to the CM.
- The CM reviews the material and considers any necessary action. The CM may not be satisfied all reasonable enquiries have been undertaken, and may request additional enquiries before making their decision whether to progress the file for consideration of a discipline hearing or not.
- The outcome will be provided to you in writing by the PPM SCM or an appropriate delegate.

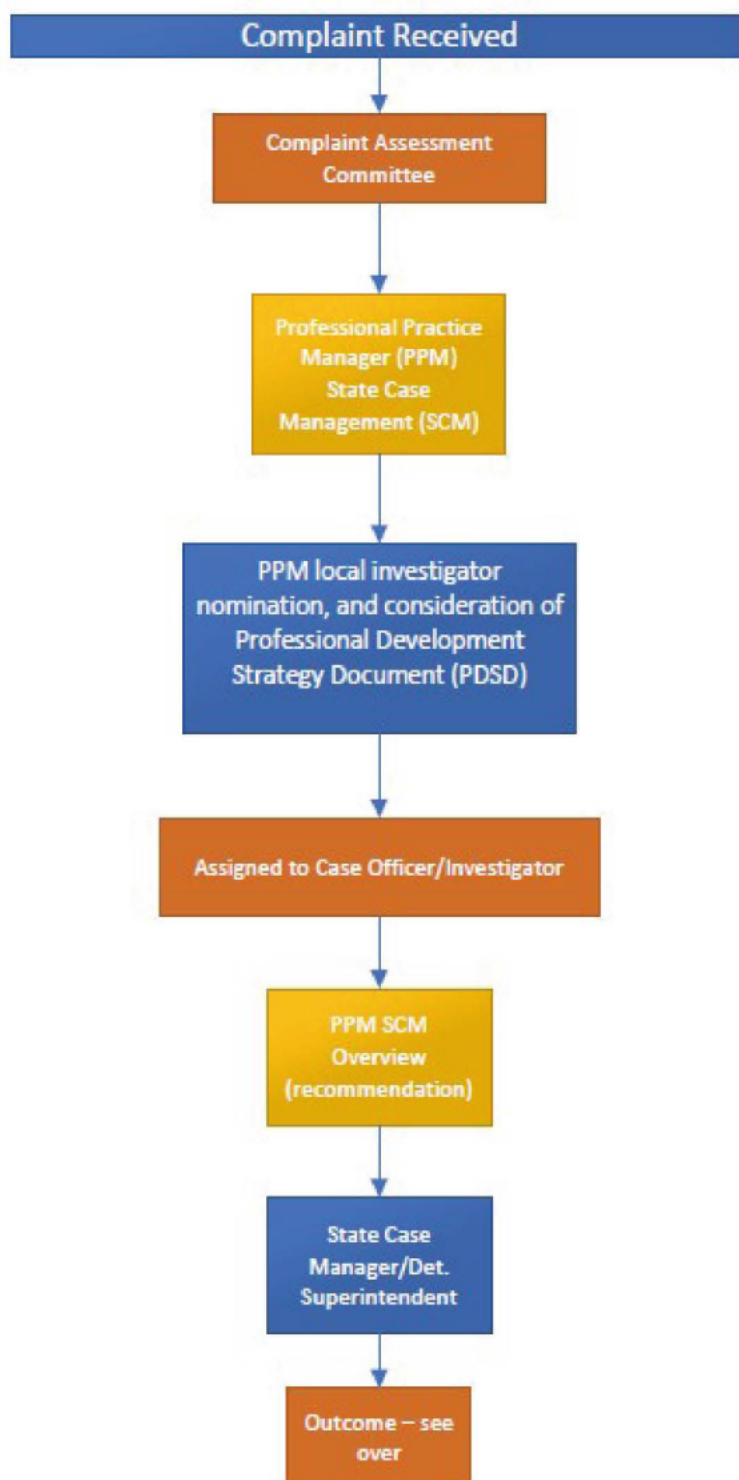
There are legislated and policy timeframes for the management of discipline complaints. The *Police Service Administration Act 1990* provides a statutory time limitation for the commencement of disciplinary proceedings against a sworn member. Disciplinary proceedings must be commenced within one (1) year from the date of the alleged conduct or within six (6) months of the complaint being made, whichever is the latest.

There are circumstances where complaints take longer to finalise. In these circumstances an application is made by the PPM SCM to "stop the clock." This means the time is paused until the delay is no longer in effect. Circumstances where a "stop the clock" applies are where a criminal prosecution has been commenced which relates to the allegation/s, or where a Police Protection Notice (PPN) or Private Domestic Violence Application is before the Court. An absence of the Subject Member (SM), from the workplace which contributes to the delay, may also cause a "stop the clock" to be in effect.

There are required timeframes for investigations relating to unsworn employees of QPS. Once an investigation is commenced relevant to an unsworn employee the appointed investigator or the PPM will prepare a Terms of Reference (ToR). The timeframes for the investigation vary depending on the categorisation of the complaint however every effort will be made to have the investigation completed quickly and in a reasonable timeframe. The progress of the investigation, if not completed, is reviewed at 6 months and every 3 months after that date, until it is finalised.

SCMU recognises the complaint process can be difficult to understand and can cause distress and uncertainty. The underlying principles of SCMU are to provide an independent and consistent approach to the management and determination of complaints through a fair and transparent process. SCMU balances these principles with ensuring minimal delays to the complaint process, without compromising our high standard of complaint management.

If you have questions or concerns regarding delays in your complaint, please discuss with your Case Officer.



