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Council of Women
& Policing Inc.



The Journal for **WOMEN** **AND POLICING**

Issue No. 44





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Above: One of the many wreaths laid at the National Police Memorial as part of the 2019 ACWAP Conference
Front Cover: Opening ceremony of the 2019 ACWAP Conference

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President's Report

Debbie Platz
President

As another year comes to a close, I would like to extend my extreme gratitude to each and every person who has contributed to the success and achievements of women in policing throughout 2019.

This year's Australasian Council of Women and Policing (ACWAP) Conference, supported by the Australian Federal Police (AFP) was held in Canberra with the theme **"Collaborate! The future belongs to us"**. What an incredible few days! More than 500 delegates from Australian and international law enforcement had the opportunity to hear from inspiring speakers, on topics including investigations, wellbeing, mentoring, leadership and family violence.

The conference was also combined with the 21st ACWAP Excellence in Policing Awards. My heartfelt congratulations, not only to the award recipients, but to all who were nominated. A nomination alone should be considered a significant achievement

in itself and a well deserved recognition from your peers and superiors.

Over the three days, it was truly moving to see the sheer amount of comradery between participants, as they undertook the opportunity to collaborate with colleagues from around Australia and beyond. In building professional and personal networks, we are all contributing to breaking down the barrier of distance, forming an unmatched support system and taking a collaborative approach to policing.

Some of the key takeaways from the conference as noted by participants included:

- there is a direct link between culture and wellbeing and organisations need to recognise this link to ensure the health of their members;
- there is no set trajectory for a career path and each individual's journey is different. It's okay to prioritise your career or your personal life at different times;
- environments where innovation and collaboration are encouraged independent of the hierarchy can lead to great ideas and suggestions within the workplace;
- the focus of leadership should always be the people; and
- recognising the strengths and weaknesses of your team and harnessing individuality are keys to successful leadership.

Next year the ACWAP with the support of the Northern Territory Police, Fire and Emergency Services will host the 2020 ACWAP Symposium with the event theme "Connecting – Our People, Our Culture, Our Future".

Thank you to all of our supporters and sponsors, all of which are contributing to the advancing the cause of women in policing. I would finally like to wish you all a joyful Christmas and prosperous New Year. I hope everyone stays safe during the holiday period and look forward to working with you all again in 2020.

Take care. Debbie



Note from the Editor

Julie Crabbe
Editor

What a year 2019 shaped up to be for women and policing. Katarina Carroll was sworn in as the first female and 20th Commissioner of the Queensland Police Service in July 2019, followed shortly after by the appointment of Assistant Commissioner Charysse Pond. Our Pacific neighbours increased the number of women executive police leaders with the appointment of Nauru's first female Deputy Commissioner, Ms Kalinda Blake who is also a long term member of the Pacific Islands Chiefs of Police Women's Advisory Network. The Royal Solomon Islands Police Force (RSIPF) formally announced the appointment of Assistant Commissioner Evelyn Thugea into the RSIPF Executive in October 2019, one of three promotions approved by the Police & Prison Services Commission. In June 2019, Ms Jane Archibald was appointed Deputy Chief Executive, Media and Communications, New Zealand Police, having acted in that role since February 2018.

We all have different journeys in life and in many instances, we may have similar destinations, whether it be through our careers, relationships, health or life fulfilment. It is our

individual and unique journey that shapes what our destination may look like for us into the future. In Edition 40 of *The Journal* (located on our website at <https://acwap.com.au/resrouces/acwap-journals/>) we shared a story authored by Libby Bleakley, Director for the Centre of Learning for Youth and Community, around the policing, passion and community commitment that was forged during her deployment with the Australian Federal Police (AFP) to the United Nations Mission in Timor-Leste (pp.12-14). Libbey has since written a very personal, and at times, harrowing account of her life journey so far and I encourage you to take the time read her story. This is a story of adversity, triumph and compassion. All profits from this book shall go to her charity Learning Centre for Youth and Community in Timor-Leste.

ACWAP's 11th Conference for Women and Policing "*Collaboration – The future belongs to us*", combined with the 21st ACWAP Excellence in Policing Awards, was supported by the Australian Federal Police and recently hosted in Canberra. The 2019 Excellence in Policing activity, focused on how law enforcement responds to women in the communities

we serve and how leadership can be strengthened especially for women. We are also very proud and honoured to be able to celebrate our Excellence in Policing Award recipients in this edition. Both award recipients, and nominees, should be thrilled to be recognised and acknowledged by your jurisdiction and peers. Well done!

Finally, after working for some years with the ACWAP committee as the Journal Editor, I am taking a step back and handing over the reins to our new Journal Editor, Sergeant Dorothy McPhail from New Zealand Police. It's been an absolute policing highlight to have connected with so many of you and to have been able to share your stories through the ACWAP platform. I will continue to work closely with the ACWAP team and I commend you getting involved and look forward to working with you into the future. It is through your stories, your news and your input that we can shape and further develop *The Journal* into the future and support the Council's objectives.

To provide feedback, stories and comments for the Journal please send to journal@acwap.com.au

Take care. Jules



Seven mistakes to avoid when buying property

By Danny Buxton

TRIPLEZERO
PROPERTY GROUP

When it comes to buying property, there is no shortage of information and seminars that will 'guarantee success'. Many Australian's have done very well out of property investment; however, in today's market, most clients are asking: *Is property still a good investment? How do I avoid becoming a loser in the property game?* While buying property may not be for everyone, it is still an excellent long-term investment. The challenges lie in the changing nature of our society. For example, many police and other emergency service workers are required to transfer stations. This makes buying a home to live in a difficult decision! Here are seven tips to help you make the best decision so you can succeed in your property journey:

1. HEAD BEFORE HEART

When buying a home, about 90% of your purchasing decision will be based on emotion and only 10% on logic. This is understandable, as your home is often where you'll raise a family, but it is also an investment. Letting your heart rule your buying decision is a common trap to be avoided at all costs. Instead, base your decision on analytical research. At the end of the day, investing is all about economics, not the emotions. At Triple Zero property, we invest heavily in research and see it as essential.

2. WHEN YOU FAIL TO PLAN, YOU PLAN TO FAIL

It's an old adage but very true. Buying property without a plan of attack is like setting out on a road trip without a map...you'll inevitably take a wrong turn and end up lost! *What do you want to achieve?*

- Buy a family home?
- Buy property but continue to rent?
- Purchase your first investment property using equity from your own home?

Carefully plan out what you would like to achieve, then you will end up exactly where you want to be!



3. NO DIVING OR DITHERING!

Two of the most common traits when it comes to buying property:

1. Acting too impulsively
2. Being overly cautious and never acting at all

The first is being in too much of a hurry. The second are procrastinators and are their own worst enemy: paralysis by analysis.

4. SPECULATION OVER PATIENCE

Property investing is not a get rich quick scheme. It's the time in the market, not just timing the market. Over time, you use the gains you make from one property to leverage into another property and then with the combined profits you make from those two properties, you buy another to add to your portfolio.

5. NOT DOING YOUR HOMEWORK

Understanding property markets takes time. Moreover, understanding the cyclical nature of property is something that even eludes many 'experts'. There are markets within markets, and it is important not just to listen to the 'media'. Research and seek the assistance of a professional team to assist with this. This is where building your team is essential. A team of independent specialists who can work with you to help you achieve your goals, as well as research markets and give the strategic advice specific to your circumstances.

6. BUYING THE WRONG TYPE OF PROPERTY

This is a **big** mistake that many want-to-be investors make. It's about location, understanding the demographics, demand, type of property (unit, townhouse, terraced or stand-alone) fit for area...the list goes on. Also, understanding the benefits of new over old.

7. NOT UNDERSTANDING CASHFLOW

Can you handle that mortgage? If you are a first home buyer or an investor: **Cashflow is King.** Investors often fall into poor cashflow management. This is why we love new. New property allows us to use 'negative gearing' to provide cash flow, it negates ongoing repairs and maintenance, not only saving money in the initial purchase phase. For new home buyers, it is critical to research best rates and all government incentives available when you build your first house. Always seek the advice of a property focussed accountant. Your structure can be just as important as the property you buy. Setting up an incorrect financial structure can be just as detrimental to your investment endeavours as selecting the wrong type of property.

SO, WHAT NOW?

Owning property is a great pathway to wealth in Australia. It's proven, tried and tested but it needs to be done right! If you are looking for independent advice about property, wanting some guidance about where to start or where to invest, we would love to assist you in that journey. At Triple Zero Property, we can help you achieve your property goals. Contact us on 1300 897 000 or visit triplezeroproperty.com.au Note: we offer Police/ACWAP members free market reports for locations across Australia.

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AUSTRALASIAN COUNCIL OF WOMEN & POLICING

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“Collaborate: The Future Belongs to Us” Conference 2019 – Canberra, ACT

The Australasian Council of Women and Policing (ACWAP), supported by the Australian Federal Police (AFP) were delighted to host the 2019 ACWAP Conference, in Canberra, ACT, from 2nd to 5th September 2019. This prestigious event on the Australasian Law Enforcement calendar, combined the 11th Biennial ACWAP Conference and the 21st ACWAP Excellence in Policing Awards.

The chosen theme for this year’s conference was **“Collaborate: The Future belongs to Us”** focusing on the key role that collaboration plays, internally and externally, to all aspects of law enforcement and the community and on how law enforcement responds to women in the communities we serve and how leadership can be strengthened especially for women.

The 2019 Conference provided an ideal learning and networking forum for police officers, police practitioners, law enforcement officers, federal agents, customs, immigration, quarantine, and corrections officers, investigators, managers, police administrators, lawyers, researchers, academics, activists, students, and advocates for women’s human rights both locally and internationally. The conference educated, challenged and encouraged both current and future leaders in law enforcement, to further develop their skills on key industry topics.

Collaboration can be defined as two or more people working towards shared goals. The ACWAP conference allows attendees to network and build relationships, work together in a shared goal of not only improving police services provided to women within the community, but to improve the opportunities and outcomes for women within policing as well. Experts from national and international law enforcement agencies, family and community agencies, legal representatives, academics, researchers and community groups collaborated to make these event’s a resounding success.



Commissioner Cressida Dick, Metropolitan Police Service, United Kingdom and Senior Sergeant Julie Crabbe, Queensland Police Service at the Twilight Service.

