



Domestic and family violence reform: *a pathway forward for change*

Commission of Inquiry into Queensland Police
Service responses to domestic and family violence
A Call for Change

ANNUAL REPORT AND IMPLEMENTATION PROGRAM

November 2023



Queensland
Government

Domestic and family violence reform: *a pathway forward for change*

General acknowledgements

Domestic and family violence impacts many people in our community.

The Queensland Government would like to thank and acknowledge the work of the Commission of Inquiry into Queensland Police Service responses to domestic and family violence. We also express thanks to the many people, including victim-survivors and children, their families and friends and members of the Queensland Police Service, past and present, for sharing their personal experiences and perspectives during the Commission of Inquiry. Your insights have helped strengthen the Government's resolve in its response to tackling domestic and family violence.

The Queensland Government respectfully acknowledges the First Nations peoples in the state of Queensland and acknowledges the cultural and spiritual connection that Aboriginal and Torres Strait Islander people have with the land and sea. We respectfully acknowledge Aboriginal people and Torres Strait Islander people as two unique and diverse peoples, with their own rich and distinct cultures, resilience, and strengths. We specifically acknowledge the unique history and cultural heritage of Aboriginal and Torres Strait Islander people as the First Peoples of Australia. We pay our respects to Elders past and present. We are dedicated to the inclusion of cultural knowledge and values as critical factors in the development, implementation and evaluation of strategies and actions to support First Nations peoples.

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Foreword

The Queensland Government's commitment to break the cycle of violence within our communities commenced in 2015, with the landmark *Not Now, Not Ever* report – a catalyst for major reforms in culture, systems and the law to tackle domestic and family violence. The Queensland Government's *Domestic and Family Violence Prevention Strategy 2016–2026* (the Strategy) developed in response to the *Not Now, Not Ever* report, sets the direction for collaborative action to end domestic and family violence in Queensland, encouraging partnerships between the government, communities, and business.

Reform is a journey that also involves reflection, to ensure those services and products delivered to prevent and address domestic and family violence remain 'fit-for-purpose'. The Queensland Government established the independent Women's Safety and Justice Taskforce (the Taskforce), chaired by the Honourable Margaret McMurdo AC, to examine coercive control and review the need for a specific offence of 'commit domestic violence,' and the experience of women across the criminal justice system.

The Taskforce's first report, *Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland* released on 2 December 2021, included a recommendation calling for a Commission of Inquiry into Queensland Police Service responses to domestic and family violence. The Taskforce found that despite the good work undertaken by the Queensland Police Service since the delivery of the *Not Now, Not Ever* report six years ago, the current policing response to domestic and family violence remained inadequate and inconsistent in keeping victims safe and meeting justice needs, as well as holding perpetrators accountable.

As part of the response to the Taskforce's report, the Queensland Government announced a Commission of Inquiry into Queensland Police Service responses to domestic and family violence on 10 May 2022, and that Her Honour Judge Deborah Richards would be appointed as the Commissioner.

The Commission of Inquiry, in their report, *A Call for Change*, made 78 recommendations for change across a number of key areas, predominantly within the Queensland Police Service, but also in relation to the broader system supporting responses to domestic and family violence. The highest priority areas for reform included building the capacity of the Queensland Police Service to measure and respond to demand for domestic and family violence; strengthening the understanding and skills of Queensland Police Service members through robust and regular training; embedding partnerships with the Domestic and Family Violence Advisory Group and First Nations Reference Group; and establishing an independent Police Integrity Unit to create the necessary cultural shift within the Queensland Police Service.

On 21 November 2022, the Government announced all 78 recommendations were supported in principle and committed an initial \$100 million to commence select priority recommendations, including improvements to police training and enhanced support to those impacted by domestic and family violence.

Since then, the Queensland Government has carefully considered the *A Call for Change* report recommendations and their harmonisation with other report recommendations including the Taskforce's Reports One and Two, Independent review into investigations of police-related deaths and domestic and family violence deaths in Queensland, Professor Peter Coaldrake's public sector reform work, the Commission of Inquiry into the Crime and Corruption Commission and various

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coronial inquest recommendations. The Government acknowledges these tranches of reform are significant and have complex interdependencies.

Although the Commission of Inquiry nominated timeframes for the implementation of its recommendations, the Special Coordinator for Police and Emergency Services Reform, Steve Gollschewski has identified that their delivery needs to be sequenced to maximise change at a scale and pace required to achieve direct, timely and measurable improvements to Queensland Police Service responses to domestic and family violence. This approach has been endorsed by the Independent Implementation Supervisor, Cathy Taylor.

This approach is based on the extensive preparatory work conducted during the scope definition phase for each recommendation to establish the delivery parameters. This included mapping related recommendations across different reviews and reports, to provide a holistic understanding of the changes required and the most effective and efficient way of delivering those changes. A measured implementation has been adopted, where more complex solutions were identified due to the intersection and overlap of recommendations from the broader suite of domestic and family violence reforms being implemented by the Government.

This annual report provides an overview of the significant efforts over the past 12 months by the Government to deliver the Commission of Inquiry reforms aimed at reducing and preventing domestic and family violence in Queensland. The report briefly recaps the events leading up to the Commission of Inquiry and outlines the Government's progress to date and the implementation program moving forward.

Domestic and family violence is never acceptable. The recommendations contained in the *A Call for Change* report from the Commission of Inquiry facilitate a pathway for foundational reform and transformation, both in the Queensland Police Service and the broader system, to improve police responses to domestic and family violence and support its elimination in Queensland.



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Acronyms and abbreviations

Acronym / Abbreviation	Definition
CJG	Community Justice Groups
COI	Commission of Inquiry
CCC	Crime and Corruption Commission
DFVC	Domestic and Family Violence Coordinators
DVLO	Domestic Violence Liaison Officers
DFVPC	Domestic, Family Violence and Vulnerable Persons Command
DFVPA	<i>Domestic and Family Violence Protection Act 2012</i>
DJAG	Department of Justice and Attorney-General
FNJO	First Nations Justice Office
FTE	Full Time Equivalent
IIS	Independent Implementation Supervisor
OIC	Officer/s in Charge
OPM	Operational Procedures Manual
PCCC	Parliamentary Crime and Corruption Committee
PIU	Police Integrity Unit
PLO	Police Liaison Officer
PPN	Police Protection Notice
PRD Review	Police-related Deaths Review
PSO	Peer Support Officer
QAO	Queensland Audit Office
QHRC	Queensland Human Rights Commission
QPRIME	Queensland Police Records and Information Management Exchange
QPS	Queensland Police Service
VLO	Victim Liaison Officer
WSJT	Women's Safety and Justice Taskforce

What led us here

The Women's Safety and Justice Taskforce (WSJT), in its first report, *Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland* (WSJT Report One), made a number of recommendations for systemic reform, including, recommendation 2 which called for a Commission of Inquiry (COI) into Queensland Police Service (QPS) responses to domestic and family violence:

The Queensland Government establish an independent commission of inquiry under the *Commissions of Inquiry Act 1950* to examine widespread cultural issues within the Queensland Police Service relating to the investigation of domestic and family violence, including the impact on the overrepresentation of First Nations peoples in the criminal justice system. At a minimum, the commission of inquiry should have terms of reference wide enough to also consider recruitment, promotion, resource allocation, performance monitoring of officers, the handling of complaints against serving officers, and whether Queensland should establish an independent law enforcement conduct commission.

In the response to WSJT Report One, the Queensland Government supported this recommendation and on 10 May 2022, a Commission of Inquiry into QPS responses to domestic and family violence was announced. Her Honour Judge Deborah Richards was appointed as the Commissioner for the COI.

Under its terms of reference, the COI, was tasked with inquiring into any cultural issues within the QPS that influence the investigation of domestic and family violence, and how those cultural issues contribute to the overrepresentation of First Nations peoples in the criminal justice system. The terms of reference also required the COI to examine the capability, capacity, and structure of the QPS to respond to domestic and family violence, and the adequacy of the processes for dealing with complaints about police officers to ensure community confidence in the QPS.

A number of other recent reviews and inquiries that occurred during or around the COI have also made recommendations relating to police handling of domestic and family violence matters and have been considered in the course of developing this final Government response, including the:

- Independent review into investigations of police-related deaths, and domestic and family violence deaths in Queensland (PRD Review), which was published on 21 November 2022 and made 12 recommendations relating to investigative mechanisms for deaths in custody and in the course of police operations and for domestic and family violence deaths with prior police contact;
- Queensland Audit Office's Audit Report 5:2022-23 *Keeping people safe from domestic and family violence (QAO DFV Report)* tabled in Parliament in November 2022. The QAO DFV Report made 21 recommendations focused on enhancing responses to domestic and family violence through training, case management, interagency coordination and prevention;
- findings released by the Deputy State Coroner in June 2022, of the inquests into the deaths of Doreen Langham and Hannah Clarke and her children (Aaliyah, Laianah and Trey), making seven recommendations across the two inquests focused on police training and process, trialing a multi-disciplinary specialist domestic violence police station, embedding domestic violence specialist social workers at the front counter of every police station in Logan District and the provision of funding for men's behaviour change programs; and

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- Domestic and Family Violence Death Review and Advisory Board's reports, which make recommendations in the course of the Board's core function and may relate to the ways agencies respond to domestic and family violence.