4. Possible Outcomes

Each complaint is different and is considered on its own merit. Complaints are predominantly finalised in one of three ways; No Further Action (NFA), Professional Development, or a Disciplinary Proceeding (DP). Complaints may also be finalised with a post-separation declaration if the SM separates from the Service during the investigation.

NFA indicates the investigations failed to identify sufficient evidence to support the allegation/s to the standard required. Complaints where the conduct is lawful and/or in accordance with Service policy and procedures may also be finalised as NFA.

The intention of professional development is to provide a remedial approach to improve performance of SM by providing appropriate correction, guidance, and support. Professional development may be implemented where there is some evidence the alleged conduct occurred, however it can be adequately address through management action. It does not involve a finding that grounds for discipline have been substantiated, but rather identifies areas for improvement, supporting the purpose of discipline.

On review of the investigation, the Case Manager may progress the file for consideration of commencing a discipline hearing. The possible outcomes are NFA, professional development, or commencing a discipline hearing. If a hearing is commenced and the allegation proven, the SM may receive a discipline sanction.

5. Professional Development Strategies (PDS)

Professional Development Strategies (PDS) are considered by the Case Manager after a disciplinary complaint has been received. The Professional Development Strategies Document (PDSD) contains strategies, such as additional supervision, training, or mentoring, amongst others, to address the conduct outlined in the allegations. The PDSD may be imposed to reduce the risk of reoccurrence of similar conduct or to improve the subject member's performance.

A PDSD may also be implemented as part of a professional development process, or in conjunction with sanctions to provide a holistic response to allegations of misconduct substantiated during a disciplinary proceeding.

5. Potential Impacts & Available Supports

The complaints process can be understandably difficult; taking care of yourself during this time is important. You may experience a range of varied reactions; some of these are listed below.

- Increased feelings of anxiety, stress, and generalised worry
- Feelings of instability, loss, grief, self-blame, guilt, shame, sadness, frustration, or anger
- Feelings of isolation and disconnect from your colleagues and workplace
- Constantly questioning yourself and your decisions
- Loss of identity
- Rumination (constantly thinking about the complaint or process)
- Hypervigilance (feeling overly alert)
- Being unable to concentrate or make decisions
- Feeling shocked, numb, or distant (detached) from others
- Avoiding people, places, and things related to the complaint or complaint event
- Exhaustion, fatigue, and withdrawal
- Irritability and agitation, having angry outbursts
- Getting easily upset, and feeling teary
- Being unable to trust others, getting into arguments, or being trying to control everything
- Losing hope for the future
- Trouble sleeping and feeling very tired
- Stomach upset and trouble eating
- Pounding heart, rapid breathing, feeling shaky and jumpy
- Increase in headaches
- Having dreams and memories that upset you

Whilst unpleasant, these are very normal thoughts, feelings, and reactions to a complaints process. Please know that there is no certain way to feel, and each person will experience the process differently. If these reactions are becoming acute, problematic, or concerning, continue for an extended period beyond that of 1 week to 1 month, and/or are interfering with your daily life or relationships, please seek help (see below).

Supports

In recognising the impact complaints can have on people and the need for support, a dedicated health professional attached to the State Case Management Unit is available to assist with matters of racism, sexism, misogyny, member involved domestic and family violence, bullying, and homophobia. The Senior Support Coordinator will typically make contact after the matter has been heard through the Complaints Assessment Committee.

There are many other supports available:

- Revisiting your natural coping strategies, such as maintaining consistent sleep hygiene and a well-balanced diet, continuing with previous routines (including taking any prescribed medications), participating in hobbies and activities that you enjoy, and partaking in regular exercise
- Avoid maladaptive coping strategies, such as excessive alcohol consumption
- Connect with your supportive friends, family, and colleagues both within and external to the QPS
- Maintain contact with your GP to monitor your general health and wellbeing
- QLD Victims Assist may be able to provide additional supports; please see this website for more:
<https://www.qld.gov.au/law/crime-and-police/victim-assist-queensland>

If you are experiencing a mental health crisis and need urgent assistance, please contact:

- LifeLine (13 11 14), 24/7 telephone crisis counselling support service
- 1300 MH CALL (1300 642 255), Q-Health 24/7 confidential mental health telephone triage service that can provide support, information, advice, and referral
- Call 000, or present to your local Emergency Department

6. Frequently Asked Questions

Q: I have made a complaint against a member of the Service. Why are they still allowed to work?

A: Consideration is given when members involved in the complaint process continue to perform duties their normal duties or whether they are reassigned to other duties while the investigation is being conducted. In some circumstances, the subject member is suspended from work. These considerations take into account the alleged conduct and the information provided at the time.

Q: Is my complaint confidential?

A: Confidentiality is maintained at all times, however some individuals may need to access information contained within the complaint file throughout the lawful process of their role/s and the investigation. If you have any concerns regarding this, please discuss these with your Case Officer.

Q: How long will the complaints process take?

A: There are legislated, and policy driven timeframes which must be complied with, however there are several factors which can affect how long the complaint process takes. These include complexity, leave taken by the Subject Member or whether the allegations have associated matters before the Courts.

Q: I made the complaint a couple of weeks ago and no one has contacted me. Why is it taking so long?

A: There are several reasons why delays are caused to the complaint process. Some of these delays include “stop the clock” provisions and mandatory reporting requirements to the CCC where action cannot be taken until they advise us it can commence.

Q: If I make a complaint against a member of the Service, do you have to speak with them?

A: Yes. In line with the provisions of Natural Justice and Procedural Fairness, subject members have the right to respond to the allegation/s.

Q: When will the Subject Member find out I have made a complaint?