“The 2019 conference was an exciting opportunity for Australasian & Pacific Island police and law enforcement partners to enhance women in law enforcement and other community protection roles.”



Flags from the Opening Ceremony of the Conference.

The 2019 conference was an exciting opportunity for Australasian & Pacific Island police and law enforcement partners to enhance women in law enforcement and other community protection roles. It provided an opportunity to showcase the products and services of each organisation and how they contribute to law enforcement across local, national and international platforms.

The 2019 Conference was filled with inspirational key speakers and presentations for everyone to attend. A couple of standout speakers were:

- Director of the 50/50 by 2023 Foundation, Ms Virginia Haussegger, on 'Gender Equality: Social Attitudes and Future Pathways.'
- Dr Katrina Sanders, Chief Medical Officer, AFP and Dr Abby McLeod, Culture and Inclusion Adviser AFP, on

'The Silent Killer: Why We Need to Keep Talking about Culture'.

- Ms Cressida Dick, Commissioner for Metropolitan Police Service, UK shared her history in policing and experiences as the first female to take charge of the service.
- Mr Mark Usback, Tactical Commander AFP and Liaison Officer Ms Grace Calma, both presented on the Thai Cave Rescue: Australia's Role in the



Inspector Ian Thompson, Queensland Police Service during the Opening Ceremony.

Global Team Effort. An inspirational story on the Thai cave rescue and the collaboration between leading agencies.

On the final day of the Conference, delegates heard from State and Territory Deputy Commissioners on "Creating Opportunities that Sit You at the Table". The Panel consisted of AFP Deputy Commissioner Leanne Close, ABF Deputy Commissioner Justine Saunders,

Queensland Police Deputy Commissioner Tracy Linford, Singapore Police Force Deputy Commissioner Florence Chua Siew Lian and Northern Territory Police Force acting Deputy Commissioner Narelle Beer.

Each panel member spoke about their experiences moving across jurisdictions and the challenges it brings, achieving a work life balance, as well as family and career demands; the challenges that women face throughout their careers.

During the Closing Ceremony, ACWAP President, Assistant Commissioner Debbie Platz APM handed over the ACWAP flag to Vice President, ACWAP, acting Deputy Commissioner Narelle Beer, who will be hosting the 2020 event in the Northern Territory.

You can find more information about the 2020 ACWAP Conference in this publication.



ACWAP Excellence in Policing Awards 2019

The achievements of some of the leading women and men in law enforcement have been recognised with the announcement of the annual Australasian Council of Women and Policing Excellence in Policing Awards 2019. Now in its 21st year, the awards publicly acknowledge and reward those who are contributing to improving policing and law enforcement and ensuring policing services are enhanced for women.

The ACWAP has been participating in the global network of women in policing since it was established in August 1997. It consists of women and men within law enforcement agencies and the community who work together to improve the opportunities and services provided to women within the community.

The awards dinner was held at Crown Plaza Canberra on 4 September in conjunction with *The Collaborate* Conference hosted by ACWAP and supported by the Australian Federal Police (AFP).

Winners of the award categories for 2019 are listed below:

MOST OUTSTANDING FEMALE ADMINISTRATOR

The winner of the Most Outstanding Female Administrator Award, sponsored by Crimsafe Security Systems, is Senior Sergeant Melanie Wilkins from the Queensland Police Service. As the manager of the Honours & Awards Unit for 8 years, Melanie transformed the way her Service deals with awards and recognition and has been instrumental in implementing innovations on a national stage. She was pivotal in having the Commissioner recognise female members who historically were required to exit the Service due to marriage and later childbirth, thereby rendering them unable to be awarded policing medals. Melanie also successfully argued to change the eligibility criteria for awards to recognise part time service as having the same weight as fulltime service,

enabling many female members to receive policing awards that they would otherwise they would have been able to obtain.



Winner of the Most Outstanding Female Administrator Award, Senior Sergeant Melanie Wilkins is accompanied on stage by Michelle Dixon representing Crimsafe Security Systems and ACWAP President Debbie Platz

MOST OUTSTANDING FEMALE INTELLIGENCE PRACTITIONER

The winner of the Most Outstanding Female Intelligence Practitioner Award, sponsored by the Australian Institute of Professional Intelligence Officers, is Ms Amy Critchley from the AFP.

Amy is outstanding in her strategic and collaborative approach to child protection intelligence. She informs decision-making in the AFP and has contributed to the establishment of the Australian Centre to Counter Child Exploitation.

Senior Constable Maya Louise Grant from



ACWAP President Debbie Platz, award winner Ms Amy Critchley and Dr Phil Kowalick, representing the Australian Institute of Professional Intelligence Officers.

the Victoria Police was also recognised with a highly commended award in this category.



ACWAP President Debbie Platz, highly commended recipient Senior Constable Maya Louise Grant, Victoria Police and Dr Phil Kowalick.

MOST OUTSTANDING FEMALE INVESTIGATOR

This year the Award selection panel could not separate two worthy applicants and as a result two winners received the Most Outstanding Female Investigator Award, sponsored by Queensland Police Union of Employees. The two winners are Detective Senior Sergeant Tara Kentwell, Queensland Police Service (QPS) and Federal Agent Danielle Leske, AFP.

Between 2017 and 2019 Detective Senior Sergeant Tara Kentwell led a team that solved 16 cold case homicides. She is committed to continual improvement and progressing investigations through new technologies and forensic advances. She demonstrated to all investigators that determination, tenacity, professionalism and persistence will solve any crime. Her efforts have empowered and motivated investigators, especially females.



Queensland Police Union of Employees President, Ian Leavers with one of the two award winners Detective Senior Sergeant Tara Kentwell and Debbie Platz, ACWAP President.



Federal Agent Danielle Leske, AFP has been involved in child exploitation investigations since 2005. Her resolute commitment to the protection of children saw her deploy innovative technical solutions to complex data sets. She utilised a victim-centric approach to digital analysis and reviewed over 900,000 images and videos of child abuse.

Danielle mapped the offender's network which resulted in the arrest of several prolific child sex offenders and the rescue of over 50 children.



Queensland Police Union of Employees President, Ian Leavers with one of the two award winners Federal Agent Danielle Leske, AFP and ACWAP President Debbie Platz.

MOST OUTSTANDING FEMALE LEADER

The winner of the Most Outstanding Female Leader Award, sponsored by Trident Services Australia, is Inspector Brooke Sheers from Victoria Police. Brooke is a change agent and a driven leader. She has driven the attraction and retention recruiting strategy to increase female representation across Constable/Senior Constable & Sergeant ranks. Her authentic leadership has embedded sustained cultural change in her organisation as evidenced by positive improvements against key performance measures.



ACWAP President Debbie Platz, award winner Inspector Brooke Sheers and Mr Steve Grant representing Trident Services Australia.

Inspector Joy Arbuthnot from Victoria Police was recognised with a highly commended award in this category.



A high commendation is awarded to Inspector Joy Arbuthnot, Victoria Police.

MOST OUTSTANDING FEMALE PRACTITIONER

The winner of the Most Outstanding Female Practitioner Award, sponsored by the Police Association of New South Wales (NSW), is Senior Constable Shari Gibbs, NSW Police Force.

Shari joined policing with the goal of returning home and giving back to her community. She has extensive rural policing skills and has always operated in complex community environments. Shari has invested in the issues of predominantly Aboriginal communities and engaged with local communities in an honest and transparent way. She has increased trust and improved relationships between community and police.



Police Association of NSW award presenter Mr Ben Lee with award winner Senior Constable Shari Gibbs, NSW Police Force and Debbie Platz, ACWAP President

Detective Sergeant Tania Jellyman, NZPS was recognised with a highly commended award in this category.



A high commendation is awarded Detective Sergeant Tania Jellyman, NZPS.

EXCELLENCE IN LAW ENFORCEMENT IN THE ASIA PACIFIC REGION

The winner of the Excellence in Law Enforcement in the Asia Pacific Region Award, sponsored by the Australian Institute of Police Management (AIPM), is Detective Chief Sergeant Fiona Kakarere from the Royal Papua New Guinea Constabulary.

Fiona commenced policing in 1994 and despite facing intense personal adversity and the constant professional challenges of being a woman in a traditionally male dominated environment, she never ceased striving to be the best in her field and encouraged others to do the same. She has a strong conviction in women leaders being the key to helping stop the ongoing violence in PNG. Fiona's knowledge and skills have been recognised with her placement as the first female officer to be assigned to the Detective Training school as the senior instructor. She has used this position to increase the number of women attending training courses and detective qualification.



ACWAP President Debbie Platz, award recipient Detective Chief Sergeant Fiona Kakarere and Warwick Jones from the AIPM.

Constable Lucy Binuika from the Royal Solomon Islands Police Force was recognised with a highly commended award in this category.



A high commendation is awarded to Constable Lucy Binuika Royal Solomon Islands Police Force



Chief Superintendent Evelyn Thurgeea from the Royal Solomon Islands Police Force was also recognised with a highly commended award in this category.



A high commendation is awarded to Chief Superintendent Evelyn Thurgeea, Royal Solomon Islands Police Force. The award was collected on Evelyn's behalf.

EXCELLENCE IN LAW ENFORCEMENT FOR WOMEN INITIATIVE

The Excellence in Law Enforcement for Women Initiative Award, sponsored by TripleZero Property Group, was won by the AFP 'Asian – Region – Law Enforcement Management Program'. This AFP driven initiative is supported by the Vietnam Ministry of Public Security (MPS) and RMIT University. It was launched in 2005 and in the past 14 years, 49 programs have been conducted in Vietnam with over 1000 police from 37 countries graduating with enhanced relationships, technical skills and leadership tools. Through its strong focus on gender opportunity, the program has significantly improved the motivation, network, career progress and transnational crime prevention outcomes accomplished by women in law enforcement.



The winner of the Excellence in Law Enforcement for Women Initiative Award was 'Asian – Region – Law Enforcement Management Program, AFP. Program representatives received the Award from Mr Danny Buxton representing the Triple Zero Property Group.