On 14 November 2022, the COI provided its report, *A Call for Change*, and companion report, *Behind the Call for Change* (the COI Report), to Government. The COI's reports were tabled in Parliament and publicly released on the COI's website on 21 November 2022. The COI Report is a comprehensive examination of the matters outlined in its terms of reference and sets out the:

- reasons why change is needed which relate to the persistent nature of the problem of inconsistent and, at times, inadequate police responses to domestic and family violence and the critical importance of leadership in the QPS;
- structural changes needed which relate to strategy, specialist responses and recruitment, training and support;
- cultural changes needed which relate to sexism and misogyny, values, attitudes and biases, accounting for diversity and burnout and fatigue;
- First Nations-focused changes needed relating to the impacts of colonisation, understanding overrepresentation, racism and lack of cultural capability, the impacts of cultural issues and community-led partnerships; and
- barriers to change which relate to the police conduct and complaints system.

The COI acknowledged and supported all the recommendations made by WSJT Reports One and Two that have been directed to, or made about, the QPS.

The COI Report highlighted that the extent to which police officers provided input about what is working well and what needs improvement, set the work of the COI apart from other reviews of QPS responses to domestic and family violence.

The COI also recognised those diligent, caring and competent police officers who have responded well to domestic and family violence.

The COI Report made 78 recommendations for change across a number of key areas, predominantly within the QPS, but also in relation to the broader system supporting responses to domestic and family violence.

The COI also identified the four priority areas for reform as including those that seek to:

1. Build the capacity of the QPS to measure and respond to demand of domestic and family violence (recommendation 1);
2. Strengthen the understanding and skills of QPS members through robust and regular training (recommendations 14, 16, 17, 28, 32, 41, 42, 49, 55, 56 and 59);
3. Embed partnerships with the Domestic and Family Violence Advisory Group and First Nations Reference Group (recommendations 5 and 45 respectively); and
4. Establish an independent Police Integrity Unit (PIU) to create the necessary cultural shift within the QPS (recommendations 68 to 74).

The COI stated that its recommendations are intended to achieve direct, timely and measurable changes to improve QPS responses to domestic and family violence. Timeframes were nominated

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by the COI for the implementation of its recommendations, and it recognised that some would require additional planning and further funding.

The COI acknowledged that the QPS will continue to face a range of organisational pressures and shifting priorities but was clear that, for genuine change to occur, the QPS must be able to move beyond symbolic gestures and withstand its propensity to be reactive to internal and external pressures. The COI emphasised the QPS must be able to engage meaningfully with its members about the findings and recommendations of the COI's Report, and to respond to this clear and compelling call for change from police, victim-survivors, and the organisations that support them.

Our commitment to eliminate domestic and family violence

In the Government's responses to WSJT Reports One and Two, the Government clearly communicated its position that domestic and family violence is never acceptable. Domestic and family violence has far-reaching social, emotional and economic impacts for victim-survivors, particularly women, children and young people. The Government is committed to progressing reforms that tackle domestic and family violence that achieve our vision of a *Queensland free from domestic and family violence*.

Since 2015, the Queensland Government has continued to invest in action to address domestic and family violence, and in this time has committed more than \$1.5 billion to end domestic, family and sexual violence and support women and girls in the criminal justice system in Queensland. This has included funding for programs, services and strategies to address domestic, family and sexual violence, funding to service providers to bolster their existing services as demand increased during the height of the COVID-19 pandemic, and to respond to the 277 recommendations made in both WSJT reports.

In 2022, the Queensland Government released the fourth and final action plan of the *Domestic and Family Violence Prevention Strategy 2016-2026*. The plan outlines critical actions that will strengthen Queensland's response to domestic and family violence over the next four years, building on the significant reform undertaken to date.

The Government has taken a range of actions and invested significantly in recent years to address domestic and family violence in Queensland. The Government's response to the COI Report, in which all 78 recommendations were supported in-principle, was a swift and decisive indication that the COI's findings and recommendations had been heard and their intent was supported. Significant work has occurred since the COI Report was published on 21 November 2022 and, in their Biannual Progress Report 2 (IIS Progress Report 2), the Independent Implementation Supervisor (IIS) observed that the Government had made a strong start on implementing a broad suite of reforms that will be life-changing for the victim-survivors, and perpetrators of domestic and family violence.

The annual report and implementation program build on the significant work undertaken to date in this space, to continue the pathway forward focused on a better way of working that contributes to the elimination of domestic and family violence in our communities. The COI Report acknowledges the important role of police as first responders to domestic and family violence incidents and as gatekeepers to the justice system. The police response however is only one component of the domestic and family violence service delivery ecosystem.

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Domestic and family violence reform ecosystem

The IIS Progress Report 2¹ introduces the concept of an ecosystem-oriented approach to domestic and family violence reform and transformational improvements (Figure 1).

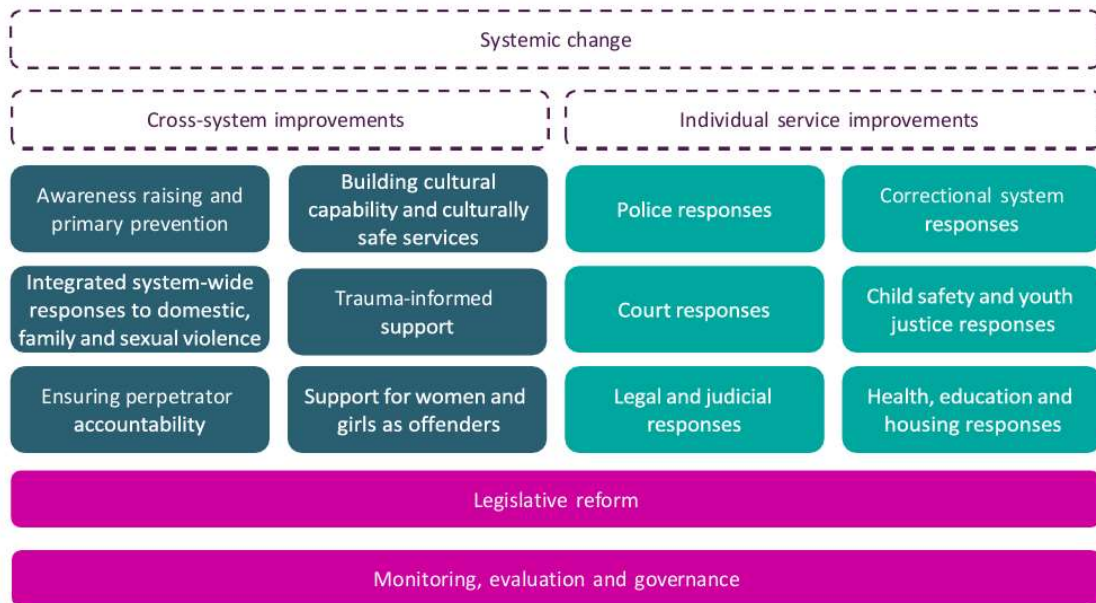


Figure 1. The systemic change ecosystem illustrating the interconnected and transformational nature of the reforms based on the recommendations from Report One, Report Two and A Call for Change. From top to bottom, the figure shows: areas for improvement across the system and within individual services; legislative reform; and monitoring, evaluation and governance.



Figure 2 – Applying systems thinking to the domestic and family violence ecosystem

Applying ‘systems thinking’ to complex issues such as domestic and family violence illuminates the big picture. This approach encourages viewing the reforms as a whole and their relationships to each other, in the context of how they intersect and work together to shape a shared understanding and collective ownership of the service delivery system that responds to domestic and family violence.

Systems thinking emphasises cross-sectoral responses to fix or enhance parts of the system, recognising solutions developed in isolation may result in unintended consequences that ripple through the broader ecosystem (Figure 2).

¹ Office of the Independent Implementation Supervisor, Women’s Safety and Justice Taskforce Reforms (2023). Biannual Progress Report 2, 2022-23 <https://www.oiswjsit reforms.qld.gov.au/reports>

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In addition, systems thinking offers the opportunity to obtain economies of scale through the concurrent delivery of recommendations, or components of recommendations that share a common, overarching goal. Systems thinking also supports continuous improvement through the maximisation of, and re-investment of, incremental and iterative learnings.

To support the transition to a systems thinking approach, the COI Report recommendations have been grouped under five themes (Figure 3) representing the pathway for change in the domestic and family violence ecosystem related to the police response (based on the QPS strategic objectives) and to support improvements across the broader ecosystem.