A: The Subject Member can be made aware of the complaint in a number of ways. The Subject Member may be served with documents at the commencement of the investigation which will outline the allegations. If you have concerns regarding when the Subject Member is notified, please discuss this with the Case Officer.

Q: Can I contact the Subject Member?

A: Each complaint is unique, including the circumstances around how it was reported and the alleged conduct. It is recommended you discuss this with the Case Officer.

Q: Can the Subject Member contact me?

A: In some circumstances the SM is directed to not discuss the complaint with involved persons. If the SM contacts you, it is recommended you discuss this with the Case Officer.

Q: What outcomes may the SM receive?

A: Complaints can be finalised as NFA, a professional development, or a Disciplinary Proceeding. The discipline process is not always punitive. Its purpose is to provide a system of guiding, correcting, rehabilitating and, if necessary, disciplining members, to ensure appropriate standards and confidence in the QPS are maintained.

Q: Can I choose how I receive case updates?

A: Yes, it is a great idea to discuss this with your Case Officer upon first contact.

Q: I received an outcome letter stating the allegations were supported and management action was taken against the SM. Can I know what this action was?

A: No. The information relating to the complaint, including the outcome, are confidential.

Q: What if I am not satisfied with the outcome of the complaint?

A: Depending on the nature of your complaint, you can contact the Crime and Corruption Commission (CCC), Queensland Ombudsman, and/or the Queensland Human Rights Commission (QHRC) if you are not satisfied with the outcome. For more information regarding each agency and their relevant contact details, please visit this link below and click on the *Make a Complaint about a QPS Member* drop down. <https://forms.police.qld.gov.au/launch/feedback>

Q: Can the SM appeal the decision?

A: The SM may appeal decisions relating to a disciplinary proceeding. Sworn Members may apply to the Queensland Civil and Administrative Tribunal (QCAT) and Staff Members may apply to the Queensland Industrial Relations Commission (QIRC) within twenty-eight (28) days to review the decision.

Q: Can I request an update on the status of my complaint?

A: Yes. The Case Officer should be providing you with an update every eight (8) weeks or when there is a significant change in the investigation. If you haven't heard from your Case Officer, you are most welcome to get in contact with them.

Q: I want to withdraw my complaint against a member. What happens then?

A: The withdrawal of a complaint does not cause discontinuation of the investigation into the alleged conduct. The QPS has a responsibility to ensure a safe work environment for all members and the conduct of or members are aligned with our values as an organisation.

Q: If someone has made a complaint on my behalf (or were obligated to make a complaint), can I know the details of what they said?

A: As part of the investigation, you will be contacted by the Case Officer to discuss the complaint and to obtain better and further particulars. The Case Officer will inform you of what information has been provided by the Notifier.

Q: Why do I have more than one person or unit investigating my complaint?

A: Some complaints require a business as usual (BAU) response separate from the discipline investigation. These are complaints such as Domestic Violence Applications or complaints with possible criminal elements. Separate Case Officers may be assigned to these investigations. This ensures the discipline investigation is not jeopardised by the BAU response and vice versa.

Q: Will I need to attend Court?

A: Investigations are always considered for discipline but in some circumstances, the SM could be subject to criminal responsibility. As the complainant, you will be consulted and supported during this process. Witnesses (including complainants) may be required to attend Court should the subject member be charged with a criminal offence.

The Rights of Subject Member (SM)

The SM has a right to natural justice and procedural fairness principles apply during the investigative process. Natural justice applies not only the process of determining whether a matter is substantiated or not, but also applies to the question of any appropriate action. The SM may be provided with an update every eight (8) weeks or when there is a significant change in the investigation.

Q: Is the SM able to access support?

A: Yes, all QPS members have access to the same psychological support services. Furthermore, 1800 ASSIST, QPS Chaplains, 1800 4QPSDFV, and Fortem Australia all continue to provide free support to members who have separated from the Service.

Q: Is the SM entitled to access Union or legal services?

A: Yes. The SM may elect to have a Union Representative, or other appropriate representative, obtain the advice on their behalf.



*V4. Published by the Ethical Standards Command, co-authored by S/Const Rebekah Woulff and Senior Support Coordinator, Jill Clarke. This information is current as of March 2024 and will be reviewed yearly and updated accordingly.

ETHICAL STANDARDS COMMAND

We protect the high standards of integrity and professionalism necessary to maintain the trust and support of our community.

Queensland Police Service

Complaint Information Handbook



Ethical Standards Command State Case Management Unit



Our values are at the core of who we are and what we do each day

TOGETHER WE PREVENT, DISRUPT, RESPOND AND INVESTIGATE

Everyone has the right to a safe and healthy workplace. In recognising that the complaints process can be challenging, the Ethical Standards Command has created a handbook for QPS members who have submitted an internal complaint. The aim of this handbook is to provide some general and supportive information about the Ethical Standards Command (ESC), the units and staff that sit within, the investigation process and possible outcomes, psychological reactions and supports available to all QPS members, and frequently asked questions. Every complaint is unique in its circumstance, which is taken into consideration when determining appropriate recommendations concerning the management of the complaint.

TABLE OF CONTENTS

What is the Ethical Standards Command (ESC)?	2
Roles & Responsibilities of the ESC	3
The Investigation Process	4
Possible Outcomes	6
Professional Development Strategies (PDS)	6
Potential Impacts & Available Supports	7
Frequently Asked Questions	9

1. What is the Ethical Standards Command (ESC)?

The Ethical Standards Command (ESC) is committed to protecting the high standards of integrity and professionalism necessary to maintain the trust and support of our community, including our members.