EXCELLENCE IN RESEARCH ON IMPROVING LAW ENFORCEMENT FOR WOMEN

The winner of the Excellence in Research on Improving Law Enforcement for Women Award, sponsored by QPS,

is Michelle Hayes from QPS. Michelle designed, implemented and led a research initiative to validate the utility of GPS tracking devices as a measure to protect women from DFV perpetrators in QLD. The research indicated the technology, at best, provides a moderate level of accuracy and reliability to track an individual's movements and detect the breaching of a prohibited zone. It was concluded any benefits of GPS technology as a risk mitigation measure can be derived only when used in conjunction with case management practices to manage the risk. Michelle has an outstanding academic record with over 20 years of experience in the criminal justice system. Her research has made a valuable contribution to policing.



Commissioner Katarina Carroll, QPS, presented the winner of the most outstanding research award to Deputy Commissioner Tracy Linford who collected the award on behalf of Michelle Hayes.

GRIFFITH UNIVERSITY WOMEN IN POLICING SCHOLARSHIP

The Griffith University Women in Policing Scholarship was awarded to Sergeant Renae McGarvie from the Northern Territory Police (NTPOL). Renae is currently undertaking a Master of Business Administration on a part time basis at the University of South Australia. She hopes the study will equip her to perform a future executive role in policing.



Dr Jacqui Drew presented the Griffith University Women in Policing scholarship to Sergeant Renae McGarvie, accompanied on stage by ACWAP President Debbie Platz

INTEGRITY AND COURAGE AWARD

The Integrity and Courage Award, sponsored by QBank, acknowledges the personal commitment required to make law enforcement and the community better for everyone. It is an opportunity to recognise more than just physical bravery, seeking to also recognise the courage and integrity of the circumstances where someone has the time to think about the implications of their actions and the impact those actions will have on their career, their family and themselves. It includes resolving conflict or situations that require challenging established beliefs or practices and/or protecting others who are affected by unlawful, dangerous, discriminatory or unethical practices or events.

This year the award was presented to Detective Senior Constable Amanda Watts from the QPS. Amanda spent six years investigating serious offences committed within the correctional environment in QLD. Some officers were genuinely fearful for their safety and declined to be involved in the investigations. Amanda was one of only a few women in the unit whom volunteered for the role and she brought a point of difference by establishing trust with incarcerated victims through genuine compassion and empathy where very little existed. Through building trust she exposed and successfully conducted multiple investigations resulting in criminal proceedings against corrections employees for serious criminal offences. She demonstrated courage and integrity by taking on the status quo.



The award was presented by Q Bank Chief Executive Officer, Mike Curry. The winner of the award, Detective Senior Constable Amanda Watts, was unable to attend and Commissioner Katarina Carroll accepted the award on her behalf.

CHAMPION OF CHANGE AWARD

The Champion of Change Award is sponsored by Tait Communications. This award acknowledges the individual and/or collective influence and commitment of men towards improving law enforcement for women.



It also acknowledges the important role men play in increasing female representation in leadership within law enforcement, and how law enforcement is delivered to women in the community. Areas of particular focus are how the Champion has achieved a real change in workplace culture and mindset, and empowered both women and men within law enforcement to advance gender equality and improve policing for women.

This year's Champion of Change is Assistant Commissioner Bryan Fahy from the South Australia Police (SAPOL). In 2016 SAPOL invited the Equal Opportunity Commission (EOC) to commence an independent review into sex discrimination, sexual harassment and predatory behaviour in the organisation. Bryan stepped up and chose to lead the team to deliver the responses to the EOC report. He has taken his organisation on a cultural transformation journey towards gender equality and respect. He chose to be an ally for gender equality. 'Chose' is a key word. He chose to use his position to go into battle for gender equality and to fight for his organisation to be values led. That takes courage. He challenged and kept challenging in the face of adversity and when he was sometimes a lone voice, he did it with integrity and kindness. Two years on, 28 of the EOC's 38 recommendations have been implemented and the remaining 10 are underway. Bryan understood the importance of empowering employee mindsets in order to change culture and support wider inclusion of all employees irrespective of gender. Good people like Bryan plant trees to shade the generations they'll never know. He is a true champion of change.



The Award was presented by Mr David Pollard, Tait Communications to Assistant Commissioner Bryan Fahy, pictured.

BEV LAWSON MEMORIAL AWARD

The Bev Lawson Memorial Award, sponsored by **FC Lawyers**, recognises the most outstanding woman who has been first in any policing or law enforcement activity or support service. The Award is in honour of the ground-breaking achievements of Bev Lawson who, as a former Deputy Commissioner of the NSWPF, was Australia's most senior woman in policing until her untimely death in 1998.

This year the Award is presented to Inspector Jane Kluzek from SAPOL. 21 years ago Jane passed a rigorous selection process to become the first, and to this day, the only female to successfully complete a Police Tactical Group selection course with Special Tasks and Rescue in her jurisdiction. In doing so, is recognised as the first and only female tactical operator in Australia. Being the only female in her jurisdiction to reach this level, she is proof it can be done. In 2019 she started to conduct physical training sessions with women to prepare them for police tactical group selection courses. She is also working to increase their confidence and resilience and to dispel myths and address bias. So far 22 women are participating in the group with hopefully more to come.



Chloe Kopilovic of FC Lawyers, winner of the Bev Lawson Award Inspector Jane Kluzek and Debbie Platz, ACWAP President.

AUDREY FAGAN MEMORIAL AWARD

The Audrey Fagan Memorial Award, sponsored by the AFP, honours the memory of Assistant Commissioner Audrey Fagan APM, who was the ACT's Chief Police Officer at the time of her death on the 20 April 2007. The Audrey Fagan Memorial Award recognises outstanding women who have shown exceptional qualities as a mentor, role model and leader in law enforcement. The recipient of this award is chosen by a selection panel from all of the 2019 award nominees.

This year the award was presented to Senior Constable Debra Blackwell, NTPOL. Since 2017, Debra has worked with remote communities and led change in the space of community engagement and importantly the participation of community in Safety Committees and Safety Action Plans. In 2018 she recognised low school attendance rates specifically for Aboriginal females. Debra created an initiative aimed at improving school attendance and the general behaviour of young Aboriginal females in communities. She empowered the Aboriginal female youths and they rose to the challenge. The school attendance rate improved during the period of the initiative and there was less criminal offending by females. Debra is a civic leader who has implemented other initiatives to support aboriginal communities.



Assistant Commissioner Colvin presented the award to Senior Constable Debra Blackwell, with ACWAP President Debbie Platz.

A Special Contribution to Policing Award was presented by Commissioner Colvin to the Irwin Family, Australia Zoo for their continued support to law enforcement in Australia and to ACWAP. For over five years, Terri, Bindi and Robert have tirelessly supported law enforcement through a range of activities including speaking at conferences, promoting women in law enforcement and participation in the Uniforms4Kids program. Robert and Bindi also spoke to over 40 school girls at the Aspiring Leaders Program during the 2019 ACWAP Conference.



Assistant Commissioner Colvin presented the Special Contribution Award to the Irwin Family, with ACWAP President Debbie Platz.



Axon Scholarship – 2019 Australasian Council of Women and Policing Conference

The Australasian Council of Women and Policing (ACWAP) Conference was recently held in Canberra, in September. Axon, formerly TASER International, partnered for the first time with the Australasian Council of Women and Policing (ACWAP) to sponsor two members from Australasian law enforcement jurisdictions to attend. Axon's mission is to protect life through technology that redefines public safety and makes communities stronger, safer and more connected.

Applicants were selected on the basis of the following criteria:

- How do you reassure your community?
- Provide an example of where you have worked with greater efficiency; and
- How would you and your jurisdiction benefit from your attendance at the ACWAP Conference?

The two recipients were Mary Sandy, from the Vanuatu Police and Federal Agent Julie Horgan from the Australian Federal Police (AFP). Federal Agent Horgan is the Team Leader of Cairns Crime Operations in Far North Queensland. When asked to reflect on the Conference, Federal Agent Horgan said:

"I thoroughly enjoyed the Conference, particularly the opportunity to catch up with colleagues, that I have had the privilege of working with over the past 24 years. This year's theme was 'Collaborate! The Future Belongs to Us'. I certainly got the opportunity to collaborate, and the chance to network with fellow law enforcement men and women."

"During the Conference I had the opportunity to hear from speakers such as Virginia Haussegger, the Director of the 30/30 Foundation, who gave me hope that we are making progress towards gender equality. Virginia explained that in order to change the



Sergeant Leanne Lomas, International Operations, Australian Federal Police and Mary Sandy, Vanuatu Police Service at the ACWAP Twilight Service held at the National Police Memorial, Kings Park, Canberra.

world for women, we need to change the world for men, and bring them along for the journey. This is something I will now take back to my workplace and try to encourage the men in our office to see the value of both men and women working together towards gender equality."

"The greatest benefit for me personally, was to attend the sessions on wellbeing, and hear from some truly remarkable speakers. It brought home to me how tough law enforcement can be on members' mental and physical health, but also how resilient we as law

enforcement officers can be when facing some pretty confronting challenges.

The lessons I have learnt will be invaluable in my leadership role in the AFP, and will enable me to better identify members who might be struggling with mental health issues, and guide them towards appropriate support and assistance. It was refreshing to hear senior law enforcement officers say that illnesses such as depression, PTSD, anxiety and the like, are not necessarily the career ending diagnoses they were once thought to be. People can recover, return to work, and go



Mary Sandy, Vanuatu Police Service and DC Kalinda Blake, Nauru Police – Both have been long term members of the Pacific Islands Chiefs of Police women's Advisory Network (PICPWAN).

on to make valuable contributions towards protecting and serving their communities."

"Another highlight was the Commissioner's Panel, and the opportunity to hear the Commissioners speak on various topics such as the need for diversity of thought to avoid group think and the value of valuing diversity. The most relevant for me, was the observation of Commissioner Hine, Tasmania Police, that the number one priority across all jurisdictions is currently, wellbeing. Of interest, Commissioner Hine outlined how in Tasmania, there is now a presumptive diagnosis of PTSD. Members are presumed to have PTSD from the outset, with the diagnosis being confirmed down the track. The burden of bureaucracy associated with lodging work related injury claims is reduced and the member receives immediate intervention." Federal Agent Horgan said: "Over my 24 year career in law enforcement I have seen many police officers struggle with PTSD and anxiety. It is refreshing to see that all jurisdictions are now taking positive steps towards addressing this problem."

"It was refreshing to hear senior law enforcement officers say that illnesses such as depression, PTSD, anxiety and the like, are not necessarily the career ending diagnoses they were once thought to be."

