

Queensland says: not now, not ever.

Domestic and Family Violence Prevention
ENGAGEMENT AND COMMUNICATION
STRATEGY

2016–2026



Queensland
Government



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Executive Summary

The Queensland Government's Domestic and Family Violence Prevention Engagement and Communication Strategy (2016-2026) involves taking deliberate and diverse approaches to changing attitudes and behaviours to domestic and family violence. Only by first changing societal attitudes through awareness and understanding can the goal of ending violence be realised.

Real change began to take hold in Queensland with the presentation of the landmark *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report (the Report) to the Premier in February 2015. The Queensland Government accepted all 121 government-specific recommendations. The first recommendation of the Report required the development of a domestic and family violence prevention strategy. Following comprehensive consultations and input from more than 1200 individuals, early 2016 saw the release of a 10-year strategy. (**Chapter 3**)

At the centre of the 10-year strategy is the recognition that a significant shift in community attitudes and behaviours is required to achieve a Queensland free from violence. Recommendation 18 of the Report specifically calls for a "consistent, comprehensive communication strategy" for this reason. A further 10 recommendations of the Report point to the needs of specific stakeholder groups, along with content, methods and tools for related communication. All in all, both the Report and resulting 10-year strategy recognise the critical importance of tailored communication and engagement for achieving real social change. (**Chapter 3**)

Creating change started with a clear vision – a Queensland free from domestic and family violence. The engagement and communication strategy will bring us closer to realising this vision by creating positive behaviour change across Queensland over the next 10 years, leading to the achievement of a key outcome – Queenslanders taking a zero tolerance approach to domestic and family violence. (**Chapter 5**)

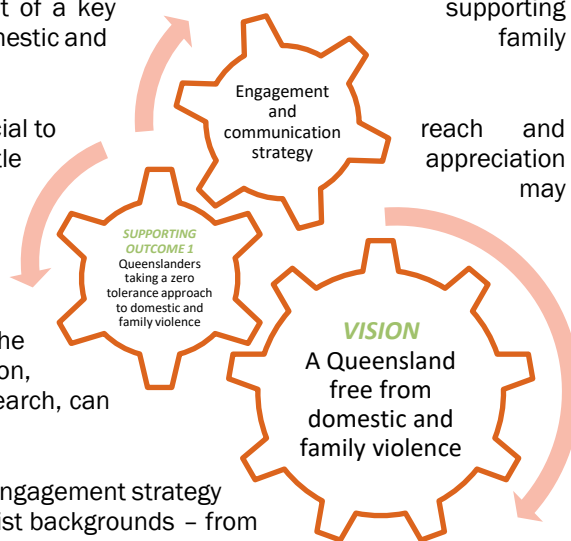
In changing attitudes and practices that tolerate violence, it is crucial to engage a broad audience, from young people who may have little of the commonality of domestic and family violence, to victims who differentiate themselves from more extreme depictions of domestic and family violence found in 'shock tactic' approaches to raising awareness. (**Chapter 1**)

Changing attitudes requires adopting innovative approaches into the future. Only carefully targeted engagement and communication, based on the input of a variety of experts and comprehensive research, can achieve the aim of sustainable cultural change. (**Chapter 2**)

On 25 May 2016, the design process for the communication and engagement strategy took a major step forward. Fifty attendees from a range of specialist backgrounds – from behavioural psychology to creative industries – and community sectors – from faith groups to private enterprise – came together to consider the scope and objectives of the strategy and to generate ideas and approaches for maximum effectiveness. The results of the design forum have informed the engagement and communication strategy and will continue to inform its delivery. (**Chapter 4**)

Building on this input, the strategy will take advantage of Government sponsorship, knowledge of target audiences, community champions of change, existing initiatives and bipartisan support. Knowing the target market, crafting clear messages and choosing the appropriate communications channels and tools will underpin specific communication and engagement activities. A table of activities, categorised by stakeholder group, is presented below. Figure 1, pp.6-7 provide a timeline of activities over the first three years of the strategy. (**Chapter 5**)

Ultimately, the Domestic and Family Violence Prevention Engagement and Communication Strategy (2016-2026) is necessitated by an important but counter-intuitive insight: only an engaged community can make all homes what they should be - safe and supportive.





See Figure 1

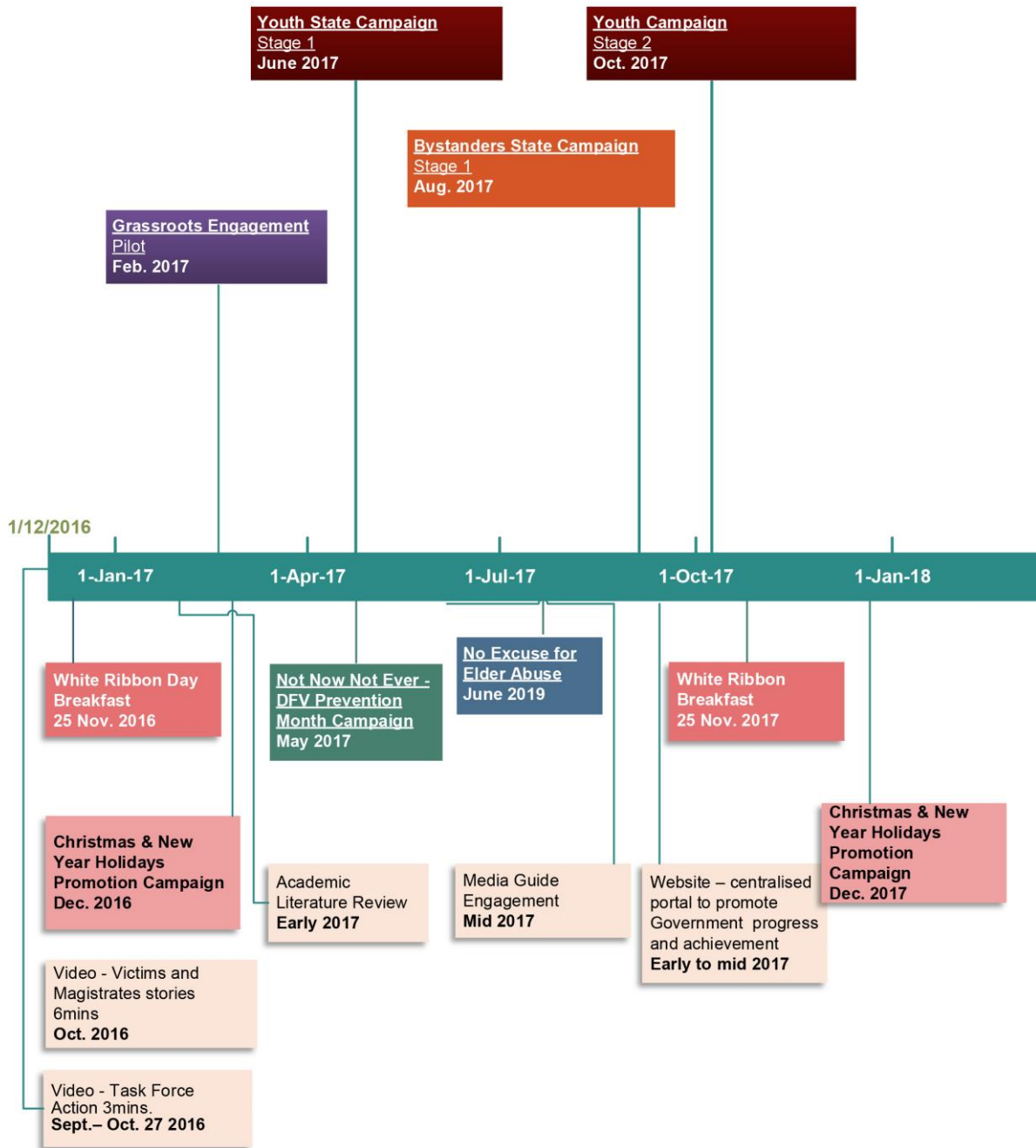
Activity 2017	Description
Youth State Campaign Stage 1	Co-creation project partnering with an external agency to deliver a meaningful, audience led social marketing solution to effect real change and shift attitudes in relation to domestic and family violence. Urban and regional focus groups will occur to clarify different forms of domestic and family violence and convey that all are unacceptable. Targeting Aboriginal and Torres Strait Islander youth (males and females) as a platform for a State-wide campaign. Ipswich will be the central urban base, while also capturing Logan and Brisbane communities. The regional focus groups will occur on Palm Island. Workshops will develop media messaging, and how these messages are conveyed. Messaging will also target statewide youth through television and other broad public media.
Grassroots Engagement Pilot	Engagement with a discrete Indigenous community through a series of focus group workshops to understand how to communicate (at a grass roots level) about and promote local, specialised domestic and family violence support available to community members.
Bystanders State Campaign Stage 1	Statewide awareness campaign which incorporates existing academic research findings, as first stage of promoting bystander intervention of domestic and family violence. Additional market research will be conducted if a gap in knowledge requirement is identified. Communication vehicles to include television and other broad public media.
Youth Campaign Stage 2	Review success of co-creation youth campaign and implement social marketing to reinforce behaviour change.
Academic Literature Review	Academic literature review of all Queensland Government and Federal Government domestic and family violence research targeting Queensland to avoid replication, contribute to current programs and identify any knowledge gaps.
Media Guide	Engagement with media to inform development of Queensland specific media guide and promote use of the guide.
Activity 2018	Description
Bystanders State Campaign Stage 2	Statewide behaviour change campaign as second stage of promoting bystander intervention of domestic and family violence. Additional research may be required to inform the behaviour change campaign. Possible avenues of exploration include how whistle-blower characteristics and motivations might apply to bystanders of domestic and family violence, and understanding what drives their help-seeking, help-offering and help-accepting behaviours. Communication vehicles to include television and radio.
Grassroots Engagement Stage 2	Review success of pilot grassroots engagement program and expand engagement to other discrete Indigenous and Torres Strait Island communities.
Youth Campaign Stage 3	Review success of co-creation youth campaign and implement social marketing to reinforce behaviour change.





Elder Abuse State Campaign	In response to recommendation 12, a campaign will be delivered that targets elder abuse and where to go for support. Partner with DCCSDS to deliver campaign based on the outcomes of the review into the characteristics and prevalence of elder abuse in Queensland (as per recommendation 11 of the Not Now, Not Ever report).
LGBTI Community Campaign	In response to recommendation 14, raise awareness of domestic and family violence in the LGBTI (Lesbian, Gay, Bisexual, Transgender, Intersex) community, remove the stigmas around reporting and seeking help, and provide LGBTI victims with advice on where to go for support. This will be a co-creation project partnering with an external agency to deliver a meaningful audience led solution.
Activity 2019	Description
Grassroots Engagement Stage 3	Review success of Grassroots Engagement Stage 2 and expand implementation of social marketing in discrete/remote Aboriginal and Torres Strait Island communities to reinforce behaviour change.
Bystanders Campaign Stage 3	Statewide behaviour change campaign as third stage of promoting bystander intervention of domestic and family violence to drive and reinforce behaviour change.
Elder Abuse Campaign Stage 2	Review success of elder abuse campaign and determine next phase of campaign, in partnership with DCCSDS.
Annual 2016 - 2019	
Events	<ul style="list-style-type: none"> • White Ribbon Day Breakfast
Promotions & Research	<ul style="list-style-type: none"> • Christmas promotion targeting Victims • Domestic and Family Violence Prevention Month Campaign • No Excuse for Elder Abuse Campaign • Statewide annual survey to gauge progress of domestic and family violence attitudes, awareness and perceptions held by Queenslanders towards domestic and family violence. • Year round media promotion in support of domestic and family violence prevention targeting victims, perpetrators and bystanders • Website - centralised portal to promote Government progress and achievement • Video series conveying issues through real life stories to document Queensland's journey to effect long-term cultural change. Will be shown at events (for example, White Ribbon Day Breakfast), and on appropriate digital communication channels. • Ongoing consultation with a range of stakeholder, such as the Design Forum, to challenge and create new ideas for this Communication and Engagement Strategy.