The Crime and Corruption Commission Qld (CCC) is a key partner in the Queensland Police Service (QPS) discipline system where they are the oversight body. CCC is an independent statutory body with oversight and responsibilities regarding major crime and corruption in the public sector in Queensland, including the QPS.

The ESC is comprised of three groups:

- Integrity and Performance Group (IPG) is responsible for integrity and corruption prevention, education and training, inspections, and operational reviews
- Internal Investigations Group (IIG) manages the QPS discipline process state-wide *and*
- State Case Management Unit (SCMU)

The establishment of the SCMU resulted from the Independent Commission of Inquiry into Queensland Police Service responses to domestic and family violence (COI). SCMU is committed to ensuring a victim-survivor-centric, trauma-informed and coordinated approach to complaint case management, specifically responding to conduct that is:

- Domestic and family violence member involved (discipline and criminality)
- Sexist
- Racist
- Misogynistic
- Homophobic
- Bullying

This is referred to as thematic conduct.

The unit has evolved since its initial conception in November 2022 to include a team of dedicated investigators who provide the capability to independently investigate complaints involving the thematic conduct.

The culture fostered by the SCMU is based on the QPS values of integrity, professionalism, community, respect, and fairness. Supporting an environment which values fairness and ethical decision-making will ensure openness and psychological safety based on a respectful and productive workplace.

The SCMU adopts a victim-survivor-centric and trauma-informed approach, seeking to minimise re-traumatisation associated with the reporting and investigation process. The SCMU focuses on the needs and concerns of the affected party, to ensure a compassionate and sensitive delivery of services balanced alongside legislative obligations and a need to ensure a safe working environment for all QPS members.

The ESC Case Management Unit consists of:

- 1 x Detective Superintendent,
- 1 x Detective Inspector,
- 2 x Detective Senior Sergeant Investigator,
- 2 x Senior Sergeant Professional Practice Manager,
- 4 x Detective Sergeant Investigator,
- 1 x Sergeant Support Officer,
- 2 x AO5 Intelligence Analyst,
- 1 x PO4 Senior Support Coordinator, and
- 1 x AO3 Administration Officer.

2.Roles & Responsibilities of the ESC

There are several key roles within the SCMU that are relevant to the complainant.

Case Manager (CM)

The Detective Superintendent assumes the role of the Case Manager (CM) for all SCMU complaints. The responsibilities include consideration of recommendations made by the Professional Practice Manager (PPM) and determination from the investigation of the complaint. The dedicated, specialised CM is solely and independently responsible for all thematic files. This ensures consistency across the service, drives cultural change, creates a fair and transparent process, supports legitimacy of the discipline system, and contributes to providing a safe workplace for all members. Importantly, it removes decision making from the area where the conduct is said to have occurred.

The Case Manager is supported by a team of experienced, dedicated members who ensure the unit meets their purpose and objectives to provide an independent and consistent approach to the management and determination of thematic complaints.

Professional Practice Manager (PPM)

The Professional Practice Manager (PPM) is the liaison between the Case Manager (Det Supt) and Case Officers (the investigators). Their responsibilities include providing advice to other PPMs and Case Officers regarding thematic files. The PPM State Case Management (SCM) coordinates and manages investigations into criminal and discipline matters, overview of disciplinary investigations, and recommendations to the CM. The PPM SCM is dedicated to the management of thematic complaints, and ensures a consistent approach is delivered.

Investigative Team

The State Case Management Unit has a dedicated Investigative Team specialising in victim-survivor-centric policing involving thematic matters. The Investigative Team fosters an environment that values fairness and ethical decision-making in an open and psychologically safe environment. The Investigative Team and their expertise provide necessary support and relevant referrals. The team maintain objectivity to ensure there is no actual or perceived conflict of interest throughout investigations. This contributes to an improved confidence in the QPS by our members, and the community. The Investigative Team does not undertake all investigations with some being investigated within the relevant District or Command, however independent management is retained by SCMU.

Senior Support Coordinator (SSC)

The SSC is a dedicated qualified health professional attached to the State Case Management Unit to provide psychological support, assessment, case management, and referral services to complainants (CPs) in matters that meet the criteria of the SCMU. The SSC operates from a victim-survivor-centric, trauma-informed, strengths-based framework to provide empathetic support to complainants. After a complaint has been discussed at the Complaints Assessment Committee (CAC) and has been deemed appropriate for SCMU case management, the SSC will typically contact a complainant (CP) within a few business days to offer assessment and support. The SSC is not involved in any investigatory processes, and engagement is confidential and voluntary.

3. The Investigation Process

There are several steps within the complaint process:

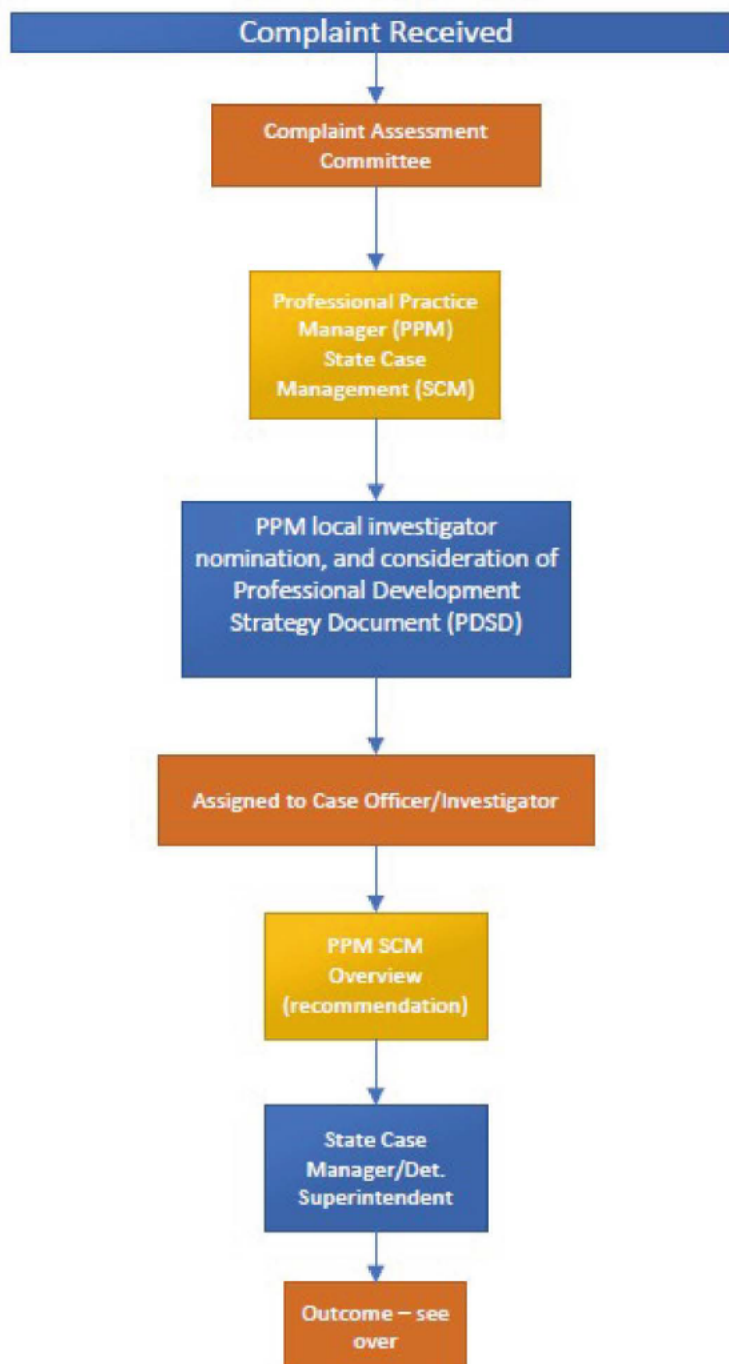
- The complaint is received via the Crime and Corruption Commission (CCC), PoliceLink, direct email, or the QPS 466 Form.
- The complaint is reviewed at the Complaints Assessment Committee (CAC), which meet every morning to discuss each complaint. This involves categorising the complaint to determine how the complaint will be treated which may include the need for further enquiries or investigation. Some complaints are allocated to the Region or Command to conduct the enquiries or investigation, while others are allocated to the State Case Management Unit itself, due to the type of alleged conduct. Regardless of allocation, the SCMU maintains case management oversight of all thematic complaints and all Case Officers are required to declare any conflicts of interest prior to commencing any action.
- After the complaint is allocated, the Case Officer assigned will contact you as the concerned party (CP) to discuss and obtain further particulars. This is a great opportunity to ask any questions or voice any concerns that you may have.
- Depending on the information received, the Senior Support Coordinator (SSC) and Internal Witness Support (IWS) may also contact you as the CP to check in on your health, wellbeing, and safety.
- The investigation then commences. The Case Officer will typically provide an update every eight (8) weeks or whenever there is a significant change in the investigation. If you have not heard from your Case Officer in this timeframe, please don't hesitate to contact them to request an update.
- Once the Case Officer has finalised their report, it is then overviewed by PPM SCM who makes a recommendation to the CM.
- The CM reviews the material and considers any necessary action. The CM may not be satisfied all reasonable enquiries have been undertaken, and may request additional enquiries before making their decision whether to progress the file for consideration of a discipline hearing or not.
- The outcome will be provided to you in writing by the PPM SCM or an appropriate delegate.

There are legislated and policy timeframes for the management of discipline complaints. The *Police Service Administration Act 1990* provides a statutory time limitation for the commencement of disciplinary proceedings against a sworn member. Disciplinary proceedings must be commenced within one (1) year from the date of the alleged conduct or within six (6) months of the complaint being made, whichever is the latest.

There are circumstances where complaints take longer to finalise. In these circumstances an application is made by the PPM SCM to "stop the clock." This means the time is paused until the delay is no longer in effect. Circumstances where a "stop the clock" applies are where a criminal prosecution has been commenced which relates to the allegation/s, or where a Police Protection Notice (PPN) or Private Domestic Violence Application is before the Court. An absence of the Subject Member (SM), from the workplace which contributes to the delay, may also cause a "stop the clock" to be in effect.

There are required timeframes for investigations relating to unsworn employees of QPS. Once an investigation is commenced relevant to an unsworn employee the appointed investigator or the PPM will prepare a Terms of Reference (ToR). The timeframes for the investigation vary depending on the categorisation of the complaint however every effort will be made to have the investigation completed quickly and in a reasonable timeframe. The progress of the investigation, if not completed, is reviewed at 6 months and every 3 months after that date, until it is finalised.

SCMU recognises the complaint process can be difficult to understand and can cause distress and uncertainty. The underlying principles of SCMU is to provide an independent and consistent approach to the management and determination of complaints through a fair and transparent process. SCMU balances these principles with ensuring minimal delays to the complaint process, without compromising our high standard of complaint management. If you have questions or concerns regarding delays in your complaint, please discuss with your Case Officer.