"For me there were many highlights, but the one that I found most moving was the Twilight Service at the National Police Memorial to honour and remember those police officers who have given their lives in the line of duty. This service was especially poignant for me, being the first time that I have seen the plaque for a Queensland Police Service (QPS) colleague who was tragically killed on the Bruce Highway whilst performing traffic duties. It was almost eerie, when one of my former QPS colleagues and good friend, came up to me and told me that she had walked straight up to the Remembrance Wall, and his was the first plaque that she had seen. We had both

worked with him as young constables on the Sunshine Coast almost 24 years ago."

Federal Agent Horgan concluded: "I was extremely fortunate to attend this year's conference thanks to the generosity of Axon and ACWAP. It was fantastic to see representatives from so many countries, including those from our Pacific partners. The organizers of the conference did an outstanding job putting together such a diverse and informative program that catered to delegates from all around the world. I look forward to an ongoing association with ACWAP and doing my part to support and encourage women in policing."



International Association of Women Police Male Award in Support of the UN 'HeForShe' Campaign Award Recipient

In 2018 Commissioner of the Australian Federal Police (AFP) Andrew Colvin APM OAM (recently retired) was awarded the International Association of Women Police Male Award in Support of UN Women's 'HeForShe' Campaign however he was unable to be presented with it in Calgary. As a result, at the Australasian Council of Women and Policing (ACWAP) annual Excellence in Policing Awards, recently held in Canberra he was presented with the award.



Commissioner Colvin with Terri Irwin, Australia Zoo, and Assistant Commissioner Debbie Platz, President of the ACWAP.

'HeForShe' invites individuals of all genders to stand in unity with women and collectively create a bold, visible and united force for gender equality. The award, which supports the campaign, recognises a male officer or civilian employed by a law enforcement agency or police force, who has made a significant contribution and is committed to the advancement of women in policing.

Joining the AFP in 1990, Commissioner Colvin spent his formative years as an investigator over several different crime types. Progressing through the ranks of the AFP, he was recognised on a number of occasions for his dedication and commitment. In 2003 he was awarded the Order of Australia medal for his contribution to the investigation of the Bali bombings and Australia's counter terrorism frameworks and in 2008 was named in the Queen's Birthday honours list and awarded the Australian Police Medal. In October 2014, he was appointed the AFP's 7th Commissioner.

Commissioner Colvin demonstrated a strong commitment to making a real difference. As Commissioner he set a clear direction for the organisation towards advancing gender equality and the improvement of policing



for women and took direct action to increase the number of women in the AFP. Targets for recruitment and promotion, as well as attendance in training programs, were set, and so too was the commission of an independent external review of the AFP to examine its culture.

In August 2016, Commissioner Colvin released the report 'Cultural Change: Gender Diversity and Inclusion in the Australian Federal Police' that resulted from the external review and acknowledged the confronting, yet important message that it yielded. The report made 24 recommendations considered essential for the AFP to implement to become the supportive and respectful workplace that all members – men and women – needed to thrive. True to his word, Commissioner Colvin remained determined to meet these recommendations and the program of work being undertaken in the AFP as a direct result of the Culture Change Report is positively impacting the workplace on a day to day basis.

Also, in 2016, Commissioner Colvin joined the National Male Champions of Change Group. This group aims to leverage off their individual and collective influence to advocate for the sustainable improvement in the representation of women in leadership positions. Commissioner Colvin saw this as an opportunity to use his



In accepting the IAWP Male Award in Support of UN 'HeForShe' Campaign Commissioner Colvin thanked all who assisted and contributed towards his efforts.

individual leadership to work with others to elevate gender equality as an issue of both national and international social importance. This additional responsibility is an example of Commissioner Colvin's focus, beyond law enforcement, on his role as an advocate for gender equality across Australia and internationally.

As well as his role as a Male Champion of Change, Commissioner Colvin continued to support several other external initiatives. As an executive supporter of the Women in Law Enforcement Strategy (WILES), an active supporter of ACWAP, and his consistent public engagement and interaction, Commissioner Colvin's perseverance towards gender equality has been made abundantly clear.

Throughout Commissioner Colvin's 30 years of service and amongst his many other achievements, as outlined above, he has played an instrumental role in the progression of women in all facets of policing. Commissioner Colvin was a constant advocate for the power of collaboration, the team of the 2019 ACWAP Conference.

The award was kindly presented by Terri Irwin, from the Australia Zoo. In doing so, Terri complimented Commissioner Colvin, noting that he was "Not one to shy away from addressing the big issues" and has worked extremely hard to ensure that the AFP "is a supportive, inclusive and respectful workplace where all can thrive".

There is no doubt that Commissioner Colvin was a worthy recipient of the International Association of Women Police Male Award in Support of the UN 'HeForShe' Campaign.



Terri Irwin from Australia Zoo presented the award to Commissioner Colvin, emphasising the incredible contribution he has made to women in policing.



Commissioner Carroll steps up for the people of the QPS

Commissioner Carroll was sworn-in to the QPS for the second time on 8 July 2019 (photo credit - 'Police Bulletin, Queensland Police Service').

'Police Bulletin, Queensland Police Service' is acknowledged as the contributor

With more than 15,000 members in the QPS, Commissioner Carroll wants each and every one of them to know that they are valued.



Commissioner Katarina Carroll commenced as the 20th Queensland Police Commissioner on July 8 and said while there were many priorities, one of her biggest was to ensure the people of the QPS were healthy, engaged, informed, supported and felt their ideas and concerns were being taken seriously.

She said her first few months would involve a large amount of travel across the state to reconnect with people she has worked with before, meet many of those she hasn't, and get a sense of what is and isn't working.

"I'm tremendously passionate about my people and I'll be going from place to place to find out what their issues are, what they are happy with, and what they think we can improve," Commissioner Carroll said.

"I spend a lot of time travelling and speaking to staff and the biggest thing

I've learnt is that people at the front line want to physically see you if they can. They want to ask questions, they want truthful and transparent answers, and they want to understand where we are heading. If you can engage and explain it to them, they get it—and then they're on the journey with you.

"I want staff to be upfront and candid. I'm one of those people who pushes boundaries, who is always into innovation. I won't stand for, 'well, we've always done it like that'. This is all about those who work relentlessly on the front line and how we can best support them to make sure our communities are safe," she said.

Commissioner Carroll said she wanted to dramatically open up the lines of communication with the senior executive, but concedes that with 15,000 staff, one-to-one dialog may not always be possible.

"If anyone in the organisation asks a question of me, they should be able to get an answer. That might be in a written form, it might be an interactive video, or it might be through multiple internal communication platforms, but communication and engagement is essential and it needs to be consistent," she said.

During this initial period of engagement, one of the things Commissioner Carroll wants to define is a set of shared values for the organisation.

"I know that normally a new commissioner comes in and sets the values, but I want the organisation to set the values. We will be conducting a piece of work internally to get a sense of what staff think our organisational values should be and then we will live by them," Commissioner Carroll said.

Operationally, a number of reviews will look at ways to reduce the demand



Then-Assistant Commissioner Carroll was the Operations Commander for the G20 events in Queensland in 2014 photo credit - 'Police Bulletin, Queensland Police Service'.

drivers on officers on the front line.

"I know for example that domestic and family violence takes an extraordinary amount of time for our frontline officers to work through. Long term change might sit around legislation, but there may be quick wins to be gained by looking at processes and systems.

"There will be reviews on whether we have the right training, the right equipment, and if we are recruiting the right people for the future. I also want to look at the performance framework in the organisation, from assistant commissioner level right down to the front line," she said.

"The other thing I'm really interested in is proactively preventing and reducing offences at the front end where we can. Don't get me wrong, this is not being soft on crime. We should always be very tough on serious crime, but there are many opportunities where we can divert young people long before we have to arrest them. There may be a more effective solution rather than putting them in watchhouses and through courts.

"This won't just be a policing solution of course, but when we deal with young people, we do have a responsibility and can positively impact their lives so that we never see them again."

Workplace culture and morale are also firmly in the sights of the new commissioner. While she embraces strategies and programs such as Our People Matter and Juniper, she envisions a future where a culture of respect is a given, not a reform objective.

"I think programs can be very important to raise awareness of issues, however for me, it should not just always be a program or a strategy—it should be normal, contemporary practice," Commissioner Carroll said.

"You should not bully people. There should not be sexual harassment. There should not be negative workplace behaviours. You should treat people with respect and value them. If you build that into the organisation, into the leadership, into everything you do, you don't need these add on strategies to get it right. That's what a healthy organisation is all about.

"The front line and the people come first in everything and their mental health is just as important as their physical health. We're good at physical health; if someone gets injured, we will quickly attend to them, make sure they get all the right treatment and do the follow up. I don't think we treat mental health like that yet. We have work to do in the preventative space, educating, checking up on each other and following up if there's an issue," she said.

Commissioner Carroll said she thought while the organisation was in good stead, morale could always be improved.

"I've looked closely at the Working for Queensland results and I think ours could be better, compared to the rest of the public service. Something that is coming through is trust in the leadership and I think we need to do some work in this regard. I believe that better communication will help build trust between the layers in the organisation."

Building trust in, and within, an organisation is a tough call for any leader, but Commissioner Carroll has solid experience in this regard. Her 32-year career as a police officer culminated in her role as Operations Commander for the G20 events in 2014, the largest annual peacetime security operation in the world. Shortly afterwards, she was given the opportunity to lead the Queensland Fire and Emergency Services, where she served for four and a half years.

It was an organisation of 42,000 volunteers and 5,000 paid staff, split into four groups and separated by a mutual distrust. Commissioner Carroll and her leadership team transformed the department.

"It was an amazing journey. We had fire and rescue, SES, emergency management and the rural fire brigade—four different organisations in one, all with different uniforms, different cultures and different histories," she said.

"The challenge was to get them to come together and work alongside each other as one department. Once people realised they could share values and strategic direction without losing their own identity, the shift was dramatic.

"I learnt so much from that experience that I can bring back into the QPS, even though not all of those things will work here. Together with that experience we will find our way, work together and move this organisation to another level."

Although the challenges will be significant, Commissioner Carroll said she was excited and energised about stepping up into the top leadership role in the QPS.

"I think it's exciting times. Having a new commissioner come in gives a whole new licence to take a fresh look at our strategic direction and how we can embrace the future.