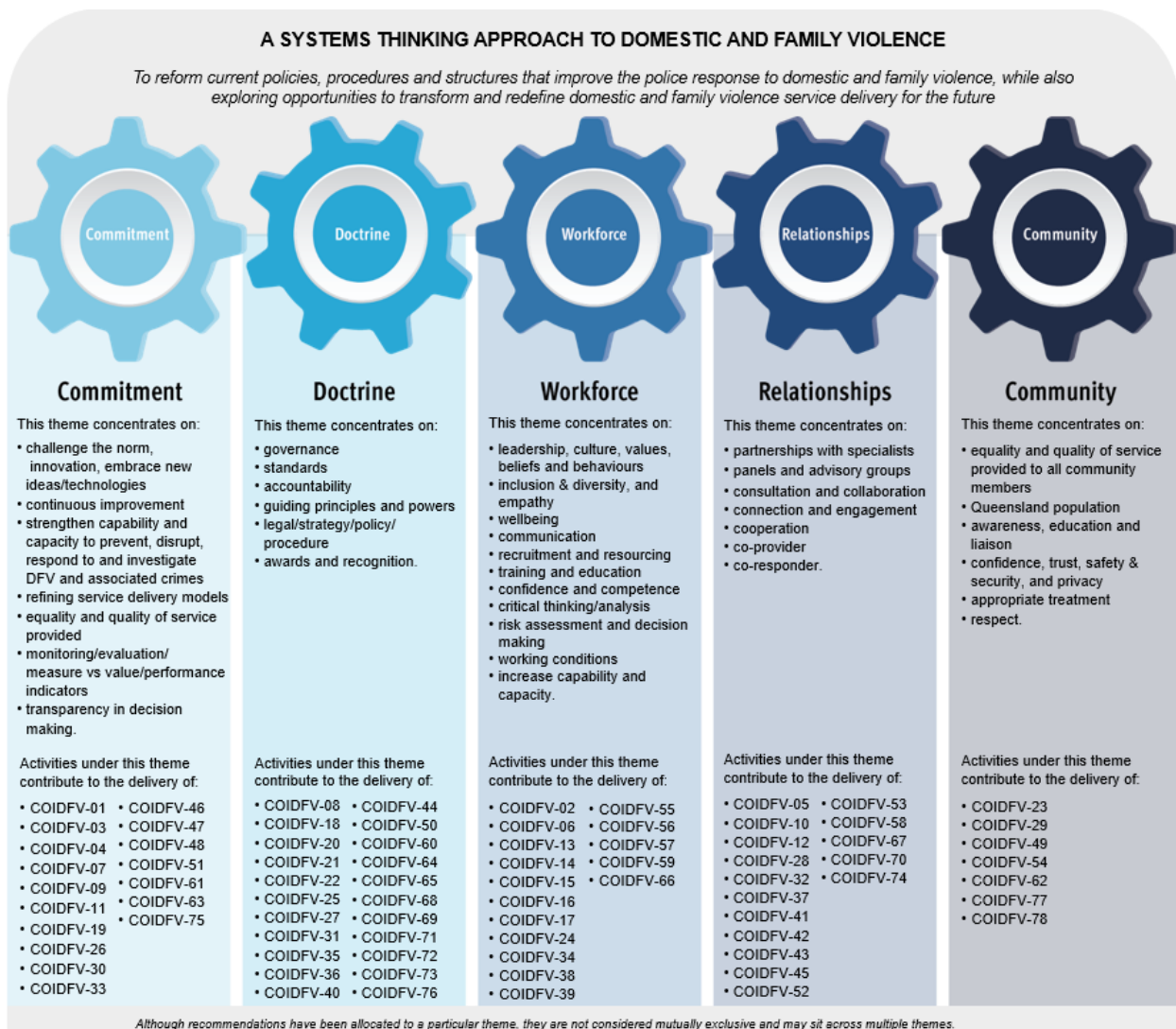


Figure 3 – Systems thinking approach to delivery of the COI Report recommendations

Our progress to date to *A Call for Change*

The Queensland Government thanks the COI for its important work and is committed to delivering the change that the COI Report called for. The COI Report provides a clear roadmap for reform.

On 21 November 2022, the Queensland Government indicated its support in principle for all 78 recommendations of the COI Report and committed a \$100 million funding package to commence select reforms and initiatives. At the time, the Government signaled that, given the significance of the recommendations, further consideration would be required to ensure their harmonisation with other report recommendations including WSJT's Reports One and Two, the PRD Review Report, Professor Peter Coaldrake's public sector reform work, the COI into the Crime and Corruption Commission (CCC) and various coronial recommendations.

As mentioned, the COI Report was delivered in a domestic and family violence environment experiencing active and significant reform. Many recommendations from these other reviews and reports intersect and overlap with the recommendations of the COI. The PRD Review, for example, made 12 recommendations proposing both legislative and operational change, and the Government is committed to integrating their consideration and implementation as part of the ongoing extensive program of reform. As such, it has been necessary to undertake extensive preparatory work, including mapping related recommendations across different reviews and reports, to provide a holistic understanding of the changes required and the most effective and efficient way of delivering those changes.

This work has also included identifying opportunities to consolidate implementation activities across related recommendations and sequence implementation work to meaningfully deliver intent, impact and maximise public value while reducing any duplication in effort for agencies and valuing the need for them to continue business-as-usual service delivery at the same time. It has also been important for Government to explore options and engage with key stakeholders in considering how to deliver some of the more transformational reforms.

Of the 78 recommendations, 21 recommendations are delivered, 50 are underway and 7 are yet to commence.

Figure 4 provides a snapshot of the recommendations delivered to November 2023, grouped under the five themes.

The delivery of these recommendations has resulted in the development of artefacts including documents, tools, techniques, and practices which contribute to achieving the Government's domestic and family violence reform intent. These artefacts will deliver benefits to the community, to the QPS and its workforce, and to other agencies and individuals within the domestic and family violence ecosystem. A benefit occurs when a stakeholder perceives a positive outcome from the change delivered. In the case of the COI Report, it is the measurable improvement achieved through the implementation of the recommendations designed to bring about change.

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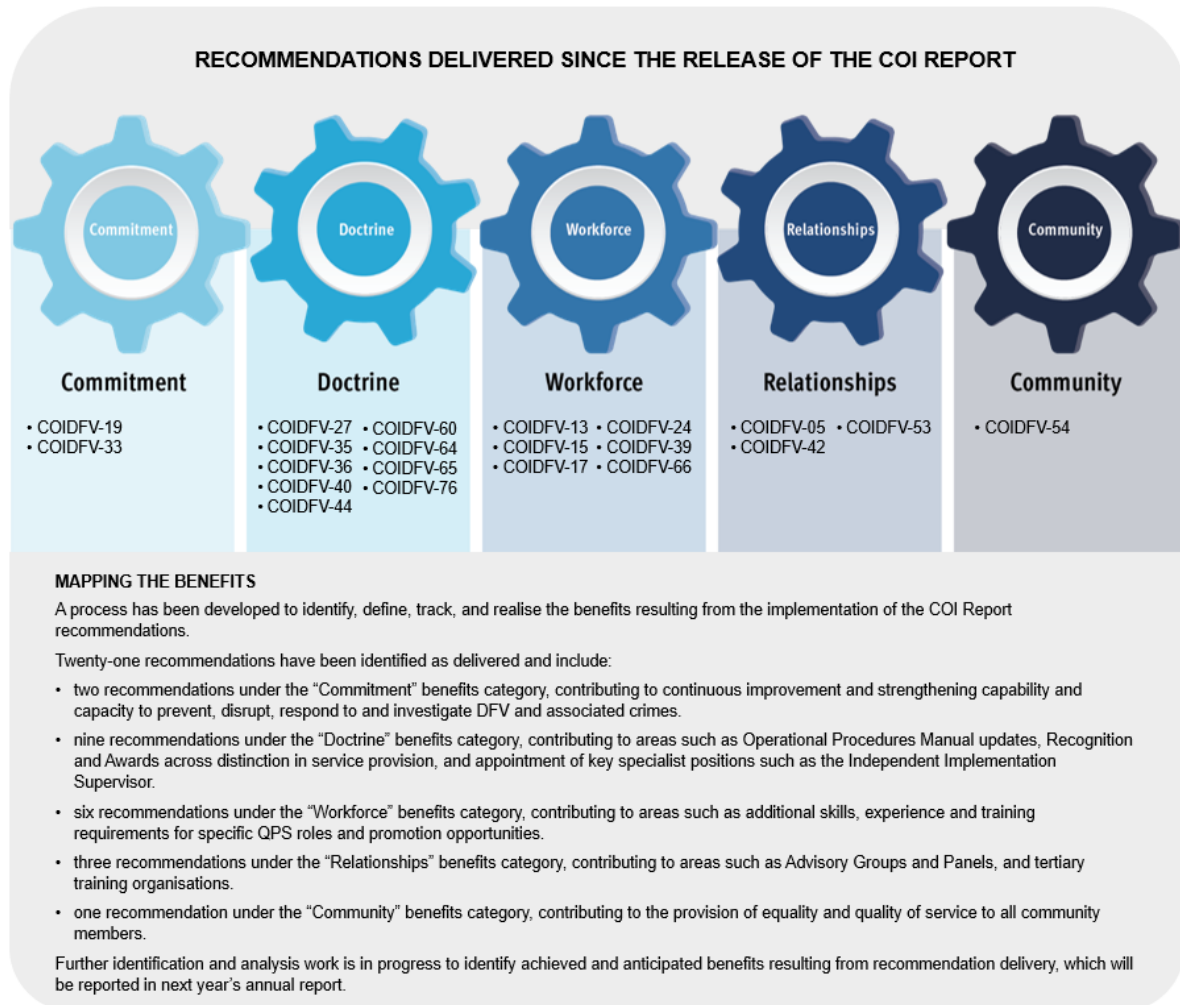


Figure 4 – Recommendations delivered since the release of the COI Report

Progress on the implementation program by recommendation

The following table provides a line-by-line progress update on implementation of the recommendations made by the COI in their report, *A Call for Change*.