4. Possible Outcomes

Each complaint is different and is considered on its own merit. Complaints are predominantly finalised in one of three ways; No Further Action (NFA), Professional Development, or a Disciplinary Proceeding (DP). Complaints may also be finalised with a post-separation declaration if the SM separates from the Service during the investigation.

NFA indicates the investigations failed to identify sufficient evidence to support the allegation/s to the standard required. Complaints where the conduct is lawful and/or in accordance with Service policy and procedures may also be finalised as NFA.

The intention of professional development is to provide a remedial approach to improve performance of SM by providing appropriate correction, guidance, and support. Professional development may be implemented where there is some evidence the alleged conduct occurred, however it can be adequately address through management action. It does not involve a finding that grounds for discipline have been substantiated, but rather identifies areas for improvement, supporting the purpose of discipline.

On review of the investigation, the Case Manager may progress the file for consideration of commencing a discipline hearing. The possible outcomes are NFA, professional development, or commencing a discipline hearing. If a hearing is commenced and the allegation proven, the SM may receive a discipline sanction.

5. Professional Development Strategies (PDS)

Professional Development Strategies (PDS) are considered by the Case Manager after a disciplinary complaint has been received. The Professional Development Strategies Document (PDSD) contains strategies, such as additional supervision, training, or mentoring, amongst others, to address the conduct outlined in the allegations. The PDSD may be imposed to reduce the risk of reoccurrence of similar conduct or to improve the subject member's performance.

A PDSD may also be implemented as part of a professional development process, or in conjunction with sanctions to provide a holistic response to allegations of misconduct substantiated during a disciplinary proceeding.

5. Potential Impacts & Available Supports

The complaints process can be understandably difficult; taking care of yourself during this time is important. You may experience a range of varied reactions; some of these are listed below.

- Increased feelings of anxiety, stress, and generalised worry
- Feelings of instability, loss, grief, self-blame, guilt, shame, sadness, frustration, or anger
- Feeling isolated and disconnected from your colleagues and workplace
- Constantly questioning yourself and your decisions
- Loss of identity
- Rumination (constantly thinking about the complaint or process)
- Hypervigilance (feeling overly alert)
- Being unable to concentrate or make decisions
- Feeling shocked, numb, or distant (detached) from others
- Avoiding people, places, and things related to the complaint or complaint event
- Exhaustion, fatigue, and withdrawal
- Irritability and agitation, having angry outbursts
- Getting easily upset, and feeling teary
- Being unable to trust others, getting into arguments, or trying to control everything
- Losing hope for the future
- Trouble sleeping and feeling very tired
- Stomach upset and trouble eating
- Pounding heart, rapid breathing, feeling shaky and jumpy
- Increase in headaches
- Having dreams and memories that upset you

Whilst unpleasant, these are very normal thoughts, feelings, and reactions to a complaints process. Please know that there is no certain way to feel, and each person will experience the process differently. If these reactions are becoming acute, problematic, or concerning, continue for an extended period beyond that of 1 week to 1 month, and/or are interfering with your daily life or relationships, please seek help (see below).

Supports

Help is available. In recognising the impact that complaints can have on people and the need for support, a dedicated health professional is embedded within the State Case Management Unit. The Senior Support Coordinator will typically make contact after the matter has been heard through the Complaints Assessment Committee.

There are many other supports available:

- Revisiting your natural coping strategies, such as maintaining consistent sleep hygiene and a well-balanced diet, continuing with previous routines (including taking any prescribed medications), participating in hobbies and activities that you enjoy, and partaking in regular exercise
- Avoid unhealthy and maladaptive coping strategies, such as excessive alcohol consumption
- Connect with your supportive friends, family, and colleagues both within and external to the QPS
- Maintain contact with your GP to monitor your general health and wellbeing

The QPS also provides extensive supports at no cost. These supports are available to all employees of the QPS and are voluntary and confidential. You do not require a referral and can contact any of the **QPS support services**, at any time:

- Peer Support Officers (PSOs), who provide empathetic support and referral to their colleagues. The QPS are also in the process of providing additional training to PSOs of a more senior rank to provide a higher level of specialty support for matters involving sexism, racism, and misogyny
- QPS Senior Psychologists and Social Workers, also referred to as HSOs, who provide therapeutic services, assessment, and support to all staff members to reduce psychological harm in the QPS
- QPS Chaplains, who provide spiritual guidance and care across a range of faiths and beliefs
- QPS HealthStart programs for physical and emotional wellbeing
- 1800 ASSIST (1800 277 478), external counselling service offered via telehealth
- 1800 Speak Safe (1800 773 257), support service specialising in workplace bullying, unlawful discrimination, and sexual harassment
- 1800 4QPS DFV (1800 4777 338), for staff impacted by domestic and family violence
- Psychological Health Screening service, which provides psychological assessment, follow-up, and referral with an Organisational Psychologist
- External Psychiatrists, Psychologists, Mental Health Social Workers, Counsellors, and Physiotherapists via the SelfRefer Program or the Early Intervention Treatment Program (EITP), confidential therapeutic sessions with qualified health professionals, completely free to QPS staff

Internal Witness Support:

- Internal Witness Support (IWS), assists police and staff members who have made an internal complaint, are witnesses in the complaint process, or have had their complaints classified as a Public Interest Disclosure. The IWS can work closely with and through several of the wellbeing teams to provide their services and support to QPS members.

More information about the above services can be found on the QPS Intranet SharePoint, [Support options \(sharepoint.com\)](#) on the Health, Safety and Wellbeing page, as well as at the end of this booklet.