"There will always be challenges. We're dealing with law enforcement in a changing world, and tight budgetary situations are always a given. But rather than complain, we have to look at what we can do differently to not only bring efficiencies but make life easier for ourselves. We're in good stead to meet these challenges, but we can never take our foot off the pedal," Commissioner Carroll said.

"But first and foremost, we need to be positive, passionate and caring about our people. And I think after that, we'll get through many things."



Policing in Remote Western Australia



Having lived around the world, Brevet Senior Sergeant Karyn Meyer found her home in regional Western Australia. She has developed a Local Drug Action Group (LDAG) which aims to help female community members affected by violence in the remote town of Warburton.

Eight-and-a-half hour's south-west of Warburton by gravelly outback roads, Karyn worked in the small mining town of Laverton for more than two years, where she built trust and rapport with the local Aboriginal community.

Senior Sergeant Meyer's firmly established connections within the small community helped her succeed in her new role at Warburton Multi-Functional Police Facility, located 1050km south west of Alice Springs between the Gibson Desert to the north and the Great Victoria Desert to the south. The desert lands of Warburton are some of the most remote in WA. The population comprises 2000 people across 10 communities.

"Working in these areas can be challenging, especially when trying to build positive relationships with

community members," Senior Sergeant Meyer/Karyn said.

Assessing the lay of the land, Senior Sergeant Meyer identified issues within the community and decided to tackle drug and alcohol abuse by establishing a LDAG.

The initiative would provide multiple benefits; women were able to talk about family violence, domestic abuse and child safety issues; people who had felt fearful of approaching police stations willingly attended the group space; children began establishing positive relationships with Police Officers; and community engagement was enhanced through a range of proactive activities including blue light discos, outdoor film nights and communal art.

"I dedicated a large wall inside the police station for the women to paint their stories.

"It became a safe meeting place for the women and their families to talk about issues important to them," Senior Sergeant Meyer said.

Senior Sergeant Meyer also secured funding from a Laverton mine site to create family-friendly events.

"I got funding to get a projector movie screen from one of the mine sites in Laverton so once a month we have movie night out the front of the police station lawn.

"It's a great community engagement initiative—having all the family there together watching movie with free popcorn and cool drink," she said.

The LDAG has allowed Senior Sergeant Meyer to receive funding for several impactful programs, including Safe4Kids - a child abuse prevention education program which was made possible through a \$16,000 grant; as well as Muso Magic -



a workshop that helps children to educate and empower each other through song.

Senior Sergeant Meyer feels honoured to have been welcomed onto Aboriginal lands and says her connections motivate her to provide the highest level of police services.

"We are really fortunate that there are so many little things we can do in Warburton, we go bush with the ladies and talk about issues and tell stories.

"We also spend time at schools interacting with children. That's the positive aspect of being involved. I feel needed and the community really embraces us," Senior Sergeant Meyer said.

The outback lifestyle represents a significant departure from Senior Sergeant Meyer's roots.

Born in Zimbabwe, Karen dreamed of being a police officer but was reluctant to apply in her adopted country of South Africa. Her family then moved to England, where Karen almost applied for Surrey Police in South England. After immigrating to Australia, Karen worked as a Post Officer in WA's beachside suburb of Scarborough before joining the WA Police Academy in Joondalup. Following graduation, Karen worked in Midland on the booze bus, at Joondalup Police Station and in Perth's Family Protection Unit before applying for a regional stint at Laverton.

Her advice to female recruits is be patient, resilient and take every opportunity that comes along.

Senior Sergeant Meyer said her supportive colleagues and partner have been invaluable.

"I would like to thank my partner Kerrie for all her support and dedication, especially over the last five years while policing in regional WA. I could not have achieved what I have without her.

"I would also like to thank my OIC Brevet Senior Sergeant Kevin Taylor for believing in me and supporting my projects and initiatives," she said.

Senior Sergeant Meyer was a Courage and Integrity Award nominee at this year's the Australasian Council of Women and Policing (ACWAP) Excellence in Policing Awards.

On a Mission

*Strength, Resilience, Compassion
Policing with Attitude*

Written by Libby Bleakley

I have deliberated for years on whether I should write this book and expose myself to the world. I have felt so private, often so ashamed, so guilty, so sad, so frightened about it all for so long and putting myself in such a vulnerable place in the world will be the biggest challenge of my life. If it would be so painful, why write this book?

During my deployments with the Australian Federal Police I started to write a weekly journal and email it to family and friends. They were received with such enthusiasm and the recipients would delight on settling down to a cup of tea or a glass of wine at night to immerse themselves into my world of community policing. As the years progressed, many people continually encouraged me to write this book. Through my detailed descriptions, words and honesty of heart they felt that they were there with me, living out my adventures.

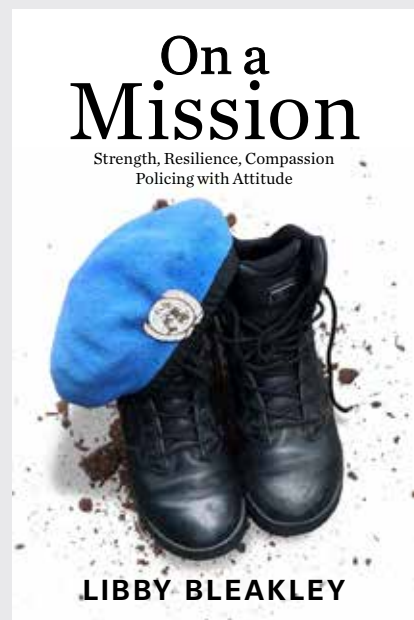
Those people who have been close to me for many years and have lived through my pain and tragedies, encouraged me to tell my full story from the beginning. My story really begins around the age of seven, where my life changed and as a child even in the face of adversity I found strength to survive and resilience became my guide.

This book is who I am and I am finally able to say I am proud of who I have become and I am proud of the footprint I shall leave in this world. Many people have told me over the years I have made an enormous difference in their lives, that I have helped them survive or inspired them to do great things in the world. Quietly, this makes my heart sing.

This book is for the child who carries guilt and grief, the person who has lost their self-worth, their dignity and their spirit. This book is for the person that has been damaged and abused, those who have survived trauma, pain and tragedy, those of you who carry grief and loss, the lonely and the weak, those who want their lives to end and those who fight for their lives daily.

The raw truth of this book is for all of you, young and old, who just need the inspiration to know that you are worthwhile, special, important and that you are loved. Although life has its challenges that may seem unbearable it also has a beauty and compassion that I found deep within the human spirit.

Life is what you make it, no matter what you are presented with in your life, you have the choice to be a victim or to take control of your own destiny. If any part of this book resonates with any of its readers and gives them strength



to take control of their own lives, then it was worthwhile publishing this book.

Enjoy the adventures and know I am the happiest I have been in my whole life and I am blessed to have so many people I love and admire around me. If it wasn't for them I know I would not have been here today. I would live through this all again just to be where I am and who I am right now.

This is why I have written this book. All profit from this book shall go to my charity – Timor Learning Centre FB – Timor Learning Centre. On a Mission is available from our website www.roasterwithaltitude.com.au or E-book through Amazon <https://www.amazon.com.au/Mission-Strength-resilience-compassion-policing-ebook/dp/B07QDF3TXQ>



Acknowledgement: 'By kind permission of Ten One/NZ Police'.

Remaining calm under pressure is what Freda Grace is good at.



With 35 years' service under her belt, Freda is bringing the experience on her impressive CV to the role of Commander Operations Support, based at New Zealand Police National Headquarters. Freda is a former Hamilton City Area Commander, Waikato Armed Offenders Squad (AOS) Commander, Road Policing Manager and relieved as Prevention Manager.

In her new position she will have national oversight of the Special Tactics Group (STG), AOS, National Dive Squad, Specialist Search Group (SSG) and Police Negotiating Team (PNT).

"This role at PNHQ was an opportunity to get out of my comfort zone," she says. "It was a natural progression for me to seek something else in a similar vein."

"I feel like I will have a better understanding of the role of specialist squads."

"It's been an absolute privilege to be in charge of an AOS Squad. It was an amazing role working for extraordinary people and it will be interesting and challenging to be representing all squads at national level."

Freda joined police aged 20 and has worked in Waikato, with two years over



the border in Counties Manukau. She has worked in one- and two-person stations and in community and team policing – and among her fondest memories is her time as Community Cop at Newton, Hamilton.

"I have great memories of Newton, a community policing centre, where you can really make a difference for people at a grass-roots level," she says.

"When I was working as an Area Commander, people would come up to me and say 'Remember me when you were our community cop? You took me to camp when I was nine'."

"And that person is all grown up now, but they have approached me to tell me how that time made them feel special and worthy and how much fun they had in what was often a difficult time in their lives."

"These kids were at camps for the school holidays which were run by police and the army. We were involved back in those days because these kids couldn't afford to go to the actual holiday programmes that other better-off kids would attend."

One of her more challenging roles during her career was walking into the management role of the AOS/STG teams during Operation Deans, the response to the mosque attacks of 15 March 2019.

"It was difficult knowing how to work on new ground, in unfamiliar territory," she says.



"I didn't know these staff, didn't know the team leaders and how that would work - it was clearly challenging to work in an environment like that."

Freda's leadership abilities are not in doubt, last year she won the award for Most Outstanding Female Leader at the Australasian Council of Women and Policing (ACWAP) Excellence in Policing Awards. She was recognised as someone who "leads with authenticity, courage and wisdom... breaks down the perceived barriers surrounding the advancement of women... and takes the time to guide others along the path she has blazed".

Having worked Flexible Employment Option (FEO) for some years when her children were little, she understands how women and men today can make it work in police while having a family.

Her children have now left home and she commutes between Wellington and Waikato (her home town of 33 years) on the weekends to spend time with her recently retired husband, Detective Sergeant Dave Grace.

Her advice for recruits going through the process today - "You must be resilient physically and mentally.



Freda on a training day with Waikato AOS.

It's a great privilege to be in people's lives helping them deal with things that wouldn't ordinarily happen and you need to be tough to cope with that."

She has suggested her daughter could consider a police career: it's an amazing job, she has told her, and she would never be bored.

"If she did want to join, I would say to her 'I don't regret anything I've done and I'm very proud of what I've done so far'.

