

DOMESTIC AND FAMILY VIOLENCE  
**Implementation Council**

— 12-MONTH REPORT —

DEC 2015 — NOV 2016







## Chair's foreword

I am pleased to present the second report of the Domestic and Family Violence Implementation Council, covering the first 12 months of Council's operation, with a focus on 1 June to 30 November 2016.

During the past year, Council has continued monitoring and overseeing implementation of recommendations of the report of the Special Taskforce on Domestic and Family Violence in Queensland: *Not Now, Not Ever: Putting an end to domestic and family violence in Queensland*.

Through meetings and consultations, Council members have observed an array of work being undertaken by government, non-government organisations, businesses and community members to address domestic and family violence.

The past year has seen unprecedented commitment to action and cooperation at a national level. The COAG National Summit on Reducing Violence against Women and their Children was held in Brisbane in October 2016.

Across Australia, realisation is growing that domestic and family violence must be stopped if we are to create a truly equitable and harmonious society.

We continue to witness examples of the tragedy of victims dying at the hands of a perpetrator. We owe it to those who have lost their lives in these horrific circumstances to redouble our efforts to end this violence.

The delivery of this report marks the end of my term as Chair of Council.

Following my work as Chair of the Special Taskforce which produced the *Not Now, Not Ever* report and as Chair of Council, I watched foundations being set for generational shifts in attitudes and responses to domestic and family violence.

I will continue to be an advocate for this change and, wherever possible, to shine a light on the horrific consequences of this violence.

I am grateful to the Queensland Premier, the Honourable Anastacia Palaszczuk MP, the Minister for the Prevention of Domestic and Family Violence, the Honourable Shannon Fentiman MP, and our state leaders for their support and commitment to reform.

I want to express my deep respect and admiration for the hard-working frontline officers who dedicate their lives to addressing domestic and family violence, and my support for victims who have endured untold hardships.

My hope is that nation-leading changes we have embarked on in our state will continue until we reach our vision of a Queensland free of domestic and family violence.

**The Honourable Quentin Bryce AD CVO  
Chair, Domestic and Family Violence Implementation Council**

# Introduction

**The Domestic and Family Violence Implementation Council (Council) has been established to monitor and advocate for implementation of the recommendations of the *Not Now, Not Ever* report and Domestic and Family Violence Prevention Strategy (Strategy).**

This report, the second of two Council has made covering its first year, details implementation progress over the year, focusing on the six-month period of Council's operations from 1 June to 30 November 2016.

During this reporting period, Council has held five meetings, one regional visit and heard from government agencies, law and justice practitioners, community organisations, health service providers and Aboriginal and Torres Strait Islander community representatives. At the same time, the Aboriginal and Torres Strait Islander Advisory Group to Council has held five meetings, the outcomes of which have informed and enriched Council's work. These activities are discussed in the first part of this report.

Through its work, Council has observed the continuing implementation of recommendations of the *Not Now, Not Ever* report and the Domestic and Family Violence Prevention Strategy. The second section of this report explores the implementation work that has occurred to 30 November 2016, with:

- 50 recommendations (46 government and 4 non-government) and 6 enabling actions completed
- 84 recommendations (71 government and 13 non-government) and 17 enabling actions commenced, and
- 6 recommendations (4 government and 2 non-government) still to commence.

While Queensland is still at the beginning of its reform process, the last six-month period has seen some of the key initiatives envisaged by the *Not Now, Not Ever* report begin to take shape. Key pilots and trials of service delivery approaches have progressed, different sectors have applied themselves to the implementation of reforms delivering changes in the way they conduct their operations, and the 2016–17 State Budget has committed funding to deliver the vision across the state.

This report discusses implementation progress against the three foundational elements that underpin the Strategy and offers insights on areas that Council considers will be important as implementation continues through 2017.

## Foundational element 1

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### **A significant shift in community attitudes and behaviours**

Council notes the challenges associated with effecting significant changes to community culture and attitudes towards domestic and family violence. Implementation activities have begun to generate momentum, including delivery of respectful relationships programs in schools.

Looking forward, significant opportunities remain to support cultural and attitudinal change. In particular, Council sees the delivery of the Queensland Government's engagement and communication strategy, and expansion of efforts to support victims of violence in the health and non-government sectors as crucial for maintaining momentum towards cultural and attitudinal change.

## Foundational element 2

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### **An integrated response system that delivers the services and support that victims and perpetrators need**

Council acknowledges the foundational work required to transform the delivery of Queensland's domestic and family violence service system. Delivery of a long-term funding and investment model will be vital for guiding the investment of funding allocated to the development of Queensland's service system through 2017. Further, Council sees that, as roll-out of services continues, consideration will need to be given to prioritising availability of culturally competent services for the Queensland population, including Aboriginal and Torres Strait Islander Queenslanders and people from culturally and linguistically diverse backgrounds, and increasing delivery of perpetrator intervention programs.

## Foundational element 3

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### **A stronger justice system response that will prioritise victim safety and hold perpetrators to account**

Council is aware of the significant work undertaken across the justice sector to establish a new framework for responses to domestic and family violence. The development of a justice response to violence in discrete Indigenous communities is identified as a particularly important aspect of the response going forward. Maintaining the momentum of efforts to support cultural change in the Queensland Police Service, progressing development of the National Domestic Violence Order Scheme and roll-out of the specialist domestic and family violence court model in further locations across the state are also seen as being key areas of focus to ensure progress towards this foundational element in 2017.

## Twelve-month report at a glance

### Key activities over 12 months

- Nine meetings
- Two regional visits
- Three regional business breakfasts
- Design forum for domestic and family violence engagement and communication strategy
- COAG National Summit on Reducing Violence against Women and their Children

### Implementation progress

- 50 recommendations (46 government and 4 non-government) and 6 enabling actions completed
- 84 recommendations (71 government and 13 non-government) and 17 enabling actions commenced
- 6 recommendations (4 government and 2 non-government) still to commence

### Key achievements in current period

- 2016–17 State Budget allocations including funding for additional and enhanced services, high-risk teams, perpetrator interventions, specialist courts and new shelters
- Release of Second Action Plan of the Domestic and Family Violence Prevention Strategy (**recommendation 2**)
- Tabling of Council's six-month report in Parliament by the Premier (**recommendation 4**)
- Appointment of members to the Domestic and Family Violence Death Review and Advisory Board (**recommendation 8**)
- Implementation of respectful relationships education programs in state and non-state schools (**recommendations 24 to 29**)
- Passage of legislation to provide entitlement for 10 days of domestic and family violence leave, flexible work arrangements and unfair dismissal provisions for state and local government employees (**recommendations 33 and 34**)
- Development of toolkit of resources, training program and referral model for health professionals (**recommendations 52, 55, 56, 58 and 59**)
- Release of audit of services (**recommendation 71**)
- Selection of Cherbourg as location of discrete Indigenous community integrated response pilot (**recommendations 9 and 74**)
- Transfer of administrative responsibility for shelters from the Department of Housing and Public Works to Department of Communities, Child Safety and Disability Services (**recommendation 85**)
- Passage of amendments to establish a legislative framework for National Domestic Violence Order Scheme (**recommendation 90**)
- Introduction of automated processes for transfer of domestic violence information between police and the courts (**recommendation 91**)
- Development of Queensland Law Society's best practice guidelines (**recommendations 107 and 108**)
- Implementation of new procedures for engaging interpreters (**recommendation 116**)
- Completion of review of the *Domestic and Family Violence Protection Act 2012* (**recommendation 140**)

## Things to watch

- Finalisation of evaluation framework (**recommendation 5**)
  - Six-monthly update to Council from Domestic and Family Violence Death Review and Advisory Board (**recommendation 8**)
  - Review of impact of domestic and family violence on people with disability (**recommendation 10**)
  - Review of prevalence and characteristics of elder abuse (**recommendation 11**)
  - Commencement of first campaigns of engagement and communication strategy (**recommendations 18 and 20**)
  - Non-government introduction of workplace support policies (**recommendations 45 to 48**)
  - Promotion of access and use of White Book among general practitioners (**recommendations 50 and 51**)
  - Report on antenatal screening for domestic and family violence (**recommendation 54**)
  - Development of professional development program for midwives (**recommendation 57**)
  - Development of media guide (**recommendation 70**)
  - Development of a long-term funding and investment model (**recommendations 72 and 73**)
  - Development of risk management framework, common risk assessment framework and supporting tools (**recommendations 76, 77, 79 and 83**)
  - Roll-out of additional perpetrator intervention programs and review of practice standards (**recommendations 80 and 82**)
  - Development of local authority model to strengthen role of community justice groups (**recommendation 92**)
  - Monitoring of impact of Family Responsibilities Commission trigger (**recommendation 94**)
  - Consideration of evaluation of Southport specialist court trial and roll-out of further specialist courts (**recommendation 96 and 97**)
  - Trial of use of GPS monitoring for high-risk perpetrators (**recommendation 123**)
  - Audit and review of Queensland Police Service training materials (**recommendation 138**)
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# Activities of Council

## Council overview

Council was established by the Queensland Government in response to **recommendation 3** of the *Not Now, Not Ever* report, which recommended that:

The Queensland Government establishes and supports an advocacy and audit oversight body, comprising representatives drawn from key sectors from the Queensland community (including Aboriginal and Torres Strait Islander representation) and with an independent chair. The oversight body should:

- a. be given the role to audit and undertake advocacy for the implementation of the recommendations of this report and the Domestic and Family Violence Prevention Strategy
- b. be required to report to the Premier, initially six-monthly, on implementation progress and the performance of the sectors taking action to eliminate domestic and family violence. The frequency of reporting should be reviewed after 12 months from finalisation of the Strategy.

Accordingly, the terms of reference for Council provide that its primary functions are to monitor and champion implementation of the recommendations of the *Not Now, Not Ever* report and the Domestic and Family Violence Prevention Strategy.

Council is required to report to the Premier and Minister for the Arts, the Honourable Anastacia Palaszczuk MP, and the Minister for Communities, Women and Youth, Minister for Child Safety and Minister for the Prevention of Domestic and Family Violence, the Honourable Shannon Fentiman MP, initially every six months. The six-month report was delivered to the Premier and Minister, and tabled in Parliament in August 2016.

Reflecting the recommendation regarding its membership, Council consists of 15 members and five ex-officio members, representing a broad cross-section of the Queensland community. Two members—Dr Shannon Spriggs Murdoch and Cathy Taylor—resigned from Council in October 2016 owing to their relocation outside of Queensland.

The members of Council are:

**The Honourable Quentin Bryce AD CVO** (Chair) – former Governor-General of Australia and Chair of the Special Taskforce on Domestic and Family Violence in Queensland

**Mr Lance Hockridge** (Deputy Chair) – former Managing Director and Chief Executive Officer of Aurizon Holdings

**Dr Kathleen Baird** – Senior Lecturer in Midwifery, School of Nursing and Midwifery at Griffith University and Director of Midwifery and Nursing Education, Women’s and Newborn Services at Gold Coast University Hospital

**Ms Faiza El-Higzi** – Muslim community leader and researcher in gender studies at The University of Queensland

**Mr Lachlan Heywood** – Editor of *The Courier-Mail*

**Ms Denise Kostowski** – Principal of Forest Lake State High School and former Principal of Spinifex State College in Mount Isa

**Ms Natalie Lewis** – Chief Executive Officer of the Queensland Aboriginal and Torres Strait Islander Child Protection Peak

**Ms Karni Liddell** – disability specialist, National Disability Insurance Scheme Ambassador and Advisor for Queensland, and former Paralympian

**Mr Darren Lockyer** – former professional rugby league footballer and commentator

**Ms Kathryn McMillan QC** – barrister and Adjunct Professor at TC Beirne School of Law, The University of Queensland

**Mr Edward Mosby** – psychologist with Wakai Waian Healing

**Ms Janette Phelan** – psychologist and Mission Action Partner for Churches of Christ Queensland

**Dr Wendell Rosevear OAM** – General Practitioner and Director of Stonewall Medical Centre working in areas including drug and alcohol rehabilitation, suicide prevention, rape and sexual abuse and gay and lesbian health

**Dr Shannon Spriggs Murdoch** – former Director of the Mentors in Violence Prevention program and Research Fellow with the Violence Research and Prevention Program at Griffith University (*until October 2016*)

**Ms Karyn Walsh** – Chief Executive Officer of Micah Projects.



**Ex-officio members:**

**Judge Ray Rinaudo** – Chief Magistrate of Queensland

**Deputy Commissioner Brett Pointing** – Deputy Commissioner for Strategy, Policy and Performance in the Queensland Police Service

**Ms Christine Castley** – Deputy Director-General, Housing Services in the Department of Housing and Public Works

**Ms Natalie Parker** – Director of Domestic and Family Violence Court Reform in the Department of Justice and Attorney-General

**Ms Cathy Taylor** – Deputy Director-General, Child, Family and Community Services and Southern Operations in the Department of Communities, Child Safety and Disability Services (*until October 2016*).

Members' full biographies can be found at **Appendix 1**, page 73.

## Council meetings

Council has held nine meetings, including on-site at the Supreme Court of Queensland Library and the Royal Brisbane and Women's Hospital and two regional visits to Mount Isa and Toowoomba.

Meetings focused on a specific sector and responses to recommendations of the *Not Now, Now Ever* report. In conducting its meetings, Council invited representatives of key organisations to attend and participate in round table discussions to inform of action in the relevant sector.

In its first six months of operation, Council held four meetings:

- **10 December 2015** – overview of Council's role and establishment of governance arrangements
- **19 February 2016** – focus on culture and attitudes (school education), including round table discussion with education stakeholders
- **28 to 29 April 2016** – regional visit to Mount Isa with a focus on local domestic and family violence issues and responses, including round table discussion with local representatives
- **17 May 2016** – focus on service responses, including round table discussion with domestic and family violence service stakeholders.

Further information on Council's first four meetings and related activities can be found in Council's six-month report.

The Council has held five meetings in the current reporting period:

- **14 July 2016** – focus on law and justice responses, including round table discussion with legal sector stakeholders
- **24 August 2016** – focus on policing responses, including round table discussion with Queensland Police Service representatives
- **5 to 6 October 2016** – regional visit to Toowoomba with a focus on local domestic and family violence issues and responses, including round table discussion with local representatives
- **24 October 2016** – focus on health responses, including round table discussion with health sector representatives
- **22 November 2016** – focus on domestic and family violence issues affecting Aboriginal and Torres Strait Islander people, including round table discussion with Aboriginal and Torres Strait Islander community representatives, and overview of whole-of-government implementation progress.

Stakeholders who were consulted by Council or who participated in Council meetings are listed at **Appendix 2**, page 78.

Council publishes communiqués online that detail meeting outcomes as a public record of Council's operations.

### Meeting five

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Council's fifth meeting was held at the Supreme Court of Queensland Library in Brisbane on Thursday, 14 July 2016 and focused on the law and justice framework for domestic and family violence.

Council was joined by a panel of representatives from the legal sector. Attendees included the Director-General of the Department of Justice and Attorney-General, Magistrate of the Southport specialist domestic and family violence court and representatives of legal sector organisations including the Queensland Law Society, Bar Association of Queensland, Women's Legal Service and Aboriginal and Torres Strait Islander Legal Service.

The round table discussion considered the role of the legal sector in effecting change relating to domestic and family violence and covered issues including:

- legislative reforms
- development of the Domestic and Family Violence Bench Book
- Southport specialist court trial
- development of best practice guidelines by the Queensland Law Society
- offender intervention programs
- roll-out of statewide duty lawyer services.

### Meeting six

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The sixth Council meeting was held in Brisbane on Wednesday, 24 August 2016 with a focus on policing responses to domestic and family violence. Council engaged in a round table discussion with representatives from the Queensland Police Service, including the Queensland Police Commissioner.

The round table discussion covered issues including:

- training for police officers on responding to domestic and family violence
- changes to policies and guidelines relating to use of interpreters

- reinstatement of the Domestic and Family Violence State Coordinator role
- development of a strategy to increase prosecutions of domestic and family violence offences
- trial of body-worn cameras to enhance evidence-gathering practices
- an overview of the Partnership Response at Domestic Occurrences (PRADO) project in Caboolture.

## Meeting seven and Toowoomba visit

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On Wednesday, 5 October and Thursday, 6 October 2016, Council visited Toowoomba and members participated in 16 separate meetings, activities and events involving representatives of the Toowoomba community.

Council's meeting was held on Thursday, 6 October 2016 and included discussion with local community leaders and service providers about challenges and opportunities for responding to domestic and family violence in the Toowoomba region.

The round table discussion highlighted issues of particular relevance to the local community, including:

- strengths of community-led responses
- support services for members of the culturally and linguistically diverse community and Aboriginal and Torres Strait Islander population
- the healthy relationships education program developed by TAFE and YWCA Queensland
- initiatives pursued through the network of schools to embed healthy behaviours within the student cohort
- operation of Toowoomba courts, community justice group and Murri Court.

## Meeting eight

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Council's eighth meeting was held on Monday, 24 October 2016 at the Royal Brisbane and Women's Hospital in Brisbane. The meeting focused on action within the health sector to address domestic and family violence.

Council was joined by representatives from the health sector, including the Director-General of the Department of Health, and representatives of the Queensland Ambulance Service, the Metro North Hospital and Health Service Board, Private Hospitals Association of Queensland, Royal Australian College of General

Practitioners, DVConnect and Royal Australian and New Zealand College of Obstetricians and Gynaecologists.

The round table discussion covered issues including:

- development of a toolkit of domestic and family violence resources for health sector employees
- particular risks of domestic and family violence during pregnancy
- promotion of use of the *Abuse and Violence: Working with our patients in general practice* guidelines on abuse and violence, commonly known as the White Book
- health responses in Aboriginal and Torres Strait Islander communities.

## Meeting nine

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The ninth Council meeting was held in Brisbane on Tuesday, 22 November 2016 with a focus on domestic and family violence issues affecting Aboriginal and Torres Strait Islander Queenslanders.