Year round media promotion in support

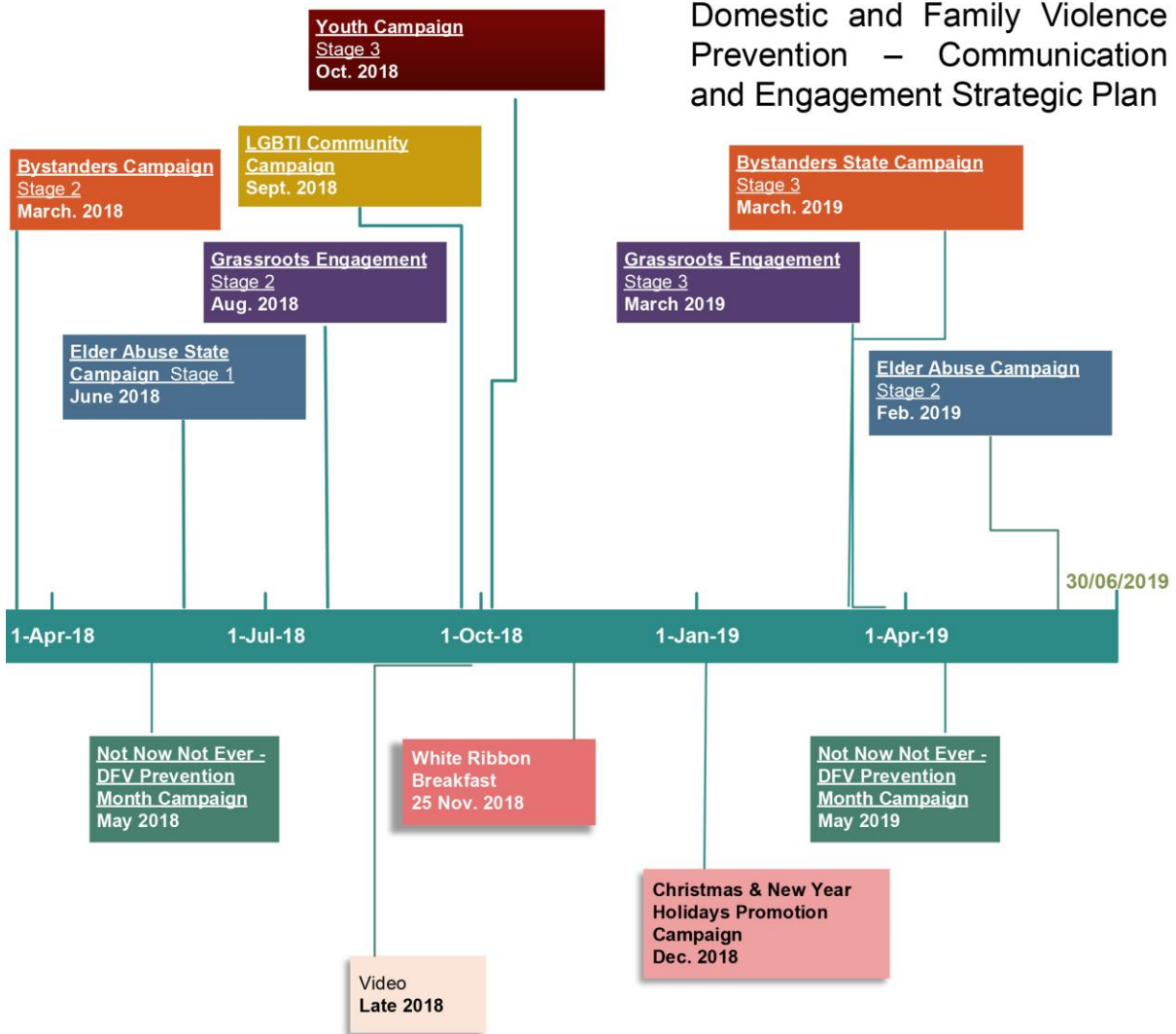
Vox pops • • • • • • •

Television • Radio • Washroom posters • Footpath chalk promotions • QR collateral in utility bill Newsletters

*The Federal Government Domestic and Family Violence campaign will be integrated into Queensland Government



Figure 1
Domestic and Family Violence Prevention – Communication and Engagement Strategic Plan



of victims, perpetrators & bystanders

- Website
- Micro-bloggers
- Canvas advertising
- Online forums
- Microsites
- Intranet
- inserts
- Bus shelter advertising
- Transit vehicle wraps
- Info. packs
- Banners
- Brochures

Domestic and Family Violence Prevention Communication and Engagement Strategic Action Plan





1 The challenge





1.1 Defining the problem


Domestic and family violence has become a problem of epidemic proportions in our society. Violence in all its forms—physical, sexual, emotional, economic and psychological—is being played out every day behind closed doors in what should be a safe and supportive environment: the home.

Each week there is a new media report on a domestic violence incident that has resulted in a fatality or near-fatal outcome.¹ The issue of domestic violence is far reaching. It does not distinguish between gender, age, culture, colour, sexual preference or geographical location.

How it starts and why it starts is something societies all around the world are asking. While we don't have all the answers, it is clear that new thinking is needed around how we can better engage Queenslanders on this complex issue. The cycle of violence needs to stop and now is the time for action.

There has never been more support to address this challenge. What has always been considered a very private matter is finally being discussed, publically spearheaded by media, public opinion and political leadership. This desire to end domestic and family violence needs to be harnessed to create a plan to change attitudes and behaviours, deliver meaningful, visible action and have a long-term, demonstrable impact on all Queenslanders.

This document describes the Queensland Government's engagement and communication strategy to change societal attitudes and influence culture and includes an action plan outlining key deliverables for the first three years. The engagement and communication strategy is an important step in the journey towards ending the violence, together.



"The notion that the home environment is sacred, it's private and what goes on inside isn't our business - that's a failure. The notion of protecting the safety of the home environment should be valued over the notion of privacy."

Design forum participant





1.2 Key challenges and risks

Creating cultural change is often difficult and takes time. The issue of domestic and family violence in particular comes with its own additional challenges and risks. These include:

- too big a problem to solve – ‘what difference can I really make?’
- private nature of the topic – ‘it’s not my place to get involved’
- disconnection to the issue – ‘it’s not happening to me’
- cluttered market – too much information adds to the confusion
- campaign overload on confronting topics – public has become desensitised.

Domestic and family violence is a complex issue. There is still much to learn about its triggers, impacts and how to best engage society on the issue.

While it is encouraging that domestic and family violence is increasingly being addressed publically, the multi-faceted nature of the issue and wide array of communication messages (see Appendix 1 and 2 for examples of these messages both in Australia and around the world) can be overwhelming and create confusion for the intended audienceⁱⁱ. As demonstrated by the research conducted through community focus groups in 2015, although the vast majority of Queenslanders understand domestic violence is wrong, there is still some uncertainty from the community around what behaviour and situations are classified as domestic and family violenceⁱⁱⁱ. There is also confusion around what types of relationships are included in the term ‘domestic and family’^{iv} and circumstances in which violence can be excused^v.

A report released by VicHealth in September 2015 revealed worrying attitudes to violence against women among Australia’s young people compared to their parents’ generation. VicHealth’s Young Australians’ Attitudes to Violence against Women surveyed Australians aged between 16 and 24 about their views on violence against women and gender equality as part of the 2013 National Community Attitudes survey. It revealed that young people show a higher level of attitudinal support for violence against women than those aged 35 to 64 years. Young people also have a lower level of understanding that violence is more than physical violence and forced sex, and are less likely to support gender equality in relationships.^{vi}

 **22%** of Australians believe domestic violence can be excused if people get so angry they lose control

SORRY **21%** of Australians believe domestic violence can be excused if the violent person regrets it

 **26%** of Australians don’t think it’s serious if one partner tried to control the other by denying them money

 Nearly **8 in 10** Australians find it hard to understand why women stay

2013 National community attitudes towards violence against women survey, VicHealth, 2013

 Only **57%** of Australians would know where to get help regarding a domestic violence problem

 Only **68%** of Australians believe that violence against women is common

2013 National community attitudes towards violence against women survey, VicHealth, 2013

National Community Attitudes Survey project partner Dr Anastasia Powell from RMIT has gone on record to say that even though “we can start with early education with young people, delivering programs that teach respectful relationships and sexual ethics as the basis for consent, these findings are not just about young people as individuals. Their attitudes reflect back to us the messages they receive in our culture and society more broadly. As such, efforts to address the underlying causes of violence, namely the attitudes and practices that tolerate violence or produce gender inequality, are likely both to reduce the risk of violence in the short term and to provide a sound foundation for equal and respectful relationships into adulthood.”^{vii}

There is also a risk that communicating about a confronting issue like domestic violence using shock tactics will no longer be as effective at driving change as it once was. Graphic images used in campaigns for issues such as smoking and drink driving as well as on those shown on the news, in video games and on television shows have, somewhat, desensitised communities, potentially reducing the impact of these type of campaigns^{viii}. Shock






tactics can also make it easier for the viewer to differentiate themselves from the victim, particularly if the form of violence being depicted is much more extreme than what they have experienced.

Spurring on the community to take action presents many challenges. The immense scale and complexity of domestic and family violence can make the problem seem overwhelming. This can result in individuals choosing not to take action as they don't know where to start, or they imagine their small efforts will not create real change when the problem is so large. It can also be difficult for community members to take the issue seriously or take action if they don't perceive an impact on themselves or have had little personal exposure to the issue in the past^{ix}.

Finally, despite domestic and family violence now having a higher profile, most people still find it uncomfortable broaching such a private topic with others for fear of exposing hidden sensitivities^x. This private nature of the issue also limits the level of action taken by an individual or community, particularly when witnessing more subtle forms of violence^{xi}.

These challenges and risks need to be considered and addressed in order to have effective engagement and communication that will create cultural change in Queensland.



"We often avoid discussing difficult relationships because of the assumption that there is failure, blame and shame."

Design forum participant





2 Harnessing innovation in our approach

Innovation is about changing the way things are done by creating new services, systems or processes or enhancing existing ones^{xii}. Innovation was identified in the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report as vital for any future engagement and communication around domestic and family violence.

This strategy represents a new approach to domestic and family violence engagement and communication in Queensland. It puts in place the elements required to create an environment that encourages new thinking and innovation. These elements include:

Long-term focus

Never before has Queensland had a domestic and family violence engagement and communication strategy that sets a framework stretching so far into the future. Focusing on the next 10 years of engagement and communication allows for messages to be consistent and reiterated over time. In addition, a long-term approach allows time for robust research to take place and ongoing evaluation and revision of messages.

Variety of subject matter experts

An innovative and disruptive approach requires a variety of perspectives to challenge and provide new ways to look at the issue. For the first time, experts from a wide variety of backgrounds including behavioural economics, psychology, marketing and advertising, media and technology as well as domestic and family violence services, have been consulted by the government during the development of the domestic and family violence engagement and communication strategy. They will continue to be consulted over the life of the strategy.

Comprehensive research and analysis

The strategy emphasises the need for a robust and holistic evidence base to be gathered in the initial stages of the engagement and communication program, and for it to be reviewed on an ongoing basis. This gathering of evidence will include comprehensive market research as well as a gap analysis of domestic and family violence research, current communication campaigns, services and big data to best utilise communication efforts.

Targeted engagement and communication

The strategy takes a targeted approach to communication, which is reflective of Queensland's extremely diverse population. Moving away from an ineffective one-size-fits-all approach ensures more Queenslanders, including those who are most vulnerable, receive messages that are relevant and effective. These targeted messages will each form part of a high-level narrative, ensuring communication is cohesive across all audiences.

While innovation is a key focus for this strategy, all communication and engagement has purpose and contributes to achieving a common goal. The Theory of Change (ToC) approach has been chosen to underpin these elements and allow for new ideas and innovation, while ensuring each aspect of the engagement and communication program supports the goal: Queenslanders take a zero tolerance approach to domestic and family violence.





3 How we got here – the journey so far

3.1 The *Not Now, Not Ever* Report

In September 2014 the Special Taskforce on Domestic and Family Violence in Queensland (the Taskforce), chaired by the Honourable Quentin Bryce AD CVO, former Governor-General of Australia, was established. The Taskforce was asked to examine Queensland's domestic and family violence support systems and make recommendations to the Premier on how the system could be improved to prevent future incidents of domestic violence.

Following five months of engagement with thousands of Queenslanders, the Taskforce presented the *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report (the Report) to the Premier, the Honourable Annastacia Palaszczuk MP, in February 2015. The Report included 140 recommendations to set the vision and direction for a Queensland strategy to end domestic and family violence.

3.2 Queensland Government response and strategy for the prevention of domestic and family violence

In August 2015, the Queensland Government announced it would accept the 121 government-specific recommendations and support the 19 non-government recommendations from the Report, making a commitment to lead a program of reform and releasing a draft long-term strategy to give effect to the framework of the Report.

A comprehensive community collaboration program for the draft Domestic and Family Violence Prevention Strategy took place between August and October 2015, where more than 1200 individuals provided feedback. In early 2016 the final *Domestic and Family Violence Prevention Strategy – Queensland says: not now, not ever 2016 – 2026* (the Strategy) and First Action Plan 2015-2016 were publically released.

The Strategy sets the direction for ending domestic and family violence in Queensland and outlines a set of principles to guide action across the community. It has a strong focus on prevention—stopping the violence before it happens—and supporting those living with violence. The strategy acknowledges that achieving the vision of a Queensland free from domestic and family violence will require long-term commitment from all facets of the community and steady action over time.

At the centre of the strategy—its foundational elements— is the recognition that:



a significant shift in community attitudes and behaviours is required



an integrated response system must deliver the services and support that victims and perpetrators need



the justice system response will be strengthened to prioritise victim safety and hold perpetrators to account.





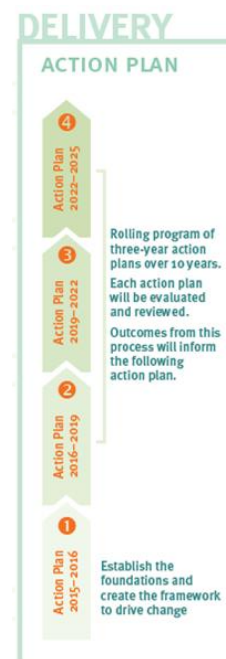
The *First Action Plan 2015–2016* is the first of four action plans to be developed over a 10-year period.

These action plans provide a blueprint to guide government and the community, enabling them to work in a coordinated and focused way. Each action plan details specific initiatives and demonstrates how each individual activity contributes to achieving the overall vision.

The *First Action Plan 2015–2016* has seen a significant amount of work occur within an intensive timeframe to establish the foundations of the strategy and create a positive environment for driving long term change.

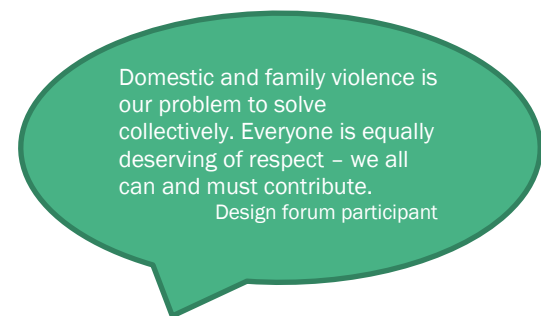
The first action plan included a commitment to work with a range of stakeholders to examine innovative ways to communicate with the Queensland community about domestic and family violence (see Section 4 – The design process). It is one activity that helped inform this engagement and communication strategy.

The three remaining action plans will each cover three years and progressively build on achievements of the previous plan. The *Second Action Plan 2016–2019* includes a number of key deliverables related to this engagement and communication strategy.



3.3 Delivering an engagement and communication strategy

The *Not Now, Not Ever* report recognised that the beliefs, attitudes and behaviours of the Queensland community are directly related to the ongoing cycle of domestic and family violence. The report highlights that domestic and family violence is an issue that affects all Queenslanders and it is time we take a stand against it – as a government, as a community and as individuals.^{xiii}



Recommendation 18 calls on the Queensland Government to deliver a consistent and comprehensive engagement and communication strategy on domestic and family violence for Queensland.