The COI stated its recommendations were intended to achieve direct, timely and measurable changes to improve QPS responses to domestic and family violence. Timeframes were nominated by the COI for the implementation of its recommendations. The Government is committed to timely implementation; however, the overarching priority is to ensure the COI's recommendations deliver meaningful change. It has also been important to effectively sequence, balance or, where appropriate, consolidate recommendations where recommendations in different reviews or reports suggest different approaches to addressing a similar issue. While the Government supports the intent of the recommendations, in some instances the timeframes nominated by the COI are challenging given the significant and simultaneous domestic and family violence reforms that Government is embarking on.

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Accordingly, appropriate and achievable timeframes for implementation have been developed, in consultation with other agencies and the Special Coordinator, which are outlined below in the Implementation Program. While some of these timeframes are longer than the timeframes proposed by the COI, it is important to acknowledge that implementation timeframes account for the significant, current reforms occurring across the broader domestic and family violence landscape. In instances where timeframes are longer than those identified by the COI in their report, this is due to a number of reasons including: the importance of effectively sequencing, or, where appropriate, consolidating recommendations to address similar issues; waiting for trials to finalise and for results of evaluations, reviews and other analysis to be completed; further analysis to consider findings of reviews; lengthy and complex consultation activities; and ensuring that implementation accurately reflects the full intent of the recommendation which may involve development and delivery of multiple elements.

Implementation commenced on 21 November 2022; the date of the Government's response. The Special Coordinator has established a robust governance framework to provide a controlled management environment to deliver the COI Report recommendations as authorised by the Government.

The recommendations below are referred to using abbreviated wording. Please refer to the COI Report to read the full recommendations, which can be viewed at www.justice.qld.gov.au/initiatives.

RECOMMENDATION <small>Full recommendations available at www.justice.qld.gov.au/initiatives</small>	IMPLEMENTATION PROGRAM	PROGRESS TO DATE
COIDFV-01	By the end of 2023-24, the QPS will, in consultation with relevant experts and stakeholders, develop and implement a mechanism for measuring domestic and family violence demand on police and the effectiveness of police responses.	The QPS is progressing work on the development of a demand measurement tool for domestic and family violence and the effectiveness of police responses. This mechanism will consider the impacts of different variables on demand and will enable domestic and family violence demand to be modelled in different scenarios to account for the impact of, for example, legislative changes and other initiatives.
COIDFV-02	By the end of 2024-25, the QPS will use the mechanism for measuring domestic and family violence demand and the effectiveness of police responses developed in response to recommendation 1 and will consider other relevant changes impacting domestic and family violence demand, such as, an offence of coercive control, to inform	The QPS will progress implementation activities as soon as practicable after the development and release of a demand measurement tool for domestic and family violence and the effectiveness of police responses in response to recommendation 1.

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RECOMMENDATION Full recommendations available at www.justice.qld.gov.au/initiatives	IMPLEMENTATION PROGRAM	PROGRESS TO DATE
	<p>consideration of any additional police funding and FTE positions. To ensure effective responses to domestic and family violence, consideration will be given to the nature, mix and capabilities of any additional police resources to ensure the FTEs identified are those best placed to respond to domestic and family violence most effectively.</p> <p>In undertaking this work, broader implications for domestic and family violence service delivery organisations, courts and other system stakeholders will be considered.</p>	
COIDFV-03	<p>By the end of 2024-25, the QPS will continue to develop and implement workforce strategies that optimise the availability of existing QPS FTEs to better meet the demand of responding to domestic and family violence, continually reassessing the allocation of existing resources across various policing activities to ensure resources are focused on highest risks and demand.</p> <p>In addition, the QPS will use the outcomes from recommendations 1 and 2 to inform any future allocations of resources.</p>	<p>The QPS continues to examine workforce strategies to optimise the availability of existing FTEs to better meet the demand of responding to domestic and family violence.</p> <p>Decisions about longer term allocations of additional funding and FTE will be informed by the work completed as part of recommendations 1 and 2, including consideration of whole-of-system impact on criminal justice agencies including courts, corrections and domestic and family violence organisations.</p>
COIDFV-04	<p>By the end of 2023-24, the Queensland Government will strengthen the resource model of the QPS DFVPC to enhance its strategic capacity by providing 10 additional positions.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p>

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RECOMMENDATION Full recommendations available at www.justice.qld.gov.au/initiatives	IMPLEMENTATION PROGRAM	PROGRESS TO DATE
	<p>The QPS will determine and allocate an adequate budget to the DFVVPC and transition all temporary positions to permanent. The QPS will focus on building the DFVVPC's capacity and capability for undertaking research, intelligence, and advocacy activities and to cultivate partnerships.</p>	<p>The QPS has allocated an additional 10 positions to enhance the strategic capacity of the DFVVPC resource model.</p> <p>The QPS has engaged an external expert to assist in defining future workforce capabilities that will inform the enhancement and strengthening of the DFVVPC to achieve the intent of the recommendation.</p>
COIDFV-05	<p>By the end of 2022-23, the QPS will elevate the role of the Domestic and Family Violence Advisory Group through revised a governance framework that includes Terms of Reference, co-chair arrangements and processes that allow reporting of any issues and recommendations made by the Group to the QPS Executive Leadership Team.</p>	<p>The QPS has elevated the role of the Domestic and Family Violence Advisory Group through a revised Terms of Reference. The Advisory Group is now co-chaired by the Assistant Commissioner DFVVPC and one community organisation member. Processes have also been implemented that provide for members to raise issues about police responses to domestic and family violence at each meeting and empowers members to make recommendations about those issues for the Command to consider regarding the enhancement of police responses.</p> <p>Three meetings have been held during the reporting period. The Command reports on issues raised and recommendations to the QPS Executive Leadership Team.</p> <p>This recommendation is delivered.</p>
COIDFV-06	<p>By the end of 2023-24, the QPS will develop designated position descriptions detailing the functional responsibilities for Domestic Violence Liaison Officers (DVLOs) and Domestic and Family Violence Coordinators (DFVCs). To enhance specialist responses to</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p>

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RECOMMENDATION Full recommendations available at www.justice.qld.gov.au/initiatives	IMPLEMENTATION PROGRAM	PROGRESS TO DATE
	<p>domestic and family violence, the QPS will establish a minimum of 30 permanent, full-time DVLO positions across the 15 police districts, to be located where demand requires them. The QPS will also establish a minimum of 24 permanent, full-time DFVC positions across the 15 police districts.</p>	<p>Recommendation 6 is being delivered in conjunction with recommendation 7.</p> <p>The QPS has assessed each police district to establish their current capability and capacity to respond to domestic and family violence.</p> <p>The QPS has allocated positions from existing growth to strengthen and enhance the QPS's ability to respond to domestic and family violence at the district level. These positions will be rolled out across the police districts in a staged approach based on operational requirements.</p> <p>The QPS has created dedicated for position descriptions for DVLOs and DFVCs to ensure the specialist response capability to domestic and family violence is enhanced across the Service.</p>
COIDFV-07	<p>By the end of 2023-24, the QPS will establish a DFV&VPU in each district to maintain a 24 hours per day, seven day on call domestic and family violence response capability. This 24 hours per day response capability will prioritise victim-survivor safety. The composition of unit members will be tailored to geographic considerations, capability requirements and the availability of specialist resources.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>As per recommendation 6.</p>
COIDFV-08	<p>By the end of 2023-24, the QPS will evaluate the application of the approved sector-wide Domestic and Family Violence Common Risk and Safety Framework.</p>	<p>The QPS has engaged an external expert to evaluate the application of the approved sector-wide Domestic and Family Violence Common Risk and Safety Framework. The QPS will consider any findings or learnings from</p>