"I'm lucky to have had great family support and good colleagues and management to get me to where I am now in my career. I look forward to this new role with great anticipation."



***It's not just a race,
it's a journey***



Mount Isa is the largest township in Western Queensland with a population of over 22,000 and is the renowned Rodeo Capital of Australia. Mount Isa is located 1,823km north-west of Brisbane, 904km west of Townsville, and only 160km from the Northern Territory border.



It is one of those places people plan to come to for a couple of years and end up staying for many more, and for police, we often see officers returning to the Isa throughout their careers. This was the case for Sergeant Kym Lynch. Kym was first allocated to Mount Isa Station upon graduating from her recruit training at the Townsville Academy in 2001.

Long before her policing career kicked off, she joined the Australian Army Reserves in 1998. As a fresh-faced 18-year-old, Kym headed to the Army Recruit Training Centre, located within Blamey Barracks, Kapooka, just 9.5km South-West of Wagga Wagga, New South Wales.

"I was only 18 when I first applied for the Police Service but was unsuccessful.

"Funnily though, when I was sitting at home with my letter saying I had missed out; an ad came on for Army Reserves so, the very next day I joined the Army and was at Kapooka two weeks later!

"I am now attached to 51st Division Delta Company, here in Mount Isa as a Corporal, undertaking the role of Transport Supervisor.

"I love Army for so many reasons, but mainly I love being part of a team, while serving our country.

"The activities we are involved in are incredible – I have just returned from qualifying in driving the new Army G Wagons, which was amazing and such fun!"

When that Queensland Police Service acceptance letter did arrive in September 2000, Kym, then Recruit Lynch, left Brisbane for the Townsville Academy. After her initial placement in Mount Isa from 2001–2004, it would be another thirteen years before returning to 'Isa' in 2017 on promotion as Sergeant.

Her daily role as a Shift Supervisor, Mount Isa Station sees her responsible for leadership and supervision of all staff on shift, including managing responses to high-risk calls for service and critical/major events.

"I get great job satisfaction from being able to lead and help my staff. I try to stay approachable and help them on their journey as new police," she said.

Left: It's a long hard road.



Kym taking out the honours in the 2019 Border Ride.



As a shift supervisor within the Queensland Police Service.

"I have always been grateful for the amazing leaders I have had before me.

"It is watching strong female leaders, who inspire me to want to achieve more."

A keen mountain-biker and cyclist, who has ridden around Australia in a national riding team, Kym has found the Mount Isa landscape a little difficult to train in due to the flat landscape.

But in typical Isa-style there is always a unique take on being out remote, like the annual Border Ride – a 202km ride from Mount Isa to the Northern Territory border west of Camooweal.



As the transport Supervisor for the 51st Division Delta Company.

The 2019 Border Ride saw Kym take out the honours, in front of 75 other riders. She was also the first female in the twelve-year history of the ride to take our first place.

"I love testing myself against the fittest and strongest male riders – it keeps them on their toes!"

Sometimes the challenges see Kym head a little further afield, in April 2019, she conquered the trek to Base Camp Mount Everest, Nepal to fundraise for Police Legacy.

"It is amazing that on a tour of 20 or so police from state wide, that there was four of us from Mount Isa. It was an incredible challenge and the landscape was amazing," she said.

When asked what advice she would give anyone thinking about joining the Queensland Police Service, she said, "Absolutely do it – there are so many careers within a career and it is incredibly rewarding."



ARLEMP: Making it Happen. *Women in Police Leadership: Fighting Transnational Crime*

In order to effectively disrupt transnational crime, police need stronger capacity, resources and connections than criminals.



Cooperation is a critical element in preventing, detecting and disrupting transnational crime. But how can we improve our intelligence sharing and operational outcomes if police don't know each other and lack international contacts?

15 years ago, the Australian Federal Police (AFP) embarked on an innovative program to provide opportunities for international police to not only connect, but to form deep and enduring partnerships to fight transnational crime.

The resulting program, the Asia Region Law Enforcement Management Program (ARLEMP) is a partnership between the AFP, the Vietnam Ministry of Public Security (MPS) and RMIT University. ARLEMP has now reached its 50th program and includes an active network of over 1000 police members in 35 countries who are constantly working together to fight transnational crime.

Impressively, almost 20% of ARLEMPs graduates are women – a much higher

percentage than the average ratio of women serving in police agencies around the world.

ARLEMP recognises that women's representation in police leadership significantly boosts crime prevention and criminal justice outcomes at the community and international level.

Through ARLEMP, women and men police are uniting to tackle



transnational crime together. Women are achieving tremendous outcomes in non-traditional policing roles including Counter Terrorism, Drug Trafficking Money Laundering, Corruption and Cyber Crime.

Phommixay Vanhpheng is a graduate of the very first ARLEMP in 2005. Now the Head of Interpol in Lao PDR, Pheng reflects on her career progression "The reason that I received a promotion after ARLEMP is because my manager believed in me and they could see the progress in my professional growth and workplace achievement."

Lee Pei Ling is the Head of the Technology Crime Policy Branch in the Singapore Police Force. As a graduate of ARLEMP 38 (2015), Pei Ling attests "ARLEMP has given us a shining example of how women can achieve excellence in policing through hard work, resilience and the empowerment of other women





law enforcers, and this definitely results in better transnational crime outcomes. Together we are indeed stronger!"

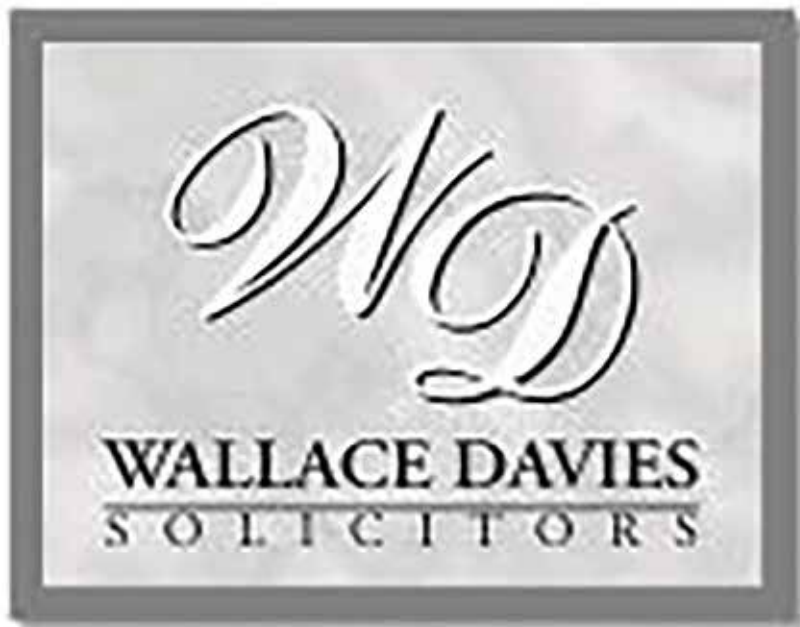
As ARLEMP celebrated its 50th program in October, Marie Andersson, AFP Liaison Officer in Ho Chi Minh City, observes "50 ARLEMPs is an important milestone, but the success of ARLEMP is not measured by the volume of programs, it's all about trust. The depth of trust between ARLEMP members is evidenced by the significant transnational crime outcomes being achieved by ARLEMP members. ARLEMP provides a relationship channel for members to confidently share timely intelligence,

and this has resulted in the disruption of human trafficking in Malaysia, money laundering in Philippines, drug trafficking in Myanmar, child sex crimes in Thailand and so much more."

Colonel Dorjee Khandu from the Royal Bhutan Police (ARLEMP 28) remarks "ARLEMP is doing marvellous job in empowering women and men officers from various countries, ultimately making the world communities safer. Thank you ARLEMP for empowering all of us to reduce the transnational crime menace. Working together, police can achieve more. Long Live ARLEMP."



Are you a middle level police manager working on transnational crime? If you would like to be involved in a future ARLEMP program, speak to your agency about upcoming ARLEMP programs.



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If it's broken ... I can fix it!

Historically, an armorer is a person who makes personal armor including plate armor.

In modern times an armorer is a member of a military unit or Police force who works in an armory and maintains and repairs small arms and other weapon systems.

Historically, being an armorer was a male dominated role that only men considered applying for.

In modern times at the Rove Police Complex National Response Department (NRD) located in downtown Honiara Solomon Islands that's not necessarily the case ...

Meet RSIPF member Rhoda Maina.

Rhoda has been a member of the RSIPF since 2005.

After completing her recruit training Rhoda spent the better part of two years working general duties at some of the major stations around Honiara including Central, White River and Henderson before being successful in securing a position with the crime desk at the National Intelligence Division.

In 2015 Rhoda transferred to the NRD where she was drawn to the role performed by the Armory and Logistics Team.

Since that time Rhoda has completed a number of weapon armorer courses including a dangerous goods handling course in support of her role as an armorer within the NRD.

We recently sat down with Rhoda to find out a little bit more about what her role entails;

Q. What do you enjoy the most about your work as an armorer?

A. I feel like I am part of something very important. So much has happened since the tensions to get the RSIPF to where we are now with a re-armed Police force as well as managing the security of our own armory and having the ability to repair our own weapons. Being part of the first team to develop that capability particularly as a female is something very special to me.

Q. Do you feel that you are accepted amongst your peers?

A. Yes and no. Things are getting better but being a female in a male dominated workplace is no 'walk in the park' sometimes.

Q. What are some of the challenges you have to deal with?

A. There are over 100 males attached to the NRD from many cultural



backgrounds. In my role as an armorer I have to communicate with a lot of people each day when I am issuing weapons and equipment. I think one of the most challenging things to deal with as a female is the language directed towards me. Simple things like showing courtesy and feeling respected. I don't always feel that way.

Q. What have you found is the best way to deal with it?

A. I've just learned to be direct and ask those members not to speak to me in that way. I don't tolerate it. I really do believe that people treat you the way you allow them to.

Q. What areas within the armory team do you feel you have made the greatest contribution in?

A. A large part of the role involves conducting daily audits and accounting for the weapons ammunition and controlled items. Considering what took place during the tensions the security and accountability of our equipment is very important. I feel that due to my administrative skills I have made the greatest contribution in this area.