Recommendation 18
The Queensland Government develops a **consistent, comprehensive communication strategy** on domestic and family violence for Queensland.





It is important to note that while specifically delivering on Recommendation 18, the development of this strategy also considers 10 other recommendations from the Taskforce report that relate to specific stakeholder groups, content, methods and tools for communication and dissemination of information (see Table 1). Consideration of all 11 recommendations suggests the strategy should extend beyond simply communication and incorporate strategic engagement principles.

This engagement and communication strategy will provide a roadmap on how to address the complex issue of changing attitudes and behaviour in order to end domestic and family violence in Queensland. It will also consider related projects at a state and national level that are key to enhancing the intent of the *Domestic and Family Violence Prevention Strategy – Queensland says: not now, not ever*, and ensure the effectiveness of implementation.

Table 1: Not Now, Not Ever relevant recommendations

Not Now, Not Ever relevant recommendations	
Recommendation 12	The Queensland Government includes specific elements in the communication strategy (see Recommendation 18) that target elder abuse, and where to go for support.
Recommendation 14	The Queensland Government includes LGBTI specific elements in the communication strategy (Recommendation 18) to raise awareness of domestic and family violence in the LGBTI community, remove the stigmas around reporting and seeking help, and provide LGBTI victims with advice on where to go for support.
Recommendation 15	The Queensland Government recognises the importance of community and government prevention programs for long-term reduction of domestic and family violence and gives a clear commitment to resource and support comprehensive and coordinated prevention. In doing so, the Queensland Government must ensure both education and prevention initiatives and response programs receive funding.
Recommendation 16	The Queensland Government leads and promotes sustained, inter-generational communication in the community about the seriousness of domestic and family violence, the community's intolerance of domestic and family violence, and the services available to victims and perpetrators.
Recommendation 19	The Audit Oversight Body oversees development and implementation of an innovative, multi-pronged communication strategy.
Recommendation 20	As a minimum, the communication strategy must comprise a sustained, long term advertising/ media campaign to run for an appropriate minimum period of time, utilising print, television and social media to raise awareness: <ul style="list-style-type: none"> ○ of what constitutes domestic and family violence ○ that it is unacceptable ○ where victims can go for help ○ how bystanders, neighbours, friends and family can safely intervene ○ where perpetrators can go for help to change their behaviour.
Recommendation 21	A group of experts (for example, in behavioural psychology, behavioural economics, marketing and advertising, media and technology, and domestic and family violence) be established to design the communication strategy. The group will report to the Audit Oversight Body and provide advice on innovative ways to communicate with the Queensland community.





<i>Not Now, Not Ever</i> relevant recommendations	
Recommendation 22	The Queensland Government ensures that the communication strategy is implemented through all frontline services including (but not limited to) health and hospital services, education services and schools, Queensland Ambulance Service, Queensland Police Service, Queensland Fire and Emergency Services, housing services, Legal Aid Queensland, Director of Public Prosecutions and other legal services.
Recommendation 30	In developing the communication strategy, the Queensland Government identifies high profile role models to raise awareness of domestic and family violence. Male role models should be drawn from the areas of music, television, film, business, science and sport. Role models need to be selected from an accredited list or undertake appropriate training to be able to speak authoritatively on domestic and family violence and contribute positively to the strategy.
Recommendation 70	The Queensland Government develops a media guide to assist news and current affairs programs when reporting on domestic and family violence incidents in Queensland.





4 The design process

In order to deliver an innovative engagement and communication strategy, Recommendation 21 of the *Not Now, Not Ever* report suggests a group of experts be brought together to provide advice on innovative ways to communicate with the Queensland community, which will help shape a successful engagement and communication strategy.

In response to this recommendation, the Department of the Premier and Cabinet engaged PricewaterhouseCoopers' The Difference team, who specialise in using collaborative, creative approaches to solving problems, to facilitate a design forum process.

Over a period of three months, a sponsor group of 10 multi-disciplinary experts met to discuss the complex issues associated with domestic and family violence communication, particularly in relation to generating genuine change. They co-designed a one-day design forum, developing the problem statement, scope, objectives and givens, which became the agreed key parameters to frame discussions at the forum.

~Scope~

PROBLEM STATEMENT:
WE NEED A WAY TO CHANGE BEHAVIOUR IN RELATION TO DOMESTIC AND FAMILY VIOLENCE. THIS IS HARD DUE TO THE MULTIFACETED AND PRIVATE NATURE OF THE ISSUE AND A LACK OF UNDERSTANDING OF WHAT DOMESTIC AND FAMILY VIOLENCE IS.

DISRUPTIVE IDEAS AND OPTIONS TO INFORM A DOMESTIC AND FAMILY VIOLENCE COMMUNICATION AND ENGAGEMENT STRATEGY. THIS STRATEGY IS FOCUSED ON:

- EARLY INTERVENTION AND PREVENTION OF DOMESTIC AND FAMILY VIOLENCE
- CHANGING ENVIRONMENTS, ATTITUDES AND BEHAVIOURS ACROSS COMMUNITIES IN QUEENSLAND.
- THE NEXT 10 YEARS

~Objectives~

TOGETHER WE WILL:

- UNDERSTAND HOW THE COMMUNICATION STRATEGY WILL WORK WITH OTHER PARTS OF OUR BROADER DOMESTIC AND FAMILY VIOLENCE STRATEGY
- DEFINE WHAT SUCCESS LOOKS LIKE FOR COMMUNICATIONS AND ENGAGEMENT
- IDENTIFY AND EXPLORE POINTS WHERE WE MIGHT HAVE GREATEST IMPACT ON BEHAVIOURS AND OUTCOMES
- DEVELOP DISRUPTIVE IDEAS AND OPTIONS TO INFORM A COMMUNICATION AND ENGAGEMENT STRATEGY THAT WILL CONNECT EMOTIVELY, DRIVE BEHAVIOURAL CHANGE AND ENCOURAGE ACTION INCLUDING UNDERSTANDING WHAT HAS AND HASN'T WORKED BEFORE

~Givens~

- THIS STRATEGY SITS AS PART OF THE HOLISTIC RESPONSE TO DOMESTIC AND FAMILY VIOLENCE IN QUEENSLAND
- THERE HAS NEVER MORE SUPPORT TO ADDRESS THIS CHALLENGE
- DOMESTIC AND FAMILY VIOLENCE IS NOT PART OF ANY CULTURE
- WE WILL NOT SOLVE SUBSTANCE ABUSE, MENTAL ILLNESS AND OTHER EXTERNAL CONTRIBUTING FACTORS TO DEV IN THIS FORUM
- WE WILL ALIGN WITH THE RECOMMENDATIONS OF THE 'NOT NOW, NOT EVER' REPORT AND ACTION PLAN, BUT THE SCOPE OF COMMUNICATION AND ENGAGEMENT ACTIVITY IS FOR US TO DEFINE
- THE RESULT OF THIS STRATEGY CAN NOT BE JUST ANOTHER ADVERTISING CAMPAIGN
- THE OUTCOMES MUST DELIVER MEANINGFUL, VISIBLE ACTION AND HAVE A DEMONSTRABLE IMPACT FOR QUEENSLANDERS
- WE ARE ENGAGING HEARTS + MINDS

On 25 May 2016 the one-day Domestic and Family Violence Prevention design forum was held and attended by 50 people from a wide variety of backgrounds. It was designed specifically to generate disruptive thinking. As with the sponsor group members, participants were selected based on a range of diverse skill sets including behavioural psychology, media and technology, marketing and advertising, economics, innovation and creative industries, and legal and justice. Faith groups, multicultural groups, private enterprise, community leaders and the domestic and family violence sector were also represented.





As some participants had little domestic and family violence knowledge, the first task of the day was for each of them to make their way through an interactive gallery that incorporated a selection of domestic violence stories, facts, artworks and campaigns.

A series of group activities then followed. The first round focused on unpacking the guiding principles that underpin the domestic and family violence reform in Queensland and how each principle is important in the overall communication strategy. The second round saw participants split into chat room groups where they explored specific behaviour-changing concepts (for example, dialogue and enabling theories) and were challenged to use these concepts to think differently about engagement and communication. The third round allowed participants to suggest innovative communication ideas specific to particular 'influencer groups' in Queensland society (for example, business leaders, young people, media and entertainment).



During the forum, innovative and disruptive ideas, concepts and patterns were identified, which have been used to inform the engagement and communication strategy and how it will be delivered. A selection of these ideas and concepts have been included throughout this document (See Appendix 2 for design forum output report).

The forum also highlighted the importance of ongoing, targeted consultation with a wide variety of stakeholders, not only those from the domestic and family violence sector, over the life of the strategy. All 50 participants showed enthusiasm as domestic and violence champions and a genuine commitment to take action outside of the forum, individually and collectively, to ensure real change in attitudes and behaviour and long-term prevention of violence.





5 Creating change – the engagement and communication strategy





5.1 Context

4.1.1 The National Plan

In 2010 the Commonwealth Government released a 12-year *National Plan to Reduce Violence against Women and their Children 2010-2022* (The National Plan). The National Plan focuses on stopping violence before it happens, supporting women who have experienced violence, stopping men from committing violence, and building the evidence base so that we learn more about ‘what works’ in reducing domestic and family violence and sexual assault.^{xiv}

The first action plan for the National Plan laid a strong foundation for long-term change. This included the establishment of essential, national-level infrastructure to inform future policy and service delivery and to engage the community in reducing violence against women and their children. Australia’s National Research Organisation for Women’s Safety (ANROWS) and Our WATCH (driving change to end violence against **Women And Their Children**) were established during this foundation-building period.

Since then, Our WATCH, in partnership with VicHealth and ANROWS, developed ‘Change the Story’, the first framework for a consistent and integrated national approach to prevent violence against women and their children.^{xv}

This evidence-informed approach, based on substantial research and consultation, resulted in the creation of a guide or national ‘roadmap’ to inform prevention policy and practice in Australia. It is an integrated approach to help make the shift from isolated small-scale projects to coordinated, consistent action across all jurisdictions, sectors and settings, that can prevent violence across the whole population.

The concepts and principles of this engagement and communication strategy for Queensland’s 10-year reform program is aligned to this national framework and applied to resonate with the Queensland community.

4.1.2 Theory of Change (ToC) approach

A theory of change (ToC) is a flexible thinking tool^{xvi} often used to develop solutions to complex social problems. A basic ToC explains how a group of early and intermediate accomplishments sets the stage for producing long-range results.

A more complete ToC articulates the assumptions about the process, or pathway, through which change will occur and specifies the ways in which all of the required early and intermediate outcomes related to achieving the desired long-term change will be brought about and documented as they occur (see Figure 1).^{xvii}



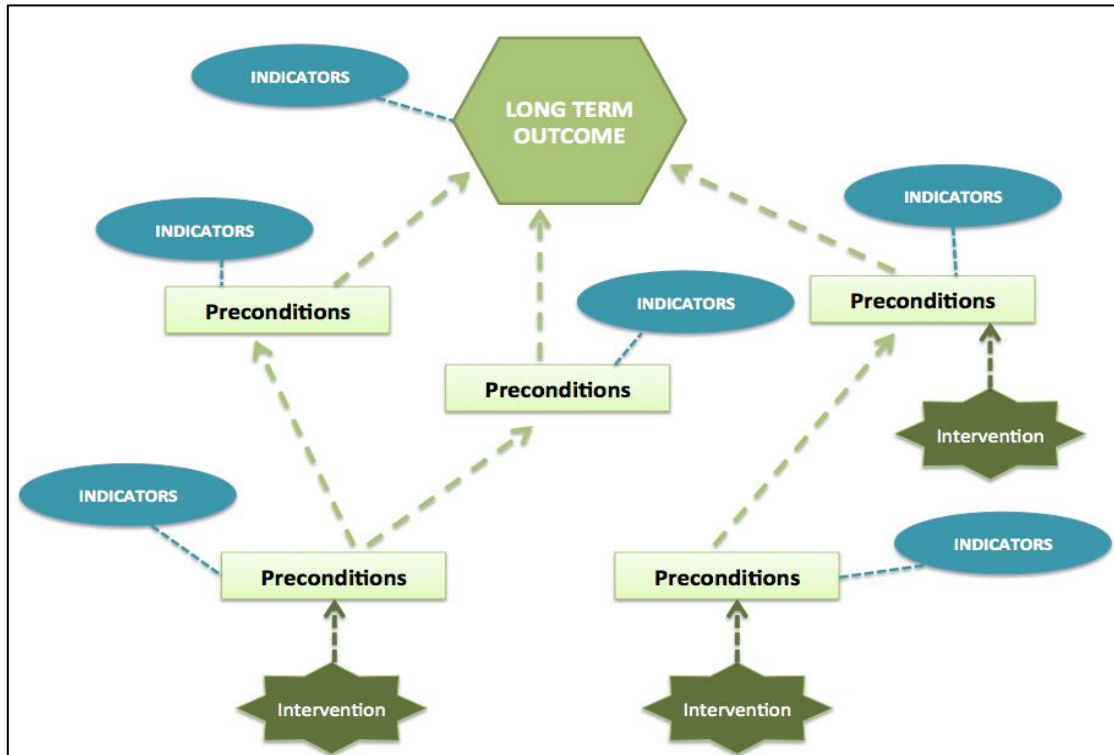


Figure 1: Elements in a pathway of change (Source: Andrea A. Anderson, Ph.D. - *The Community Builder's Approach to Theory of Change: A practical guide to theory development*)

Similar to the National Plan's 'Change the Story' framework, the Queensland Government's engagement and communication strategy will be underpinned by ToC principles in order to build and shape a resilient Queensland where there is no domestic and family violence.

To deliver actual change in our society we need to translate thinking into action. The first step is to build a knowledge foundation through research, evaluation and learnings to understand the critical components required to feed into a program plan that will build our culture for the future.