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RECOMMENDATION Full recommendations available at www.justice.qld.gov.au/initiatives	IMPLEMENTATION PROGRAM	PROGRESS TO DATE
		outcomes of the evaluation, when known.
COIDFV-09	By the end of 2023-24, the QPS will review the effectiveness of the Logan model to determine its suitability for use in other locations. If found suitable, the QPS will trial the model in other Districts and conduct an independent evaluation at the conclusion of the trial.	The QPS is progressing an evaluation of the Logan model to determine its suitability for use in other locations. The Government will further consider any learnings or findings from the evaluation, when known.
COIDFV-10	<p>The Queensland Government supports integrated approaches to domestic and family violence at a local level by embedding domestic and family violence support workers in police stations across Queensland.</p> <p>These workers will be progressively rolled out in a staged way over a number of years in places where domestic and family violence services are available, building up to 300 workers as workforce supply and funding permits.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>Planning is underway to determine appropriate locations to incorporate domestic and family violence specialist workers wherever domestic and family violence services are available.</p> <p>While the roll out of embedded workers is progressing, funding has been allocated for several specialist domestic and family violence service providers to continue embedding domestic and family violence workers in police stations.</p>
COIDFV-11	<p>By the end of 2023-24, the QPS will review its recruitment strategy to ensure that the QPS attracts applicants who will be best placed to respond effectively to domestic and family violence.</p> <p>The recruitment strategy will be strengthened to ensure it values applicants who have an interest in domestic and family violence policing, that it accurately reflects the role</p>	<p>The Government announced a major \$87.5 million investment in police recruiting strategies to attract applicants from a diverse range of backgrounds and experiences.</p> <p>Future reviews of the recruitment strategy will be informed by the findings of the Queensland Human Rights Commission's (QHRC) review of QPS recruitment practices and procedures to identify any drivers of inequality</p>

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RECOMMENDATION Full recommendations available at www.justice.qld.gov.au/initiatives	IMPLEMENTATION PROGRAM	PROGRESS TO DATE
	of police in responding to domestic and family violence and attracts applicants from a diverse range of backgrounds and experiences as specified by the recommendation.	within QPS members as part of work to implement recommendation 12.
COIDFV-12	<p>By the end of 2023-24 and as part of QPS's engagement of the QHRC, advice will be sought to develop revised strategic and operational plans for 2024-25 to increase diversity and inclusion of QPS members. These plans will continue to be published on the QPS website.</p> <p>The QPS will also engage the QHRC to evaluate the extent to which the objectives of the revised strategic and operational plans have been met within 24 months of the finalisation of the plans and publish this evaluation on both entities' websites.</p>	The QPS has engaged the QHRC and signed a Memorandum of Understanding to review the QPS's practices and procedures for recruitment, including any drivers of inequality, which will inform the QPS's broader review of recruitment practices under recommendation 11.
COIDFV-13	By the end of 2023-24, the QPS will develop and implement a requirement that Field Training Officers possess appropriate skills, experience and standards of integrity.	<p>The QPS has implemented a policy that recognises the formative role that Field Training Officers play in shaping cultural norms, attitudes, proficiency and integrity of constables. It will ensure that Field Training Officers standards of integrity are continually assessed, and any relevant changes are disclosed immediately by the officer to inform their ongoing suitability for the role.</p> <p>Separate to the implementation of this recommendation, the QPS is undertaking further work to operationalise these requirements with regard to the vetting of existing Field Training Officers.</p>

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		This recommendation is delivered.
COIDFV-14	By the end of 2023-24, the QPS will undertake wide-ranging and comprehensive improvements to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT. In particular, the improvements to training will involve the engagement of people with lived experience and specialist domestic and family violence advocacy groups or services to deliver face to face training in relation to domestic and family violence for recruits and ongoing training of in-service personnel. Training procedures and relevant courses will be updated accordingly.	The QPS continues to deliver baseline domestic and family violence training to recruits, police officers and also staff members with public-facing roles in line with COI Report recommendations, WSJT Report One and the coronial recommendations arising from the Clarke and Langham Inquests. This baseline training to recruits and in-service personnel has involved a fundamental re-education and reskilling of an enormous workforce. A suite of tailored training products has been designed for QPS members based on their designated roles. The design and delivery of course content incorporates external experts and persons with lived experience. Training includes: <ul style="list-style-type: none"> • three-day holistic face-to-face training course delivered as compulsory training in 2022-23. An extension course of a further two days face-to-face training will be delivered as compulsory training to the same workforce cohort in 2023-24. • five-day face-to-face training course designed for QPS members assigned to specialist domestic and family violence roles, commenced in 2022-23 and continues in 2023-24. • five-day face-to-face specialist course to enhance leadership, management, and supervision of domestic and family violence responses. The pilot course was delivered in September 2023, with the roll out of additional courses

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		commencing in October 2023 to in-service personnel.
COIDFV-15	By the end of 2022-23, the QPS will develop a procedure that requires officers to participate in domestic and family violence-focused reflective practice sessions, including use of body worn camera footage, with their OICs.	The QPS developed and implemented a procedure that requires OICs to ensure that officers under their control who attend domestic and family violence occurrences meet with a designated senior officer to receive feedback on a sample of their body worn camera footage. This feedback process will occur at least every six months and reinforce the role of the QPS in protecting victim-survivors of domestic and family violence and holding perpetrators to account. This recommendation is delivered.
COIDFV-16	By the end of 2023-24, the QPS will undertake wide-ranging and comprehensive improvements to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT. In particular, the improvements to training will incorporate all legal, evidentiary, civil and criminal issues, the need to view domestic and family violence as a pattern of behaviour over time and the appropriate use of interpreters when responding to domestic and family violence.	As per recommendation 14. The QPS is progressing the implementation of this recommendation as part of wide-ranging and comprehensive improvements QPS is making to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT.
COIDFV-17	By the end of 2022-23, the QPS will develop and implement a procedure that stipulates all members performing roles designated by the recommendation, are to complete domestic and	Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.

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	<p>family violence specialist training courses most relevant to their roles they are performing.</p>	<p>The QPS has developed and implemented a Domestic and Family Violence Mandatory Specialist Training Procedure that requires officers in the roles designated by the recommendation to undertake the specialist five-day domestic and family violence training.</p> <p>The QPS will ensure that personnel already in those roles complete the training within 24 months and any personnel appointed after the Procedure is approved complete the training within six months of appointment.</p> <p>This recommendation is delivered.</p>
<p>COIDFV-18</p>	<p>By the end of 2023-24, the QPS will review the adequacy of the OPM to direct and guide police responses to domestic and family violence. A representative group of frontline officers, including Sergeants and Senior Constables who lead in the field of domestic and family violence responses, will be involved in the review.</p>	<p>The QPS is progressing implementation of this recommendation as part of a wholesale review of organisational policies and procedures relating to domestic and family violence recommended by the COI and WSJT.</p> <p>The QPS has reviewed the adequacy of the OPM to direct and guide police responses to domestic and family violence. This review has been conducted in consultation with a range of internal stakeholders, with their feedback contributing to the development of drafting instructions to amend sections of the OPM related to domestic and family violence.</p>
<p>COIDFV-19</p>	<p>By the end of 2022-23, the QPS will develop a pocket-sized checklist for use by officers responding to domestic and family violence occurrences.</p>	<p>The QPS has developed a pocket-sized checklist for use by officers responding to domestic and family violence. This checklist outlines the steps that must be undertaken when attending to domestic and family violence occurrences. This checklist has</p>

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		<p>been uploaded to frontline officers' QLiTE devices and distributed in hardcopy and is intended to improve the consistency of police responses.</p> <p>This recommendation is delivered.</p>
COIDFV-20	<p>The Queensland Government supports the policy intent of this recommendation, which is to improve the ongoing protection for victims of domestic and family violence during an adjournment period.</p>	<p>The Queensland Government has considered the best way to make amendments to give effect to the policy intent of this recommendation informed by consultation with key stakeholders.</p> <p>Amendments to implement the intent of this recommendation are included in the Criminal Law (Coercive Control and Affirmative Consent) and Other Legislation Amendment Bill 2023, which was introduced into the Legislative Assembly on 11 October 2023.</p>
COIDFV-21	<p>By the end of 2024-25, the Queensland Government will consider the expansion of video recorded evidence for use in criminal domestic and family matters across the state, pending a positive evaluation of the trial in Southport and Ipswich and demonstrated outcomes which support further expansion.</p>	<p>The pilot in Southport and Ipswich concluded in September 2023.</p> <p>An independent evaluation of the pilot is currently underway.</p>
COIDFV-22	<p>By the end of 2023-24, the Queensland Government will, subject to the outcomes of the feasibility assessment, consider amendments to the <i>DFVPA 2012</i> to allow for electronic service of Police Protection Notices (PPNs) and Temporary Protection Orders in appropriate circumstances.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The DJAG is working with the QPS to explore the feasibility of amending the <i>DFVPA 2012</i> to allow for electronic service of PPNs and Temporary Protection</p>