Services external to the QPS include:

- Fortem Australia (fortemaustralia.org.au), for wellbeing and counselling, including career counselling and career transitioning support
- Blue HOPE (bluehope.org.au, 1300 002 583) for therapeutic and counselling support
- The Workers' Psychological Support Service (wpss.org.au, 1800 370 732) for support, guidance, and referrals
- Mental Health Care Plan; speak to your GP

If you are experiencing a mental health crisis and need urgent assistance, please contact:

- LifeLine (13 11 14), 24/7 telephone crisis counselling support service
- 1300 MH CALL (1300 642 255), Q-Health 24/7 confidential mental health telephone triage service that can provide support, information, advice, and referral
- Call 000, or present to your local Emergency Department

6. Frequently Asked Questions

Q: I have made a complaint against someone in my work unit. Are they still allowed to work alongside me?

A: Consideration is given when members involved in the complaint process perform duties within the same unit. This includes whether it is suitable for the subject member to be reassigned to other duties while the investigation is being conducted. In some circumstances, the subject member is suspended from duty. These considerations take into account the alleged conduct and the information provided within the initial complaint.

Q: Is my complaint confidential?

A: Confidentiality is maintained at all times, however some individuals may need to access information contained within the complaint file throughout the lawful process of their role/s and the investigation. If you have any concerns regarding this, please discuss these with your Case Officer.

Q: Can I request to leave / move from my current workplace if I wish?

A: This may be possible, however only in exceptional circumstances. You would need to discuss this with your line manager in the first instance and/or approach the next level of management in your District.

Q: How long will the complaints process take?

A: There are legislated and policy driven timeframes which must be complied with, however there are several factors which can affect how long the complaint process takes. These include complexity, leave taken by the Subject Member, or whether the allegations have associated matters before the Courts.

Q: I made the complaint a couple of weeks ago and no one has contacted me. Why is it taking so long?

A: There are several reasons why delays are caused to the complaint process. Some of these delays include "stop the clock" provisions and mandatory reporting requirements to the CCC where action cannot be taken until they advise us it can commence.

Q: If someone has made a complaint on my behalf (or was obligated to make a complaint), can I know the details of what they said?

A: As part of the investigation, you will be contacted by the Case Officer to discuss the complaint and to obtain better and further particulars. The Case Officer will inform you of what information has been provided by the Notifier.

Q: Can I choose how I receive case updates?

A: Yes, it is a great idea to discuss this with your Case Officer upon first contact.

Q: Can I request an update on the status of my complaint?

A: Yes. The Case Officer should be providing you with an update every eight (8) weeks or when there is a significant change in the investigation. If you haven't heard from your Case Officer, you are most welcome to get in contact with them.

Q: Why do I have more than one person or unit investigating my complaint?

A: Some complaints require a business as usual (BAU) response separate from the discipline investigation. These are complaints such as Domestic Violence Applications or complaints with possible criminal elements. Separate Case Officers may be assigned to these investigations. This ensures the discipline investigation is not jeopardised by the BAU response and vice versa.

Q: I want to withdraw my complaint against a member. What happens then?

A: The withdrawal of a complaint does not cause discontinuation of the investigation into the alleged conduct. The QPS has a responsibility to ensure a safe work environment for all members and the conduct of or members are aligned with our values as an organisation.

Q: If I make a complaint against a member of the Service, do you have to speak with them?

A: Yes. In line with the provisions of natural justice and procedural fairness, subject members have the right to respond to the allegations.

Q: When will the Subject Member find out that I have made a complaint?

A: The Subject Member can be made aware of the complaint in a number of ways. The Subject Member may be served with documents at the commencement of the investigation which will outline the allegations. If you have concerns regarding when the Subject Member is notified, please discuss this with the Case Officer.

Q: Can I contact the Subject Member? Can the Subject Member contact me?

A: Each complaint is unique, including the circumstances around how it was reported and the alleged conduct. In some circumstances the SM is directed to not discuss the complaint with involved members. It is recommended you discuss this with the Case Officer.

Q: What outcomes may the Subject Member receive?

A: Complaints can be finalised as NFA, a professional development, or a Disciplinary Proceeding. The discipline process is not always punitive. Its purpose is to provide a system of guiding, correcting, rehabilitating and, if necessary, disciplining members, to ensure appropriate standards and confidence in the QPS are maintained.

Q: Will I need to attend Court?

A: Investigations are always considered for discipline but in some circumstances, the SM could be subject to criminal responsibility. As the complainant, you will be consulted and supported during this process. Witnesses (including complainants) may be required to attend Court should the subject member be charged with a criminal offence.

Q: Can the SM appeal the decision?

A: The SM may appeal decisions relating to a disciplinary proceeding. Sworn Members may apply to the Queensland Civil and Administrative Tribunal (QCAT) and Staff Members may apply to the Queensland Industrial Relations Commission (QIRC) within twenty-eight (28) days to review the decision.

Q: I received an outcome letter stating the allegations were supported and management action was taken against the SM. Can I know what this action was?

A: No. The information relating to the complaint, including the outcome, are confidential.

Q: What if I am not satisfied with the outcome of the complaint?

A: Depending on the nature of your complaint, you can contact the Crime and Corruption Commission (CCC), Queensland Ombudsman, and/or the Queensland Human Rights Commission (QHRC) if you are not satisfied with the outcome. For more information regarding each agency and their relevant contact details, please visit this link below and click on the *Make a Complaint about a QPS Member* drop down. <https://forms.police.qld.gov.au/launch/feedback>

The Rights of Subject Member (SM)

The SM has a right to natural justice and procedural fairness principles apply during the investigative process. Natural justice applies not only the process of determining whether a matter is substantiated or not, but also applies to the question of any appropriate action. The SM may be provided with an update every eight (8) weeks or when there is a significant change in the investigation.