This process has been applied successfully in developing high-performance business cultures and can be applied to complex social policy issues such as the prevention of domestic and family violence. ^{xviii}





There are five key steps to create a Theory of Change (ToC):

1. Identify a long-term goal
2. Conduct “backwards mapping” to identify the preconditions necessary to achieve that goal
3. Identify the interventions that your initiative will perform to create these preconditions
4. Develop indicators for each precondition that will be used to assess the performance of the interventions
5. Write a narrative that can be used to summarise the various moving parts in your theory.^{xix}

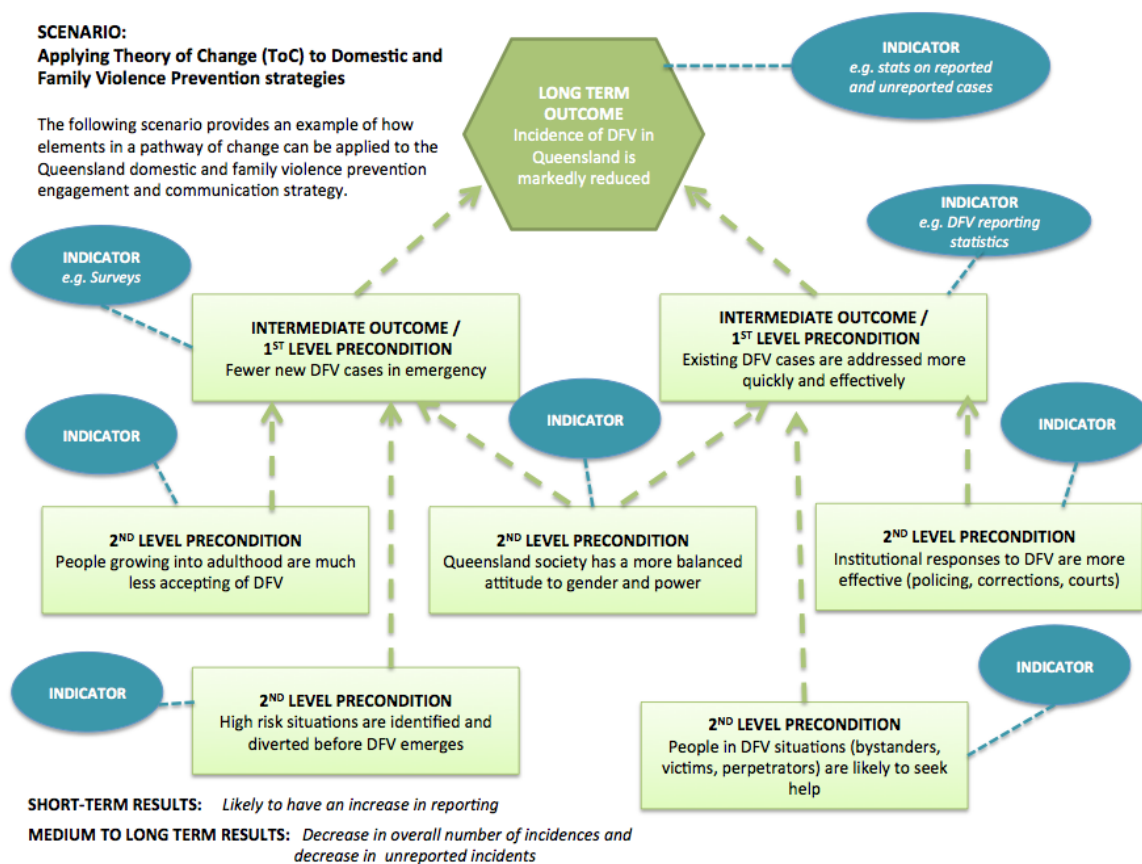


Figure 2: Example of a pathway of change and how it could potentially apply to domestic and family violence

The purpose of applying a ToC process is to allow disruptive thinking over the lifetime of the engagement and communication program that has a degree of flexibility in its approach but remains focused on achieving its desired long-term outcome. It also provides a strong organising framework to improve design, implementation, evaluation and learning to enable much faster generation of a positive culture towards preventing domestic and family violence. This will enable our society to achieve genuine, enduring results within the next decade (see Figure 2 for an example of how ToC could be applied to domestic and family violence).





5.1.3 Applying behavioural economics theories

To develop an effective engagement and communication program or campaign, we need to better understand how we can influence the choices people make. It is assumed in most instances that people are rational, and when in a rational state can make sensible and proper choices and decisions.

The more uncertain people are about their decision the more likely it is that they will go with a default choice. Behavioural economics (BE) theory suggests that human decisions are strongly influenced by context, including the way in which choices are presented to us. Behaviour varies across time and space, and it is subject to cognitive biases, emotions, and social influences. Decisions are the result of less deliberative, linear, and controlled processes than what most people believe.^{xx}

Our beliefs create attitudes, our attitudes set off our emotions, and our emotions are played out in behaviours. If we want to change behaviours, we need to dig all the way down to the beliefs. How do we come to these beliefs? What are they made up of? This affects everything.
Design forum participant

We know domestic and family violence is a complex, multifaceted issue with far-reaching, long lasting, often delayed outcomes. When you evaluate problems that unfold over long periods of time, which often is the case with domestic violence, studies have shown that people tend not to look at the cumulative effect or consider how choices made in that moment may restrict the choices that can be made in the future.

Policy decisions that relate to a multifaceted issue such as domestic and family violence can also be complex. When considering a government-led strategy such as this one, active decision support needs to be considered – that is, creating an environment where there is both structured decision-making and multi-criteria decision analysis.^{xxi} In

these particular cases, specialists trained in the science of decision-making would design actions to help target groups overcome predictable biases and approach decisions in a way that is different from how they might instinctively make them.

This concept of unconscious bias is an important component to consider when applying cognitive and social psychology concepts to an engagement and communication program on domestic and family violence. For example, we are often unaware of our unconscious biases. It influences our thinking processes that are intuitive, automatic and experience-based^{xxii}. It results in almost unnoticeable behaviours (micro behaviours) such as paying a little less attention to what the other person says, addressing them less warmly or talking less to them. We tend to be less empathetic towards people who are not like us. These behaviours are small and not likely to lead to censure, but long-term exposure is corrosive.

Being aware of what biases we have to domestic and family violence and those touched by it, and how strong the biases are, equips us to better manage or change our biases. If we know what it is that triggers this unconscious bias on domestic and family violence-related issues for particular target groups, we are better able to develop an initiative that directly addresses it, allowing people to manage or even change their default behaviour.





Managing unconscious bias leads to better and fairer decision-making and enhanced problem solving, increased ability to think in novel situations, better logical reasoning and more persistence^{xxiii}. By creating the right atmosphere where fairness is linked directly or indirectly to achieving our ultimate goal of a Queensland free from domestic and family violence, we are in a better position to create the right conditions to trigger better decision pathways of choice for the individuals at the centre of the issue.

The application of these concepts alone will not solve the issue of domestic and family violence, however taking a broader view and investigating and testing other methods outside of the traditional approach to awareness building campaigns is part of thinking differently. Accessing multidisciplinary experts began in the early stages of development to challenge our thinking. Continuing to assess the application of these concepts during the program rollout and evaluating their impact over the life of the engagement and communication strategy will be important.

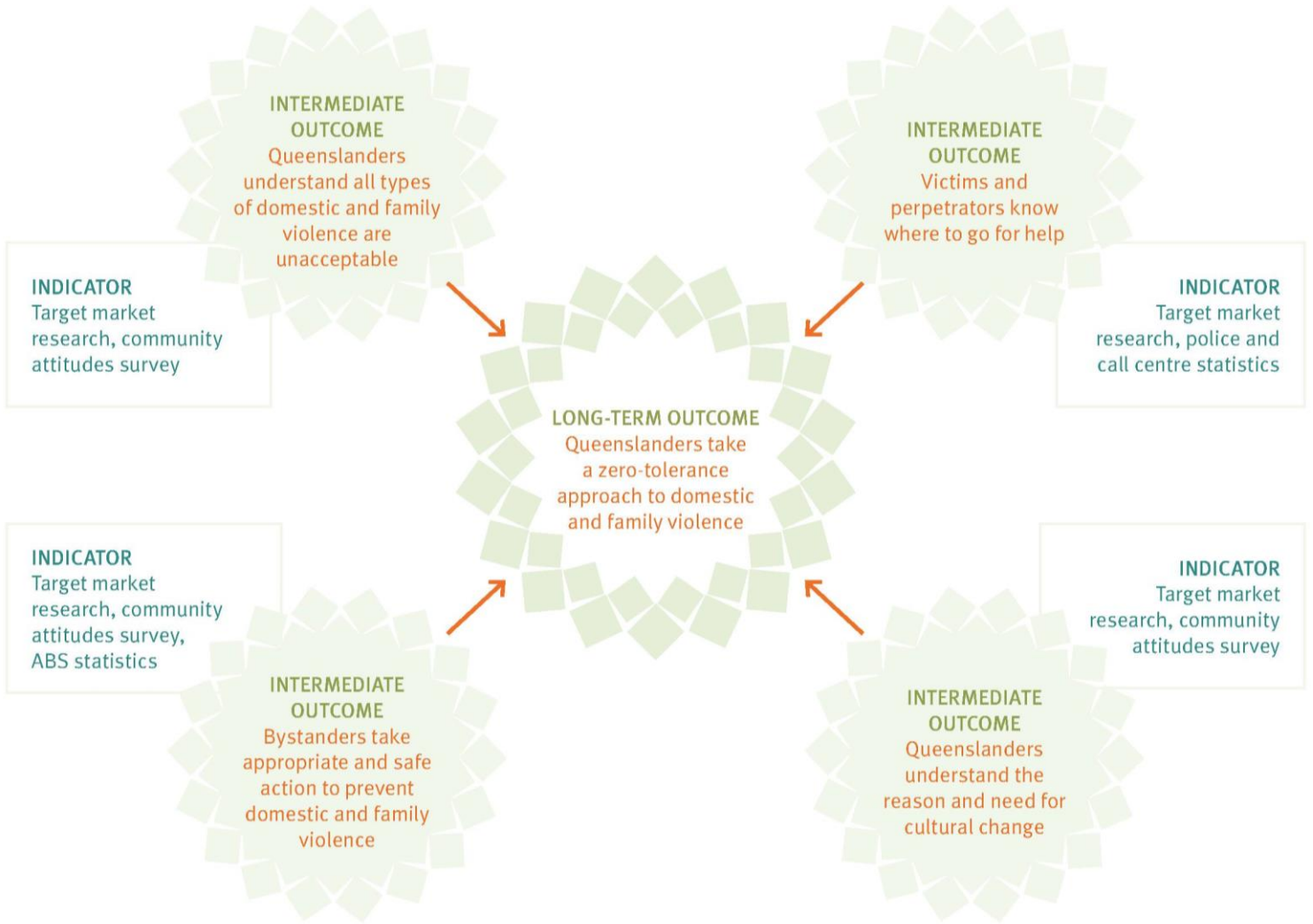
DESIGN FORUM IDEA: Enabling strategies and nudge techniques

If we enable people to make better conscious choices, we are less reliant on the system to fix the situation. The benefit is the empowerment of the individual. If we empower them to use their own system of support, we are giving them strategies to fix the issue and break the routine. This will allow them to continue to deal with the issue consciously into the future. We can use positive behaviours as a social nudge to help people change.





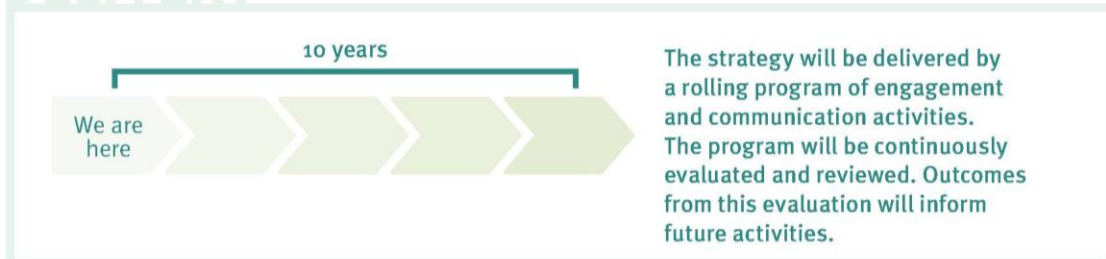
THEORY OF CHANGE



HARNESSING INNOVATION



DELIVERY



EVALUATE



5.2 Strategic overview

Vision

A Queensland free from domestic and family violence.

Strategic Context

The engagement and communication strategy aligns to the foundational element of '*community attitudes and behaviours*' identified in the *Not Now, Not Ever* report. It is a major aspect of this foundational element but it is not the only part. It is critical that this strategy builds upon and supports the other actions that deliver this foundational element (see box below).



Engagement and communication strategy goal

The engagement and communication strategy will create positive behaviour change across Queensland over the next 10 years. It will aim to achieve the supporting outcome—Queenslanders take a zero tolerance approach to domestic and family violence—under the Queensland Government's domestic and family violence reform program. The use of disruptive ideas born from multidisciplinary experts will ensure that we look at the problem differently and create initiatives and programs that challenge traditional thinking on how to address the problem.

Strategy objectives

There are five objectives that will inform the development of a comprehensive staged communication program that incorporates consistent messaging, channels and tools to effectively communicate across all communities and groups on multiple levels.

- **Government sponsorship:** to position the Queensland Government as a facilitator of strategic relationships that will drive cultural change at a public level (that is, a custodian of the leadership for change)
- **Knowledge of our target audience:** to understand who we need to target and their driving factors that will bring about change – that is, what will influence and motivate them in order for action to occur
- **Activation of champions:** to proactively engage with key community leaders to encourage genuine partnerships and create momentum for them to champion change
- **Building on existing initiatives:** to maximise the opportunity to integrate across existing campaigns and programs that complete the picture
- **Bipartisanship:** to build flexibility and robustness within the structure to ensure scalability and longevity across the life of the strategy.

5.3 Strategic stakeholder assessment

Analysis is needed to foster a good understanding of who we need to target, what we need to say and how we can effectively reach influencer groups. In the first year of the program, we must provide a baseline understanding that is supported with evidence on what influences, motivates and drives people to make decisions, and take the action required to create change in our society needs. The following categories are fundamental to each stage of the assessment and evaluation process:

- **Subject matter (the specific problem)** – what components of the complex problem around domestic and family violence needs to be addressed.
- **Target audience (stakeholder groups)** – which groups/sectors are linked to the specific problem component identified.
- **Engagement (action results)** – how do we navigate through the ‘white noise’ to reach the right people, at the right time, with the right message that will result in action.