The round table discussion with representatives from Aboriginal and Torres Strait Islander communities and organisations covered issues including:

- culturally appropriate services for Aboriginal and Torres Strait Islander people
- domestic and family violence issues experienced in Indigenous communities
- penalties for breaching domestic violence orders
- importance of prevention and early intervention.

In addition, the Director-General of the Department of the Premier and Cabinet, the Chief Executive of the Public Service Commission and a representative of the Institute for Social Science Research at The University of Queensland attended the meeting to provide an update on whole-of-government implementation progress, workforce initiatives and the evaluation framework for the reform program.

# Aboriginal and Torres Strait Islander Advisory Group

## Addressing Aboriginal and Torres Strait Islander experiences of domestic and family violence is recognised by the *Not Now, Not Ever* report as a crucial element of the domestic and family violence reform program.

To ensure the interests of Aboriginal and Torres Strait Islander Queenslanders received appropriate attention during the implementation of reforms, Council recommended the establishment of the Aboriginal and Torres Strait Islander Advisory Group (Advisory Group) at its first meeting.

Six members were appointed to the group for an initial period covering Council's first year of operation. Council members Natalie Lewis and Edward Mosby co-chaired the group, and were joined by four external members: Antonia Burke, Eddie Cubillo, Charles Passi and Tammy Williams. Antonia Burke and Eddie Cubillo were unable to continue their membership of the group from September 2016 onwards owing to conflicting work commitments.

The Advisory Group was given responsibility for focusing on aspects of implementation that particularly impact Aboriginal and Torres Strait Islander Queenslanders.

Its terms of reference provided that its role is to:

- provide advice to Council on the impact and effectiveness of implementation of recommendations of the *Not Now, Not Ever* report and the Domestic and Family Violence Prevention Strategy on Aboriginal and Torres Strait Islander Queenslanders
- provide advice to Council on the extent to which recommendations of the report and the Strategy are being implemented in a holistic and inclusive manner that supports Aboriginal and Torres Strait Islander Queenslanders' cultural responsibilities
- provide advice to Council on any issues that may need to be considered or addressed to ensure that implementation is effective and is achieving outcomes for Aboriginal and Torres Strait Islander Queenslanders.

During 2016, the Advisory Group met five times and attended one Council meeting, where members reported to Council on the group's activities. After each meeting, the Advisory Group provided a written record of advice to Council, summarising key issues discussed and issues pertinent to implementation of the reform program for Aboriginal and Torres Strait Islander Queenslanders.

The Advisory Group provided input into the implementation of relevant recommendations through discussions with representatives of Queensland Government agencies on:

- implementation of integrated response pilots (**recommendations 9 and 74**) – meeting of 29 July 2016
- development of the local authority model for discrete Indigenous communities (**recommendation 92**) – meeting of 18 August 2016,
- development of the engagement and communication strategy (**recommendation 18**) – meeting of 29 September 2016.

At Council's final meeting of the year, Advisory Group members Edward Mosby and Charles Passi provided Council with an overview of the group's work and its key insights to be considered during implementation, including:

- Queensland should embrace its status as the home of two discrete First Nation peoples, Aboriginal people and Torres Strait Islander people, and implementation of initiatives should respond to and service the needs of both peoples and communities.
- Implementation and evaluation of reform initiatives should focus on community and cultural needs of Aboriginal and Torres Strait Islander people, and consultation should be approached as an opportunity to create ownership and empowerment within communities.
- Justice responses for Aboriginal and Torres Strait Islander Queenslanders need to be cognisant of significant differences between traditional Indigenous concepts of justice, and the British-derived justice system of Queensland law. Policy design should ensure these two concepts of justice are not set against each other.

- Responses to domestic and family violence should consider alternatives to traditional punitive justice approaches that have not proven effective in reducing levels of violence in Indigenous communities.
- Traditional Indigenous culture should be understood and embraced as a protective factor for Aboriginal and Torres Strait Islander people in domestic and family violence prevention.
- Investment in domestic and family violence responses for Aboriginal and Torres Strait Islander populations should be commensurate with levels of violence experienced by Indigenous Queenslanders.

At this meeting, Council held a round table discussion with Aboriginal and Torres Strait Islander community stakeholders including community Elders, service providers and the Department of Aboriginal and Torres Strait Islander Partnerships. Issues discussed included:

- importance of culturally competent services and capacity of Aboriginal and Torres Strait Islander workers and organisations to deliver such services
- community perceptions about enforcement of domestic violence orders
- funding for Aboriginal and Torres Strait Islander organisations to deliver domestic and family violence services
- challenges of effective collaboration in an environment of limited funding availability
- importance of employment of Aboriginal and Torres Strait Islander staff and the need to invest in training and education
- importance of prevention and early intervention for children in relation to violence and healthy relationships.

A clear point of agreement during the discussion was that culturally appropriate service delivery is crucial for addressing violence impacting Aboriginal and Torres Strait Islander Queenslanders.

Council acknowledges the contributions of the Advisory Group during 2016 and expresses appreciation for members' commitment and contribution to domestic and family violence reforms through their participation in the group. The Advisory Group performs an invaluable function in guiding implementation activity by providing insights about Aboriginal and Torres Strait Islander people's experiences of violence and advice on ways to develop culturally competent responses.

Council considers the work of the Advisory Group should continue during 2017, building on foundations and momentum established during the current reporting period. It is clear that representation of Indigenous voices and advocacy for the needs of Indigenous Queenslanders must be maintained as a key component of the domestic and family violence reform process if this violence is to be successfully tackled in Indigenous communities.

Through its work, the Advisory Group has the potential to provide an important conduit between the work of Council and Indigenous communities. In establishing the work program going forward, Council will consider the best ways for the Advisory Group to perform this function, including sequencing matters for consideration and enhancing community engagement.

**Personal observations –  
Aboriginal and Torres Strait Islander  
Advisory Group member  
Charles Passi**

I acknowledge the great spirit of the land, of the sea and of all things. This spirit connects us as it's the same spirit we all cast our eyes upon, viewed through our own vastly different tinted windows of interpretation. The traditional inhabitants of this land viewed their Dreaming through their window to care for, preserve and nurture the land that we are now living in with great respect and care. Whilst on this land, I too commit to honouring the responsibility of the traditional custodians and treat and walk on this land with the greatest respect.

My name is Charles Passi. I am the son of Dave and Lena Passi of Mer and Erub islands in the Torres Strait. Through this birthright, I have the responsibility to honour and represent our traditional culture and spirituality. I therefore commit myself to the emotional and spiritual freedom of my people.

If we are truly committed on all levels to ending domestic and family violence in Aboriginal and Torres Strait Islander communities, then our approach needs to change dramatically as we continue to fail in reducing the incidence of domestic and family violence in our communities and in our lives. We have become much more technically advanced and smarter than ever before, but have lost our earthly wisdom along the way. In doing so, the culture of violence has become entrenched in our communities and within our psyche.

What's needed is courageous and innovative leadership from the highest levels, influencing leadership on the ground, to support a cultural change in domestic and family violence reform in our neighbourhood and empower a dynamic shift in thinking. Right now is our opportunity to influence that change. Kudos is received when agencies respond to community pressure, but by then, the damage has already been done. If prevention is the key, then we need to balance the scale and shift a major load of our attention to the prevention side.

As a former perpetrator of violence in my younger years, it wasn't until I worked in this industry that I truly understood what I was doing wrong and what I needed to do to stop it. The critical issue is not that I didn't know what to do, it's more that no one was empowered to tell me about the dangers and what to do about them before I got to experience it. Our traditional philosophy was based on that understanding that we have a social responsibility to educate our young—to do the hard work of social preparation now to save doing the hard work of social repair in the future. In other words, prevention is better than cure.

The task for us today is to build a culture of winning the game instead of just playing along with it. The winning formula for a coach like Wayne Bennett and the Broncos, is not to teach individual players how to play the game, but rather influence a winning culture of belonging within the game and how each player fits into the bigger picture with complete trust for the roles of others within the team. The result is an impenetrable wall of defence.

A long time ago, the law of my people said to a ceremonial dancer that if he was just slightly out of time with the other dancers in the act of the performance, he was no longer privileged to live under this law and death was the immediate penalty.

We may view this law with disgust as brutal and of the 'dark ages', but no one died for centuries as a strong culture of discipline was developed long ago to ensure that we produced the best dancers that were as close to perfection as we could possibly get them. Then when they performed the dance on the big stage, they danced with the greatest confidence and with extreme precision.

The law then took a back seat as the culture of teaching the young of the disciplines of perfection became a community culture and an immediate priority. All families then had a vested interest to ensure that not one of their children received the death penalty for it takes a village to raise, protect and develop a child. From these children then, we are assured greatly informed and prepared men and women, armed for prosperity into the future.

**Charles Passi**

# COAG National Summit on Reducing Violence against Women and their Children

On 28 October 2016, the Premier of Queensland and the Prime Minister of Australia co-hosted a Council of Australian Governments (COAG) summit on reducing violence against women and their children, with the theme of *Connect. Act. Change.* Delegates included Commonwealth, state and territory Premiers, Chief Ministers, Women's Safety Ministers, the President of the Australian Local Government Association, academics and experts in domestic and family violence, and leaders in business and the not-for-profit sector.

At the opening of the summit, each jurisdiction provided a showcase of key initiatives, actions and priorities to address domestic and family violence. The Prime Minister also launched the Third Action Plan of the *National Plan to Reduce Violence against Women and their Children 2010–2022*, which identifies areas of focus including prevention and early intervention, Aboriginal and Torres Strait Islander women and their children, greater support and choice, sexual violence, responding to children living with violence and keeping perpetrators accountable across all systems.

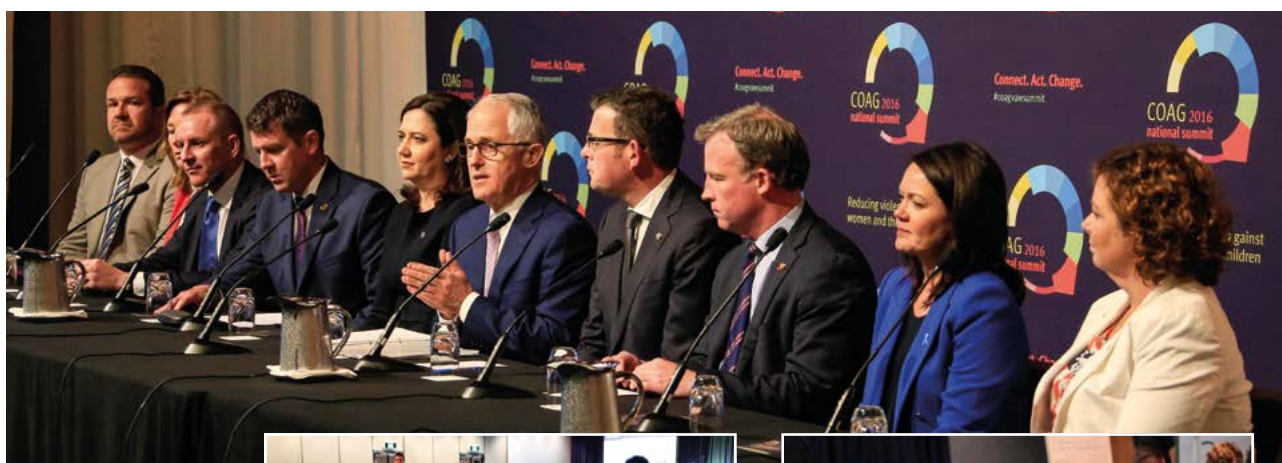
During the showcase, the Premier of Queensland called for introduction of a national employment standard on domestic and family violence leave entitlements.

Following the jurisdictional showcase, a series of round table discussions were convened on:

- effects of domestic violence on children
- diverse experiences of domestic violence
- Indigenous insights and experiences
- using behavioural insights to reduce domestic violence
- organisational best practice
- innovative uses of technology
- technology-facilitated abuse
- family violence and the court system.

Council commends efforts to enhance national collaboration on this issue. Domestic and family violence transcends borders, and is an issue on which all states and territories can unite. Council urges further work to improve consistency of laws, enforcement and service responses across jurisdictions.

Most importantly, national cooperation must maintain focus on the ultimate objective of this work: making sure victims of domestic and family violence receive consistent levels of protection and support, regardless of their location, and that perpetrators are unable to escape accountability by crossing borders.



Above: COAG Summit

Right: Round table discussions during COAG summit

Photos by Justin Nicholas / Atmosphere Photography



## Toowoomba visit

### On Wednesday, 5 October 2016 and Thursday, 6 October 2016, Council members visited Toowoomba.

Toowoomba is the largest city in Queensland's Darling Downs region and, as at 30 June 2015, had an estimated population of 163,232<sup>1</sup>. In the 2011 Census, 3.4 per cent of the Toowoomba population identified as Aboriginal and Torres Strait Islander, 16.5 per cent of the population were born overseas and 5.5 per cent of the population spoke a language other than English at home<sup>2</sup>. The original inhabitants of the Toowoomba area and north are the Giabul People and the Jarowair People.

Toowoomba is situated within the Darling Downs Police District. In 2015–16, the district experienced slightly fewer than the state average of domestic violence applications and breaches (1675 per 100,000 persons (Darling Downs): 1800 per 100,000 persons (state average))<sup>3</sup>.

The audit of domestic and family violence services conducted in response to recommendation 71 of the

*Not Now, Not Ever* report found that, for the 2014–15 funding period, the Darling Downs region had seven domestic violence services: two counselling support programs, three legal services and two specialist homelessness services<sup>4</sup>.

The audit also analysed the extent to which funding was allocated to different parts of the state aligned with demand for domestic and family violence services, finding that the Darling Downs has the second lowest gap between supply and demand for domestic violence services<sup>5</sup>.

These statistics suggest that Toowoomba and its surrounds experience moderate levels of domestic and family violence compared with the rest of the state, and the region has a generally well-resourced response to domestic and family violence.

During the two-day visit, members of Council participated in a program of 16 separate meetings, activities and events involving over 40 local organisations and agencies, covering a range of aspects of the domestic and family violence response in the Toowoomba region.

1 Queensland Government Statistician's Office, Queensland Treasury, Queensland Regional Profiles: Resident Profile for Toowoomba Local Government Area, p.5

2 Australian Bureau of Statistics, 2011 Census, Toowoomba Statistical Area

3 Queensland Police Service Annual Statistical Review 2015/16, p.26

4 KPMG Domestic and Family Violence Services Audit Final Report 2016, p.39

5 Ibid, p.15





## Culture and attitudes

Council members met with a number of local leaders driving action on building awareness and addressing domestic and family violence in Toowoomba and surrounding regions. The strength of community-led responses and impetus for action to address the issue was observed as a key feature of the Toowoomba community.

One meeting convened during the visit involved representatives of a number of community-led initiatives within the region—Toowoomba Together Inc., the Ipswich Anti-domestic violence Community Taskforce (IACT), the Far Western Local Level Alliance and Safer Toowoomba Regional Partnerships Inc. These groups discussed the work they have undertaken, their respective visions and the different challenges they face. It was clear from discussion that community responses in the smaller western communities face a different set of challenges to those located in Toowoomba and Ipswich.

A meeting with representatives of local sporting organisations, Toowoomba Together Inc., Queensland Police Service and Toowoomba PCYC discussed ways in which sporting clubs and organisations can help build cultures of respect and bring awareness to domestic and family violence. Council understands that the visit has precipitated further action by sporting clubs, supported by local police and Toowoomba Together Inc., to assist victims and help change community attitudes to domestic and family violence.

Some of the key recommendations of the *Not Now, Not Ever* report about changes to culture and attitudes relate to delivery of respectful relationships education programs within schools. A meeting with education representatives from a number of Toowoomba schools and educational organisations discussed action within the education system to build respectful behaviours. Council was impressed by the dedication and energy of schools in relation to this issue, and the strong networks that exist among schools, through which this work is being pursued.

A further example of respectful relationships education was observed at TAFE South West, where an online healthy relationships program jointly developed with YWCA Queensland is available to students. This program has been developed to help young people develop skills for long-lasting, respectful and happy relationships.

It was pleasing to note the approach to respectful relationships education extends beyond delivering formal educational programs, to embedding a strong culture of self-confidence and mutual respect throughout student cohorts and amongst the broader educational community.

These community initiatives, while differing in structure and approach, share the common goal of mobilising efforts towards addressing violence at a community level. Such initiatives are crucial to embedding a zero tolerance approach to domestic and family violence in communities across the state.



*White Ribbon Silhouette Tour supported by Toowoomba Together Inc. representing women killed in Australia each year due to domestic and family violence*

### **Toowoomba Together Inc.**

Toowoomba Together Inc. launched at a Toowoomba Chamber of Commerce event featuring Dame Quentin Bryce and Lance Hockridge of the Domestic and Family Violence Implementation Council.

The past year has seen us conduct the inaugural Domestic Violence Summit, partner with White Ribbon in bringing their Breaking the Silence program to 15 Toowoomba schools, launch our strategic plan, create partnerships with four community organisations (Queensland Police Service, Chamber of Commerce, Toowoomba Regional Council and METROMAXX), administer the White Ribbon Day event and coordinate the White Ribbon Outback Silhouette Tour.

We met with the Domestic and Family Violence Implementation Council in October and are planning to expand our awareness, education and engagement activities through our community.

**John Minz**  
President, Toowoomba Together Inc.



*Mitchell Hawley, boiler maker student and Monica Cook, hairdressing student at TAFE South West Queensland*

### **YWCA/TAFE South West Queensland**

YWCA Queensland and TAFE Queensland invested in the development of an online program on healthy relationships, which will be available to approximately 120,000 TAFE Queensland students in 2017.

An expert reference group developed an approach based on positive messaging selling the benefits of healthy relationships and providing tools to educate on two fundamental principles underpinning respectful relationships: gender equality and personal accountability for behaviour.

YWCA Queensland and TAFE Queensland staff worked collaboratively to develop engaging, interactive, current, fun resources aimed at changing attitudes and behaviours as well as providing information about how and where to find help if you need it.