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		Orders in appropriate circumstances.
COIDFV-23	<p>By the end of 2023-24, the QPS will consider a model for rollout of VLOs in each of the 15 districts to establish a dedicated district level VLO scheme to support aggrieved persons in Protection Order applications or related prosecutions. The scheme will be supported by appropriate guidelines, ongoing training for VLOs, a formalised partnership arrangement with victim advocacy and support services.</p> <p>The scheme will be evaluated 12 months after establishment. The outcomes of the evaluation will be used to inform the final model for the scheme.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The QPS is progressing the examination of suitable options for a model that provides responsive victim advocacy and support services at the district level.</p>
COIDFV-24	<p>By the end of 2022-23, the QPS will engage an external expert to advise on the development and implementation of best practice procedures around awareness, identification, and reporting of sexual harassment. This includes actions to enhance workplace behaviour information sessions, create mandatory workplace behaviour training modules, develop and distribute sexual harassment awareness materials, and increase leadership communications around unacceptable workplace behaviours.</p>	<p>The QPS has engaged an external expert to advise on the development and implementation of procedures designed to raise awareness of sexual harassment, including how to identify and report it. The procedures also highlight the adverse consequences of sexual harassment for all QPS members. Following this engagement, a report and implementation plan has been provided to the QPS.</p> <p>The QPS will consider the actions arising from the report and sequence their delivery as part broader reform implementation program.</p> <p>This recommendation is delivered.</p>
COIDFV-25	<p>By the end of 2023-24, the QPS will progressively expand the existing Peer Support</p>	<p>The QPS is examining options for the best method to progressively expand the PSO scheme to ensure</p>

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	<p>Scheme and other support mechanisms to ensure any QPS member who makes a complaint about conduct arising from sexism, misogyny or racism is allocated a PSO with their consent, wherever funding permits. The scheme will be designed to ensure the PSO is of a more senior rank than both the subject member and concerned party and able to support the concerned party through the complaint process. Any conflicts of interest will be appropriately managed to ensure the safety and wellbeing of the concerned party. Additional PSOs will be identified, and an enhanced training package will be rolled out to PSOs to support the scheme.</p>	<p>any QPS member who makes a complaint about conduct arising from sexism, misogyny or racism is allocated a PSO with their consent, wherever funding permits.</p> <p>The PSO training package has been reviewed and enhanced, with training of the existing PSO cohort commencing in 2023-24.</p>
COIDFV-26	<p>By the end of 2023-24, the QPS will establish a validated Ethical Health Scorecard that includes measures to monitor, prevent and remediate the influence of a ‘culture of fear’ in the organisation. The Scorecard, which will be digital, will be integrated into strategic reporting and analysis to QPS leadership for action. It will also be included in management and leadership programs given their role in reducing the culture of fear and promoting and exemplifying ethical health. The Ethical Health Scorecard will be reported on in the QPS Annual Report 2024-25, including de-identified active and finalised disciplinary and Local Management Resolution processes and outcomes. The</p>	<p>The QPS continues to prioritise efforts to build and maintain the ethical health of the organisation to enhance the confidence of QPS members and the community in the QPS.</p> <p>The development of an Ethical Health Scorecard is underway by the QPS. Implementation activities have included the identification, analysis and consolidation of various data sources for inclusion in the scorecard reporting platform, and scoping and testing options to integrate the scorecard, which will be digital, into existing QPS reporting systems that support organisational decision-making.</p>

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	Ethical Health Scorecard will be evaluated after 12 months of operation.	
COIDFV-27	By the end of 2023-24, the QPS will ensure all relevant documents, policies and procedures are updated to acknowledge domestic and family violence is a gendered issue.	The QPS has updated all relevant documents, policies and procedures to acknowledge that domestic and family violence is a gendered issue grounded in structural issues and power imbalance. This work occurred as part of a wholesale review of organisational policies and procedures relating to domestic and family violence recommended by the COI and WSJT. This recommendation is delivered.
COIDFV-28	By the end of 2023-24, the QPS will make improvements to its training to include content that dispels myths about sexual assault, domestic and family violence and victims. Improvements to training will also explain the dynamics of power and control, reinforce the need to investigate domestic and family violence as a pattern of behaviour over time and to consider individual personal characteristics of the people in the relationship.	Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report. As per recommendation 14. The QPS is progressing the implementation of this recommendation as part of wide-ranging and comprehensive improvements QPS is making to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT.
COIDFV-29	By the end of 2023-24, the QPS will improve the processes for reporting domestic and family violence at police stations.	The QPS has improved the processes and spaces for reporting domestic and family violence at police stations. Police procedures now mandate use of a private area for all enquiries, discussions, reports and interviews with people presenting

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		<p>for domestic and family violence and an A3 notice displayed at the front of all police stations will advertise the availability of the private area for these matters.</p> <p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p>
COIDFV-30	<p>The Queensland Government acknowledges the COI's comments that police officers who commit domestic and family violence are very high risk and also likely to compromise QPS responses to domestic and family violence.</p> <p>By the end of 2024-25, the QPS will explore options for requiring a QPS member who is a respondent to a Domestic Violence Order, including a PPN, to complete a mandatory domestic and family violence informed assessment and, if beneficial, counselling prior to returning to duty. This process will be supported by changes to organisational policy and arrangements with domestic and family violence service providers.</p>	<p>The QPS is examining options to determine the best method to give effect to this recommendation, including changes to organisational policy and arrangements with domestic and family violence service providers.</p>
COIDFV-31	<p>By the end of 2023-24, the QPS will ensure appropriate, consistent, and timely disciplinary responses for all officers.</p> <p>The <i>Police Service Administration Act 1990</i> provides for suspension of officers who are charged with breaching a Protection Order,</p>	<p>Scoping activities to implement this recommendation, identified the recommendation is best addressed through changes to the QPS OPM rather than legislative amendment.</p> <p>The QPS is progressing the necessary changes to the OPM to achieve the intent of this recommendation.</p>

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	including a temporary Protection Order.	
COIDFV-32	By the end of 2023-24, the QPS will improve its training in relation to domestic and family violence by updating all relevant programs to address the matters outlined in the recommendation. In developing these improvements to training, the QPS will engage specialists and community groups to provide advice and input.	As per recommendation 14. The QPS is progressing the implementation of this recommendation as part of wide-ranging and comprehensive improvements to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT.
COIDFV-33	By the end of 2022-23, the QPS will review the list of support services accessible to police within Police Referrals and update where necessary, to ensure appropriate levels of support can be provided to people impacted by domestic and family violence.	The QPS has reviewed the list of support services available through the Police Referrals program and continues to identify new services and/or encouraging existing services to expand their scope both in terms of type and geographical service delivery areas. This recommendation is delivered.
COIDFV-34	By the end of 2023-24, the QPS will ensure specialist advice is able to be provided to police officers about their interactions with people from the LGBTIQ+ community. This will be facilitated through the establishment of a LGBTIQ+ Community Consultative Group and considering opportunities to enhance the existing LGBTIQ+ Liaison Officer program.	The QPS has established the LGBTIQ+ Advisory Group (previously known as the LGBTIQ+ Community Consultative Group), in consultation with internal and external stakeholders. It is proposed the Advisory Group will meet a minimum of four times per calendar year to provide specialist advice to the QPS, build and strengthen relationships and improve the way police officers interact with members of the LGBTIQ+ community. To enhance the existing LGBTIQ+ Liaison Officer program, the QPS has commenced exploring options for a model to support the roll out LGBTIQ+ liaison officer positions in the districts.

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COIDFV-35	By the end of 2022-23, the QPS will update the OPM to assist police better understand their powers and responsibilities, to enhance their responses to older people experiencing domestic and family violence.	<p>The QPS has updated the OPM to assist police to understand their powers and responsibilities when called to assist with the removal of an adult child from an older person's home. These updates were communicated to all police. This work occurred as part of a wholesale review of organisational policies and procedures relating to domestic and family violence recommended by the COI and WSJT.</p> <p>This recommendation is delivered.</p>
COIDFV-36	By the end of 2022-23, the QPS will update the OPM to assist police to understand when it is appropriate to take a statement from an adult with a cognitive or intellectual impairment or disability.	<p>The QPS has updated the OPM to assist police to understand when it is appropriate to take a statement from an adult with a cognitive or intellectual impairment or disability. This work occurred as part of a wholesale review of organisational policies and procedures relating to domestic and family violence recommended by the COI and WSJT.</p> <p>This recommendation is delivered.</p>
COIDFV-37	By the end of 2023-24, the QPS will establish a joint committee to address burnout and build an evidence-informed approach to improving the organisation's psychological health and wellbeing. The committee will comprise representation from the QPS, police unions, the Public Service Commission and external experts and academics and will use research to design and drive strategies to address burnout and psychological stress in	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The QPS has established a joint committee to address burnout and build an evidence-informed approach to improving the organisation's psychological health and wellbeing.</p> <p>In addition, work has commenced on the examination of suitable</p>