Domestic and family violence stakeholders fit into one or more of the following overarching categories – victim/survivor; perpetrator; bystander/influencer. When not directly involved as a victim or perpetrator, all other stakeholders are classified as bystanders/influencers as they have the opportunity to observe and respond to acts of violence, discrimination or other unacceptable or offensive behaviour.

Although it is important to undertake a robust stakeholder assessment at micro-level, it is also important at a strategic or macro level to consider how programs reach all stakeholders within these overarching categories.

Locating change advocates will also be an essential aspect of the engagement strategy where government may wish to partner directly with specific groups or help others lead or partner. A high-level analysis of the key strategic stakeholder groups is outlined in the following table (Table 2).



Table 2: High-level stakeholder list

GROUP	DETAIL	DESCRIPTION/RATIONALE
Owners	<ul style="list-style-type: none"> • Premier • Minister for Prevention of Domestic and Family Violence • Domestic and Family Violence Implementation Council • Child Protection and Domestic and Family Violence Prevention Interdepartmental CEO Committee • Department of the Premier and Cabinet (Social Policy and Communication Services) 	<p>Stakeholders who have responsibility and ownership of the strategy and the shaping of the ongoing implementation plans. This group also includes stakeholders responsible for overseeing the implementation of the program and evaluating its progress against the intended goal and strategic outcome.</p>
Partners and affiliates	<ul style="list-style-type: none"> • Domestic and Family Violence Design Forum Sponsor Group Members • Domestic and Family Violence services sector • Specialist support sector • Queensland Government • Commonwealth Government • Local Government 	<p>Stakeholders who the owners group work with directly on programs and initiatives that will achieve the intended goal and strategic outcome, including current and future commitments. Partners and affiliates may also have input in shaping specific strategic components in relation to intelligence gathering and messaging as well as specific program initiatives where appropriate.</p>
Champions and advocates	<ul style="list-style-type: none"> • Partners and affiliate category • Domestic and Family Violence Design Forum participants • Government – MPs, Mayors, local councillors • Cultural and faith leaders • Business and industry bodies • Community organisations and community leaders • Sporting associations and groups • Science and technology industry • Media, entertainment and arts industry 	<p>Stakeholders who are inspired and motivated to deliver on the intended goal and strategic outcome within the communities and groups they have influence. In some instances these stakeholders will assume the responsibility of delivering their own program initiatives that are aligned with the objectives, values and messages of the strategy.</p>
Queensland community	<p>All Queenslanders including:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander communities • LGBTI community • Elders • Young people and children • People with disabilities • Regional and remote communities • Culturally and linguistically diverse communities 	<p>These are the intended recipients of the engagement and communication strategy and its supporting implementation plans.</p>

5.4 Methodology

5.4.1 Strategic principles

The key guiding principles from the *Domestic and Family Violence Prevention Strategy – Queensland* says: *not now, not ever* forms the basis of how Queenslanders can work together to end domestic and family violence.

These guiding principles (refer to box) were co-designed with community and business leaders and experts with experience working with victims and perpetrators of violence, and have been used to guide the development of the strategy.

The domestic and family violence prevention design forum considered these guiding principles to challenge thinking around the drivers of behaviour and attitudes in the context of social norms.

The approach undertaken by the design forum generated disruptive ideas that have informed this strategy and will ensure we take a different approach when it comes to its implementation.

Guiding principles

- Domestic and family violence is not acceptable.
- Denigration and disrespect of women is not acceptable.
- All Queenslanders deserve to be equally valued and respected regardless of age, gender, identity, culture, religion, education, impairment, health or race.
- All Queenslanders have the right to live in respectful, supportive and safe relationships and to feel safe and secure in their homes.
- The safety of victims is paramount.
- Domestic and family violence is everyone's concern and ending it is everyone's responsibility.
- Community leaders and groups can champions and drive change.
- Practical solutions are required to support victims and perpetrators.
- Educating children and young people is key to achieving generational change in behaviour.
- Perpetrators will be held to account for their actions.

Key concept drivers that have informed the strategic approach include:

- overcoming unconscious bias on what is acceptable and unacceptable behaviour
- focusing on celebrating the 'sovereignty' of women
- eliminating hierarchy and stereotypes in order to address equality issues on all levels of society
- embracing the fundamental human right to safety – where we live, learn, work and play
- changing the dialogue – that is, eliminating blame from our narrative
- creating a sense of community ownership and shared responsibility to solving the problem.



Understanding the cultural factors fuelling violence will help us prevent DFV and intervene in the inter-generational cycle of DFV.
Design forum participant

5.4.2 Strategic approach

Based on the complex change theory application, the engagement and communication strategy has a four-pronged approach (refer to Figure 3):

1) FOUNDATION

What we need to change – establish a resilient foundation through evidence building, assessment and identification.

2) TRANSITION

How we move closer to achieving change – develop a process to help transform from where we are into a program designed to bring about change.

3) EXECUTION

How we contribute to change – develop targeted programs informed by the foundation building process that are executed with precision and supported by robust systems, processes and resources.

4) EVALUATE

How we know we are changing – evaluate and assess program initiatives and whom we target to ensure we continue to make impact where it counts most.

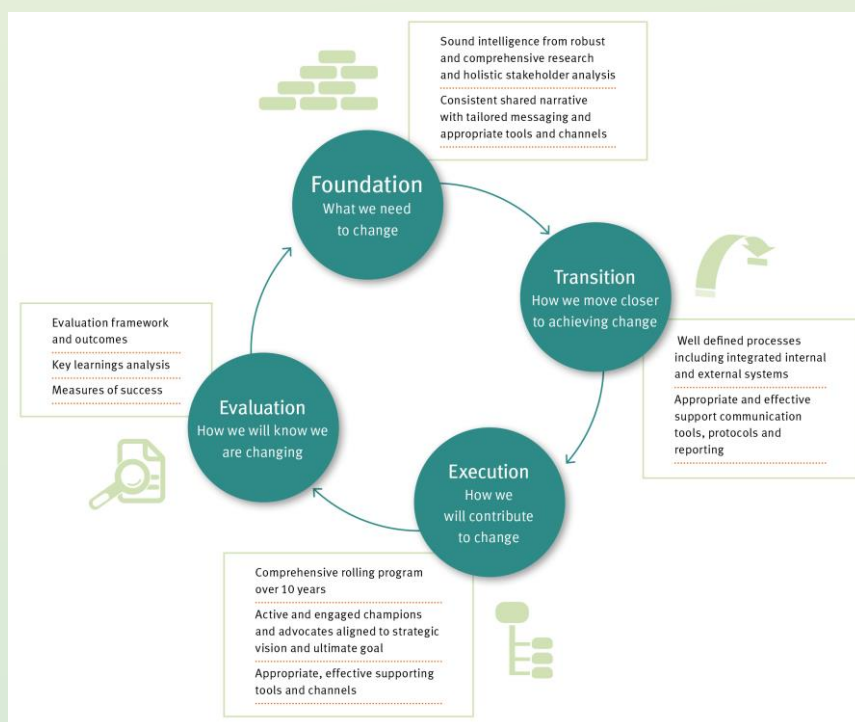


Figure 3: Four-pronged approach

5.4.3 Implementation

Foundation phase

Intelligence gathering

There has been a lot of research on domestic and family violence. Unpacking existing information and data and understanding what it means, how it applies to Queensland audiences and where the gaps are will be a key outcome of the foundation phase.

Research review and analysis

Some of the existing research on domestic and family violence and related issues provides information that seeks to define the problem as it relates to particular stakeholder groups (refer to Table 3).

Working collaboratively with relevant research organisations such as the Queensland Centre for Domestic and Family Violence Research^{xiv} will help to identify relevant research information to be further prosecuted to provide context and background during the foundation phase. As part of this literature review, the National

Research Agenda (a collaborative initiative funded by the federal and state governments) will also be considered. The National Research Agenda aims to develop a cohesive and comprehensive national evidence base that is relevant to policy and practice and actively contributes to the *National Plan to Reduce Violence Against Women and their Children 2010 – 2022* outcomes.

Domestic and Family Violence Research			
<p>Bystanders</p> <ul style="list-style-type: none"> • Bystander Research Project (VicHealth - 2012) • Engaging men in men's violence prevention: exploring the tensions, dilemmas and possibilities (Deakin University, 2008) • Where men stand: Men's roles in ending violence against women (White Ribbon) • Reducing violence against women and their children research (Federal Government & TNS - 2015) 	<p>Cross-Community</p> <ul style="list-style-type: none"> • Personal Safety Survey (ABS - 2012) • Australian's Attitudes towards Violence Against Women report (VicHealth - 2013) • Queensland DFV Enhance Research (Qld Government - 2015) 	<p>Youth</p> <ul style="list-style-type: none"> • Reducing violence against women and their children research (Federal Government & TNS - 2015) • Young Australian's Attitudes towards Violence Against Women report (VicHealth - 2013) • The Line Campaign Summary of Research (Our Watch - 2015) • Engaging young people in regional, rural and remote Australia (Australian Clearinghouse for Youth Studies - 2015) 	<p>Elderly</p> <ul style="list-style-type: none"> • The EAUP Helpline: results of an investigation of five years of call data (Elder Abuse Prevention Unit, UnitingCare - 2015) • Elder Abuse: Effectiveness and Outcomes of an awareness campaign (Lifeline - 2011)
<p>Multicultural/Indigenous</p> <ul style="list-style-type: none"> • Existing knowledge, practice and responses to violence against women in Australian Indigenous communities (ANROWS - 2016) • Good practice in Indigenous family violence prevention - designing and evaluating successful programs (Australian DFV Clearinghouse - 2007) • National Aboriginal and Torres Strait Islander Social Survey (ABS - 2014-15) 	<p>Rural</p> <ul style="list-style-type: none"> • Seeking help for domestic violence: Exploring rural women's coping experiences (ANROWS - 2015) • Engaging young people in regional, rural and remote Australia (Australian Clearinghouse for Youth Studies - 2015) 	<p>Disabilities</p> <ul style="list-style-type: none"> • Preventing Violence against Women and Girls with Disabilities: Integrating A Human Rights Perspective (UNSW & Women with Disabilities Australia - 2015) • Triple Disadvantage Report: out of sight, out of mind (Violence against women with disabilities project - 2003) 	<p>LGBTI</p> <ul style="list-style-type: none"> • Calling it what it really is (University of New South Wales - 2014) • The National Intimate Partner and Sexual Violence Survey (USA, National Centre for Injury Prevention and Control- 2010)

Table 3: Examples of existing research mapped against stakeholder groups

To approach this problem differently, it is important to extend traditional thinking to access and analyse research in subject areas where parallels can be drawn. For example reviewing research on:

- what drives whistle-blowers to act which might assist with positively activating bystanders to safely intervene
- the role of education in reducing alcohol-fuelled violence which may give a better understanding of how social media and marketing can access specific target groups
- how education and communication is used to breakdown barriers to encourage help-seeking and help-offering behaviour.

Data linkages and analysis

Most existing data relates to the crisis end of domestic and family violence (for example, corrections, justice and police). Collection and interrogation of this data from a 'top-down' perspective based on the worst case scenario helps to develop patterns on risk identification that can drive intervention programs to reach high risk stakeholder groups. However, if we are to create an environment for long-term prevention we also need to consider a 'bottom-up' approach to data collection – that is, at the level where the incident has or is likely to occur.

The intent of this form of data collection is not about gaining new information about the size of the problem but where it begins, and the shape and pattern of the problem itself.

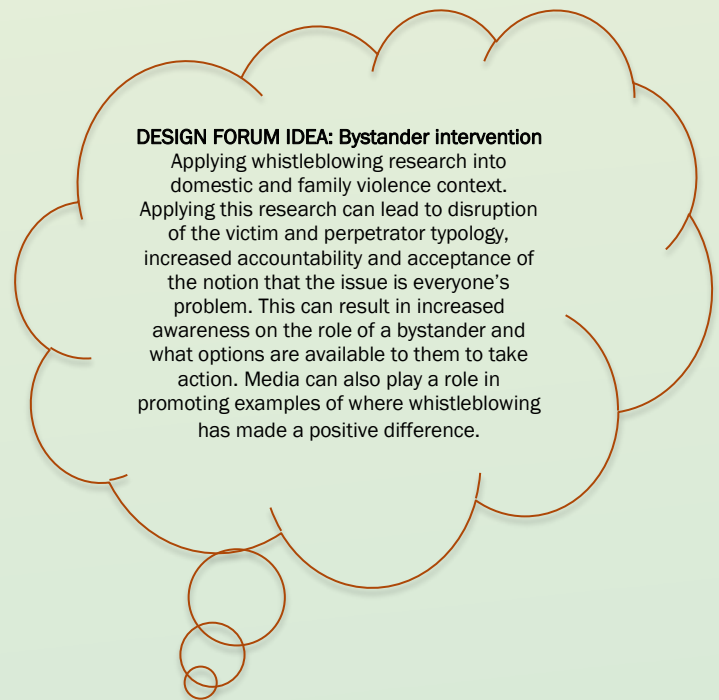
Applying data mining techniques (that is, the extraction of hidden predictive information from data sources^{xv}) will help to create a broader perspective. It will also help to better inform the key elements in the pathway of change (that is, the preconditions necessary to achieve the desired goal).

There are three key stages to data evaluation:

- **Establishing the data need (establishing the baseline)** – what data needs to be tracked and what data already exists
- **Collect and gather the data sources (database management)** – creating a process to bring together different data sources to centrally gather the information
- **Identify trends in data (quantitative analysis)** – interrogate the data information to identify predictive patterns for further evaluation and assessment.