**Kate Tully**  
CEO, YWCA Queensland



## Centenary Heights State High School

It is the work of every school, I believe, to ensure that our students, our future, do not become statistics in the scourge of domestic and family violence either as victims or perpetrators.

To facilitate this aim, the focus at Centenary Heights State High School is on increasing awareness of the problem and focusing on strong self-confidence in our young people.

Activities our school has undertaken to increase awareness include joining our school to the Breaking the Silence program and attaining status as a White Ribbon school. Additionally, the student leadership has participated in awareness raising events in the Toowoomba community and reporting back to school assemblies, including:

- Toowoomba Together Inc. meetings, with one student sharing a film project on domestic violence that will now be used in wider community events
- the “Toowoomba says no to porn” gathering initiated by Mayor Paul Antonio
- annual services acknowledging all women in Queensland who have died of domestic and family violence
- the Domestic and Family Violence Implementation Council’s meeting in Toowoomba
- meetings with local police.

*Centenary Heights State High School Principal Maryanne Walsh with the 2016 School Captains (photo by Kathleen Morris)*

I have raised this issue with my colleague secondary Principals via our Darling Downs Secondary Principals Association (17 secondary schools across all sectors) and I believe we will band together in 2017 to give a collective school profile to this issue.

Our school’s work on developing strong self-confidence in our young people is embedded in our school culture. We have an ethos that language should be respectful and free from anger and everyone should expect to be treated well.

This is a big school agenda, as we are well aware as educators that all too often our young people go home to families who do not value respect. My thinking is that if we can ‘breed’ strong, self-confident young people then they will learn to recognise that violence and disrespect, in all of its forms, is not normal, and they will have the skills to decide not to perpetrate such behaviour nor stay in a relationship where violent behaviour occurs.

**Maryanne Walsh**  
Principal, Centenary Heights State High School

## Service responses

During the visit, Council members met with key organisations providing domestic and family violence and child and family support services in the Toowoomba area. Services reported ongoing increases in demand and complexity of cases being managed, reflective of upward trends in domestic and family violence rates statewide. Another emerging theme was the effect of contributing factors such as drug and alcohol use and mental health issues that can further complicate service responses to domestic and family violence.

Through several consultations, Council members heard reports of a lack of services specifically targeted at Aboriginal and Torres Strait Islander people. Council heard that Indigenous people may be reluctant to access services, increasing risks for victims requiring support, and resulting in perpetrators not accessing programs to address their offending behaviour. Council notes this issue is not specific to the Toowoomba community, and is demonstrated more broadly in relation to the challenge of ensuring accessibility of culturally competent services for Indigenous people across the state.

Council was particularly interested to hear about experiences of Toowoomba's significant, and increasing, culturally and linguistically diverse population. Again, challenges for mainstream services in providing culturally appropriate services suitable to the diverse needs of this population are significant. This is further complicated by the differing experiences and support needs of migrants versus humanitarian refugees with histories of violence and trauma as well as practical issues such as eligibility for Medicare services.

The Toowoomba Housing and Homelessness Coalition hosted Council members to profile its *Housing Connect* hub, a four-week trial that co-located a range of service organisations to deliver integrated housing and homelessness support services. The hub centralised intake and assessment procedures for people requiring housing and homelessness services, including women and children escaping domestic and family violence. The hub is a positive example of a collaborative approach to service delivery that prioritises the support needs of at-risk clients.



*Relationships Australia commemorative lantern display for victims of domestic and family violence*

### Relationships Australia

The Relationships Australia, Domestic and Family Violence Prevention Service provides crisis response, telephone and one-on-one counselling and support to women and children affected by domestic and family violence. In working toward safer homes, we work with men who use violence in relationships to identify the effects of harm and challenge behaviours and attitudes that result in physical and emotional harm to others.

In doing so, we coordinate organisations, stakeholders and the community to raise awareness of domestic and family violence and ensure those who seek help are transitioned through services in a responsive, effective and caring manner.

**Sonya Kupfer**  
**Regional Manager, South West Region**  
**Relationships Australia**



### Multicultural Development Association (MDA)

Domestic violence is under-reported amongst culturally and linguistically diverse communities Queensland-wide. In Toowoomba, too, service providers suspect there are higher rates of domestic violence in new and emerging communities than what they are asked to respond to.

In March 2015, a workshop of cross-disciplinary service providers who work with Toowoomba's new and emerging communities discussed common themes, existing responses and gaps in education, information and service provision, in relation to domestic violence in these communities.

While there are no strong trends of violence in particular cultural communities, services noted a range of situational factors that contribute to domestic violence amongst new communities.

Settlement pressures and changing gender and family roles in a new cultural context, especially around who controls household finances, cause frustration that can manifest as violence.

*MDA Toowoomba office (L–R) Fikre Desta, Hazheer Rasif, Linny Thornely, Kelly Buckingham, Madalyn Uebergang and Eddy Iles*

While intimate partner violence is an issue, inter-generational violence also occurs as young people grapple with cultural identity and their parents' expectations. Access to support services is impeded by language barriers, feelings of shame and stigma within cultural communities, and not knowing who to trust.

There are a range of existing community education programs and information available in Toowoomba, with many services doing worthy work. But service providers felt there were some key gaps in this area. Education and information programs for newly-arrived men are lacking and needed.

Similarly, there are not enough culturally appropriate programs for teenagers and young people about healthy relationships.

**Kelly Buckingham**  
**Regional Manager – South West Region**  
**MDA Ltd**



### Toowoomba Housing Connect Hub

Housing and homelessness services in Queensland have historically been considered two separate systems, with different intake and assessment frameworks, even though they are frequently dealing with the same clients.

From December 2015 to February 2016, an intensive co-design process was undertaken that highlighted challenges experienced by people accessing housing or homelessness services. During the co-design phase, more than 20 different service providers (both government and non-government) designed a common graduated assessment tool and centralised intake ‘hub’ from which to use the tool. The assessment tool and centralised hub prototype operated from 23 May to 17 June 2016, and was named Toowoomba Housing Connect.

A number of service provider organisations provided experienced assessors to staff the hub on a rostered basis. Their primary role was to provide assessment, support, advocacy, and referral advice. Referral links were formed across the wider human services sector continuum including child safety, family support services, youth support, youth justice, mental health support, domestic and family violence prevention, drug and alcohol services, legal and other support agencies.

*Toowoomba Housing and Homelessness Coalition members meeting with Council members*

The hub prototype meant a person only told their story once and only needed to go to one place to receive housing and other support they needed—like Emily.

Emily presented to the hub, homeless, seven months pregnant and with a 14-month-old child. When the assessment began it was identified that accommodation was Emily’s primary issue.

Emily disclosed she resided in a domestic violence shelter at the Gold Coast and had limited personal support in Toowoomba. Emily had no furniture, limited clothing, no transport, no supports or funds and needed to attend hospital appointments.

The hub assessors were able to evolve the assessment to meet Emily’s needs and Emily was referred to a domestic violence shelter so that appropriate support and assessment of needs could be further explored.

The shared vision to work effectively across services towards relevant responses and improved outcomes for people experiencing homelessness fuelled our collective enthusiasm for the Housing Connect Hub prototype.

#### **Toowoomba Housing and Homelessness Coalition**

## Law and justice framework

In examining law and justice responses to domestic and family violence in the Toowoomba area, Council members attended meetings with representatives of the Queensland Police Service, Toowoomba courts, local legal services, Toowoomba Community Justice Group and Murri Court.

Police reported that the incidence of domestic and family violence in the Darling Downs District is increasing. This is thought to be attributable to increased awareness and reporting of domestic and family violence incidents. The approach to policing within the district has focused on building trust, confidence and improving understanding of victims' needs. While cooperation and information-sharing can still be further enhanced, it was noted that the *Not Now, Not Ever* report had provided impetus and encouragement for improvements.

One such collaborative measure observed by Council members during the visit, was the operation of an integrated domestic and family violence case management network. This network brings together representatives of Probation and Parole, Queensland Police Service, Relationships Australia and the Domestic Violence Action Centre. The group meets monthly to discuss high-risk cases of known perpetrators and victims to discuss and agree on appropriate justice and service responses. Primary to the group's discussions is the safety of victims. While it was acknowledged that this group may benefit from inclusion of additional representation, the network is a positive example of efforts to build cooperative relationships and enhance information-sharing between agencies.

Council members also met with representatives of agencies providing court-related services. While the operation of the duty lawyer service in Toowoomba is in its early days, there was positive feedback about procedural reforms contributing to improved court operations and parties appearing in court being better informed.

Representatives of the Toowoomba Community Justice Group and the recently re-launched Murri Court also met with Council members to discuss their roles in domestic and family violence court processes. The group and Murri Court play a critical role in enhancing the court's understanding of Indigenous offending and enhancing delivery of culturally appropriate justice responses.

### Toowoomba Police

Acting Sergeant Susan Forte focuses on repeat and high risk domestic violence cases in the greater Toowoomba area. Her role involves daily liaison with local domestic violence agencies,



Relationships Australia and the Domestic Violence Action Centre to provide the timely support of victims and partnering with Probation and Parole to ensure the continual monitoring and education of offenders. Acting Sergeant Forte recounted one of many examples of the joint work being done by police and local agencies.

'A timid young lady with two young children came to the police station reporting that her ex-partner had threatened to kill her. The fear of him carrying out this threat was very real. We gathered evidence of numerous criminal offences that the respondent had committed over four years. Urgent accommodation was arranged for the victim and her children and police arrested the respondent for serious criminal offences including choking, sexual assaults and stalking.

He was remanded in custody, whilst assistance and counselling was provided by our wonderful domestic violence support agencies. The victim and her children entered the Witness Protection Program where they have assumed new identities and regained their lives. I am really heartened when we are able to make a difference for victims.'

**A/Sergeant Susan Forte**  
**Darling Downs Police District**



*Launch of Toowoomba Murri Court: (standing L–R) Jim Madden MP, Charmaine Sedeeq, Tania Hickey, Stacey McCarthy, Deputy Chief Magistrate Leanne O’Shea, Magistrate Damian Carroll, Alfred Orcher, Magistrate Graham Lee; (sitting L–R) Aunty Beryl Pegler, Uncle Darby McCarthy (photo by Renee Kyle)*

### **Toowoomba Community Justice Group**

The Toowoomba Community Justice Group (CJG) has been in operation since 2003.

The CJG members and Elders group are involved in Murri Court, Aboriginal and Torres Strait Islander Partnership meetings with Queensland Police and jail visits.

The CJG Elders address breaches of domestic violence orders through the Murri Court. They hand down strong advice to the perpetrators about the seriousness and consequences of domestic violence within the Indigenous community.

They also offer support and guidance to both the offender and victims of domestic and family violence. The CJG members are supporters of the local “Toowoomba Says No to Violence” campaign.





### Personal observations – Council member Lachlan Heywood

*Lachlan Heywood is the Editor of The Courier-Mail.*

The inroads being made into tackling domestic and family violence in Queensland have a lot to do with the way that communities across the state are embracing the cause.

While various government departments and agencies are methodically implementing the recommendations of Dame Quentin Bryce's *Not Now, Not Ever* report, local communities are importantly doing their bit too.

In October, the Domestic and Family Violence Implementation Council travelled to Toowoomba to see first-hand how community groups and civic organisations had seized on the momentum of the report to help tackle the problem, raise awareness and bring about change in their respective communities.

The Toowoomba visit followed a similar trip to Mount Isa by the Council earlier this year. While the two centres are very different, the scourge of domestic violence does not discriminate.

Just like Mount Isa, Toowoomba and nearby townships are battling their own distinct domestic violence issues.

Nevertheless, I was heartened during both visits by the concerted effort of so many to make a difference.

On the Darling Downs, networks of partnerships such as Toowoomba Together Inc. have sprung up in response to the increased community focus.

Without any fuss, and with limited funds, these groups are working to raise awareness through White Ribbon events and other initiatives.

Safer Toowoomba Regional Partnerships Inc., a non-for-profit group originally set up by Toowoomba Regional Council to tackle crime, has evolved to now also focus on domestic violence.

Likewise, the Ipswich Anti-Domestic Violence Community Taskforce is bringing together sports clubs, government agencies and service providers as part of a more coordinated approach to the problem.

My key takeout from the Toowoomba trip was that empowered communities have a vital role to play in the battle against domestic violence.

Importantly, these networks of partnerships need to be nurtured with funding and support.

The scourge of domestic violence will only be solved by a whole-of-community approach.

**Lachlan Heywood**



**Personal observations – Council member Denise Kostowski**

*Denise Kostowski is the Principal of Forest Lake State High School and former Principal of Spinifex State College in Mount Isa.*

As a member of the Domestic and Family Violence Implementation Council I was very much looking forward to visiting Toowoomba city. The Council's first community visit was to Mount Isa. While I had lived in this city for over 25 years, our visits in this community opened my eyes to the many services and programs that have been established to support victims, their families and perpetrators of family violence. Hence I was very interested to visit a different city to see how they have responded to these issues.

What was immediately clear is that Toowoomba is very welcoming. Many of the city leaders very proudly informed the Council of their express wish to be a multicultural and inclusive city. This focus has brought to the community a rich diversity of cultures that appear to be melding well together. What became obvious during our visit is that this also presents unique challenges to the support programs and workers in the city.

Of particular note to me were the large numbers of strong male role models who were willing and proactive about standing up to say that family violence is not acceptable in their community. This is led by the Mayor who has widespread respect throughout the community for his stand.

As a member of the Council I was pleased to hear from different community organisations who had a focus on supporting new Australians. I was educated about the special challenges that some of the victims have to deal with due to issues such as arranged marriages, extended family commitments to marriage and differing perceptions of the role of women in families.

I developed a deeper understanding of the issues faced by women victims in small communities where reporting to local law enforcement can be challenging when the perpetrator and police socialise together. Also, when women are ready to leave the family home, isolation can make this a much more challenging process with limited options available. Local support services are well aware of these challenges and could share innovative solutions they had used.

As an educator I was pleased to speak with school students who talked openly about the work at Centenary Heights State High School to bring this issue into the open and support students who might be living in a home that is not safe. The discussion around the importance of establishing respectful cultures, educating students on how respect looks in productive relationships showed that the extended education sector understood the importance of this being embedded in program—not an add-on that is done once a year as a compliance exercise.

The strong alliance between state and non-state schools, and the passion for addressing this issue left me confident that students would be well-prepared as they progress through schools in the city. This visit reinforced my belief that schools have a responsibility to educate students to ensure that in the future students will have skills to prevent them from being a victim, a perpetrator or a bystander.

Like many communities I was concerned to hear examples of miscommunication, and misunderstandings regarding how different organisations operate. While all workers have a passion for helping their clients, better communication and understanding between groups could make victim support more cohesive.

I left this community with a respect for the hard work that is occurring at many different levels, and the positive future outlook for continued action to address this issue in the city.

**Denise Kostowski**

## Implementation progress

The *Not Now, Not Ever* report set a vision of a Queensland free from domestic and family violence. Through the Domestic and Family Violence Prevention Strategy, the Queensland Government adopted that vision and developed a plan for a ten-year journey that Queensland is to take towards its realisation. This section of the report charts the progress that Queensland has made as at 30 November 2016.

Oversight of implementation of recommendations of the *Not Now, Not Ever* report and Domestic and Family Violence Prevention Strategy is Council's core responsibility. To enable it to oversee implementation progress, Council receives quarterly implementation progress reports from the Queensland Government on the 121 recommendations for which it is responsible.

Throughout the year, Council has also engaged with non-government organisations with implementation responsibilities and other key stakeholders to seek updates on action to address domestic and family violence.

In addition to *Not Now, Not Ever* report recommendations, the Queensland Government has identified 'enabling actions' as set out in the action plans for the Domestic and Family Violence Prevention Strategy. These enabling actions are other actions additional to the *Not Now, Not Ever* report recommendations that are necessary to achieve the vision of a Queensland free from domestic and family violence.

This report summarises implementation progress against recommendations of the *Not Now, Not Ever* report, as reported by the Queensland Government, and based on information provided by non-government organisations undertaking implementation activities. This progress has been assessed against the foundational elements and supporting outcomes of the Domestic and Family Violence Prevention Strategy, which sets the framework for ultimate achievement of the objectives of the *Not Now, Not Ever* report.

## Progress to date

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When Council prepared its six-month report on implementation progress, of the 121 recommendations directed at the Queensland Government, as at 15 May 2016:

- 32 recommendations and 4 enabling actions had been completed
- 77 recommendations and 4 enabling actions had commenced
- 12 recommendations had been scheduled to be implemented as part of a future action plan.

The release of the Second Action Plan created an additional 15 enabling actions.

The latest implementation progress report from the Queensland Government as at 30 November 2016, indicates:

- 46 recommendations and 6 enabling actions have been completed
- 71 recommendations and 17 enabling actions have commenced
- 4 recommendations are scheduled to be implemented at a later stage of the current action plan.

The *Not Now, Not Ever* report includes 19 recommendations directed at entities other than the Queensland Government. Based on its engagement with non-government organisations with implementation responsibilities, Council's assessment of the status of these recommendations is that:

- 4 non-government recommendations have been completed
- 13 non-government recommendations have commenced
- 2 non-government recommendations are still to commence.

## Domestic and Family Violence Prevention Strategy—vision and outcomes

The *Not Now, Not Ever* report and Domestic and Family Violence Prevention Strategy share a common vision.

### Vision:

*A Queensland free from domestic and family violence*

### Key outcome:

*All Queenslanders feel safe in their own homes and children can grow and develop in safe and secure environments*

### Foundational elements:

1. A significant shift in community attitudes and behaviours
2. An integrated response system that delivers the services and support that victims and perpetrators need
3. A stronger justice system response that will prioritise victim safety and hold perpetrators to account

### Supporting outcomes:

1. Queenslanders take a zero-tolerance approach to domestic and family violence
2. Respectful relationships and non-violent behaviour are embedded in our community
3. Queensland community, business, religious, sporting and all government leaders are taking action and working together
4. Queensland's workplaces and workforce challenge attitudes contributing to violence and effectively support workers
5. Victims and their families are safe and supported
6. Perpetrators stop using violence and are held to account
7. The justice system deals effectively with domestic and family violence



The Domestic and Family Violence Prevention Strategy provides the ten-year framework for Queensland to realise the vision of a state free from domestic and family violence, with the key outcome of ensuring all Queenslanders feel safe in their own homes and ensuring children can grow and develop in safe and secure environments.