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	<p>the QPS. The committee will consider ways to ensure the ongoing effectiveness of those strategies and will recommend action to QPS leadership.</p> <p>The Queensland Government will also rollout 30 additional psychological health and wellbeing specialists to support the QPS members with a focus on those involved in domestic and family violence responses.</p>	<p>options for a model to support the rollout 30 additional psychological health and wellbeing specialists to support the QPS members with a focus on those involved in domestic and family violence responses.</p>
COIDFV-38	<p>By the end of 2023-24, the QPS will consider options to enhance support for frontline officers and better manage the stress these officers experience; including consideration of a scheme to allow frontline officers and others commonly exposed to traumatic subject matter to nominate for a voluntary transfer or temporary placement in a less traumatic work environment.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>This recommendation is being progressed as part of the joint committee established under recommendation 37 to ensure that decisions regarding recommendation 38 are made in conjunction with psychological experts and/or academics, and that any actions arising from the recommendation are evidence-based, informed by clinical practice and of overall benefit to QPS members as individuals.</p>
COIDFV-39	<p>By the end of 2022-23, the QPS incorporate the following as a criterion for promotions to operational and frontline Senior Sergeant positions including OIC vacancies: ‘a demonstrated capacity to deliver and lead effective domestic and family violence responses.</p>	<p>The QPS has included a requirement for ‘a demonstrated capacity to deliver and lead effective domestic and family violence responses’ in position descriptions for all operational and frontline Senior Sergeant positions, including OIC. Suitable assessment tools were also developed to support the implementation of this new key accountability for the position.</p>

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		This recommendation is delivered.
COIDFV-40	By the end of 2022-23, the QPS establish and/or expand an excellence in policing service delivery award scheme to acknowledge distinction in police responses to domestic and family violence.	<p>The QPS has established an awards scheme to acknowledge distinction in police response to domestic and family violence. The Queensland Government agrees with the COI's finding that good policing of domestic and family violence should be sufficiently rewarded and valued within the QPS.</p> <p>This recommendation is delivered.</p>
COIDFV-41	<p>By the end of 2023-24, the QPS will ensure First Nations peoples and communities are involved in the co-design of cultural capability training for recruits and ongoing training for in-service personnel.</p> <p>To further strengthen cultural capability training provided to QPS members, First Nations peoples will be involved in co-delivering this training. These improvements to QPS's cultural capability will be developed in conjunction with relevant WSJT recommendations.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>In consultation with First Nations peoples and communities, the QPS has developed a <i>Cultural Capability Training: First Nations Peoples training product</i> for delivery to recruits during onboarding commencing in April 2023 and ongoing training for in-service personnel from November 2023.</p>
COIDFV-42	<p>By the end of 2023-24, the QPS will establish a First Nations Panel incorporating representative community members from across Queensland to assess and advise on cultural capability curriculum development. Appropriate governance arrangements will be established to define and authorise the Panel's work and facilitate reporting to the</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The First Nations Training Consultation Panel has been established by the QPS, along with an appropriate governance framework including Terms of Reference for the panel.</p>

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	Assistant Commissioner, People Capability Command.	<p>As an independent and community centric panel, this group will provide guidance and advice with respect to cultural capability curriculum development and report to the Assistant Commissioner People Capability Command.</p> <p>This recommendation is delivered.</p>
COIDFV-43	<p>By the end of 2024-25, the QPS will consult with First Nations peoples and communities, including through the First Nations Reference Group, to identify and obtain permission to use culturally safe locations to interview witnesses in all 15 police districts. This process will be supported by updates to QPS training to advise officers about the option to use alternate spaces, offering victim-survivors the option to use them and processes to use them, as required.</p>	<p>The QPS has commenced consultation with police districts and First Nations peoples and communities to identify appropriate culturally safe alternative spaces and allow stakeholders to raise any foreseeable challenges to implementing this recommendation within their communities.</p> <p>The findings and recommendations from this consultation process will be presented to the First Nations Advisory Group for consideration.</p> <p>Consultation and engagement activities being undertaken as part of this recommendation, will also inform recommendation 55.</p>
COIDFV-44	<p>By the end of 2022-23, the QPS will establish an additional complaint code to explicitly capture complaints involving allegations of racism.</p>	<p>The QPS has established an additional complaint code to explicitly capture complaints involving allegations of racism. This new complaint code was created in the Service's Police Integrity and Professional Standards (PIPS) System and the CCC Compass System. Updated documentation and a communication strategy are supporting the implementation of the new complaint code for racism.</p> <p>This recommendation is delivered.</p>

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COIDFV-45	<p>By the end of 2023-24, the QPS will elevate the role of the First Nations Reference Group within the organisation and ensure the terms of reference for the Group enhance the influence of the Group in the ways recommended by the COI. The Group will also develop an initial action plan following confirmation of the terms of reference.</p> <p>The Queensland Government agrees with the COI's identification of recommendations that seek to embed partnerships with the Domestic and Family Violence Advisory Group and First Nations Reference Group as being high priority recommendations.</p>	<p>The QPS, through a co-design process with the First Nations Advisory Group (previously the First Nations Reference Group), has developed and endorsed a Terms of Reference which enhances the influence of the Group in the ways recommended by the COI.</p> <p>The QPS and the First Nations Advisory Group are progressing the development of the first Action Plan via a co-design approach to enhance the cultural capability of the QPS and its relationships with First Nations communities.</p>
COIDFV-46	<p>By the end of 2023-24, the QPS will make changes to the organisational structure and separate the First Nations and Multicultural Affairs Unit into two distinct and standalone units.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The QPS is progressing the necessary organisational changes required to standup the First Nations and Multicultural Affairs Units as two separate units.</p>
COIDFV-47	<p>By the end of 2023-24, the QPS will establish the First Nations Unit as a permanent, standalone unit in the Service. The QPS will transition current staffing positions to permanent. This will include designating First Nations identified positions and resourcing levels reflective of its current and future role. To further enhance QPS's cultural capability and First Nations</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The QPS is progressing the necessary organisational changes to standup a permanent, separate First Nations Unit.</p>

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	representation in the QPS Executive Leadership Team, a dedicated Executive Leadership Team member for First Nations will be created.	
COIDFV-48	<p>By the end of 2024-25, the QPS will make its commitment to culturally safe policing clear and explicit by developing a Reconciliation Action Plan for the organisation. The Plan will be developed in consultation with the First Nations Reference Group and the QPS First Nations Unit.</p> <p>The QPS's Strategic and Operational Plans will embed this commitment to culturally safe policing by making a direct link to Reconciliation Action Plan commitments.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The QPS has assessed the 2023-25 Queensland Government Reconciliation Action Plan and concluded it provided a platform and framework to align the QPS strategic and operational plans and to meet reporting obligations.</p> <p>Through consultation with Government and community partners, it was determined the preferred way to give effect to this recommendation is to enhance the QPS cultural capability and awareness through the creation of a Cultural Capability Action Plan. The QPS has commenced engagement with stakeholders to progress the development of the Cultural Capability Action Plan.</p>
COIDFV-49	<p>By the end of 2023-24, the QPS will make improvements to its training to address the need for police to take into account the unique experiences of First Nations peoples and communities when responding to domestic and family violence, culturally relevant relationship dynamics and culturally appropriate communication methods.</p>	<p>As per recommendation 14.</p> <p>The QPS is progressing the implementation of this recommendation as part of wide-ranging and comprehensive improvements to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT.</p>
COIDFV-50	<p>The Queensland Government supports the intent of this</p>	<p>Consideration has been given to the best way to give effect to the</p>

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	recommendation and will consider the best way to give effect to that intent, having regard to stakeholder views and the need to ensure the ongoing protection of victim-survivors.	underlying intent of this recommendation having regard to stakeholder views and the need to ensure the ongoing protection of victim-survivors. Amendments to implement the intent of this recommendation are included in the Criminal Law (Coercive Control and Affirmative Consent) and Other Legislation Amendment Bill 2023, which was introduced into the Legislative Assembly on 11 October 2023.
COIDFV-51	The Queensland Government currently provides funding to support legal representation at court for respondents, including in rural and remote communities. This funding will continue and when opportunities present, further analysis will be conducted as to demand and availability of legal services in such communities.	Planning is underway to commence preliminary analysis on existing funding and service delivery for legal representation at court for respondents in rural and remote areas.
COIDFV-52	By the end of 2024-25, the Queensland Government will consider and implement opportunities to enhance and expand the role of CJGs and the CJG Program, informed by the independent evaluation of the CJG Program which is due to be completed by the end of 2023.	An evaluation of the CJG program is ongoing and due for completion by the end of 2023. DJAG will consider the results of the evaluation to inform next steps.
COIDFV-53	By the end of 2023-24, the QPS will update the OPM to promote regular engagement between police prosecutors with CJGs on domestic and family violence matters and local issues.	The QPS has updated the QPS OPM to promote regular engagement between police prosecutors with CJGs on domestic and family violence matters and local issues. The QPS consulted with key stakeholders as part of the changes. This recommendation is delivered.