In Queensland, the Death Review Unit within the Office of the State Coroner has the ability, under relevant legislation, to investigate domestic and family violence related deaths. They also have the capacity to request additional reports, statements or information regarding the death to inform the coroner's findings and access information from other sources such as hospitals, police, community services, courts and witnesses. In accessing this information the Unit is able to examine specific circumstances around a particular fatality and identify factors that may increase the risk of a domestic violence related death in a relationship. This unit is the only entity in the state that has access to such a detailed body of evidence concerning domestic violence related deaths. Recommendation 7 of the *Not Now, Not Ever* report sets the platform to allow government departments to access this data to better equip policy makers to understand and prevent domestic violence, and this engagement and communication strategy will also seek to utilise this knowledge set.

New research pathways



Creating a research 'think tank' to gain insight through innovation that encourages multidisciplinary creative thinking will help to define components of the problem. This would bring together PhD students from various disciplines into an environment to analyse a specific component/precondition of the pathway for change model on domestic and family violence prevention. These students from various disciplines (for example, behavioural psychologists, economists, information technologists, urban planners, designers, health scientists or theologians) would be provided with a particular element of the problem (identified through research analysis), which would help to develop a multi-faceted problem profile to reach areas of the issue that have been relatively untouched.

Tapping into experts

The value of embracing experts in the fields of behavioural psychology, behavioural economics, culture, marketing and advertising and media and technology alongside domestic and family violence experts has been proven through the design forum and will be continued. These subject matter experts (SMEs) provide valuable insight from their specific perspective on key strategic elements – that is, research, stakeholder analysis (be it who we need to reach and/or who we need to reach them), message and dialogue development, and action initiatives including review, test and evaluate aspects.

For example, the engagement of behavioural science experts will help to inform and structure the kinds of decisions needed to create genuine change. This insight will help create a rich understanding of the decision-making shortcuts people make as well as the predictable biases that accompany them. This will help to shape the content of communication activities designed to help individuals and groups make better decisions about their role in preventing domestic and family violence.



Stakeholder analysis

As with most engagement and communication plans, the ongoing identification of stakeholder groups at a micro level that can contribute to achieving the purpose of the engagement or that could be affected by its outcome is fundamental for successful implementation. This task includes an initial identification of stakeholders, which would be undertaken in the first year to serve as a baseline understanding of all key stakeholder categories and the relevant groups and individuals associated with each of the categories (outlined under section 5.3).

From this, a profile can be formed based on a number of criterion, for example:

- level of understanding of the issue
- association to the issue
- level of influence with the issue
- demographic profile including age, gender, cultural, geographical context
- receptiveness to be engaged on the issue
- legitimacy
- relationship with other stakeholders.




Having profiled the stakeholders, this list would then be mapped to determine which groups and individual representatives are most important to engage with in relation to the purpose and scope.

Once this mapping process has been undertaken it is important to consider how these stakeholders also meet the macro stakeholder assessment – that is, assessing against the key categories of victim/survivor; perpetrator; bystander/influencer.

Positioning and messaging

Creating a narrative on domestic and family violence is key to articulating a position on the issue and how to overcome it. However, due to the complexity of the issue and the existing campaigns (see Appendix 1), creating a consistent narrative is challenging.



DESIGN FORUM IDEA: BUSINESS MENTORS

Encourage big businesses that are already 'champions' of domestic and family violence prevention to share their stories and strategies to mentor smaller business. That is, create a 'Change Champion Network' for the business sector.

The narrative that is developed will be designed to carve out a 'place' in the minds of stakeholders and help them understand the issue and their relationship to it. It will be essential for the strategy owners (and possibly partners/affiliates) to work collaboratively to develop this shared narrative and test its validity with a central core group – in the first instance this would include the Implementation

Council and possibly select SMEs.

An overarching set of key messages will be developed to last the duration of the strategy, however it will be essential to develop sub themes (and narrative) to be aligned to the rollout of communication plan activities. It will also be essential to tailor these themes to resonate with the stakeholder groups being targeted.

There are a number of very successful comparable campaigns with strong positioning and messaging that have resulted in change behaviour outcomes. Some of the more successful behaviour change campaigns that have had significant measurable results using consistent, targeted messaging include:

- Queensland Water Commission - 140 Target campaign
- National Tobacco – *Every Cigarette is Doing You Damage*
- Anti-Cancer Council - *Slip, Slop, Slap and Sunsmart Program*
- Transport Accident Commission – Wipe off 5

Each of these campaigns also had a clear imperative for change, which is something that would need to be identified for domestic and family violence as part of the foundational research component of the engagement and communication program (see Appendix 3).

Transition phase

Transitioning activities will refine the critical outputs and shape them into the implementation program moving forward.

Central to this is the creation of a high performance communication environment to act as a centralised strategic lens. This function will be supported through the governance structure that will provide strategic oversight to the implementation of this strategy.

During this phase, decisions will also be made regarding the appropriate communication systems and tools to support engagement and communication action, informed through intelligence gathering and stakeholder analysis undertaken during the foundation.

In the establishment year of the strategy's implementation, a seamless protocols and reporting process will be designed to create a high-performance program environment.

Execution phase

Development, deployment and scaling up

This 10-year engagement and communication strategy will come to life through a rolling program of activities (implementation program) that applies a theories of change approach designed to influence attitudes and behaviour from an informed base.

The implementation program will have built in flexibility to ensure it considers the current environment in which it will operate and remains relevant to the stakeholders it impacts.

This program of action would be developed under three focus areas:

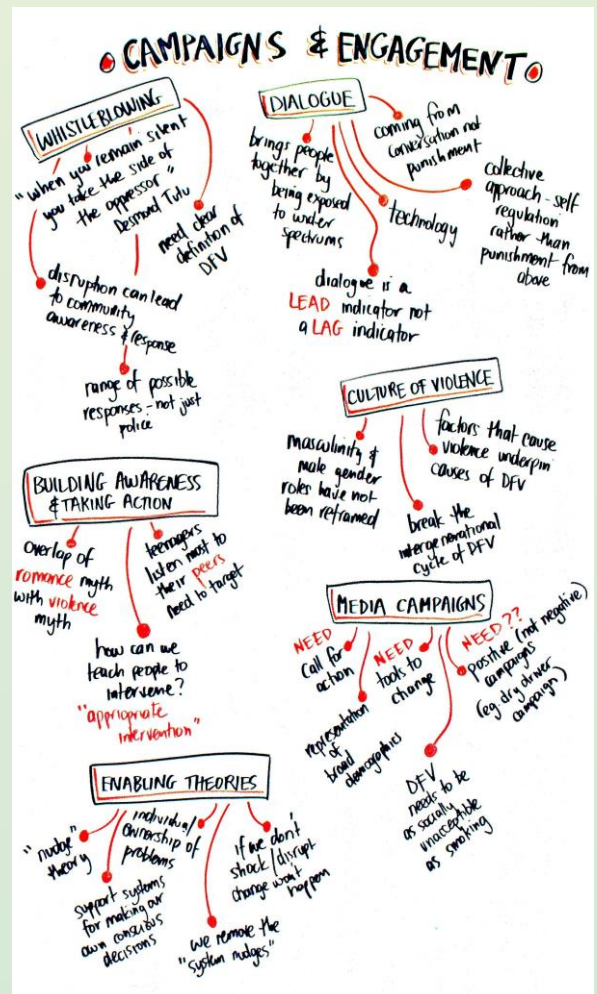
- Government taking a leadership role
- Government working in partnership
- Government helping others to lead or partner

Informed by the foundation and transition phases, the rolling program plan will support government domestic and family violence prevention programs and other key related programs (for example, alcohol-fuelled violence, housing strategy, and mental health programs). This will ensure a whole-of-government approach is taken to maximise opportunities across government and create a stronger narrative. This could also include:

- accessing Advance Queensland to encourage collaboration between government, industry and research for innovative, targeted solutions towards domestic and family violence prevention
- considering how market-led proposals by business and industry for the domestic and family violence sector can help deliver infrastructure to support program initiatives
- packaging the Public Sector Commission's workplace domestic and family violence program with business and industry to encourage and incentivise big business champions to mentor smaller businesses to change business culture.

It will also leverage partnership programs and initiatives such as the Queensland Government's contribution to the *National Plan to Reduce Violence against Women and their Children 2010-2022*. By building on current programs there is increased opportunity to maximise exposure across relevant stakeholder groups and maintain momentum while leveraging funding commitments already invested.

Engaging and activating stakeholders through joint programs will be key in ensuring the strategy has life beyond government-led initiatives. This is particularly important if this strategy is to reach medium to high-risk stakeholders, where behaviour and attitude change is most critical if action is to occur. Recent research also suggests that more innovative concepts and ideas are generated through a co-design environment.^{xxvi}



Identifying and enabling champions and advocates at a government and non-government level will be instrumental in supporting the strategy narrative and driving program initiatives. These champions and advocates will create an environment to attract appropriate role models across all areas of society who will ensure the program filtrates relevant target groups to create deeper traction where it will count most.

DESIGN FORUM IDEA

Work collaboratively with the AFL and their 'Rites of Passage' program to educate on domestic and family violence and encourage positive behaviour in relation to the issue.

DESIGN FORUM IDEA

Focus on digital channels

Work with digital sector to create apps and other digital channels to support victims or enable bystanders (e.g. The Respectful Relationships app developed by QUT and YFS to educate young boys).

Research undertaken to inform the *Not Now, Not Ever* report found that if any campaign on domestic and family violence was to be successful, it would need to address various target audiences and potential message territories – that is, it would need to educate the general public, address those who are currently experiencing domestic and family violence and encourage self-recognition in men. Targeting children and young people was also considered an important focus area to drive longer-term behavioural change. Furthermore, the research noted that it is important to ensure any activity is given enough time to get noticed, drive conversations and shape behaviour. International examples of successful campaigns have been included in the box below.

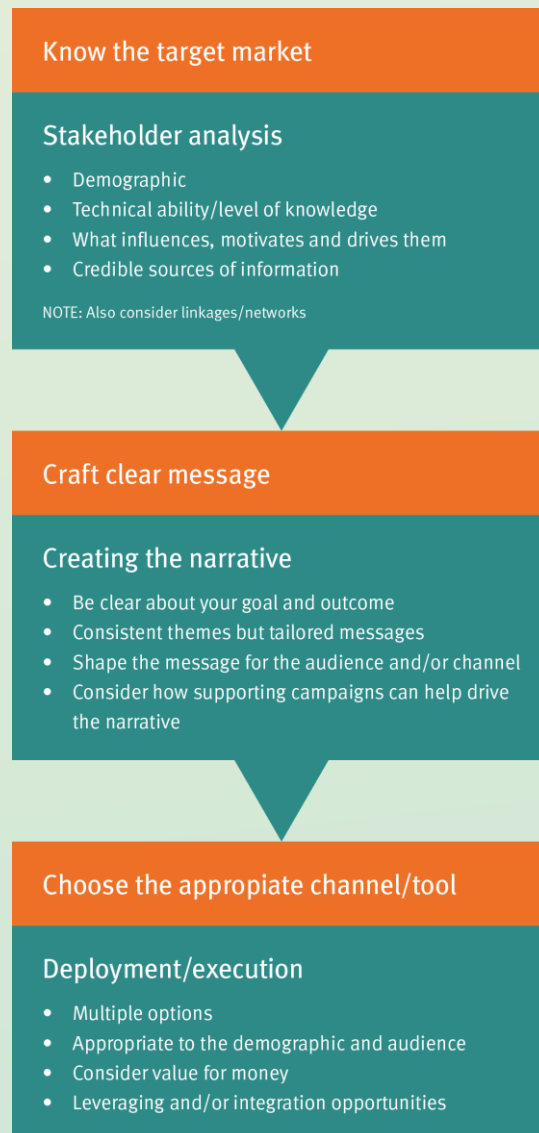
International domestic violence campaigns that aim to trigger learning and personality development processes among their target audience require theories of change that take into account the complexity of human thinking and behaviour.

Raising Voices (Uganda): Under the Raising Voices “stages of change” model, individual community members are guided through a learning process that begins with a critical exam of one’s own, individual attitudes and behaviour about violence against women and equality between women and men, and leads to concrete, individual and collective action for change. In parallel, mass scale communication – for example, through national media, creates an atmosphere fostering such change. (*Naker & Michau, 2004. Rethinking Domestic Violence.*)

We Can (South Asia): The We Can Campaign model launched by Oxfam in 2004 consists of the following layers: (a) the campaign has created an alliance of more than 2,400 member organisations across six countries in South East Asia (Bangladesh, Sri Lanka, India, Nepal, Pakistan and Afghanistan), whose purpose it is to (b) recruit individuals to become volunteer change makers, who (c) commit themselves to refrain from violence in their own lives and (d) promote the campaign message (“Women are no less valuable than men. Violence against women is unacceptable”) with at least 10 more persons, thereby triggering a chain reaction of attitude change across society. (*Raab, 2009. The We Can End All Violence against Women Campaign*)


Figure 4 provides a process on the approach to developing the relevant and appropriate communication tools and channels to support the rolling program over a 10-year period that would be designed to reach all relevant stakeholders within the overarching strategic categories of victims/survivors; perpetrators; bystanders/influencers.

Figure 4: Communication Process



Evaluate phase

Incorporating effective monitoring, review and evaluation of the rolling program activity is critical in assessing its effectiveness and appropriateness in meeting the strategic goal of the engagement and communication strategy – Queenslanders take a zero tolerance approach to domestic and family violence. Evidence will be a critical component of demonstrating success.



We need to appropriately measure change. We need to know what our output measures are otherwise we won't know if, and by how much, it's changing.

Design forum participant

5.5 Governance

The overarching governance for this strategy rests with the Queensland Government's Heads of Communication committee. The network is chaired by the Director of Communication Services, Department of the Premier and Cabinet, and comprises the Directors of Communication from all Queensland Government departments and senior level representatives. The Heads of Communication committee meet monthly to facilitate information sharing and collaboration across departments, provide updates on their department's activities and ensure consistency across all Queensland Government communications and engagement.

Domestic and Family Violence Implementation Council

The Domestic and Family Violence Implementation Council will provide independent oversight as part of its ongoing role in the implementation of the *Domestic and Family Violence Prevention Strategy – Queensland says: not now, not ever* strategy. Chaired by the Honourable Quentin Bryce AD CVO, the council also consists of representatives drawn from the Queensland community as well as key sectors including non-government organisations, industry, employer groups, media, education sector, social services sector, legal sector and Aboriginal and Torres Strait Islander communities.