Q: Is the SM able to access support?

A: Yes, all QPS members have access to the same psychological support services. Furthermore, 1800 ASSIST, QPS Chaplains, 1800 4QPSDFV, and Fortem Australia all continue to provide free support to members who have separated from the Service.

Q: Is the SM entitled to access Union or legal services?

A: Yes. The SM may elect to have a Union Representative, or other appropriate representative, obtain the advice on their behalf.

Appendix: Supports available via Health, Safety, and Wellbeing

We're here for you.

Support available to QPS employees



OIC / MANAGER / SUPERVISOR

Touch base with your immediate supervisor to discuss your concern and/or support needs. A quick and easy resolution may be possible and they can connect you with other supports if needed.

PEER SUPPORT OFFICER (PSO)

Your local PSO volunteer will offer an empathetic ear and peer perspective and approach, with an understanding of local dynamics.



CHAPLAIN

Your local Chaplain is available to offer confidential and multi-faith pastoral care and spiritual support to you and your family. Call 0447 425 058 for referral.



EMPLOYEE WELLBEING

Your local senior psychologist or senior social worker offers a confidential, voluntary counselling service for work and personal issues and is able to assist you to access external health care providers. Contact your local Senior Psychologist or Senior Social Worker, call (07) 3046 4774 or email 'HSO Request for Service' for assistance.



PSYCH HEALTH SCREEN

The Psych Health Screen is a pulse check into your mental health. The program consists of a brief online screen and a follow-up interview with an Occupational Psychologist to help connect you to relevant supports where appropriate.

SELFREFER

The SelfRefer Program offers anonymous self-referral to access external, confidential support from our network of providers for up to six psychology and three physiotherapy sessions paid for by the QPS. Visit <https://selfrefer.qps.qld.gov.au/>



EARLY INTERVENTION TREATMENT PROGRAM (EITP)

EITP involves the QPS funding six x 1-hour consultations with an accredited mental health professional of your choice. Contact your local Senior Psychologist or Senior Social Worker, call (07) 3046 4774 or email 'HSO Request for Service' for assistance.

1800 SERVICES PROVIDED BY BENESTAR

1800 ASSIST (1800 277 478)

A confidential solution focused counselling service available 24/7 to QPS employees, their families and former employees.

1800 SPEAK SAFE (1800 773 257)

An independent and confidential therapeutic support service specialising in workplace bullying, unlawful discrimination and sexual harassment.

1800 QOPS DFV (1800 4777 338)

A confidential solution focused counselling service for QPS employees impacted by domestic and family violence.



MENTAL HEALTH TREATMENT PLAN

QPS employees can also access support by working with their GP to develop a Mental Health Treatment Plan; a treatment strategy specific to an individual's mental health needs and goals, with treatment options outlined.

This service is subsidised by Medicare and there may be an out-of-pocket cost to the employee.



SUBSTANCE SELF REPORTING

The Alcohol and Drug Testing Coordinator facilitates access to confidential QPS funded treatment and support for members who self-report an issue with alcohol or drugs. Call 3015 5900 or 0418 830 730 for support.

HEALTHSTART

The HealthStart program is a free service staffed by degree qualified and industry experienced Health Coaches. HealthStart provide evidenced based exercise, nutrition and wellbeing support to all QPS employees.



QPS PRIDE NETWORK

The QPS Pride Network provides state-wide support to all LGBTI+ employees and their Allies via a dedicated network, promoting and advocating LGBTI+ inclusion within the Queensland Police Service. Email: qps.pridenetwork@police.qld.gov.au



FIRST NATIONS NETWORK

The QPS First Nations Network's objectives are to provide welfare support in a culturally safe manner, professional development opportunities, and support recruitment and retention of Aboriginal and Torres Strait Islander people in the QPS. Find the First Nations Support Network on Workplace. Aboriginal or Torres Strait Islander Crisis Supporters are also available 24/7 on 13YARN (13 92 76)



QPS MULTICULTURAL NETWORK

The QPS Multicultural Network was established by the Culturally and Linguistically Diverse Consultative Group (CALD CG) to advocate and support for cultural inclusion and capability within QPS by providing a dedicated network for Service members state-wide. Find us on Workplace.



QPS ACCESSIBILITY ADVISORY NETWORK

Providing advice, education, engagement and connections for people who have permanent or progressive vision, mobility, hearing or other impairments. Find us on Workplace or reach out to Network Chairperson, Senior Sergeant Tanya Hunter at Hunter.Tanya@police.qld.gov.au.



WELLBEING.OURPEOPLEMATTER.COM.AU

Explore online mental health and wellbeing resources, information and links relevant to current and former Queensland Police Service employees and their families.



FORTEM AUSTRALIA

Provides private and confidential clinical services to QPS members and their families. You will also find information and advice to support your wellbeing. <https://fortemaustralia.org.au/clinical-services/> or phone 1300 339 594



BLUE HOPE

Blue HOPE was created to provide support to current and former police officers and their families who are suffering with mental health issues. Blue HOPE also have in-house psychology clinic Elevation Psychology which is open to see current and former police officers and family members. <https://bluehope.org.au/> or phone 1300 002 583



FOR FURTHER INFORMATION ABOUT SUPPORT SERVICES, VISIT THE
SAFETY AND WELLBEING SHAREPOINT





*V4. Published by the Ethical Standards Command, co-authored by S/Const Rebekah Woulff and Senior Support Coordinator, Jill Clarke. This information is current as of March 2024 and will be reviewed yearly and updated accordingly.