The Strategy identifies foundational elements government and community efforts need to be directed towards to realise this vision and sets out seven supporting outcomes of the reforms. Each recommendation of the *Not Now, Not Ever* report and additional enabling actions are tracked as actions contributing towards achievement of the foundational elements and relevant supporting outcome/s through the action plans supporting the Strategy.

## Framework for change

Any major program of reform requires an overarching framework to guide and set direction for supporting actions needed to achieve change.

**Recommendations 1 to 8** of the *Not Now, Not Ever* report establish the framework to guide implementation of Queensland's domestic and family violence reform program. These recommendations seek to ensure that structures are in place to provide strategic direction, governance, monitoring and institutional support necessary to implement the vision outlined in the *Not Now, Not Ever* report.

During the current reporting period, Council has considered progress on establishing the framework for change, including meeting with representatives of the Department of the Premier and Cabinet regarding strategic coordination of the reform program. During the current reporting period, further progress has been made in implementing the framework for change, following actions detailed in Council's six-month report.

The Director-General of the Department of the Premier and Cabinet attended Council's meeting of 22 November 2016, and provided an overview of strategic direction for and coordination of the overall reform program, and implementation activities undertaken by the department.

Consistent with **recommendation 2**, the Second Action Plan of the Domestic and Family Violence Prevention Strategy was tabled in Parliament by the Premier on 3 November 2016. The action plan outlines actions to be taken over the three years from July 2016 to June 2019 as part of the domestic and family violence reform program. It conceptualises its work as building on groundwork achieved between July 2015 and June 2016 to transform the way the Queensland community works together to protect victims and hold perpetrators to account.

As required by **recommendations 3 and 4**, Council provided its six-month report to the Premier and the Minister for the Prevention of Domestic and Family Violence, and the report was tabled in Parliament by the Premier on 30 August 2016.

### Overview

**Recommendations 1 to 8** of the *Not Now, Not Ever* report include recommendations to:

- develop a domestic and family violence prevention strategy, implementation plan and evaluation framework
- establish an audit oversight body and death review board.

#### Implementation status

Six months—as at 15 May 2016

- 2 recommendations completed
- 5 recommendations commenced
- 1 recommendation to commence in future action plan.

12 months—as at 30 November 2016

- 4 recommendations completed
- 4 recommendations commenced.

The information-sharing protocols discussed in **recommendation 7** to allow government departments to access the research and resources produced by Domestic and Family Violence Death Review Unit in the Office of the State Coroner have been completed and made publicly available. The protocols will be evaluated in late 2017.

In July 2016, members were appointed to the Domestic and Family Violence Death Review and Advisory Board (the Board) (**recommendation 8**). The Board's role is to review domestic and family violence-related deaths in order to identify systemic failures, gaps or issues and make recommendations to improve systems, practices and procedures.

In accordance with **recommendation 8**, Council has approved arrangements for the Board to report to Council on its findings and recommendations on a six-monthly basis and for reciprocal referral of matters for consideration from Council if required. There is some commonality in membership between Council and the Board that will facilitate information exchange and cooperation between the two entities. Under the *Coroners Act 2003*, the Board will report annually to the Attorney-General on its findings and recommendations.

**Recommendation 5** calls for the Queensland Government to develop a detailed framework to evaluate implementation of the *Not Now, Not Ever* report recommendations. The recommendation indicates the evaluation framework should allow for assessment of the overall impact of reforms in driving change, and identify the specific impact of key initiatives progressed under *Not Now, Not Ever* report recommendations and the Strategy. In its six-month report, Council observed that delivery of the evaluation framework will be critical to ensuring that reforms being implemented are achieving their goals.

During the current reporting period, the Department of the Premier and Cabinet has engaged the Institute for Social Science Research at The University of Queensland to design an evaluation framework to evaluate the impact of the Strategy as a whole. A representative from the Institute attended Council's meeting of 22 November 2016 to provide an overview of the process for developing the evaluation framework. A final report to inform the framework is due to be delivered in early 2017.

## Domestic and Family Violence Death Review and Advisory Board

The Domestic and Family Violence Death Review and Advisory Board (the Board) was established under the *Coroners Act 2003* and members were appointed in July 2016.

The Board is responsible for the review of domestic and family violence deaths that have occurred in Queensland to identify issues with service systems, but is not responsible for investigating the circumstances of individual deaths. The Board met three times from its establishment up to 30 November 2016.

The Board has a range of functions, including to:

- analyse data and apply research to identify patterns, trends and risk factors relating to domestic and family violence deaths in Queensland
- carry out research to prevent these types of deaths
- write reports to identify key lessons and elements of good practice in the prevention of domestic and family violence in Queensland
- make recommendations to the Attorney-General about improvements to legislation, policies, practices, services, training, resources and communication to prevent or reduce the likelihood of domestic and family violence deaths in Queensland.

The Board is made up of 12 government and non-government members:

**Mr Terry Ryan** (Chair) – State Coroner of Queensland

**Dr Kathleen Baird** (Deputy Chair) – Senior Lecturer in Midwifery, School of Nursing and Midwifery at Griffith University and Director of Midwifery and

Nursing Education, Women’s and Newborn Services at Gold Coast University Hospital (Council member)

**Dr Silke Meyer** – Lecturer in Postgraduate Programs (Certificate and Diploma in Domestic and Family Violence Practice) in the Centre for Domestic and Family Violence Research at Central Queensland University

**Ms Betty Taylor** – Director of Betty Taylor Training and Consultancy

**Mr Mark Walters** – Manager of DV Connect Mensline

**Ms Angela Lynch** – Legal Reform and Community Legal Education Lawyer at the Women’s Legal Service

**Barbara Shaw** – Executive Director of the Office for Women and Domestic Violence Reform in the Department of Communities, Child Safety and Disability Services

**Dr Jeanette Young** – Chief Health Officer and Deputy Director-General of the Prevention Division in Queensland Health

**Assistant Commissioner Maurice Carless** – head of State Crime Command in the Queensland Police Service

**Dr Mark Rallings** – Commissioner of Queensland Corrective Services

**Ms Tammy Williams** – Indigenous Commissioner for the Queensland Family and Child Commission (member of Council’s Aboriginal and Torres Strait Islander Advisory Group)

**Ms Natalie Parker** – Director of Domestic and Family Violence Court Reform in the Department of Justice and Attorney-General (Council member).

## Measuring progress

These recommendations provide the foundational basis for the overall program of domestic and family violence reform. All foundational elements and supporting outcomes depend on the establishment of a framework for change which sets a clear strategic vision, establishes implementation milestones, measures success, and creates bodies and institutions necessary to drive reforms.

### Progress against outcomes:

Any significant process of reform requiring long-term cultural, attitudinal and systemic change to address a deep-seated social problem can only be achieved with the strong commitment of the most senior leaders within government and the community.

Throughout its operation, it has been evident to Council that there is a high degree of commitment across the Queensland Government to achieving the objectives of reform.

Both the Premier and the Minister for the Prevention of Domestic and Family Violence have exhibited a high degree of personal commitment to ending domestic and family violence, regularly giving voice to the need to address the devastating effects of violence, and maintaining this issue as a key priority for government.

The chief executives of seven government agencies have attended Council meetings to provide implementation updates to Council. This means the responsible Director-General or chief executive (including the Queensland Commissioner of Police) has attended each Council meeting at which implementation activities of a government agency were discussed. The Minister for the Prevention of Domestic and Family Violence has also attended Council meetings on a regular basis.

The approach of the Queensland Government to establishing and building a high degree of commitment to reform is to be commended. Council emphasises the long-term nature of this process of reform and urges that commitment be maintained to ensure that early implementation

gains are not lost to any emerging imperatives that may focus government's attention on other issues.

The correct institutional framework creates mechanisms that maintain focus on the reform objectives, such as ensuring systemic issues related to domestic and family violence homicides are subject to examination by the Domestic and Family Violence Death Review and Advisory Board.

In continuing this process, evaluation and measurement of the effects of reform are fundamental to ensuring changes to policy and service delivery are achieving desired effects. With 46 of 121 government recommendations already reported as completed, a comprehensive evaluation framework remains necessary to ensure actions taken to implement recommendations are proving effective.

Council notes progress over the previous reporting period to develop the evaluation framework for these reforms. Council urges that priority be given to finalising this framework to ensure implementation actions already taken have proved effective, allow adaptation of implementation approaches to achieve more effective outcomes, and inform future implementation activities.

### Key achievements

- [Release of Second Action Plan for Domestic and Family Violence Prevention Strategy \(recommendation 2\)](#)
- [Appointment of members to the Domestic and Family Violence Death Review Board \(recommendation 8\)](#)
- [Tabling of Council's six-month report in Parliament by the Premier \(recommendation 40\)](#)

### Things to watch

- [Finalisation of evaluation framework \(recommendation 5\)](#)
- [Six-monthly update to Council from Domestic and Family Violence Death Review Board \(recommendation 8\)](#)



## Culture and attitudes

The *Not Now, Not Ever* report recognised that community cultures and attitudes impact significantly on the prevalence of domestic and family violence in society. The report provides a range of initiatives aimed at eliminating domestic and family violence by driving cultural change in the Queensland community.

Seeking to engage a broad span of the Queensland community through avenues including schools, workplaces, health services and mass communication channels, **recommendations 10 to 70** aim to foster a community culture that understands what domestic and family violence is, knows it is unacceptable and is aware of how to act when faced with it.

### Overview

**Recommendations 10 to 70** of the *Not Now, Not Ever* report include recommendations to:

- develop a communication strategy
- deliver school-based respectful relationships education programs
- implement workplace support measures
- strengthen health sector responses.

### Implementation status

Six months—as at 15 May 2016

- 12 recommendations completed
- 34 recommendations commenced
- 6 recommendations scheduled to commence in a future action plan
- 9 recommendations directed at non-government organisations, with levels of implementation progress varying.

12 months—as at 30 November 2016

- 18 recommendations completed
- 31 recommendations commenced
- 3 recommendations scheduled to commence at a later stage of the current action plan
- 9 recommendations directed at non-government organisations (7 commenced and 2 not commenced).

During the most recent reporting period, Council has held meetings focusing on the health sector response to domestic and family violence and received updates on the progress of workplace reforms and the engagement and communication strategy.

### Understanding community needs

Domestic and family violence encompasses a broad range of behaviours, and different groups within our community experience violence in different ways. As a result, a one-size-fits-all response will not meet the needs of many community members. An effective response requires an understanding of how different members of the community are impacted by domestic and family violence.

Acknowledging this, the *Not Now, Not Ever* report recommended that specific action be taken to better understand and respond to the needs of community members whose experience of domestic and family violence is characteristically different from the mainstream.

In line with **recommendation 10**, 'People with Disability Australia' has been contracted to perform a review addressing the impact of domestic and family violence on people with disability. The review is expected to be considered by the end of 2016.

Curtin University has also been engaged to conduct a review into the prevalence and characteristics of elder abuse (**recommendation 11**) which will inform development of integrated responses and relevant elements of the engagement and communication strategy. The Department of Communities, Child Safety and Disability Services will consider feedback from the Queensland Carers Advisory Council and outcomes of the Curtin University review in responding to **recommendation 13's** proposal that Queensland encourages the Commonwealth to take steps to prevent payments being used as a means of financial control over elderly people.

**Recommendations 12 and 14** addressed the need for the Queensland communication strategy to include elements focused on elder abuse and the needs of Lesbian, Gay, Bisexual, Transsexual and Intersex (LGBTI) populations impacted by domestic and family violence. Progress on development of the communication strategy is discussed below.

## Engagement and communication strategy

The *Not Now, Not Ever* report recommended development of a consistent, comprehensive communication strategy as a key element of the drive to change culture and attitudes towards domestic and family violence in the Queensland community.

The communication strategy is discussed in 11 recommendations in the report which provide that the strategy should:

- utilise print, television and social media (recommendation 20)
- raise awareness of what constitutes domestic violence, that it is unacceptable, where victims can go for help, how people can safely intervene and where perpetrators can go for help to change (recommendation 20)
- be implemented through frontline services (recommendation 22)
- contain elements focused on elder abuse (recommendation 12) and issues experienced by LGBTI communities (recommendation 14).

When Council prepared its six-month report, the Queensland Government had recently convened a design forum that brought together 50 people from a range of backgrounds and with varying expertise to explore issues associated with developing an effective engagement and communication strategy that would meet the requirements set out in these recommendations.

Since the design forum, the engagement and communication strategy has been further developed. Representatives of the Department of the Premier and Cabinet attended meetings of Council and the Aboriginal and Torres Strait Islander Advisory Group on 24 August, 29 September and 22 November 2016 to discuss development of the strategy.

The 2016–17 State Budget allocated funding of \$9.6 million over three years for delivery of the strategy to help change attitudes and behaviours of Queenslanders towards domestic and family violence. The first phase of the strategy will entail collaboration with identified high-risk groups to develop communication campaigns to engage with targeted high-risk populations.

## Schools

The *Not Now, Not Ever* report recognised schools and the education system as crucial institutions for addressing domestic and family violence and the attitudes that give rise to such violence. The report made a series of recommendations aimed at maximising the capacity of schools to foster knowledge and skills to reach and support young people and build their ability to deal with and avoid situations of domestic and family violence.

As noted in Council's six-month report, representatives of the school education sector attended Council's meeting of 19 February 2016 to report on implementation of **recommendations 24 to 29** of the *Not Now, Not Ever* report.

The Department of Education and Training has:

- developed Respectful Relationships Education program curriculum resources for use in schools from Term 1 of 2016 (recommendations 24 to 26),
- provided access to curriculum materials to non-state schools (recommendation 27)
- commenced the process of establishing measures for implementing respectful relationships programs in the performance agreements of principals (recommendation 29).

The *Not Now, Not Ever* report recognised the opportunity for non-state schools to benefit from the respectful relationships programs developed and implemented in state schools. **Recommendations 27 and 28** of the *Not Now, Not Ever* report recommended that steps be taken to support implementation of such programs by principals of non-state schools.

Further to attendance at Council's meeting of 19 February 2016, Independent Schools Queensland and Queensland Catholic Education Commission, have re-affirmed their strong commitment to supporting implementation of *Not Now, Not Ever* report recommendations in their member schools.

Council notes that these organisations are peak bodies and that individual member schools are independently managed, but commends these organisations for their support in addressing domestic and family violence across the non-state school sector.

Independent Schools Queensland has strongly encouraged its member schools to give priority to respectful relationships education programs, including utilising resources available through the Department of Education and Training.

A domestic and family violence *Connect and Learn* module is being developed to enable schools to access online and blended learning in a flexible format that suits their needs. This module is expected to be available to member schools from commencement of the 2017 school year.

The Queensland Catholic Education Commission is addressing domestic and family violence as both a social issue and an issue impacting student and family well-being. Schools have introduced specific teaching materials relating to domestic and family violence and respectful relationships into the curriculum, including the *Love Bites* program (developed by the National Association for Prevention of Child Abuse and Neglect), and updated whole-of-school wellbeing programs that promote and develop skills in respectful relationships, conflict resolution, restorative practices and social and emotional learning.

Additionally:

- schools have participated in awareness-raising activities including White Ribbon Day, 100 Million Stars to End Domestic Violence and The Darkness to Daylight Challenge
- schools have offered intensive training for student protection officers to assist in reporting domestic violence and supporting families, and provided practical support and referrals for families experiencing domestic and family violence
- domestic and family violence leave provisions have been introduced into relevant enterprise agreements
- the Queensland Catholic Education Commission has participated in the Schools Policy Group Respectful Relationships Education Working Group to respond to a range of education-related COAG priorities to reduce violence against women and their children.

The *Not Now, Not Ever* report noted good practice for school-based programs emphasises a whole-of-school approach (i.e. avoiding one-off sessions), a program framework and logic, effective curriculum delivery, relevant, inclusive and culturally sensitive practice and impact evaluation.

Council is pleased to note these criteria are reflected in approaches being taken by the Department of Education and Training, Independent Schools Queensland and Queensland Catholic Education Commission, with all organisations expressing a strong belief that respectful relationships education is most effective when integrated into the curriculum and taught through a whole-of-school manner.

Community research commissioned by Council has revealed that there is strong community support for respectful relationships education, with people perceiving such programs as being likely to be effective in addressing domestic and family violence. It is hoped that this will encourage the continuing implementation of such education in Queensland schools.

## Workplace reforms

In much the same way that schools have a much broader role than their core teaching and learning responsibilities, workplaces play a role in our society that goes beyond the core economic function of employment. Working adults spend significant amounts of their lives in workplaces. The culture of workplaces have the capacity to shape the values of those who work in them.

As part of its drive to develop community cultures and attitudes around domestic and family violence, the *Not Now, Not Ever* report made a series of recommendations that aim to foster Queensland workplaces that are aware and supportive of those impacted by domestic and family violence.

The recommendations of the *Not Now, Not Ever* report charge the Queensland Government, as the largest employer in Queensland, with leading by example on workplace reform. Through **recommendations 31 to 44**, the report calls on the Queensland Government to take the lead in developing and modelling workplaces that foster equality and educate employees on acceptable behaviour and implementing a range of entitlements, training programs and procedures across the public sector.

The Public Service Commission plays a significant role in leading implementation of recommendations relating to workplace culture, policies, support and entitlements. Council's six-month report noted work of the Public Service Commission to develop the domestic and family violence workplace support package that provides

resources to support establishment of workplace cultures and work practices supportive of staff affected by domestic and family violence.

The Commission Chief Executive (Acting) attended Council's meeting of 22 November 2016 to provide an overview of the Public Service Commission's work to lead, promote and model supportive workplace cultures.