The council reports directly to the Premier on a regular basis on progress of reform implementation. Reports produced by the council assessing the performance of those taking action to prevent domestic and family violence in Queensland are tabled in Parliament to allow for public scrutiny of progress.

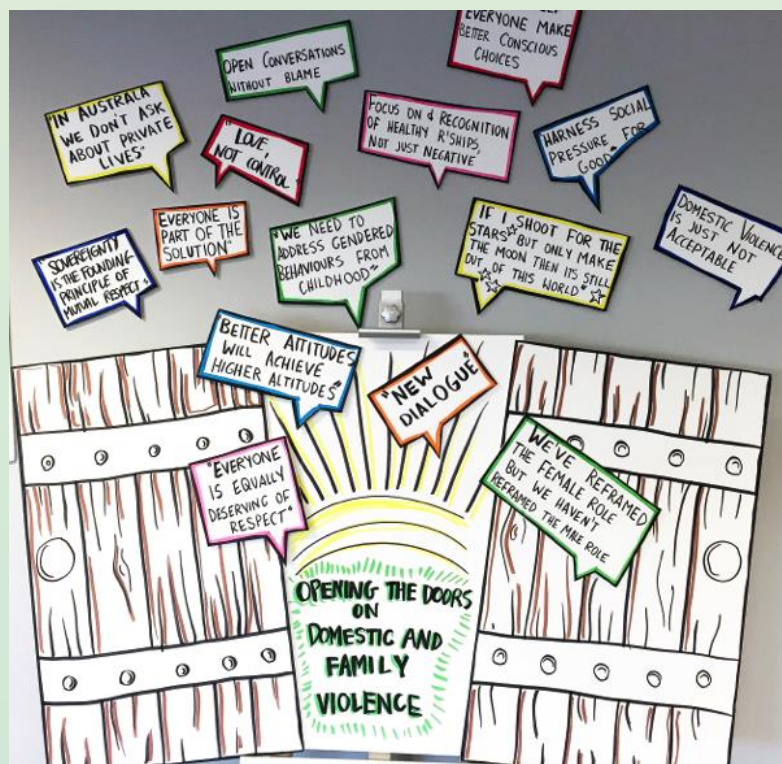
Cross government committee

The Domestic and Family Violence Inter Departmental Committee include chief executives of government departments with a significant implementation role in both child protection and domestic and family violence. The committee has overseen the development of the *Domestic and Family Violence Prevention Strategy – Queensland says: not now, not ever* and has built partnerships with key sectors for implementation. It will continue to drive a whole-of-government response to domestic and family violence and provide advice to ministers and the Domestic and Family Violence Implementation Council.

5.6 Commencement of the engagement and communication program

The initial stages of a rolling engagement and communication program will include a comprehensive gap analysis of current campaigns to determine where communication efforts should be focused and to ensure any activities complement and do not compete with other campaigns. Baseline market research will also be conducted, some of which will focus on specific vulnerable groups to ensure their unique needs are addressed. There will also be a focus on developing systems, processes, protocols, reporting, and an evaluation plan.

Delivery of key program initiatives, particularly committed programs and business-as-usual activities, will continue while the foundation systems are being developed and implemented. This will include activities associated with the National Plan and White Ribbon Day, and those outlined in the Second Action Plan of the Domestic and Family Violence Prevention Strategy.



Appendix 1

Domestic violence prevention campaigns around Australia and the world

Youth say NO (Government of Western Australia)

Campaign to educate 12–24 year olds about the different forms of domestic and family violence, and raise awareness that it is a serious crime that should not be tolerated. Initially launched in 2001, the campaign resources were redeveloped in 2015.

WESTERN AUSTRALIA

No More

Founded in homage to Indigenous men in remote Northern Territory communities taking action and 'linking up' to stop domestic and family violence, this campaign is about placing the responsibility of reducing family violence on men, the most common offenders. 'While men may have the power to be destructive, they have an equal power to care and look after their families.' The campaign is primarily spread through partnerships with sporting codes and community pledges to end family violence.

NORTHERN TERRITORY

Not Now, Not Ever DFV Prevention Month (Queensland Government)

Encourages everyone to play their role in changing the culture and attitudes that underpin violence in our community. During Domestic and Family Violence Prevention Month in May, workplaces, schools, sporting clubs, neighbourhoods and communities were encouraged to undertake DFV prevention activities and share their efforts via online stories and videos.

There is no excuse for elder abuse (Queensland Government)

Launched in 2016, the campaign focuses on the most common excuses people make to justify their elder abuse. By using the language of perpetrators to engage those who have heard the excuses, or observed different types of abuse, the campaign aims to encourage and guide people to get help.

Open doors, act now, break the cycle (Logan District Police)

Initiative to combat domestic violence in Logan's culturally and linguistically diverse (CALD) community. The project seeks to educate the CALD community in areas of domestic and family violence through the use of a video that has been translated into eight predominant languages in the Logan community: English, Arabic, Burmese, Farsi, Kirundi, Mandarin, Tamil and Vietnamese.

QUEENSLAND

Little Towns, Big Voices (local DV committee/NSW Police/Earthstar Productions)

Documentary filmed in a small town in western NSW. It tells the stories of several victims, men and women, who have been victims or witnesses to domestic violence. Aims to break silence on domestic violence and show families that it is not the norm. Discussions are now underway with education bodies and NSW Police about using the documentary as a tool for training on domestic violence.

NEW SOUTH WALES

SOUTH AUSTRALIA

Zahra Foundation

The foundation was established by Zahra's children and Central Domestic Violence Support Service to support women and children to live a life free of violence and attain economic independence. In partnership with SBS the foundation has produced a series of TVCs to be aired in 2016.

TASMANIA

MAN UP (Sunday Tasmanian and Mercury)

Campaign run by local newspaper to stop domestic violence in the state by running a succession of stories asking males to 'man up' for a safer Tasmania.

VICTORIA

Ballarat is no place for violence (Berry Street Outreach Service)

Campaign focusing on the impacts of family violence on children. The campaign approach includes television, cinema, indoor advertising and print media.

NATIONAL

Stop it at the Start (Council of Australian Governments)

The campaign is aimed at parents and family members of children aged 10–17, as well as the teachers, coaches, community leaders and employers of young people. It aims to help break the cycle of violence by encouraging adults (influencers) to reflect on their attitudes, and have conversations about respect with young people. Stop it at the Start is an initiative under the National Plan to Reduce Violence against Women and their Children 2010–2022 and is jointly funded by the Australian, state and territory governments.

The Line—you can't undo the violence (Our Watch)

The Line is a primary prevention behaviour change campaign for young people aged 12 to 20 years. It uses tattoos to demonstrate that if you hurt someone, you cross the line. And if you cross the line, it can't be undone. Everyone will know what you did and it stays with you. The Line is an initiative under the National Plan to Reduce Violence against Women and their Children 2010–2022 and is funded by the Australian Government Department of Social Services.

'If you love them, you never hit them' rap video (360)

Hip hop artist Matt Colwell, known by his stage-name '360', released a heartfelt rap video that takes a stand against domestic violence with lyrics like "I wanna know how you feel, man. Do you think you're a real man? What about your children? This s**t right here is gonna kill them." The video has had more than 400,000 views and 12,000 shares with many victims also commenting their thanks and sharing their stories.

Support a friend (1800 RESPECT)

The Support a Friend campaign provides a list of do's and don'ts to help someone experiencing domestic violence. Given the large number of campaigns about prevention and what we can do as a society to help prevent this problem, the organisation felt it was important to give friends and family some tools to support women. The advice includes taking people's concerns seriously, listening and information on where to get help.

These listed campaigns represent a small selection only of all recent domestic violence prevention campaigns.

Digital billboard

(Women's Aid & WCERS)

A digital billboard that uses facial recognition technology to recognise when people are paying attention to the image of a bruised woman. As more people look at the ad, her bruises and cuts heal faster, communicating the benefit of not turning a blind eye to the problem.

Give domestic abuse the red card

Official statistics show an increase in reports of domestic abuse when England play football (win or lose). Referee-style red cards have been distributed as a way to intervene and stop poor behaviour from escalating to violence.

UK

Slap her *(Fanpage.it)*

The video created by an Italian news organisation asks young boys aged between 7 and 11 years old to slap a young girl they have just been introduced to on camera. When faced with gender violence children instinctively make the right decision.

ITALY

Look again *(Korea's Ministry of Gender Equality & Family)*

Urged the public to be more aware of domestic violence as a crime and act on it by encouraging people to hang 'look again' t-shirt designs on their clothesline and upload selfies of their designs on social media. As a result, reporting rates doubled and attitudes changed dramatically.

KOREA

Domestic Violence: to remain silent is to participate

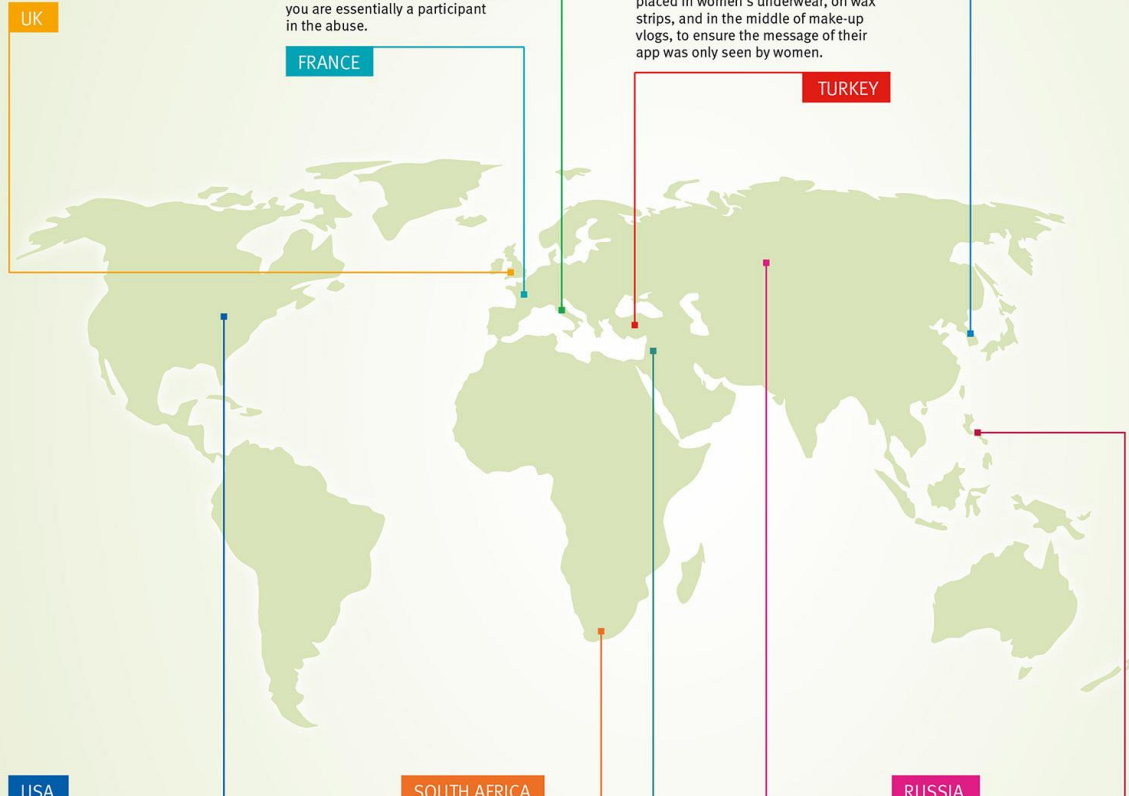
An ad depicting colleagues, friends and families committing acts of abuse on victims to highlight the message that by not speaking up for victims you are essentially a participant in the abuse.

FRANCE

Red Light app *(Vodafone)*

An app, disguised as a flashlight app, that women can use in secret to get help when they are in danger of domestic abuse. They created an innovative marketing campaign, including ads placed in women's underwear, on wax strips, and in the middle of make-up vlogs, to ensure the message of their app was only seen by women.

TURKEY



USA

Women in Distress *(Florida Domestic Violence Centre)*

A domestic violence prevention campaign featured on Tinder. It uses three fake profiles of abusers whose profile photos go from a 'nice guy' look to angry and violent.

SOUTH AFRICA

The Dress *(Salvation Army)*

Uses "the black and blue" or "white and gold" debate that went viral in 2015 to deliver a message about the invisibility of the epidemic of violence against women. The image features a heavily bruised woman wearing "The Dress" with the words: "Why is it so hard to see black and blue?"

RUSSIA

360 Experience: do not look the other way *(BBDO)*

A video that shows a man and woman in a tense standoff across a table at home. It uses the new VR 360 technology to deliver a powerful message to teach the audience to 'not look away' from domestic violence.

WORLDWIDE

#maybehedoesthityou *(Twitter campaign)*

A domestic violence twitter hashtag, was created by artist/writer Zahira Kelly, to raise awareness of types of non-physical abuse. Thousands of non-physical forms of abuse have been listed under the hashtag #maybehedoesthityou, as women share their experience and understanding of abuse within relationships.

LEBANON

Not all violence is physical *(KAFA)*

A non-profit group produced a campaign that focused on the unseen scars left by verbal abuse. The images show wounds on women that mimic the audio waveforms of words used against them.

PHILIPPINES

Bigger Fight *(DDB Group & Tribal Worldwide)*

Used the "Fight of the Century" between Manny Pacquiao and Floyd Mayweather Jr, to shine a light on violence against women. A series of posters, depicting an abusive relationship in the style of a boxing match promotional ad, were shared online and on-ground, in bus ads and newspapers, strategically placed side-by-side with Pacquiao vs Mayweather promotional material.

These listed campaigns represent a small selection only of all recent domestic violence prevention campaigns.