Q. What are some of the important things an armorer has to consider as part of their role each day?

A. Apart from the audits we play a big role in monitoring the general conduct of members issued with weapons. We ensure weapons have been cleared prior to them being issued out or handed back into the armory and repair any faults identified by the members.



Q. Do you get a chance to test fire the weapons you repair?

A. Yes. All the armorers have completed a basic Glock handler's course which allows us the ability to test fire the weapons once we have conducted repairs.

Q. Why is that important?

A. It's like cooking something. You should really taste it before you serve it. Once we have conducted repairs on a weapon we need to ensure it's working correctly. In some cases, you won't know that unless you conduct a test fire.

Q. What type of weapons do you have in the NRD armory?

A. That's a secret ... or as you say in Australia 'classified information'.

Q. What advice would you give any other women looking to apply for specialist roles within the NRD or specifically the armory Team?

A. I would tell them not to look at any role as something that should only be performed by either males or females. Take the time to learn about what different roles involve because you may find that you have an interest in that area. If you are interested in something you can learn more about it.

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Home peace, not world peace

Acknowledgement: 'By kind permission of Ten One/NZ Police'.



Far from the glitz and glamour of the August 2019 Miss Universe New Zealand (NZ) finals in Auckland, it was a return to reality for runner-up Constable Hannah McCabe as she headed off to a family harm incident at the start of her first shift back at work.

"I'm actually very glad to be back to normal". Not that she's knocking the Miss Universe experience, which she describes as an amazing journey and a great platform for further achievement.

Hannah, graduated from Police College in September 2018, she serves in Marlborough her home area. She firmly believes Miss Universe NZ upholds similar values to those of Police. She thinks about those core values every day, she says, and tries to apply them in everyday life.

Miss Universe is not, she says, just a beauty contest as many think - and contestants and title-holders are not airheads. They all had a good laugh about the 'world peace' aspirations commonly ascribed to them, she said.

Hannah grew up in Marlborough on a farm up the Wairau Valley. Her Nanna (Dorothy McCabe) was a huge influence in her life, and positive female role model. Her Nanna always liked Nanna spelt with two n's as she said she was neither a banana nor a fool. This photo was taken at last year's Police Remembrance day. Nanna was proud to see Hannah graduate Police College in 2018 and participate in Miss Universe in 2016. Dorothy passed away in December 2018.

Internationally, title-holders lobby for causes from HIV and Aids to children born with cleft palates, she said. Her own cause, Variety - the Children's Charity (NZ), has already benefitted to the tune of \$7500 after a fundraising event she organised.



With Nanna Dorothy McCabe at Remembrance Day 2018.



Meanwhile money she raised in her first foray into Miss Universe - in 2016 - is still supporting two children through Variety NZ and contributing to the cost of a teacher aide for one who has learning difficulties.

A visit to the Ihumātāo protest site during the finals in Auckland, NZ reflected a genuine desire from all contestants to learn about the issues behind the protest action - because that history is part of who we are as New Zealanders, she says.

In her immediate future is a trip to the NZ Entrepreneur of the Year awards, based on her success in the fundraising challenge for contestants. Longer-term she has always dreamt of working with young people - and being a police officer has sharpened her focus to contemplate a mentoring programme for first-time youth offenders in her home town of Blenheim.

"Who knows," she says, "if it works in Blenheim we can think about expanding."

Meanwhile there's that family harm incident to be seen to. "It's a good reality check."



From top: Hannah being announced in the top seven. On Miss Universe NZ duty, visiting a kindergarten during an assignment in Thailand. Hannah with her nephew Archie at her graduation from Police College. In Thailand with sponsor Yanin Cosmetics.



Women leading peace and security

Senior Sergeant Claire Bibby of New Zealand (NZ) Police received the 2018 ACWAP Award for Excellence in Research to Improve Law Enforcement for Women. In this article, she shares insights from her award-winning research, undertaken for her Masters of International Security (Intelligence).

Claire is a Continuous Improvement Advisor for NZ Police and active in the National Security Workforce mentoring programme led by the Department of Prime Minister and Cabinet. She has previously addressed Conferences in Thailand and Jordan at the invitation of United Nations Women and in NZ at the invitation of Defence. Her work has been published in the NZ Army Journal and Line of Defence Journal.

Claire was a finalist in NZ's 2019 Women of Influence awards, Public Policy category.



Claire Bibby NZ Police
Photo: Mac McCardle

Many of the small island states in the Pacific don't have a military and rely on police for security.

This means countries like NZ and Australia, who provide police as mentors and trainers to police in the Pacific and other parts of the world, have an important role to play in regional and international security, and that police communication with diverse members of all communities, inclusive of women, is critical to that role.

Women's valuable contribution in the decision-making process to prevent conflict, resolve conflict and maintain

the peace was recognised by the United Nations when it adopted Security Council resolution 1325, Women, Peace and Security in 2000.

At the time the United Nations released a media statement outlining the importance of communication to implement the resolution and the role of women as leaders – not victims – in the peace and security discussion.

The resolution is implemented internationally, through the adoption of National Action Plans. As at August 2019, 81 United Nations member states have plans.

Australia's first plan was launched in 2012 and NZ plan was launched in 2015.

My study researches the NZ Police approach to implementing resolution 1325 in the Asia-Pacific region. It focuses on police communication between people of the same and different gender.

The study examines the role of police communication in enabling the voice of women to be heard in decision making to prevent conflict, during conflict and post conflict. It identifies the barriers police face and the opportunities that are presented when police value the role of women as leaders in matters relating to peace and security.

The research provides evidence of the value of understanding communication approaches and how to form an evidence-based communication strategy that benefits the agency and its personnel implementing the resolution.

Part I is a literature review and provides a Pacific perspective to security sector communication between genders, including first-hand accounts of the civil sector in conflict situations and insights into how women communicate with aid agencies and their communities.

WOMEN'S INTERNATIONAL INFLUENCE

When women police internationally, they are less likely to participate in key opportunities for communicating, networking and influencing policing*. By not participating in matters relating to international policing, women are less visible, less likely to have their voice heard, less likely to engage with women and men on the international peace and security circuit and are excluded from opportunities to participate and contribute to the peace and security mandate.

**Key opportunities for communicating internationally included attending a meeting with someone from another country, attending an international convention, conference or symposium, and providing or attending training with international participants.*



Former Queensland Police Commissioner Ian Stewart, Senior Sergeant Claire Bibby and Australian Federal Police Assistant Commissioner Debbie Platz (President ACWAP).

The work of academics who review and study the international response to implementing 1325, and the theorists who study imagery as an International relations discipline contribute to the research argument on effective communication.

Part II presents the views of men and women surveyed about their experiences implementing the NZ National Action Plan for Women, Peace and Security.

It includes questions about the barriers and enablers for police communicating with people of the same gender and a different gender in the operational field.

It identifies the different levels of safety police feel when communicating with people of the same gender and different gender in different situations, for example, with partner agencies, non-governmental agencies and the local population.

It informs us of what men and women in policing identify as good imagery of international policing, and the potential of imagery as a communication tool for influencing attitudinal and behavioural change.

Part III is a summary of findings and conclusion.

THE RIGHT IMAGE FOR THE RIGHT MESSAGE

Women wanted more images of women in the Pacific seated at the table participating in decision making with men. The women wanted images that depicted strong women, women conducting a briefing, women directing work, women taking the lead and images that presented the reality of what women do. They want careful messaging where women are not always depicted as the carer and not with children all the time.

The research identified language and culture (including religious culture) as major barriers for police personnel wanting to communicate with people of a different gender to their own when policing internationally.

The findings of the research stress the need for the development of policy that embeds imagery based communication as a strategic objective both at the inter-organisation and intra-organisational levels.

By using imagery which normalises communication between men and women, barriers may be overcome.

Normalisation through imagery, enables leaders at the parliamentary level and executive level to be visible in demonstrating their professional commitment to women in leadership and engaging women in decision making conversations.

Further, imagery gives status to leaders such as the Pacific Islands Chiefs of Police, by demonstrating their commitment to listening to the voice of women politicians and women community leaders.

By normalising and making visible communication between men and women at the highest levels, operational staff are empowered to 'walk the talk' with people of different gender at their own levels of influence.

Kia tau iho te rangimarie ki a koutou katoa. Peace be with you all.

Contact claire.bibby@police.govt.nz for a copy of her research.

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These boots were made for walking

Written by Jo Mikarna

In Feb 2018 I was asked by a young man in Samoa if I could take him a pair of boots over on my next visit to Samoa. He was starting a new job as a landscaper at a local resort. As a regular traveller (17 trips in 4 years) I knew if I was not able to assist he would be wearing worn out thongs. Looking around the police station, I noticed we had a large number of used boots that were in good condition to be reused, sitting in a bin ready to be shredded.

A call to our warehouse quickly confirmed that once the boots were dispensed to members, they could repurpose their used boots.

A goal of collecting 1000 pairs to be sent to Samoa was set, with the amazing assistance of the warehouse for storage and sorting. By December 2018 the container was booked and packed with 4000 pairs of boots approximately 500 pairs of pants and I purchased \$1000 of toys to top it up.

Every visit, kids' clothes, toys, educational books and other useful



miscellaneous goods are taken to provide support to kindergartens, families, schools and victim support centres. This is usually in excess of the required weight limit by the airlines,

however I have been lucky not to pay extreme costs.

My project has been advertised in the Police gazette, Police Life, Facebook, Samoan Observer (In Samoa) and Help Promote Samoa (Face book), TV 3 Samoa, Pacific Radio, Samoa times (Samoa, NZ and Australia in their language) Melbourne tv and radio Samoa (ho raised a large sum of money for support).

In February 2019, I attended Samoa and personally unsealed the container. This was a fantastic media opportunity with many special guests in attendance. The container was handed over to the Agricultural Minister of Samoa, who we worked with to distribute the boots to the needier of the Island. The costs for the shipping container, transport and distribution, are still in negotiation from individual parties I have sourced.

There is great opportunity to expand this project to other areas countries, which would require further ongoing support and financial assistance for the container shipments and delivery. I am hopeful...



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Hats, caps and crowns



Whilst most of us wear many hats, not too many of us can lay claim to wearing a crown but this is something Constable Aimee Sewell has taken in her stride as the newly crowned Mount Isa Rodeo Queen for 2019.