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COIDFV-54	By the end of 2023-24, the Queensland Government will rollout 10 additional prosecutors for circuit court attendances in rural and remote Queensland to enhance capacity to negotiate in respect of domestic and family violence matters. In addition, the QPS will implement an enhanced service delivery plan for these communities to provide, where practicable, two prosecutors at circuit courts to facilitate engagement with all parties in domestic and family violence matters.	Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report. The QPS assessed circuit court operations to identify specific locations for placement of the 10 additional prosecutor positions. These resources have been allocated to Cairns; Townsville; Mt Isa; Mackay; Rockhampton; and Brisbane. This recommendation is delivered.
COIDFV-55	By the end of 2024-25, the QPS will develop community-specific awareness and preparedness induction packages to support the placement of QPS members posted to remote locations.	Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report. Consultation and engagement activities being undertaken by the QPS as part of recommendation 43, are contributing to the development of the community-specific awareness and induction packages.
COIDFV-56	By the end of 2023-24, the QPS will ensure rostering practices in rural and remote communities provide for sufficient non-operational periods for newly posted members to complete community preparedness inductions.	The QPS is progressing this recommendation and its delivery will coincide with the introduction of the community preparedness induction packages being developed for recommendation 55.
COIDFV-57	By the end of 2023-24, the QPS will consider remote and rural service as a desirable attribute for promotional criteria to recognise the importance of remote and	The QPS is engaging with internal stakeholders who are currently serving, or have recently served, in rural and remote areas to

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	rural service in policing. The QPS will also continue to provide professional development courses to all members, including resume writing and interview skills.	identify any perceived barriers to promotion. The findings will inform the type of assistance arrangements required to ensure officers are recognised for their rural and remote service in promotional processes.
COIDFV-58	By the end of 2023-24, the QPS will examine available public sector transfer and placement arrangements that support rural and remote service delivery.	The QPS has examined available public sector transfer and placement arrangements for partners of police officers in rural areas. Interdepartmental arrangements for postings of partners of police officers who work in the public sector is a broader issue that will require whole-of-government cooperation as it involves complex industrial relations considerations. The Government will further consider the suitability of these arrangements when opportunities present.
COIDFV-59	By the end of 2023-24, the QPS will assess the needs of training for PLOs in consultation with the First Nations panel. Informed by the outcomes of this process, the QPS will further consult the First Nations panel in designing and delivering additional and ongoing training to PLOs, including in relation to domestic and family violence, trauma informed practice, conflict resolution and suicide prevention. This training will complement, or where practical, be integrated with the implementation of other training-related recommendations for PLOs made by the COI and WSJT.	Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report. The QPS is progressing the implementation of this recommendation as part of wide-ranging and comprehensive improvements QPS is making to its training of QPS members in relation to domestic and family violence that accounts for the matters in this recommendation and other training-related recommendations of the COI and WSJT. In consultation with the First Nations panel, the QPS has developed a training course for

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		PLOs, in line with the requirements of the recommendation, for delivery from November 2023.
COIDFV-60	By the end of 2022-23, the QPS will review the OPM to more accurately reflect the diverse roles undertaken by PLOs within the QPS.	The QPS has updated the OPM to ensure it more accurately reflects the full range and diverse roles and duties undertaken by PLOs. The QPS completed this work as part of a wholesale review of organisational policies and procedures relating to domestic and family violence recommended by the COI and WSJT. This recommendation is delivered.
COIDFV-61	By the end of 2023-24, the QPS will ensure PLOs and Torres Strait Islander PLOs who are stationed in areas where they are the only QPS presence, are issued with QLITE devices and have appropriate access to the QPRIME system. Training will be delivered to PLOs to support the effective use of QPRIME and QLITEs.	Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report. The QPS is progressing implementation activities, including confirming business processes and system requirements, updating the OPM, reviewing position descriptions, and delivering training.
COIDFV-62	By the end of 2024-25, the QPS will explore options for providing policing services to First Nations peoples, including in the Torres Strait, and in communities where PLOs and Torres Strait Islander Police Liaison Officers are the only QPS presence. This will include exploration of the feasibility of installing sworn police officers, expanding relevant powers to PLOs and other options that ensure those	The QPS has commenced consultation with remote First Nations communities to obtain an understanding of the impacts of the policing models being explored as part of this recommendation to service First Nations peoples, including in the Torres Strait, and in communities where PLOs and Torres Strait Islander Police Liaison Officers are the only QPS presence.

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	<p>communities receive culturally safe and appropriate policing services. In developing and considering options, the QPS will consult with relevant First Nations communities and PLOs, through the Domestic and Family Violence Advisory Group, First Nations Reference Group and other key stakeholders.</p>	
COIDFV-63	<p>By the end of 2024-25, the QPS will examine service delivery options utilising existing (and replacement) aviation and other Government transportation capabilities to ensure communities in the Torres Strait receive policing services that meet local needs.</p>	<p>The QPS continues to deliver a range of policing services in the Torres Strait and is committed to continuous improvement in service delivery for these communities.</p> <p>The QPS has conducted an analysis of potential service delivery options to ensure communities in the Torres Strait receive policing services that meet local needs. The findings will be considered by the QPS to determine the best method to give effect to this recommendation.</p>
COIDFV-64	<p>By the end of 2022-23, the QPS will establish and/or expand an excellence in policing service delivery award scheme to acknowledge distinction in policing responses to First Nations peoples and communities.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The QPS has ensured that distinction in policing responses to First Nations peoples and communities is acknowledged. The QPS expanded the existing excellence in policing service delivery award scheme to include specific award categories for recognise distinction in policing responses to First Nations peoples and communities, including leadership, integrity and</p>

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		<p>courage, partnerships, community service and others.</p> <p>This recommendation is delivered.</p>
COIDFV-65	<p>By the end of 2023-24, the Queensland Government establish domestic and family violence as a key priority area of the First Nations Justice Office, DJAG.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The Queensland Government has established domestic and family violence as a key priority area of the FNJO.</p> <p>This recommendation is delivered.</p>
COIDFV-66	<p>By the end of 2023-24, the Queensland Government will add additional funded position(s) to the existing FNJO structure as additional full-time equivalent and allocated specifically to the domestic and family violence priority area.</p>	<p>The Queensland Government has funded additional positions within the existing FNJO, to work on the domestic and family violence priority area.</p> <p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>This recommendation is delivered.</p>
COIDFV-67	<p>By the end of 2024-25, through its expanded focus and additional positions, the FNJO will support current models of existing partnerships between the QPS and First Nations peoples and communities, which address domestic and family violence.</p> <p>The FNJO will also support partnerships with other government and non-government agencies.</p>	<p>Funding was provided to support implementation of this recommendation in the \$100 million funding envelope announced by Government as part of the Government response to the COI Report.</p> <p>The FNJO has undertaken preliminary work to support current partnership models.</p>

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COIDFV-68 to COIDFV-73	Implementation of a PIU will be a significant undertaking and require an appropriate transition period.	Foundational initial scoping work has been conducted by the CCC. Further detailed work will be conducted by a Working Group. This group will be chaired by a leading independent expert and consist of content experts and various stakeholders. The IIS and Special Coordinator for Police and Emergency Services Reform will continue to monitor this work.
COIDFV-74	The Queensland Government will explore opportunities to partner with tertiary institutions to enhance the pipeline of civilian investigators with requisite skills. This work will be undertaken in consultation with the Australian Government.	The Queensland Government will integrate this work with the implementation of other related recommendations.
COIDFV-75	By the end of 2023-24, the QPS will continue to implement mechanisms to enhance the ethical health of the Service. As part of this, consideration will be given to the establishment of additional data, analysis, research and reporting capabilities, including designing robust reporting which enhances decision-making by the Service. Options to assess the QPS's capacity to adopt and integrate early warning systems that incorporate discipline and human resources information into the Service's decision making will also be considered, including the engagement of an external evaluator.	The QPS continues to implement mechanisms that enhance the ethical health of the Service, including expanding the Annual Report to include de-identified details of complaint categories and results and discipline outcomes. In addition, the QPS is progressing a procurement process to engage an external expert to enhance the Service's capability to establish an early warning and intervention system.

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	The QPS will implement annual public reporting of de-identified sanctions and outcomes of disciplinary hearings to uphold transparency in discipline outcomes and community confidence in the ethical health of the QPS.	
COIDFV-76	As part of its response to Reports One and Two of the WSJT, the Queensland Government has already established and appointed an independent implementation supervisor. The IIS will also oversee the implementation of this final Government response to <i>A Call for Change</i> .	Recognising this expanded scope of the IIS, the Queensland Government provided additional funding in the 2023-24 State Budget to ensure the Office of the IIS is resourced to undertake this important function. The IIS is already providing oversight of these reforms and has delivered two progress reports which have been tabled in Parliament. This recommendation is delivered.
COIDFV-77	The Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence will report annually to Parliament on the implementation of the COI Report recommendations.	This Annual Report represents the inaugural progress report since the release of the COI Report, <i>A Call for Change</i> , in November 2022. The Attorney-General and Minister for Justice and Minister for the Prevention of Domestic and Family Violence will continue to report annually to Parliament on the implementation of the COI Report recommendations.
COIDFV-78	As part of its response to recommendation 18 of WSJT Report Two, the Queensland Government has already committed to work with relevant stakeholders to establish a Victims' Commissioner to promote and protect the needs of victims and determine the most	On 28 September 2023, the Government announced funding of \$18 million to establish the Victims' Commissioner's office. The Government appointed an interim Victim's Commissioner in September 2023 and will appoint an independent statutory Victim's Commissioner by June 2024.

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	appropriate model for Queensland.	



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