Appendix 2 - Design Forum Outputs Report



JOIN THE CONVERSATION TO END DOMESTIC AND FAMILY VIOLENCE IN QUEENSLAND

Design Forum - Brisbane - 25 May 2016

The content of this document reflects on the group's work in the day, not Government Policy
 Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Participants

Amon Wouffe – Collective Mind	Malcolm Barter – Aurizon Holdings	Peter Burow – Neuropower
Andrew Gibbs - Human	Jessica Gallienne - PwC	Andrew Spark – Design, advertising & marketing
Judge Ray Rinaudo - Chief Magistrate of Queensland (Implementation Council)	Karyn Walsh – Micah Projects (Implementation Council)	Rebecca McGarrity – Department of Premier and Cabinet
Antonio Chevez – Neuropower	Kris Trott - Qld Alliance for Mental Health	Dr Silke Meyer – CQ University
Barbara Masser – University of Queensland	Kim Hartung - survivor	Rob Clark - Rites of Passage programs
Brooke Winters – Department of Communities, Child Safety and Disability Services	Kathleen Baird – Griffith/Gold Coast University (Implementation Council)	Ron Weatherall - Department of Aboriginal and Torres Strait Islander Partnerships
Michelle Tsakas - Greek Orthodox Church	Lee Town – survivor	Robin Clayfield – Dynamic Groups
Craig Fenton - PwC	Michael Costigan - Tara Costigan Foundation	Dr Shane Farmer – Anglicare SQ
Denise Kostowski – Spinifex State College (Implementation Council)	Mark Wenitong - Apunipima Cape York Health Council	Hon Shannon Fentiman MP - Minister for the Prevention of Domestic and Family Violence
Deanne Minniecon – Department of Aboriginal and Torres Strait Islander Partnerships	Dr Marissa Edwards – University of Queensland	Shannon Stuart – University of Queensland
Ross Thompson - Queensland Homicide Victims' Support Group	Janette Phelan – Uplift Centre (Implementation Council)	Rebecca Shearman - Domestic Violence Action Centre
Edward Mosby - Wakai Waian Healing (Implementation Council)	Louise Litchfield – Department of Premier and Cabinet	Tanja Stark - Author
Faiza El-Higi – Romero Community Centre (Implementation Council)	Dr Nicholas Russell – Queensland University of Technology	Tasman Bain - Meri Toksave
Fiona Armstrong – Department of Science, Information Technology and Innovation	Natalie Conner - Department of Premier and Cabinet	Uwe Dulleck – Queensland University of Technology
Geoff Noller – Queensland Police Service, Springfield Police Station	Natalie Lewis - Queensland Aboriginal and Torres Strait Islander Child Protection Peak	Yusuf Peer - Council of Imams Queensland
Graham White – Aboriginal and Torres Strait Islander Legal Service	Natalie Parker – Department of Justice and Attorney-General (Implementation Council)	Cathy Taylor - Department of Communities, Child Safety and Disability Services
Dayle Marino – DV Connect		Helen Hutchings – Phillips Group

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 Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Interactive gallery

Participants moved through an interactive gallery featuring stories, artwork and photography to gain a common understanding of domestic and family violence and how this violence impacts on the lives of victims. Common misconceptions such as "It's easy to leave violent and controlling relationship" and "Only small number of people experience domestic and family violence" were explained through photography. The interactive gallery also provided an overview of action being taken by the Queensland Government and community to end domestic and family violence.

Participants were invited to meet each other, connect and share what they knew or had learnt about domestic and family violence through the interactive gallery.



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Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Introduction

The Design Forum brought together 50 people from a range of different backgrounds. The objective was to develop disruptive communication and engagement ideas to build awareness and ultimately eliminate domestic and family violence in the Queensland community.

The day was opened by PwC's Craig Fenton who talked about the importance of not sitting on the sideline. He also spoke about PwC's commitment, as part of the private sector, to address domestic and family violence and play their part in what needs to be a whole of community response.

Minister Fentiman spoke about the Queensland's vision of "a Queensland free from domestic and family violence." She shared stories on some of the activities that have been occurring across Queensland over the last 12 months to bring the issue out from behind closed doors including the Darkness to Daylight Vigil and the Red Rose Rally. She explained the complexity of the issue and how Queensland is at a real turning point. She confirmed it is a top priority for the Queensland Government but that the whole community needs to come together and challenge existing beliefs, attitudes and behaviours. Many communities have already come together to address the issue, for example, Gladstone – Not in our Town, Rockhampton – Not in our club, Redlands – Non violence is contagious, give it to your friends. The Minister's final message was that we need to harness the good will and energy of the Queensland community and take them on the journey to end this endemic issue.

Rebecca McGarrity from the Department of the Premier and Cabinet outlined the scope, objectives and givens for the day (described on the next slide) and thanked the sponsor group that had worked on co-designing the forum for the last few months.



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Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Scope, Objectives and Givens

~Scope~

PROBLEM STATEMENT:

WE NEED A WAY TO CHANGE BEHAVIOUR IN RELATION TO DOMESTIC AND FAMILY VIOLENCE. THIS IS HARD DUE TO THE MULTIFACETED AND PRIVATE NATURE OF THE ISSUE AND A LACK OF UNDERSTANDING OF WHAT DOMESTIC AND FAMILY VIOLENCE IS.

DISRUPTIVE IDEAS AND OPTIONS TO INFORM A DOMESTIC AND FAMILY VIOLENCE COMMUNICATION AND ENGAGEMENT STRATEGY. THIS STRATEGY IS FOCUSED ON:

- EARLY INTERVENTION AND PREVENTION OF DOMESTIC AND FAMILY VIOLENCE
- CHANGING ENVIRONMENTS, ATTITUDES AND BEHAVIOURS ACROSS COMMUNITIES IN QUEENSLAND.
- THE NEXT 10 YEARS

~Givens~

- THIS STRATEGY SITS AS PART OF THE HOLISTIC RESPONSE TO DOMESTIC AND FAMILY VIOLENCE IN QUEENSLAND
- THERE HAS NEVER MORE SUPPORT TO ADDRESS THIS CHALLENGE
- DOMESTIC AND FAMILY VIOLENCE IS NOT PART OF ANY CULTURE
- WE WILL NOT SOLVE SUBSTANCE ABUSE, MENTAL ILLNESS AND OTHER EXTERNAL CONTRIBUTING FACTORS TO DFV IN THIS FORUM
- WE WILL ALIGN WITH THE RECOMMENDATIONS OF THE NEXT NOW, NOT EVER, REPORT AND ACTION PLAN, BUT THE SCOPE OF COMMUNICATION AND ENGAGEMENT ACTIVITY IS FOR US TO DEFINE
- THE RESULT OF THIS STRATEGY CAN NOT BE JUST ANOTHER ADVERTISING CAMPAIGN
- THE OUTCOMES MUST DELIVER MEANINGFUL, VISIBLE ACTION AND HAVE A DEMONSTRABLE IMPACT FOR QUEENSLANDERS
- WE ARE ENGAGING HEARTS + MINDS

~Objectives~

TOGETHER WE WILL:

- UNDERSTAND HOW THE COMMUNICATION STRATEGY WILL WORK WITH OTHER PARTS OF OUR BROADER DOMESTIC AND FAMILY VIOLENCE STRATEGY
- DEFINE WHAT SUCCESS LOOKS LIKE FOR COMMUNICATIONS AND ENGAGEMENT
- IDENTIFY AND EXPLORE POINTS WHERE WE MIGHT HAVE GREATEST IMPACT ON BEHAVIOURS AND OUTCOMES
- DEVELOP DISRUPTIVE IDEAS AND OPTIONS TO INFORM A COMMUNICATION AND ENGAGEMENT STRATEGY THAT WILL CONNECT EMOTIONELY, DRIVE BEHAVIOURAL CHANGE AND ENCOURAGE ACTION INCLUDING UNDERSTANDING WHAT HAS AND HASN'T WORKED BEFORE

The content of this document reflects on the group's work in the day, not Government Policy
Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Guiding Principles

Guiding principles have been developed for the Queensland Government Domestic and Family Violence Prevention Strategy (2016 – 2026) to form the basis of how Queensland, as a community, can work together to end domestic and family violence. The guiding principles were used to determine how social norms, behaviours and attitudes need to change and who would need to be targeted to achieve this change.

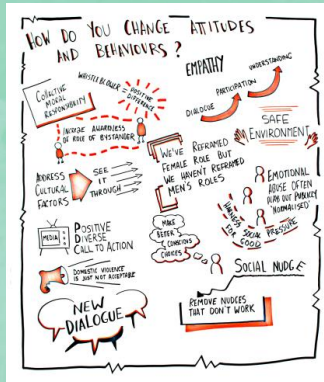
The guiding principles are:

- Domestic and family violence is not acceptable.
- Denigration and disrespect of women is not acceptable.
- All Queenslanders deserve to be equally valued and respected regardless of age, gender, identity, culture, religion, education, impairment, health or race.
- All Queenslanders have the right to live in respectful, supportive and safe relationships and to feel safe and secure in their homes.
- The safety of victims is paramount.
- Domestic and family violence is everyone's concern and ending it is everyone's responsibility.
- Community leaders and groups can champion and drive change.
- Practical solutions are required to support victims and perpetrators.
- Education of children and young people is key to achieving generational change in behaviour.
- Perpetrators will be held to account for their actions.



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Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Changing Attitudes and Behaviours Summary of outcomes



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Changing Attitudes to Family and Domestic Violence in Queensland - May 25th, 2016

Influencer Groups

In order to effect change we need to consider and use important influencer groups within the community. Participants explored eight influencer groups and were asked to think about how best to reach and engage them:

Cultural Leaders
Regional Queensland
Youth and Young Leaders
Media and Entertainment

Technology and Communications
Community Leaders
Science and Research
Business



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Appendix 3 – Behaviour change campaign case studies

Case Study: Queensland Water Commission (QWC) 140 Target Campaign

In 2007 the QWC, faced with critically low dam levels, identified household consumption as responsible for 70% of water use. The eight-month Target 140 campaign targeted household users, aiming to change the water use habits of South East Queensland residents. The campaign achieved not only immediate reductions in water use but also contributed to long-term behavioural and attitudinal change. The aim of the campaign was to reduce water consumption from 180 litres (l) /person/day to a target of 140 l/person/day by the end of 2007. This was achieved with water consumption dropping to an average of 129 l/person/day during the campaign and saving over 20 billion litres of water. In 2009, despite the drought breaking and the water consumption target lifted to 200 l/person/day, residents were continuing to consume, on average, less than 140 l/person/day. The outcome was a capstone result for the QWC, and the Target 140 campaign went on to achieve international industry recognition. Attitudinal change, goal setting and feedback were key components of the change strategy.

Key learnings for domestic and family violence:

- The importance of research in defining the problem and finding out the true barriers
- Connecting the target group to the solution – clear messages (through target levels), tailored messages
- Utilising research throughout the implementation to continuously test and monitor progress and refine and adapt the program accordingly.

(John Wiley & Sons, Ltd, (2011), "Creating positive habits in water conservation: the case of the Queensland Water Commission and the Target 140 campaign.")

Case study: The National Tobacco Campaign's 'Every Cigarette is Doing You Damage'

Launched in 1997, the campaign message, "Every cigarette is doing you damage", was portrayed through television commercials which also showed the effects of smoking on the body, including lung tissue, arteries and lung cells. Smokers were urged to seek help in quitting by contacting the Quitline. Overall the campaign was successful in getting smokers to consider quitting and also to consider the message (that every cigarette is doing you damage) and health effects of smoking. The campaign was effective in preventing recent quitters from relapsing.

Key learnings for domestic and family violence:

- Emotional rather than rational appeals tend to have a greater effect on the relevant measure of effect
- Use explicit theoretical models and prior qualitative or quantitative research to inform the development of the campaign messages and execution
- Use public relations and enforcement as supporting activities

(Delaney A, Lough B, Whelan M, Cameron M. A review of mass media campaigns in road safety. Monash University Accident Research Centre Reports, Volume 220, Issue 85, May 2004)

Case study: Anti-Cancer Council's 'Slip! Slop! Slap!' and SunSmart Program

The Anti-Cancer Council of Victoria has been running a sun protection program for over 20 years—Slip! Slop! Slap! from 1980 to 1988 and the SunSmart Program from 1988 to the present. The sun protection program has played an important role in changing society's attitudes and has helped to achieve marked reductions in sun exposure. The Victorian Health Promotion Foundation has provided funding for the SunSmart Program since its inception.

What has made this health promotion program so successful, and what can we learn from it to help with the planning of future campaigns? In an attempt to answer these questions the problem needs to be considered in relation to social, political, economic and organisational context. With this in mind, the successful campaign identified 11 critical aspects of its development and implementation. However, the ultimate success of the sun protection program was built on two key elements: the integration of research and evaluation, and a basis of consistency and continuity. These two factors provided a solid foundation for dealing with future challenges.

Key learnings for domestic and family violence:

- Analysis and understanding of robust and extensive research to understand the problem and who needs to be influenced
- Consistent narrative and messages across target groups over a long period of time
- Linking programs across different levels of government and different sectors for a shared outcome

(Montague M, Borland R and Sinclair C. Slip! Slop! Slap! and SunSmart 1980 to 2000: Skin Cancer Control and 20 Years of Population Based Campaigning. Health Education and Behaviour Volume 28, Number 3, June 2001.)

Case study: Transport Accident Commission's (TAC) 'Wipe off 5'

In August 2001, TAC launched the first phase of its Wipe off 5 campaign targeting the issue of low-level speeding. The message was small reductions in speed can reduce crash risk. The campaign package included six television ads supported by radio and billboard and "Wipe off 5 week", including merchandise and promotion at AFL games. This was complemented by increased speed camera hours and restructuring of penalties. Overall there were reduced crashes during the time the package operated from December 2000 to July 2002.

Key learnings for domestic and family violence:

- Segment the target audience then tailor the message to the motivation and needs of these subgroups
- Clearly define the campaign objectives and select appropriate variables that can measure whether these objectives were achieved
- Integrate mass media with other activities such as enforcement/legislation/education

(Wundersitz LN, Hutchinson TP, Woolley JE. (2010). Best practice in road safety mass media campaigns: A literature review. Social Psychology. Vol. 5, pp. 119-86.)

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