Mount Isa is a regional country town nine hours drive west of Townsville, nineteen hours drive north west of Brisbane, but a mere two hours to the Northern Territory border. A town largely recognised for two things – mining, and the largest rodeo in the Southern Hemisphere.

All of this was a world away for Constable Aimee Sewell who ten years ago was a registered teacher in Brisbane.

"I saw a lot of kids getting brushed under the carpet and teachers were responsible for mandatory reporting (a child safety report that goes to child services)," she said.

"I was seeing daily what these children were going through – domestic violence, physical and emotional abuse – it was eye-opening.

This prompted Aimee to seek a career change, and most definitely a sea-change as her new career took her from the beach to the bush as she requested to be placed in Mount Isa upon her 2015 graduation from the Academy.

"I thought what better way of making a difference than to become a police officer?"

Arriving in Mount Isa saw Constable Sewell get a quick education in the way of all things Rodeo when August rolled around.

"2015 was my first year of policing in Mount Isa and my colleague was awarded Rodeo Queen," Ms Sewell said.

"I supported her by attending some of her events, she was raising money for Neighbourhood Watch. I thought what a great way to get our message heard in community. It's a great platform to share really important messages," she said.

Aimee Sewell was inspired by her colleague's enthusiasm and Queen's Quest journey. It was an idea that never left her, and in 2018 she decided to enter.

Constable Sewell was one of seven entrants vying for the crown, all raising funds for community organisations. Aimee raised an incredible \$80,000, eclipsing the previous Rodeo record, with these funds going to the Mount Isa Police Citizens youth Club (PCYC).



Photo by Joanna Giemza-Meehan.



"I am fundraising for youth engagement projects, at PCYC we concentrate on making our communities healthier and safer through youth development. I want to provide opportunity for young people to be the best they can be and reduce barriers to success."

Constable Sewell did not deny there were a lot of "blood, sweat and tears" while fundraising through odd jobs, Cyber Safety presentations, free discos, trivia nights, car boot sales and countless hours working the bars at local events on the bush circuit.

The Queen's Quest is a year-long campaign, which saw Constable Sewell enlist a dedicated following of helpers,



Photo by Joanna Giemza-Meehan.

dubbed "Aimee's Army". Constable Sewell credited her army for the fundraiser's success.

"I had 80 people I could call on and they would literally roll up their swags and drive hours into the outback to support my fundraising. I couldn't have done it without them!"

If Constable Sewell is looking to add to those many hats and crowns, she could easily take on a role with Outback Tourism.

"I cannot encourage people enough to consider regional, rural or remote service. The opportunities are endless, the life experiences are plentiful, and the people are amazing!"



Women in Profile - Constable Emilie Dellar



Community Services, Western District Support

My policing career began quite a number of years ago, when I was in Grade 10 at Burnie High School. I had always dreamt being a police officer and was lucky enough to be selected to do work experience with Tasmania Police in Launceston for five days. I was given advice by a wonderful police officer to go and have fun first and join when I was a little older. I knew policing was the career for me and in 2004 I was successful in gaining a position on recruit course 2/2004.



Daniel and I at our Tasmania Police Accelerated Recruit Program Graduation Day.



Course 2/2004 Tasmania Police Graduation Day.

I certainly was challenged in the 40 weeks at the police academy, however I enjoyed every minute of it. I was lucky to be sent home for my first posting in Burnie and this is where I began to change and develop into the person I am today. After spending time in Burnie, I transferred to Ulverstone Uniform for a couple of years. I then moved on to the Public Order Team which I loved working with all men in a small team with zero tolerance for anti-social behaviour. I was then lucky to secure a position within Western Drug Investigation Services based in Devonport. This by far would have to be one of my most favourite positions, working within a small team and holding those involved in illicit drug distribution to account.

During this time life significantly changed for me and I found myself



divorced, single and wondering what to do next. At this time, Northern Territory (NT) Police was heavily recruiting experienced police officers to join them. I thought why not have a crack, what have I got to lose. I went through the process and was offered a job. I spent 12 weeks in Darwin and was posted to Alice Springs, with very little knowledge about the NT.

This is where my life significantly changed. I had some very challenging experiences with work and it certainly made me question as to whether or not policing was for me. I kept going and pushed through. I spent time working in Alice Springs and then decided to have a go at working out bush. I went to a remote Indigenous Community known as Finke (Aputula) which was initially for five weeks. 54 weeks later I finally left. This by far has been one of the best policing experiences of my career. I had to work extremely hard to fit into the community and be accepted. I was challenged by being a female and being the officer in charge of the station. I had to learn how things were done the indigenous way and deal with being an outsider. The best feeling I had was being accepted by the community. When I informed the elders I was leaving and to have them say they didn't want me to leave I knew I done the right thing by them during my time in their home.

I went back to Alice Springs and transferred to Southern Investigations Division as a Detective specialising in Family Violence. This was hard work, it was relentless and the hours were long. At this time my work and life balance



Time at Ti Tree in the Northern Territory.

began to suffer also. I'd met a partner who was a police officer in the NT and we both decided we needed a change as work was taking its toll on us both.

During this time my father became really ill and I knew I had to come home. My partner straight away jumped onto the Tasmania Police website and submitted an expression of interest to join. A few days later my expression of interest was in and the recruitment process for Tasmania had begun. We were lucky enough to pass our testing and were interviewed. It was at this point I knew I had to come home after becoming emotional in my interview. At the end of this day both Daniel and I was

told we were in and a few weeks later our house was packed and we were on our way to Tasmania.

We attended to the Academy and joined an Accelerated Recruitment Program and were both sent to Devonport uniform. For me, as soon as I came back I was welcome back in and it had felt like I never left. A few years later I landed a role within Community Support Services as a community police officer which is where I am now. I love my role which is a positive one in our community. I get to assist with police recruitment, give presentations on safety to all facets of the public and attend community related events.

ABOUT ME:

I am married my husband Daniel Dellar, who is also a police officer in March 2017 in Boat Harbour Tasmania which is my most favourite place in the world. I am step-mother to 2 beautiful girls, Amarnii and Gracie. I am the owner of one crazy dog named Bentley or boo for short. I just love shoes!!!! I have owned 176 pairs at one time. I am building a special shoe wardrobe in my new house. I love to talk! I'm a cross fitter. I head to the gym between 3 – 5 times a week to work out as this is my "Me" time and it keeps me feeling balanced and less stressed. I play hockey and love being part of a team. My main aim these days is to ensure my work and life balance is strong. I ensure I spend time with my friends and family regularly as these are the people who keep me grounded.



My wedding party and dad - 2017.



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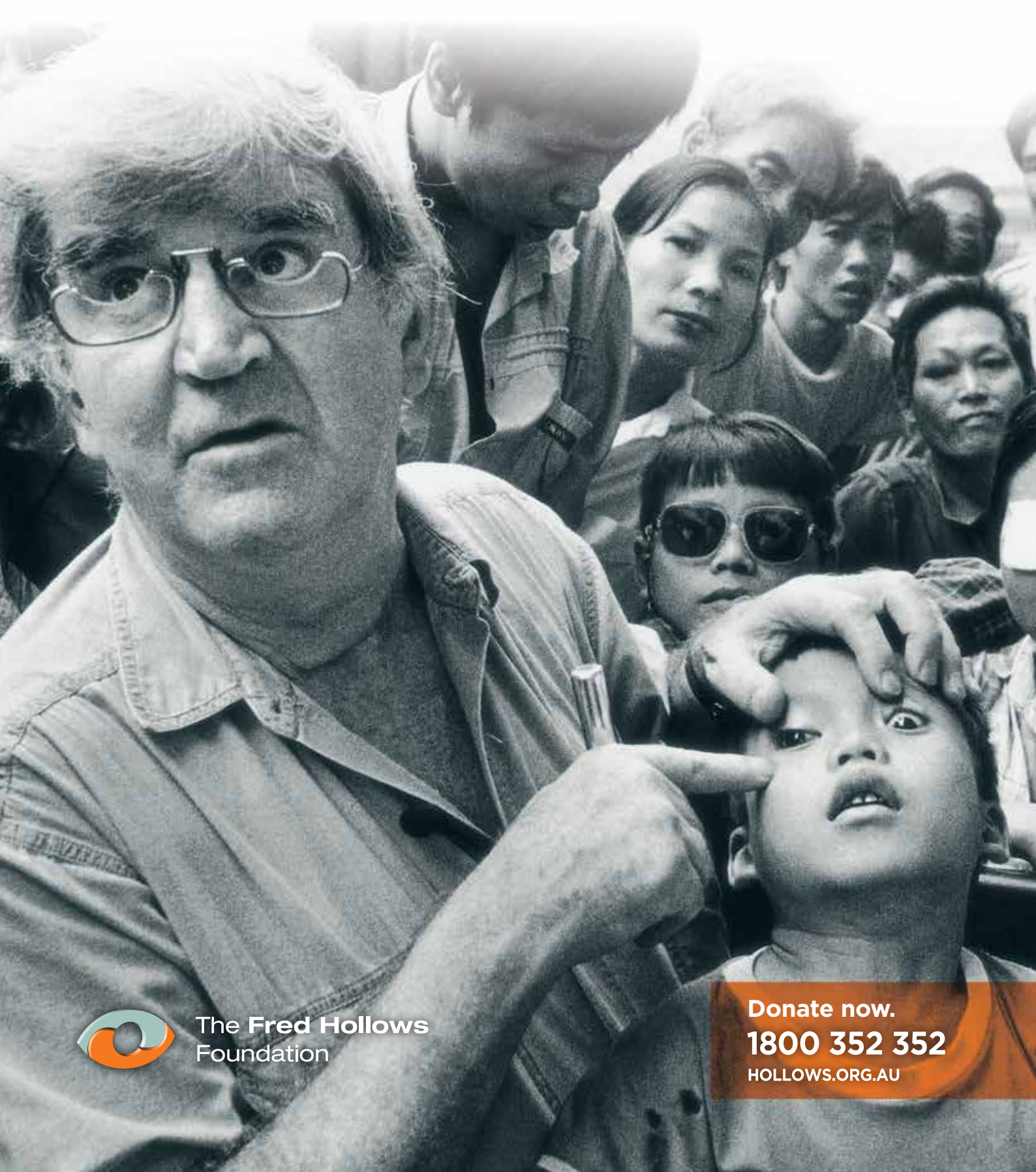
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