On 30 November 2016, the Industrial Relations Bill 2016 was passed by the Queensland Parliament, providing for a legislative entitlement to ten days of non-cumulative domestic and family violence leave for Queensland state and local government employees (**recommendations 33 and 34**). The legislation also provides a right to request flexible work arrangements and unfair dismissal protections for employees impacted by domestic and family violence. Previously provided for by directive for Queensland Government employees, the commencement of this legislation on 1 March 2017 makes Queensland the first state to enshrine this entitlement in law.

A number of Queensland Government agencies are undertaking White Ribbon workplace accreditation, which recognises workplaces that promote respectful, safe and inclusive cultures by taking active steps to prevent and respond to violence. The Department of Aboriginal and Torres Strait Islander Partnerships and Department of Transport and Main Roads have completed accreditation, the Department of Communities, Child Safety and Disability Services is expected to complete accreditation by early 2017 and the Public Service Commission is undertaking multi-agency accreditation with a further 13 Queensland Government agencies.

Other recommendations call on the Queensland Government to use its influence to encourage other employers to adopt workplace practices and policies that support people affected by domestic and family violence. The *Not Now, Not Ever* report calls on the Queensland Government to advocate with the Australian Government (**recommendation 36**) and work with local governments in Queensland (**recommendation 40**) to adopt changes that reflect those workplace supports adopted by the Queensland Government.

Funding has also been allocated and work has commenced on initiatives to support funded services that work with victims of domestic and family violence

to reduce work-induced trauma (**recommendation 43**) and the Queensland Government Language Services Guidelines have been updated to ensure that interpreters are briefed and given the opportunity to decline engagement for domestic and family violence cases to manage the risk of vicarious trauma (**recommendation 44**). Additionally, funding has been provided to develop a workplace capacity and capability building strategy to train frontline professionals to recognise domestic and family violence and intervene appropriately (**recommendation 49**).

The Premier has been vocal in her support for the introduction of a national employment standard for domestic and family violence leave entitlements, raising this issue at the COAG National Summit on Reducing Violence against Women and their Children and in various other forums. Council commends the Premier for her leadership on this issue and for continuing to raise awareness of the importance of domestic and family violence as a workplace issue.

While the *Not Now, Not Ever* report focused on the public sector leading workplace reforms, it also calls on business and non-government organisations to:

- acknowledge the social and economic costs of domestic and family violence and adopt workplace initiatives and policies that support victims and raise awareness about domestic and family violence in the workplace (**recommendations 45 to 47**)
- sign-up to the CEO Challenge to build relationships with domestic and family violence support services and foster workplaces that do not tolerate violence and support victims (**recommendation 48**).

Over the current reporting period, Council has worked to promote the adoption of domestic and family violence as a workforce issue in the business and non-government sectors through a series of business engagement breakfast events held in regional centres of the state. Organised by local Chambers of Commerce with Aurizon, the breakfasts brought together members of the community in Toowoomba, Mackay and Rockhampton to discuss domestic and family violence with the Council Chair, Deputy Chair and Executive Vice President of Operations at Aurizon.

## Public Service Commission support for workplace reform

The Public Service Commission plays a leading role in the Queensland Government's implementation of workplace reforms. Chief among its efforts has been development and release of the *Domestic and Family Violence Workplace Support Package*.

The package is a suite of resources that both public and private sector workplaces can use to establish themselves as environments that support affected employees. It includes:

- a whole-of-Government directive
- model policy template
- workplace response guide
- template leadership commitment statement
- a communications toolkit
- information on workplace partners.

Other actions taken by the Public Service Commission to support workplace reform include:

- implementing a directive providing Queensland Government public service employees affected by domestic and family violence with access to various support options including a minimum 10 days' leave, counselling from employee assistance providers, flexible working arrangements, and workplace and role adjustments
- releasing inclusion and diversity, and gender equity strategies, including progressing diversity targets

for government agencies, and reviews of flexible working arrangements

- releasing a workplace cultures framework, including the ongoing development of a workplace culture program
- introducing workforce support policies within all Queensland Government departments
- promoting public service access to the *Recognise, Respond, Refer: Domestic Violence and the Workplace* e-learning program developed by the Queensland Government in collaboration with Australia's CEO Challenge
- delivering and hosting training seminars, workshops, presentations and meetings on implementing the domestic and family violence directive and supporting employees
- measuring public sector employee and managers' confidence in responding appropriately to domestic and family violence through *Working for Queensland* survey
- supporting multi-agency implementation of White Ribbon Australia workplace accreditation
- supporting national collaboration and workplace partnerships on workplace issues.

The Public Service Commission released an update on its work to effect workplace change in November 2016—*Driving change to support Queensland Government employees affected by domestic and family violence*—that is available on the Queensland Government's website.



*Members of Toowoomba Together Inc. with the Chair of Council at the Toowoomba business breakfast*

## Regional business breakfasts

During the second half of 2016, Council's Chair and Deputy Chair participated in a series of regional business breakfasts organised by local chambers of commerce in conjunction with Aurizon.

The breakfasts were held in Toowoomba on 22 July, Mackay on 14 October, Rockhampton on 10 November (with the Executive Vice President, Operations at Aurizon representing the Deputy Chair), and were attended by approximately 400 people.

The breakfast events focused on raising awareness of domestic and family violence as a workplace issue, highlighting the extent of the issue, its resulting effects on workplace productivity, and practical actions that can be taken by employers to assist employees and develop supportive work environments.

The work of Aurizon was profiled as an example of the ways businesses can lead action against domestic and family violence within the community. Information on the Public Service Commission's workplace support package was also distributed to attendees.

The events also served as a call to action within the broader local communities. At the conclusion of the Mackay event, the Mayor of Mackay announced he would take action to form a committee of community members to lead action against domestic and family violence. The engagement of community members remains integral to a successful community response to domestic and family violence.

Local chambers of commerce organised the events and funds raised were donated to local domestic and family violence organisations. Council expresses its appreciation to Aurizon and the Toowoomba, Mackay Region and Capricornia Chambers of Commerce for their contributions towards organising these events and raising awareness of domestic and family violence among their communities.

Through these breakfasts, Council has sought to contribute to grassroots adoption of ideas and workforce policies discussed in **recommendations 45 to 47**. Approximately 400 people attended these events and it is hoped that discussions that occurred among attendees have precipitated further discussions in local communities. Information about the Public Service Commission's workplace support package has been distributed at each of these breakfasts.

In relation to **recommendation 48**, CEO Challenge has reported that, in 2015–16, it facilitated and supported nine partnerships between Queensland workplaces and local domestic and family violence shelters, and delivered its domestic violence prevention program to nine new workplaces, taking the total number of workplaces using the program to 39.

Although domestic and family violence has only recently been highlighted as a workforce issue, there have been some encouraging signs about the way employers are approaching the issue. A study conducted by the Workplace Gender Equality Agency that examined 4697 organisations in 2016, found:

- 74.8 per cent of workplaces have some measures to support employees who are experiencing domestic and family violence
- 39.3 per cent of organisations surveyed have a formal policy or strategy in place to support employees experiencing violence.

Looking at these figures in more detail, the study found:

- 66.4 per cent of organisations have employee assistance programs
- 11 per cent of organisations offered domestic and family violence training
- 12.1 per cent of organisations had paid domestic violence leave<sup>6</sup>.

While these figures are derived from a national study, Council notes the adoption of domestic and family violence leave by a number of Queensland workplaces, and urges further adoption of this entitlement and other supporting policies by businesses and non-government organisations.

## Health

During the current reporting period, Council examined the health sector's role in identifying and responding to domestic and family violence in the community. Many victims and perpetrators are engaged with the health sector, for reasons directly, indirectly, or not at all related to their experience of violence. This, along with relationships of trust between health professionals and patients, provides the health sector with a unique opportunity to assist people impacted by domestic and family violence.

The *Not Now, Not Ever* report recognised this, and **recommendations 50 to 63** are aimed at improving the health sector's capacity to identify and respond to domestic and family violence. Reflecting the diverse and multi-layered nature of the health system, some of the recommendations are directed at the Queensland Government and others at professional organisations and independent health services that support the Queensland community.

The Director-General of the Department of Health and representatives of health organisations attended Council's meeting of 24 October 2016 to report on implementation of recommendations relevant to the health sector.

Recognising the influence of general practitioners in the Queensland community, **recommendations 50 to 52** of the *Not Now, Not Ever* report seek to strengthen the response to domestic and family violence by updating and promoting resources on domestic and family violence used by general practitioners, primarily through the Royal Australian College of General Practitioners (RACGP) guideline, *Abuse and Violence: Working with our patients in general practice*, commonly known as the White Book.

RACGP advised Council that the current edition of the White Book was published in June 2014 and includes best practice evidence-based recommendations that guide general practitioners on risk assessment, safety planning and management of victims through the provision of example questions, case studies and tools to assist with decision-making. At this stage, the White Book has not been updated in accordance with **recommendation 50** of the *Not Now, Not Ever* report.

6 Workplace Gender Equality Agency. Retrieved from [data.wgea.gov.au/industries/1](http://data.wgea.gov.au/industries/1) on 14 December 2016

RACGP promotes the White Book through conferences, newsletters, webinars and public provision on its website. The organisation has established a network of general practitioner champions that is working in the general practitioner community and the health sector to improve awareness and understanding of domestic and family violence. It has also been working with the 1800 Respect service on national promotion of the White Book and is working with the Commonwealth Department of Health to develop educational videos for general practitioners on risk assessment and management of family violence presentations in family practice. These actions support implementation of **recommendation 51**.

Antenatal and maternity care are key points for intervention, as pregnancy is a time of elevated risk for domestic and family violence. Many women experience violence for the first time during pregnancy and women who have been victims often experience an increase in severity of violence during pregnancy. Pregnancy is also a time during which women typically experience increased engagement with the health system.

**Recommendations 52 to 59** of the *Not Now, Not Ever* report are aimed at ensuring Queensland health professionals have knowledge, training and resources to support pregnant women and all clients experiencing domestic and family violence, including through access to a toolkit of resources and a clear model for referral to domestic and family violence services.

To implement these recommendations, the Department of Health convened a Domestic and Family Violence Expert Advisory Group to guide and advise on development of resources. The membership of the group included CheckUp, the Australian College of Midwives, Private Hospitals Association of Queensland and DVConnect, to ensure the objectives of relevant recommendations were met.

The Department of Health has completed development of the toolkit of resources for all health sector employees and made it publicly available online. The toolkit comprises two training modules, *Understanding Domestic and Family Violence* and *Clinical Response to Domestic and Family Violence*, a referral model to guide clinicians through the process of referring clients to specialist services, and a train-the-trainer program.

**Recommendation 57** calls for the Australian College of Midwives to develop a professional development program for midwives on antenatal screening. The College has reported that development of materials was deferred until the completion of the toolkit, to ensure that resources complement, rather than duplicate, the toolkit. As such, implementation of **recommendation 57** has not yet commenced.

Reflecting the objectives of **recommendation 59**, DVConnect provided input into the referral model through participation on the Expert Advisory Group. As part of this model, DVConnect has created a dedicated number for the exclusive use of health staff, to allow hospitals special access to DVConnect when needed.

The train-the-trainer program is intended to disseminate understanding of how to recognise and respond to patients impacted by domestic and family violence throughout Queensland's health sector workforce. The train-the-trainer program has commenced statewide roll-out at public and private health services, and is due for completion in early 2017.

The Royal Australian College of Obstetricians and Gynaecologists (RANZCOG) has integrated education on domestic and family violence into its 2017 clinical and academic education program for Fellows and Registrars in response to **recommendation 53**. This includes providing sessions on effective clinical communication with patients experiencing violence as well as including the topic more broadly at the RANZCOG 2017 state regional scientific meeting. RANZCOG has also notified Council that it is exploring partnerships with affiliate colleges to support education suitable for all medical disciplines involved in the obstetric units at public hospitals.

**Recommendation 58** deals with implementation of antenatal screening for domestic and family violence in private maternity hospitals. The Private Hospitals Association of Queensland has scheduled a number of sessions of the train-the-trainer program specifically for private hospital employees to take place in early 2017.

In accordance with **recommendation 54**, the Department of Health has commissioned an evaluation of the frequency and efficacy of antenatal screening for domestic and family violence, with a report due in early 2017. Results of this evaluation will be reported to Council.



## Health sector initiatives

Beyond the recommendations of the *Not Now, Not Ever* report, a number of sections of Queensland's health sector have taken the initiative to develop new approaches to health service delivery that are more receptive to the needs of people impacted by domestic and family violence.

These include:

- the **Gold Coast Hospital and Health Service** has recruited a full-time Domestic and Family Violence Specialist Worker and is working to:
  - establish a team of champions to deliver training, support and mentoring across the hospital and health service
  - develop standardised risk assessment tools, procedures and guidelines
  - link electronic systems to create a domestic and family violence database,
  - promote awareness through communication campaigns within its facilities.
- The **Brisbane South Primary Health Network** has established a program to enable women and children to access two psychology appointments without a general practitioner referral and convened a domestic and family violence education session for 104 clinical practitioners.
- The **Princess Alexandra Hospital** convened a session '*Let's start the conversation*' as part of its Health Symposium to raise awareness of domestic and family violence. The session featured contributions from the Honourable Cameron Dick MP, Minister for Health and Minister for Ambulance Services, the Chair of Council, the Honourable Dr Anthony Lynham MP, health and police representatives and a survivor of domestic violence. The session concluded with the Executive



(L-R) Angelina Ayrton, April Boyd and Angel Carrasco (Gold Coast University Hospital) and Dr Kathleen Baird (Griffith University/ Gold Coast University Hospital and Council member)

Director of the hospital signing a statement of commitment to responding better to the needs of all hospital patients who have experienced any form of domestic and family violence. This statement evidences the commitment of senior leadership of the hospital to developing a culture that recognises, responds and supports both patients and staff affected by domestic and family violence.

- **Logan Hospital** has employed a specialist domestic and family violence lawyer to provide free legal assistance to victims of domestic and family violence who attend the hospital.

Council commends the efforts of these health services that have reflected on the issue of domestic and family violence, realised the capacity of health sector to make a difference in the lives of those affected by violence, and set about developing an approach to their business that achieves this objective. Together, they provide examples of how the health sector response to domestic and family violence can develop into 2017 and beyond.



Council looks forward to receiving further detail of this report and its findings in 2017.

The *Not Now, Not Ever* report recognised the potential for the broader community of health professionals to support patients affected by domestic and family violence. Registration and accreditation standards for health professionals are controlled at the national level, under the National Registration and Accreditation Scheme. Any change to levels of training required for health practitioners in Queensland must be effected through the scheme.

The report advocated for the Minister for Health to pursue changes at a national level to incorporate relevant requirements in accreditation standards, professional development programs and the National Code of Conduct for Health Care Workers (**recommendations 60 to 63**).

The Minister for Health has raised these issues with his counterparts in other jurisdictions. In relation to the National Code of Conduct for Health Care Workers, jurisdictions considered the submissions of the Minister for Health and determined that the final form of the Code of Conduct was sufficient to meet the intention of **recommendation 63**. The Code of Conduct took effect on 1 October 2015.

The challenge remains for Queensland to continue to advocate the change discussed in **recommendations 60 to 62** in interjurisdictional forums.

## Tertiary training initiatives

Extending the strategy of addressing domestic and family violence by improving Queenslanders' professional skills to respond to domestic and family violence, **recommendations 64 to 66** promote increased inclusion of material on domestic and family violence in tertiary courses. Council is pleased to note that all of these recommendations have been reported as completed.

In line with **recommendation 64**, the Minister for Education has recommended the incorporation of units on recognising and responding to domestic and family violence and child harm in courses for teachers, and the matter is now being considered by the national Respectful Relationships Education Working Group.

Additionally, following consultation between the Queensland Government, Queensland Deans of Education and Queensland College of Teachers, attention to education and training on domestic and family violence has been added to the Queensland College of Teachers' requirements for initial teacher education programs from 2017 (**recommendation 65**).

Finally, **recommendation 66** called for an increase in the delivery of existing approved units of competency related to domestic and family violence. This has been implemented, with the nationally recognised Child Protection Skill Set being included in the Queensland Training Subsidies list, and the Department of Education and Training promoting the uptake of this skill set.

## Media

Recognising the significant contribution that the media portrayal of domestic and family violence makes to the broader public discussion of the issue, **recommendations 67 to 70** of the *Not Now, Not Ever* report seek to improve the quality of that discussion.

The Department of Justice and Attorney-General has consulted a range of legal and media stakeholders in relation to **recommendations 67 to 69**, which recommend the Queensland Government consider changes to defamation laws to ensure necessary protections are provided when reporting on domestic and family violence.

Through this consultation, stakeholders advised amendments were not supported, and no legislative impediments to publishing information about domestic and family violence services were identified. Consequently the Attorney-General approved that no further action be taken.

Council notes that these recommendations have been considered within the broader context of the current civil and criminal legislative framework.

During the current reporting period, the development of a media guide to assist Queensland media reporting on domestic and family violence has commenced in accordance with **recommendation 70**. Development of the guide will progress as part of implementation of the engagement and communication strategy under **recommendation 18** and will provide further practical support to assist media in their role of reporting and promoting discussion of domestic and family violence issues.

Community research commissioned by Council revealed a broadly held perception that there is an increased media focus on domestic and family violence that was not present in 2015 when the *Not Now, Not Ever* report was delivered.

## Measuring progress

### Foundational element 1: A significant shift in community attitudes and behaviours

#### Supporting outcomes:

1. Queenslanders take a zero tolerance approach to domestic and family violence.
2. Respectful relationships and non-violent behaviour are embedded in our community.
3. Queensland community, business, religious, sporting and all government leaders are taking action and working together.
4. Queensland's workplaces and workforce challenge attitudes contributing to violence and effectively support workers.

#### Progress against outcomes:

Council acknowledges that achieving broad cultural and attitudinal change towards domestic and family violence is the most challenging aspect of this reform process. The drivers for violence and attitudes towards its occurrence are deeply embedded across many facets of society.

While early progress has been made in implementing a number of measures that set the groundwork for longitudinal changes to community attitudes, the process and progress of this change is expected to be gradual, incremental and difficult to measure.

A number of mechanisms will be need to be put in place to assess this change, including through the evaluation framework. Council considers it important to regularly assess changes in community sentiments towards domestic and family violence to gauge progress towards embedding a zero tolerance approach to domestic and family violence in our community.

The *Not Now, Not Ever* report was informed by a wide-ranging community engagement and consultation program that included the views of a broad demographic and geographic cross-section of the Queensland community. This included conducting focus group research, the report on which formed Appendix 4 of the *Not Now, Not Ever* report.

To assist in measuring progress, Council decided to commission further community research on community perceptions and sentiment towards domestic and family violence. This research was conducted during January and February 2017, two years after the original focus group research was conducted.

Results demonstrate that domestic and family violence continues to be overwhelmingly viewed as an important social issue by Queenslanders and that there is broad support for action by government and the community at large to address the issue.

This research will also contribute towards development of the engagement and communication strategy, one of the key initiatives being implemented to effect changes to culture and attitudes. Council emphasises the importance of this strategy, which will address 11 recommendations of the *Not Now, Not Ever* report.

Council understands the engagement and communication strategy will adopt innovative and tailored approaches to different sectors of the community. Council agrees with this approach and urges that it be adopted with the aim of minimising any duplication or confusion of messages from various campaigns and ensuring communications are suitable to targeted audiences. Council looks forward to further information about commencement of campaigns in early 2017.

The contribution of the media to ensuring domestic and family violence remains at the forefront of the national agenda cannot be underestimated. Council has noted the contribution of the media in focusing attention on domestic and family violence issues in recent years. There have been some impressive examples of media reporting that have demonstrated an increasingly complex, nuanced and sensitive understanding of the subject.

This work is vital to supporting cultural and attitudinal change in the broader community, and promoting a deeper understanding of domestic and family violence as part of the community conversation. Council urges the media to continue to focus attention on this issue.

Council notes the positive work of the Queensland Government to lead the development of strong workplace cultures and support mechanisms to assist workers affected by domestic and family violence. As the largest employer in Queensland, the government is uniquely placed to lead by example, and provide the benefit of its knowledge and experience to the broader non-government sector. The Premier has also provided strong leadership on this issue through her advocacy for introduction of a national employment standard for domestic and family violence leave and flexible leave arrangements for those affected by domestic and family violence.

Council notes this challenge has been taken up by a number of businesses and non-government organisations, and commends those organisations for their work. However, as noted in Council's six-month report, domestic and family violence reform is a whole-of-community issue requiring all members of the community to contribute to change. Further work is required to raise the profile of domestic and family violence as a workplace issue across the broader employment sector during 2017.

The *Not Now, Not Ever* report recognised the unique position of the health sector in being able to support and intervene to assist those suffering from domestic and family violence. The report found that opportunities exist to improve the way in which health professionals engage with patients in relation to domestic and family violence and made recommendations aimed at creating a health sector responsive to those patients' needs.

Progress has been made against health-related recommendations by establishing guiding resources, programs and procedures to assist health professionals respond to domestic and family violence. However, given the complex and multi-layered nature of our health sector, with its public and private components, its multiple models of care and diverse areas of focus and specialisation, meeting the objectives of the *Not Now, Not Ever* report recommendations will require different approaches in different areas of the sector.

The activities of discrete sections of the health sector to take action on the report's findings are commended. These activities demonstrate the potential of the health sector to raise awareness and effect change.

As implementation progresses, it will be imperative for the broader sector to go beyond the mere form of recommendations and continue to strive towards the vision of the *Not Now, Not Ever* report recommendations: a health sector that embraces the opportunity to act as a warning system for domestic and family violence and effectively screens for and responds to the experience of domestic and family violence in its patients.

#### Key achievements

- Further implementation of respectful relationships education in state and non-state schools (**recommendations 24 to 29**)
- Passage of legislation to provide entitlement for 10 days of domestic and family violence leave, flexible work arrangements and unfair dismissal provisions for local and state government employees (**recommendations 33 and 34**)
- Development of toolkit of resources, training program and referral model for health professionals (**recommendations 52, 55, 56, 58 and 59**)

#### Things to watch

- Review of impact of domestic and family violence on people with disability (**recommendation 10**)
- Review of prevalence and characteristics of elder abuse (**recommendation 11**)
- Commencement of first campaigns of engagement and communication strategy (**recommendation 18**)
- Non-government implementation of workplace support policies (**recommendations 45 to 48**)
- Promotion of access and use of White Book among general practitioners (**recommendations 50 and 51**)
- Report on antenatal screening for domestic and family violence (**recommendation 54**)
- Development of professional development program for midwives (**recommendation 57**)
- Development of media guide (**recommendation 70**)

## Research into community attitudes

Recognising the significant challenge of changing culture and attitudes towards domestic and family violence, Council commissioned community research to gauge progress towards achieving this change. The research was compared to results of focus group research completed in 2015 to inform findings of the *Not Now, Not Ever* report.

Enhance Research was engaged to undertake this community research in the form of qualitative (focus group) and quantitative (survey) research. Together, the 2015 and the 2017 research offer point-in-time snapshots of community attitudes towards domestic and family violence and a record of evolution in those attitudes.

Twenty focus groups were held across Queensland, with participants drawn from a variety of demographic groups, and the survey was undertaken by a representative sample of almost 1500 Queenslanders.

### Key research findings

The research demonstrated that **domestic and family violence is regarded as an important social issue** across the state. This is consistent with findings of the 2015 research. However, compared to 2015, there was greater recognition that domestic and family violence had been the subject of **enhanced focus in recent years**, through both increased media reporting and government action.

Although domestic and family violence was recognised as a common occurrence, it was generally **perceived as less common in individuals' communities**. This suggests most people regard their own contact with domestic and family violence as isolated incidents, rather than as part of a broader phenomenon.

The research found that people generally **understand domestic and family violence as including both physical violence and non-physical behaviours** that include controlling or intimidating behaviour. Overwhelmingly, **people view violence as inexcusable**, although factors such as drug and alcohol use, mental health issues and childhood experiences

are seen to contribute to, and sometimes explain, its occurrence.

Consistent with the 2015 research, people reported that domestic and family violence remains **difficult to discuss in social situations**, although increased communication through social media appears to be facilitating more open discussion of the issue.

People remain **uncertain about intervening** in circumstances where they witness violence. Intervention was considered to be more likely in circumstances where a bystander knows the victim or perpetrator but people **lacked confidence in their capacity to identify the most appropriate course of action**. Action by bystanders was, however, reportedly more likely than as demonstrated in the 2015 research.

Most people believe that **domestic and family violence is increasing in prevalence**, although there is uncertainty around whether this is attributable to an increase in actual incidences of violence, greater willingness to report to police or services, or higher levels of public discourse and media attention on the issue.

There was an **increased awareness of gender issues** compared to 2015, with some participants expressing views that the role of men as perpetrators of violence is over-emphasised and as victims under-reported. However, it was broadly accepted that males are most likely to be the main perpetrators of violence, consistent with results of the 2015 research.

**Government action to address domestic and family violence was supported**, even where people were not aware of specific initiatives. Increased penalties, timely police responses, additional services and shelters and respectful relationships education were viewed as initiatives likely to be effective by the greatest proportion of people.

Survey findings demonstrated a clear view that **perpetrators of violence are ultimately responsible for their actions**, while acknowledging the importance

of action by others such as government, support services and the community generally to address the issue.

## Implications

The results of the community research confirm the findings of the *Not Now, Not Ever* report that achieving cultural and attitudinal change will be a long-term and complex undertaking. However, a number of research findings point to opportunities to strengthen the community response to domestic and family violence going forward.

There is broad-based understanding that domestic and family violence is an important social issue requiring action and support for initiatives to address it. Queenslanders are overwhelmingly of the view that domestic and family violence is unacceptable, providing the foundation for efforts to build a cultural environment in which this violence is not tolerated.

Educating bystanders about how to intervene in cases of domestic and family violence remains a key opportunity, as results suggest that the population continues to lack confidence in knowing how to respond. This suggests the community would benefit from further action through the engagement and communication strategy, to equip people with information required for an effective bystander response.

Council believes this research provides an important record of the attitudes and ideas present in the Queensland community at an early stage of the reform program. The challenge that this presents for government, services and the community is to continue to pursue broad change and promote more open discourse on this issue.

## Service responses

People directly impacted by domestic and family violence need support. Victims of violence have a range of needs, including counselling, accommodation, health care, their personal safety and safety of their families, and financial and legal issues. Perpetrators of violence require support to develop an awareness of the impact of their violence, and how to change their behaviour. This support is provided by a network of specialist and general services: a crucial element of Queensland's response to domestic and family violence.

**Recommendation 9 and recommendations 71 to 89** of the *Not Now, Not Ever* report focus on ensuring Queensland's service response to domestic and family violence meets the needs of Queensland's population. They seek to combine appropriate investment and geographical coverage, sensitivity to the needs of Queenslanders in the various communities that make up the state and a commitment to innovation and best practice.

During the current reporting period, Council gained insight into the service response to domestic and family violence and the impact of reforms through its visit to Toowoomba, which included meetings with local shelters, domestic and family violence support services and key agencies including the Department of Communities, Child Safety and Disability Services and Queensland Police Service.

### Overview

**Recommendation 9 and recommendations 71 to 89** of the *Not Now, Not Ever* report include recommendations to:

- undertake an audit of domestic and family violence services
- develop a new long-term funding and investment model
- deliver three pilots of integrated response models (urban, regional and a discrete Indigenous community)
- design a common risk assessment framework
- update and increase access to perpetrator interventions
- deliver two new crisis centres
- provide additional service and housing support to victims.

### Implementation status

Six months—as at 15 May 2016

- 3 recommendations completed
- 16 recommendations commenced
- 1 recommendation scheduled to commence in a future action plan.

12 months—as at 30 November 2016

- 6 recommendations completed
- 14 recommendations commenced.



## Mapping and funding services

The *Not Now, Not Ever* report identified the first steps for development of Queensland's service response to domestic and family violence as taking stock of the existing spread of services and service gaps across the state and, based on this analysis, developing a plan to guide future investment in services. These priorities are captured in **recommendations 71 to 73**.

The final report of the audit of services commissioned by the Queensland Government was released in June 2016 (**recommendation 71**). The report mapped the funding provided for specialist domestic and family violence services across the state over 2014–15, specifically excluding child protection funded services. Its analysis informed funding decisions in the 2016–17 State Budget.

In response to recommendations to develop a long-term funding model for services including an outline of investment in rural and remote communities (**recommendations 72 and 73**), investment guidelines have been produced and a plan for investment in domestic and family violence services is being developed.

## Integrated responses

Integrated responses to domestic and family violence – in which the network of services supporting people impacted by domestic and family violence work together in a coordinated and seamless manner – were identified by the *Not Now, Not Ever* report as the optimal approach to domestic and family violence service delivery.

**Recommendations 74 to 79** and **recommendation 83** set out the foundational steps for the report's vision of a statewide network of integrated responses, including pilots of integrated response models, inter-agency responses to high-risk cases, common risk-assessment tools and integration with existing community networks.

**Recommendation 9** emphasises that integrated responses for discrete Indigenous communities need to provide place-based responses including trialling wrap-around services to women and children, an expanded role for community justice groups and increased funding for and availability of community-driven and holistic responses to Indigenous male perpetrators.

Progress continues in relation to these recommendations. Council's six-month report noted the identification of Logan/Beenleigh and Mount Isa as the sites for pilots of the urban and regional integrated responses respectively (**recommendation 74**). Since that time, Cherbourg has been announced as the site for the pilot of the discrete Indigenous response (**recommendations 9 and 74**).

The 2016–17 State Budget allocated \$26.3 million over four years for eight high-risk teams to support integrated service delivery, including the three pilot sites of Logan/Beenleigh, Mount Isa and Cherbourg, and five further responses in Cairns/Mossman, Brisbane, Ipswich, Mackay/Whitsunday and Moreton Bay from 2017–18.

The Centre for Domestic and Family Violence Research has been engaged to evaluate the pilots (**recommendation 75**) and Australia's National Research Organisation for Women's Safety (ANROWS) has been engaged to develop Queensland's model for high-risk cases, common risk assessment framework, supporting professional tools and information-sharing guidelines (**recommendations 76, 77 and 79**). Co-design activities have been undertaken across the state, and the model for responding to high-risk cases is due to be finalised in early 2017.

Legislative changes to facilitate information-sharing on the basis of risk have been progressed as part of the review of the *Domestic and Family Violence Protection Act 2012* (**recommendation 78**).

## Audit of services

The report of the audit of services undertaken by KPMG was publicly released in June 2016.

Focusing on the provision of specialist domestic and family violence services, the audit provided the Queensland Government with a snapshot of the funding levels and geographical distribution of domestic and family violence services operating in Queensland to serve as the basis of planning for future investment.

The report found that, during 2014–15, \$104.8 million in state and commonwealth government funding was provided to 122 service providers across the state to support those impacted by domestic and family violence.

Analysing the geographical distribution of funded services in relation to the reported levels of domestic and family violence in different geographical regions, the audit identified the Central West; Gulf Regional; Central Queensland; North West; and, Mackay, Isaac and Whitsunday regions as areas with levels

of investment and availability of services for further consideration of government.

The audit also identified that 74 per cent of investment in specialist services was directed towards legal and homelessness services, pointing to a potential need for greater investment in prevention services.

Analysing services in terms of the cohorts they targeted, the audit found that the majority of service providers offered universal services, with 24 providers focusing on Aboriginal and Torres Strait Islander families and two services focusing specifically on migrant families. Services targeted at high-risk groups such as people from culturally and linguistically diverse backgrounds, people with disabilities, the elderly and LGBTI people were found to be limited, with the majority concentrated in south east Queensland.

The audit of services was envisaged as a starting point for the development of a long-term funding and investment model for domestic and family violence services in Queensland. The first use of its findings can be seen in the 2016–17 State Budget.



**Personal observations –  
Council member  
Karyn Walsh**

*Karyn Walsh is the CEO of Micah Projects that provides a range of support services to individuals and families, including people affected by domestic and family violence.*

Appreciation is the word that captures my reflection as a participant of the Domestic and Family Violence Implementation Council.

Personally, I have grown in my own appreciation of the enormity of the challenge that we have all signed up to for a Queensland free of domestic and family violence. I have appreciated the opportunity to learn more about the diversity of our state in geography, population and complexity through our regional visits. It was a privilege to witness the variety and diverse activities that are focused on bringing together different sectors of local communities to raise awareness about domestic and family violence and to improve our responses.

As a human service worker, I am particularly attuned to the great responsibility that we have in working towards integrated systems.

We must keep in balance our responses to the needs of women, children, family members and the risks they are encountering. It is our task to create change and create systems which enhance safety with protection, respect and accountability.

Our task is not to coordinate the lives of people but to coordinate how we each act within our roles and responsibilities so that we can provide the resources, opportunities and services that women, children and families require to be safe and supported.

I have appreciated the opportunity to learn and listen to each of the Council members' views and skills, bringing together a diversity of insight and knowledge. I know that all members of the Council appreciate the support we receive as members to participate from the secretariat and would join me in thanking the staff and of course our Chair, Dame Quentin Bryce.

As we move forward it will be critical for us to go beyond recommendations from reports. We need to ensure that we don't lose sight of the goal to promote equality in relationships, gender equality in the home, workplaces and communities.

To ensure, in Rosie Batty's words, that those experiencing the trauma of violence know they are 'Not Alone' and can trust in law enforcement, justice systems and human services to reach out and seek assistance.

**Karyn Walsh**

## Perpetrator programs

Perpetrator programs are recognised as a key element of the domestic and family violence service response and an essential component of the statewide network of services envisaged by the *Not Now, Not Ever* report.

The current reporting period has seen significant progress in relation to this aspect of the reform program. The 2016–17 State Budget allocated \$10.3 million over four years for perpetrator initiatives, to be invested in line with recommendations of the *Not Now, Not Ever* report.

In response to **recommendation 80**, which calls for increased access to perpetrator interventions, the Queensland Government has invested in trials of a program for fathers subject to the statutory child protection system who perpetrate domestic and family violence, as well as addressing service gaps identified by the audit of services. Ongoing investment of funding will include targeting high-need populations.

The *Not Now, Not Ever* report also identified the importance of reviewing and updating practice standards for perpetrator interventions. Consistent with **recommendation 82**, the Department of Communities, Child Safety and Disability Services has participated in the development of the National Outcome Standards for Perpetrator Interventions, as a preliminary step to the review of practice standards. The process of review of Queensland's existing practice standards will commence by early 2017.

## Queensland State Budget

Through the 2016–17 State Budget, the Queensland Government allocated \$198.2 million over five years to the implementation of the domestic and family violence reform program outlined in the *Not Now, Not Ever* report. This brings total funding to date to \$233.8 million over five years for initiatives aimed at tackling domestic and family violence.

Funding includes:

- \$42.4 million to roll-out specialist domestic and family violence courts, learning from the trial at Southport
- \$43.1 million for additional and enhanced domestic and family violence services to support victims and children
- \$26.3 million for the implementation of eight high-risk teams to support integrated service delivery, including the three pilot sites of Logan/ Beenleigh, Mount Isa and Cherbourg, and five further responses in Cairns/Mossman, Brisbane, Ipswich, Mackay/Whitsunday and Moreton Bay
- \$11 million to strengthen community justice groups in 18 discrete Indigenous communities and support culturally appropriate service responses for Aboriginal and Torres Strait Islander people
- \$10.3 million for perpetrator interventions, including a pilot intervention targeting fathers in Mount Isa, Sunshine Coast and Moreton Bay and improvements to practice standards
- \$9.6 million for a communication and engagement program to change attitudes and behaviours towards domestic and family violence,
- \$8.7 million for new shelters in Charters Towers and Roma to support women and children escaping domestic and family violence.

These budget allocations support the achievement of the vision outlined in the recommendations of the *Not Now, Not Ever* report into the future.

## Accommodation

A number of *Not Now, Not Ever* report recommendations focus on accommodation support for people impacted by domestic and family violence. These encompass a diverse range of subjects, including the administrative handling of domestic and family violence accommodation by the Queensland Government (**recommendation 85**), adjustments to housing policy to support victims of violence (**recommendation 86**) and adjustments to police procedures in relation to accommodation arrangements in crisis response (**recommendations 86, 87 and 88**).

Together, they outline a vision of housing services that is better focused on the needs of those impacted by domestic and family violence, and that has the flexibility to meet those needs. To ensure that victims are able to build a sustainable life in a post-crisis environment, the report also recommends the provision of non-residential supports, such as brokerage funding, access to education and training and other supports.

Council's six-month report noted important early progress on accommodation support, with the crisis shelters discussed in **recommendations 84 and 87** being established prior to the end of 2015. Further progress has been made in the current reporting period.

The transfer of administrative responsibility for domestic and family violence shelters from the Department of Housing and Public Works to the Department of Communities, Child Safety and Disability Services was formalised on 1 July 2016 (**recommendation 85**).

**Recommendation 86** called for greater flexibility in the provision of crisis accommodation, including brokerage funding and the expansion of the safety upgrades programs. The Queensland Government has provided additional funding to service providers bringing the number of locations across the state offering brokerage funding from seven to 28. Subsidised training opportunities for people experiencing domestic and family violence are available through relevant employment programs.

The Queensland Government has provided additional funding for safety upgrades programs and Commonwealth funding has been secured for the trial of new technologies in four locations across the state—Cairns, Rockhampton, Moreton Bay and Ipswich—as part of its Safe at Home Program.



### Personal observations – Council member Faiza El-Higzi

*Faiza El-Higzi is a social researcher and an active leader in Queensland's Islamic community. Throughout Council's first 12 months, Faiza has provided updates on activities being undertaken in Queensland's Islamic community to address domestic and family violence.*

Members of the Islamic community in Queensland have established two non-government organisations to support women and families suffering domestic violence. One of these organisations now has a shelter that will be officially launched in early 2017.

The community, including religious leaders, now discuss violence against women and families openly and two information sessions were conducted during 2016.

One information session was organised by White Ribbon ambassadors from the community and the other was organised by Eidfest Community Services for religious leaders.

Further discussions with religious leaders are being planned so they can be informed on change to the law and referral pathways.

#### Faiza El-Higzi

The Department of Housing and Public Works has adjusted its internal tools, policies and processes to ensure that individuals and families escaping domestic and family violence have access to a broader range of services to alleviate housing stress (**recommendation 88**).

## Measuring progress

### Foundational element 2: An integrated response system that delivers the services and support that victims and perpetrators need

### Foundational element 3: A stronger justice system response that will priorities victim safety and hold perpetrators to account

#### Supporting outcomes:

5. Victims and their families are safe and supported
6. Perpetrators stop using violence and are held to account

#### Progress to date:

The challenge set by the *Not Now, Not Ever* report to fundamentally reform Queensland's service response model for domestic and family violence is significant. Developing integrated response models—that meet the needs of Queensland's diverse communities, ensure victims receive support services, and allow perpetrators to access help to change their behaviours—is a complex undertaking.

By recommending the implementation of pilots in urban, regional and discrete Indigenous communities, the *Not Now, Not Ever* report sought to grapple with the diversity of Queensland's service delivery landscape in all its breadth and complexity. The pilots are envisaged as the testing ground and potential blueprint for the report's larger vision of a statewide network of integrated service responses providing holistic, best practice responses.

Considering these factors, implementation of the integrated response pilots and associated initiatives is still in early stages. Implementation to date has been undertaken in a considered manner with an emphasis on consultation, co-design and planning.

The development of this new approach for delivery of integrated service responses will require effective and robust tools to support implementation, in the form of the risk-management framework, common risk-assessment framework and supporting tools for use by general and specialist services. Council looks forward to finalisation of these tools, currently under development by ANROWS through a co-design process.

Through its consultations, Council has frequently heard of the interaction between domestic and family violence and contributing factors such as mental health issues and alcohol and drug abuse. The need for referrals to and availability of appropriate services to address these issues must also be considered in developing an effective integrated response model.

Council hopes that efforts invested in considered implementation will be rewarded with well-planned integrated response models that provide a strong blueprint for future integrated responses across the state.

In order to reform the service delivery landscape, investment in services in areas of most need is crucial, informed by the long-term funding and investment model. Council commends the significant funding allocation for enhanced or additional services in the 2016–17 State Budget and notes it is indicative of the Queensland Government's commitment to providing a robust service response to domestic and family violence.

A key priority of the investment plan must be to ensure culturally competent services are available for the community, including Aboriginal and Torres Strait Islander Queenslanders and people from culturally and linguistically diverse backgrounds. Delivery of these services must be a core consideration of service responses, rather than an adjunct to delivery of mainstream services. Addressing family violence within our Indigenous population is a singular

challenge for the state and should remain a key focus in efforts to reform the service delivery landscape.

Council notes funding allocated towards the delivery of additional perpetrator programs, and emphasises the importance of these programs in addressing the behaviour of those responsible for perpetrating domestic and family violence in our community.

Council looks forward to further progress on roll-out of these programs as a critical element of work to reduce the high rates of violence perpetrated across the state.

#### **Key achievements**

- Release of audit of services (**recommendation 71**)
- Selection of Cherbourg as location of discrete Indigenous community integrated response pilot (**recommendations 9 and 74**)
- 2016–17 State Budget allocations including funding for additional or enhanced services, integrated service responses, perpetrator interventions and new shelters
- Transfer of administrative responsibility for shelters from the Department of Housing and Public Works to Department of Communities, Child Safety and Disability Services (**recommendation 85**)

#### **Things to watch**

- Development of investment plan (**recommendations 72 and 73**)
- Development of risk-management framework, common risk-assessment framework and supporting tools (**recommendations 76 and 77**)
- Roll-out of additional perpetrator intervention programs and review of practice standards (**recommendation 80 and 82**)

## Law and justice framework

The law and justice framework plays a fundamental role in determining and maintaining community standards in our society. Together, the law-making activities of the legislature, the law enforcement activities of police and the justice functions of the courts set down the type of behaviours that our society deems unacceptable, and ensure that those who participate in such behaviours are held to account.

For Queensland to achieve its goal of eliminating domestic and family violence, it is essential that the law and justice framework reflects the commitment to eliminating domestic and family violence by providing safety for victims and holding perpetrators to account.

**Recommendations 90 to 140** of the *Not Now, Not Ever* report are focused on ensuring that Queensland's law and justice framework is adapted to these tasks. They encompass initiatives including a specialised court response to domestic and family violence, legislative reforms and steps to strengthen policing responses to domestic and family violence.

During the current reporting period, Council has further considered implementation of these recommendations through focusing on the activities of the justice sector, including meetings with the Department of Justice and Attorney-General, legal stakeholders and the Queensland Police Service.

### Overview

**Recommendation 9 to 140** of the *Not Now, Not Ever* report include recommendations to:

- establish specialist courts to deal with domestic and family violence matters
- develop best practice guidelines and professional development materials for Magistrates and lawyers
- increase access to interpreters in justice processes
- increase sanctions for and tracking of domestic and family violence offences
- provide greater support for victims/survivors in justice processes
- increase the capacity of police to respond to and prosecute domestic and family violence incidents.

### Implementation status

Six months—as at 15 May 2016

- 15 recommendations completed
- 22 recommendations commenced
- 4 recommendations scheduled to commence in a future action plan
- 10 recommendations noted as non-government recommendations.

12 months—as at 30 November 2016

- 18 recommendations completed
- 22 recommendations commenced
- 1 recommendation scheduled to commence at a later stage of the current action plan
- 10 recommendations noted as non-government recommendations (4 completed and 6 commenced).



## Justice systems initiatives

The *Not Now, Not Ever* report's **recommendations 90, 91 and 112** relate to improvement of existing inter-jurisdictional and interagency justice processes and initiatives.

**Recommendation 90** called on the Queensland Government to continue its commitments to the development and implementation of a National Domestic Violence Order Scheme—a national project pursued through COAG that aims to facilitate mutual recognition and enforcement of domestic violence orders across all Australian jurisdictions.

Through passage of the Domestic and Family Violence Protection and Other Legislation Amendment Bill 2016 on 11 October 2016, the Queensland Parliament has enacted the legislative framework necessary to support the National Domestic Violence Order Scheme in Queensland. States and territories are working towards agreeing a national commencement date, subject to implementation of technical systems and operational processes required to support operation of the scheme (**recommendation 112**).

Work is continuing on the eDV project to enhance the flow of domestic violence information by introducing automated processes for transfer of data between police and the courts and simplifying processes for lodging private protection orders (**recommendation 91**). The first stage—sharing of private applications—was completed in November 2016. The second stage—sharing of police-initiated applications—is due for completion in early 2017.

While these projects focus on systems and processes, they will deliver outcomes that enhance security and accessibility of processes for victims and simplify procedures for police and court officers dealing with domestic and family violence matters.

## Indigenous justice responses

**Recommendation 92** calls on the Queensland Government to work with discrete Indigenous communities to develop and support an effective local authority model to respond to crime and violence in those communities, with a focus on addressing domestic and family violence.

As part of the 2016–17 State Budget, \$11 million was allocated over four years for community justice groups in discrete communities, to support reforms, improve coordination of culturally appropriate services and build and maintain local authority structures.

The development of the local authority model is being undertaken in conjunction with the integrated response pilot being developed for Cherbourg in accordance with **recommendations 9** and **74**. Representatives from the Department of Justice and Attorney-General met with the Aboriginal and Torres Strait Islander Advisory Group on 18 August 2016 to discuss issues to be considered in developing the model.

A needs and gap analysis has been commissioned to identify training and development needs, and consultation with community justice groups, stakeholders and agency partners is currently being undertaken. A report on this analysis is due by early 2017, and will inform further development of the model.

**Recommendations 93** and **94** relate to the Family Responsibilities Commission which is responsible for conferencing and case management of community members as part of the welfare reform program in six discrete communities.

Legislative amendments were passed in late 2015 to create a new trigger for courts to notify the Family Responsibilities Commission of domestic violence orders made in respect of welfare reform community residents (**recommendation 93**). The impacts of this reform are being monitored by the Department of Aboriginal and Torres Strait Islander Partnerships, in line with **recommendation 94**. Council looks forward to further information about the outcomes and impacts of this measure.

## Community justice group workshops

In preparation of the rollout of funding and support to community justice groups in 18 discrete communities, the Department of Justice and Attorney-General contracted KPMG to undertake a review of the community justice group program and the domestic and family violence enhancement project (**recommendation 92**).

As a part of the program review, six workshops were undertaken over five weeks in October and November 2016. These were held in Mount Isa, Toowoomba, Brisbane and Cairns. Three of the six workshops were held in Cairns that included discrete and non-discrete communities.

Two representatives from the 38 community justice groups located throughout Queensland were invited to participate in the workshop. The first day of each workshop involved a discussion of the community justice group grant program and the second day involved a discussion on the domestic and family violence enhancement project.

The community justice groups, while not specifically funded for domestic and family violence activities

at this point, provide a range of support and services to assist their community members. This support ranges from explaining orders or supporting the aggrieved in court, to organising White Ribbon walks.

The groups spoke of being change agents for their people, and wanting to stop the cycle of violence that engulfs remote communities. Each group had a special story of success; a moment where their intervention helped a victim of domestic and family violence. The Elders who attended spoke with desperation of their efforts to change a culture of violence.

The investment into discrete Aboriginal and Torres Strait Islander communities will enhance the services that are currently being provided. The funding will enable a full-time local domestic and family violence coordinator to be employed by community justice groups, and will develop local capacity to end domestic and family violence in communities.

As part of the information gathered at the workshops, project plans will be drafted for each community prior to the co-design with the community justice groups and their communities commence. It is anticipated that the co-design and consultations will begin in early 2017.

## Courts

A large number of *Not Now, Not Ever* recommendations relating to the law and justice framework are aimed at improving operation of the court system for domestic and family violence matters.

The implementation of **recommendations 96** and **97**, which call for the establishment of specialist domestic and family violence courts, has commenced through trial of the specialist court at Southport. The Southport trial has been evaluated by Griffith University with the evaluation report completed in January 2017.

In the 2016–17 State Budget, the Queensland Government allocated \$42.4 million in funding over four years for the roll-out of specialist courts, building on learnings from the trial at Southport.

The vision for court services outlined in the *Not Now, Not Ever* report encompasses provision of specialist domestic and family violence lawyers, specially trained court and registry staff and specialist support workers. Major progress has been made on the recommendations relating to these components.

The Queensland Government allocated funds in the 2016–17 State Budget to enhance the number of court support programs across the state, and to fund court support at the locations at which the specialist court model is rolled out (**recommendations 124** and **125**). Mandatory training has been implemented for court and registry staff working in responding to the needs of domestic and family violence clients (**recommendation 106**).

## Southport domestic and family violence specialist court trial

The trial of a specialist domestic and family violence court at Southport has been one of the centrepieces of the domestic and family violence reform program.

In its six-month report, Council noted that the Southport specialist court had been the subject of an interim evaluation which found the trial was tracking well.

Council gained further insight into the workings of the trial at its meeting of 14 July 2016, which was attended by specialist court Magistrate Colin Strofield and other key legal sector stakeholders.

The specialist court involves a number of features that set it apart from other Magistrates Courts in the state, among them:

- Two dedicated magistrates with special interest and experience in dealing with domestic and family violence matters. These two magistrates preside over civil domestic and family violence proceedings, as well as breach proceedings and associated criminal charges including committal hearings.

- A court coordinator, who has responsibility for overseeing implementation of the trial, including coordinating stakeholder engagement and procedures to support the trial.
- A specialist domestic and family violence court registry, which serves as a single point of contact where specialist court staff can offer support and information.
- Dedicated prosecutors, duty lawyers for both parties, court support workers for the aggrieved and support/liaison workers for the respondents.
- A working group of stakeholders that meets weekly to discuss and resolve emerging strategic and operational issues.

Subject to the findings of the final evaluation report, more specialist domestic and family violence courts will be rolled out in Queensland. Council has continued to receive positive feedback from a range of stakeholders on the workings of the Southport court trial throughout its current reporting period.

Should the results of the evaluation support this feedback, Council looks forward to the benefits of the specialist court approach being distributed to other locations around Queensland.

Specialist domestic and family violence duty lawyer services have been rolled out in 14 locations across the state (**recommendations 126, 127 and 128**). Guidelines have been developed to ensure legal practitioners delivering services are adhering to consistent case management standards. An evaluation of the service prepared for Legal Aid Queensland has been completed and was favourable towards the continuation of the service.

A new procedure for engagement of interpreters has been developed and trialled as part of the Southport specialist court trial (**recommendation 115 and 116**). Other changes have been made to police systems and procedures to facilitate engagement of interpreters for domestic and family violence matters where required (**recommendations 113, 114 and 116**).

**Recommendation 100** provides that, in areas where a dedicated specialist court is not feasible, specialist circuit Magistrates should be utilised.

The Chief Magistrate has reported to Council that strategies such as dedicated domestic and family violence court lists and the use of circuit Magistrates are being considered in response to **recommendation 100**. Implementation will also be informed by the results of the evaluation of the Southport specialist court.

Funding allocated in the 2016–17 State Budget has allowed the development of professional development materials for both new and established Magistrates to commence, in line with **recommendations 103 and 104**, in addition to the training on domestic and family violence that Magistrates have received in line with **recommendation 105**.

## Legal profession

To promote a better understanding of and a deeper engagement with domestic and family violence issues across the broader legal profession, the *Not Now, Not Ever* report made four recommendations relating to the legal profession that were directed to the Queensland Law Society (QLS).

**Recommendations 107 to 110** called for the QLS to develop and implement domestic and family violence best practice guidelines and develop and promote continuing professional development programs for lawyers on domestic and family violence.

The QLS attended Council's meeting of 14 July 2016 to report on implementation progress. The best practice guidelines were launched in July 2016 and the first professional development session was held in August 2016.

Council commends the QLS for its commitment to implementing these recommendations and urges continued focus on building capacity of members of the legal profession to deal with domestic and family violence matters.

## Queensland Law Society Best Practice Guidelines

The Queensland Law Society released its best practice guidelines in July 2016 at the Banco Court of the Supreme Court of Queensland, attended by the Chair of Council.

The guidelines were developed by the Queensland Law Society working group that undertook extensive consultation with Legal Aid Queensland, Women's Legal Service, Queensland Association of Independent Legal Services and other relevant stakeholders.

They aim to assist practitioners and Queensland Law Society members in dealing with domestic and family violence legal matters.

The guidelines include the principles of:

- prioritising safety
- effective and appropriate communication
- improving understanding
- facilitating empowerment or accountability
- collaboration with other services.

Consistent with **recommendations 109** and **110** of the *Not Now, Not Ever* report, the Queensland Law Society followed the launch of the guidelines with the first of its professional development education events on domestic and family violence and the law that took place in August 2016.

## Law reforms

Council's six-month report noted that significant legislative reforms called for by the *Not Now, Not Ever* report had been implemented by the end of the first reporting period. Reforms to Queensland's law and justice framework for addressing domestic and family violence had been implemented through passage of a number of pieces of legislation during 2015 and the first half of 2016.

The report noted one major legislative project remained outstanding: the review of the *Domestic and Family Violence Protection Act 2012* (**recommendation 140**). Council is pleased to note the review of the Act has been completed and that amendments arising from the review were passed by the Queensland Parliament on 11 October 2016.

Key reforms implemented through the Domestic and Family Violence Protection and Other Legislation Amendment Bill 2016 include:

- introducing a framework to enable key government and non-government entities to share information to assess risk and respond to serious domestic violence threats
- expanding protection police officers can provide to victims prior to courts deciding whether to make a domestic violence order
- requiring courts to focus on protection of victims in determining duration of protection orders
- requiring courts to consider any existing family law parenting order it is aware of and whether that order needs to be varied or suspended if inconsistent with protection needed by the victim or their children
- increasing maximum penalties for breaches of police protection notices and release conditions to achieve consistency with the maximum penalty for breaching domestic violence orders.

The commencement date for these amendments will be set by proclamation.

Further legislative reforms relating to financial compensation for domestic and family violence victims under the *Victims of Crime Assistance Act 2009* (**recommendation 95**) and introduction of a sexual assault counselling privilege (**recommendation 130**) are still to be addressed.

The Victims of Crime Assistance and Other Legislation Amendment Bill 2016, that includes amendments to enable domestic and family violence victims to access financial assistance and introduce a sexual assault counselling privilege, was introduced to the Queensland Parliament on 1 December 2016.

The implementation of strategies to increase perpetrator participation in interventions (**recommendation 122**) and the exploration of options to monitor high-risk domestic and family violence offenders, such as GPS monitoring (**recommendation 123**) are measures that promise to buttress legislative reforms that increase perpetrator accountability.

The implementation of **recommendation 122** is scheduled to commence during the Second Action Plan of the Domestic and Family Violence Strategy in the context of implementation of integrated response pilots, while **recommendation 123** is in its early stages. Council will observe their implementation with interest.



**Personal observations – Council member Janette Phelan**

*Janette Phelan is a psychologist at Churches of Christ in Queensland.*

It has been a privilege to serve on the Premier’s Domestic and Family Violence Implementation Council and to contribute to Queensland’s work in reducing violence against women. The progress in just twelve months is very encouraging, although in some areas there is still a lot of work to be done. Legislative and court changes have been swift and effective, empowering and supporting victims. I look forward to seeing the effects of these changes roll out across Queensland.

Information-sharing strategies between agencies are making a difference, providing a comprehensive picture of domestic violence situations and enabling more effective action. Likewise, integrated responses have increased efficiency and provided better support for victims. Regular media profiling of domestic and family abuse is increasing awareness and helping to educate the community.

I have been interested to observe the push back from a small group of (mainly) men, who have expressed concerns at the community focus on women victims to the exclusion of men. Some tell stories and quote statistics which claim that there are a large number of male victims, who are being overlooked. It is important to look carefully at this evidence in the context of the overwhelming research indicating that domestic violence really is a gender issue. It is not

unknown for perpetrators to change a story and indulge in victim blaming.

Nevertheless, there are genuine cases of male domestic violence victims within the context of both heterosexual and homosexual relationships. Our processes and procedures must be flexible enough to cater for all victims’ needs while at the same time being careful not to provide structures that protect or support perpetrators.

I commend those organisations who have already made changes to empower women and support victims of domestic violence, and those who have started the change process. It is important that any changes are not just writing a policy document, but that efforts are directed towards a comprehensive cultural change that respects women and supports victims.

Gone are the days of workplace girlie calendars, but often a more subtle male “inner circle” (sometimes unintentional) and a variety of put-downs, including jokes at others’ expense, still send messages that unequal power relationships are normal and acceptable, particularly in male-dominant environments. Such a culture inadvertently supports the beliefs and attitudes that rationalise abuse. Within minority groups where women may have less support, it is particularly important to work on attitude change within the cultural and societal context.

One of the more challenging areas to tackle is the provision of adequate, effective programs to change perpetrator behaviour. Two new Queensland programs will improve access but so many areas of Queensland remain inadequately serviced. From personal anecdotes, it appears that suitable programs are limited, difficult to access and too short term to be fully effective.

Difficulties in enrolling and completing programs can be an excuse for unwilling participants and a disincentive for those genuinely attempting to change. To alter deep-seated habits and attitudes such as giving up smoking, drugs and alcohol; breaking cycles of unemployment; overcoming childhood disadvantage; or changing an abusive relationship can take years rather than weeks. The particular nature of domestic abuse requires specialised understanding.

Although the most successful perpetrator programs share a number of common elements, there appears to be insufficient research to indicate definitively what are the most effective and efficient change strategies. Given the cost of perpetrator programs and their potential to change lives, this is a productive area for further research. For a community to be healthy and fully productive, we cannot tolerate abuse and disempowerment of any community member. Domestic or family violence in any form is not acceptable.

Over the next twelve months, it is important that the government-led changes are reflected in further change within the wider community. We must encourage and support real change in Queensland culture and in attitudes to inequity of all types. While different organisations and community groups can share ideas and templates to institute such change, each group will necessarily develop their own distinctive way of tackling domestic violence that works within their context. I look forward to seeing victims supported and empowered across Queensland, in businesses and workplaces; Indigenous communities; churches and community groups.

**Janette Phelan**

## Domestic and family violence statistics

Although there has been continued and intensifying focus on addressing domestic and family violence, the reported rates of such violence are showing a consistent upwards trends across a range of key indicators.

Key statistical sources of domestic and family violence incidents include:

- Queensland Police Service Annual Statistical Review – number of police and private applications and breaches of domestic violence protection orders
- Magistrates Court of Queensland annual reports – number of domestic violence protection orders made by courts (including temporary protection orders and variations to protection orders)
- Domestic and Family Violence Death Review Unit – data and information on domestic and family violence homicides (including intimate partner, family violence and bystander homicides)
- DVConnect annual reports – number of calls to DVConnect’s Womensline and Mensline.

Between 2013–14 and 2015–16, there have been accelerating increases across statistics indicating the rate of domestic and family violence incidences across Queensland. Domestic and family violence homicides are the exception to this trend, which may be the result of the fact that homicide numbers are much smaller

than other indicators, and individual events have greater capacity to influence reported figures.

As Queensland’s legal framework for addressing domestic and family violence develops, so too does the body of statistics available to measure violence in the community. The new offence of choking, suffocation or strangulation in a domestic setting that has been in force since May 2016 offers a further measure of high-risk offending.

Statistics provided by the Queensland Police Service for the period to 30 November 2016 indicate that 313 individuals were subject to a total of 345 charges for this offence. It is important to note that these particular statistics are a count of charges rather than convictions.

Nevertheless, given strangulation’s status as a risk factor for homicide, the existence of this field of statistics promise to increase our understanding of offending in the community, offering a particular insight into the levels of high-risk offending.

In its meetings and consultations throughout its first twelve months, Council heard the views of a broad range of stakeholders about the cause of increases in domestic and family violence statistics. The consensus view was that increases in statistics

	2013–14	Increase	2014–15	Increase	2015–16
Applications for protection orders	24,160 <sup>7</sup>	4.07%	25,143 <sup>8</sup>	19.07%	29,938 <sup>9</sup>
Breaches of protection orders	14,579 <sup>10</sup>	12.41%	16,388 <sup>11</sup>	39.45%	22,853 <sup>12</sup>
Protection orders made by courts	35,411 <sup>13</sup>	7.34%	38,010 <sup>14</sup>	27.72%	48,547 <sup>15</sup>
Domestic and family violence homicides	20 <sup>16</sup>	70%	34 <sup>17</sup>	32.35% <i>decrease</i>	23 <sup>18</sup>
Calls to DVConnect’s Womensline and Mensline	60,901 <sup>19</sup>	20.15%	73,175 <sup>20</sup>	27.82%	93,529 <sup>21</sup>



reflect an increased awareness of domestic and family violence in the community, and an increased willingness of those impacted by violence to seek assistance. This view was also held by a significant proportion of participants in the community research.

However, increases in the reported rates of domestic and family violence indicate the continuing extent and prevalence of the issue and highlights the importance of ensuring that efforts are maintained to address it.

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- 7 *Not Now, Not Ever: Putting an end to domestic and family violence in Queensland*, p. 48
  - 8 Queensland Police Service Annual Statistical Review 2015/16, p. 25
  - 9 Ibid.
  - 10 *Not Now, Not Ever: Putting an end to domestic and family violence in Queensland*, p. 48
  - 11 Queensland Police Service Annual Statistical Review 2015/16, p. 25
  - 12 Ibid.
  - 13 Magistrates Court of Queensland Annual Report 2013/14, p. 54
  - 14 Magistrates Court of Queensland Annual Report 2014/15, p. 53
  - 15 Magistrates Court of Queensland Annual Report 2015/16, p. 51
  - 16 Figures provided by Coroners Court of Queensland
  - 17 Ibid.
  - 18 Ibid.
  - 19 DVConnect Annual Report 2013/14, pp. 10, 13
  - 20 DVConnect Annual Report 2014/15, pp. 10, 12
  - 21 Second Action Plan of Domestic and Family Violence Prevention Strategy: 2016–17 to 2018–19, p. 1

## Police operations

The work of the Queensland Police Service (QPS) is a major element of Queensland's law and justice response to domestic and family violence. The day-to-day activities of police officers are crucial for delivering safety for victims and accountability for perpetrators.

In its recommendations, the *Not Now, Not Ever* report sought to ensure that the police response to domestic and family violence is best adapted to these objectives.

At the time of Council's six-month report, three of the eight recommendations for which QPS has lead responsibility had been completed. While no further recommendations have been completed in the most recent period, QPS has reported significant progress against major initiatives detailed in the remaining recommendations.

As noted in Council's six-month report, two recommendations and one sub-recommendation deal with the strategic focus of the QPS response to domestic and family violence:

- **recommendation 131** calls for the QPS to develop and implement a strategy to increase the prosecution of perpetrators of violence
- **recommendation 134** calls for QPS to adopt a proactive investigation protection policy to prioritise the safety of the victim and supports the arrest of perpetrators where appropriate,
- **recommendation 86(b)** recommends steps be taken to ensure that QPS procedures support women and children staying in the house when it is safe to do so.

The implementation of these recommendations is being pursued through an internal working party that is reviewing the police response, investigation and prosecution policy and procedures.

At the time of Council's six-month report, this working party had commenced work on these recommendations. Further progress has been made during the most recent period. The *Domestic and Family Violence Protection and Other Legislation Amendment Act 2016* has created a legislative basis for:

- expansion of powers in police protection notices
- streamlined and strengthened supervisory arrangements

- enhanced information-sharing, and
- Queensland's participation in the National Domestic Violence Order Scheme.

QPS is working to develop and deliver training and make adjustments to processes and information systems that will allow police to implement the strategy and policy discussed in **recommendations 131** and **134** respectively. In the current reporting period, QPS has also conducted activities, including joint training and workshops, in order to develop a more collaborative approach with partner agencies as part of Queensland's domestic and family violence response.

The *Not Now, Not Ever* report also sought reforms to the QPS structures governing domestic and family violence responses. Council's six-month report noted the progress that had been made towards these objectives in the first period, including the appointments of a Domestic and Family Violence State Coordinator (**recommendation 136**) and a Deputy Commissioner with responsibility for championing best practice domestic and family violence response in the QPS (**recommendation 137**).

**Recommendation 135** calls for an increase in the staffing numbers of District Domestic and Family Violence Coordinators based on a rigorous assessment of demand. During the current reporting period, QPS completed this analysis and assessment of demand and begun trialling a number of operational approaches to domestic and family violence policing that will be evaluated and used to inform the development of a model for resourcing districts.

**Recommendation 138** calls for an external independent audit and review of QPS training materials. The Queensland Centre for Domestic Family Violence Research has been contracted to undertake the review and has commenced this work. A report on the findings of the review, including recommendations, is expected in mid-2017.



### Personal observations – Council member Deputy Commissioner Brett Pointing

*Brett Pointing is Deputy Commissioner for Strategy, Policy and Performance in the Queensland Police Service and Champion for Best Practice Domestic and Family Violence Prevention and Response.*

Throughout 2016, the Queensland Police Service (QPS) has continued with a high degree of focus and momentum in the implementation of recommendations from the *Not Now, Not Ever* report, at all levels from Commissioner to Constable. As the lead agency for eight of the recommendations, the QPS has embarked on reforms to advance the training needs of officers in responding to domestic and family violence, in addition to undertaking a range of activities to implement sustainable cultural change within the organisation.

The *Not Now, Not Ever* report highlighted that public perceptions of police culture and attitudes to domestic and family violence required improvement (**recommendation 137**). Acknowledging that police are strong agents of social change within the community, the QPS has commenced a number of internal cultural change activities including:

- the statewide rollout of a two-day QPS Vulnerable Persons Training Package (February–April 2017), with a focus on domestic and family violence and mental health, to be delivered to frontline officers from Constable to Inspector level
- completion of the first step in the White Ribbon Accreditation process, with very positive organisational participation in the White Ribbon Survey. It is anticipated the QPS will achieve White Ribbon Accreditation by November 2017
- an internal cultural change video titled ‘not just another DV’, and
- statewide communication of changes through the Domestic, Family Violence and Vulnerable Persons monthly newsletter; service-wide screensavers and workshops at all levels of management with the theme of DFV.

Results from the QPS Annual Statistical Review 2015–16, where domestic and family violence was

launched as a specific in-focus chapter, indicate there has been increases in both the number of police referrals for aggrieved and respondents of domestic and family violence and significant rises in police-initiated applications and breaches of protection orders. This is indicative of the commitment from all levels within the QPS to prioritise the safety of victims and hold perpetrators to account.

The QPS continues to acknowledge the significant contribution of the District Domestic and Family Violence Coordinators and has committed significant resources to improving the professional standing of these roles (**recommendation 136**).

The Domestic and Family Violence and Vulnerable Persons Unit-funded scholarships for three Domestic and Family Violence Coordinators to complete the Graduate Certificate in Domestic Violence through the Queensland University of Technology. All three students completed their studies and graduated in December 2016. The QPS will maintain this commitment to expanding professional development of domestic and family violence professional officers by offering another four Domestic and Family Violence Coordinators scholarships in the coming 2017 year, in addition to a range of other learning and development opportunities.

The next twelve months will see the QPS continue domestic and family violence reform and finalise responses to a number of the *Not Now, Not Ever* report recommendations through completion of additional activities including: dissemination of a strangulation awareness strategy, evaluation of the Domestic and Family Violence Protective Assessment Frameworks (risk assessment tool), delivery of additional capacity in the Domestic and Family Violence Coordinator network (**recommendation 135**) and facilitation and participation in the Queensland Government’s high-risk team trials in Logan/Beenleigh, Cherbourg and Mount Isa.

A strong focus for the QPS will be to continue to cultivate collaborative partnerships across government, and with non-government agencies and in the community. Partnerships where diverse experiences can be shared and used to shape new thinking and new ideas to improve the collective response for victims of domestic and family violence.

**Deputy Commissioner Brett Pointing**  
**Queensland Police Service**

## Measuring progress

### Foundational element 3: A stronger justice system response that will priorities victim safety and hold perpetrators to account

#### Supporting outcomes:

6. Perpetrators stop using violence and are held to account
7. The justice system deals effectively with domestic and family violence

#### Progress to date:

The reforms the *Not Now, Not Ever* report recommended for justice agencies are critical to success of the reform program. The re-fashioning of Queensland's courts systems and processes, the amendment of criminal and domestic and family violence legislation and changes for the legal profession represent a comprehensive attempt to create a justice system sensitive to the needs of people impacted by domestic and family violence. The commitment of the justice sector and the legal profession to the realisation of this vision is commended.

The trial of the specialist domestic and family violence court at Southport has been the centrepiece of justice reforms. The speed with which it was established and the dedication with which it has been pursued are impressive. Around this initiative, justice and legal sector stakeholders have implemented a range of other measures.

Initiatives such as the roll-out of specialist duty lawyers, training for court and registry staff, the publication of Queensland Law Society's domestic and family violence best practice guidelines, as well as the strengthening of penalties for domestic and family violence offences support the vision of a judiciary and a legal profession that understands and responds to the experience of those affected by domestic and family violence.

During the current reporting period, the Department of Justice and Attorney-General developed and launched a series of videos designed to assist members of the public to better understand the

domestic violence order court process. This measure was not recommended by the *Not Now, Not Ever* report, but its implementation shows that the justice sector has understood and embraced the report's vision, and is working actively to realise that vision.

With funding allocated in the 2016–17 State Budget for the roll-out of specialist courts to further locations across the state pending outcomes of evaluation of the Southport trial, the justice sector stands well-placed to continue its progress towards this end. It is hoped that perpetrator focused measures, such as the implementation of strategies to increase perpetrator participation in interventions and options to monitor high-risk offenders, will further support development of a justice response that supports victims and holds perpetrators to account.

Recommendations relating to policing responses placed a strong emphasis on cultural change. Council's six-month report noted that internal changes to strengthen the emphasis placed on domestic and family violence had been implemented.

Council explored this work in greater detail at its 24 August 2016 meeting that was attended by a number of senior police representative, including the Queensland Commissioner of Police. It was clear from this meeting that the Queensland Police Service has invested heavily in training and messaging, to both increase the capacity of officers to respond to domestic and family violence, and to promote an increased emphasis on domestic and family violence as priority for police and the community.

Council has noted reports and observed first-hand examples of the enthusiasm with which the reform agenda has been embraced by rank and file officers. Sustainable cultural change, especially in an organisation as large as the Queensland Police Service, is not something that is achieved quickly, and Council urges ongoing efforts to achieving this end.

The significant increases in both applications for and breaches of domestic violence orders has been attributed to an increased community awareness of domestic and family violence, as well as increased

confidence in policing responses. While any increase in the reported incidence of domestic and family violence is concerning, it is hoped that these increases are reflective of enhanced confidence in justice responses to domestic and family violence.

The Queensland Police Service has identified a range of actions to be undertaken to increase prosecutions and adopt proactive investigation policies, such as legislative changes, training, revision of procedures, changes to information systems and collaborative work with partner agencies. Given this complex work is still at an early stage, Council will continue to monitor progress made in relation to these actions.

#### **Key achievements**

- Passage of amendments to establish legislative framework for National Domestic Violence Order Scheme (**recommendation 90**)
- Introduction of automated processes for transfer of domestic violence information between police and the courts (**recommendation 91**)
- Implementation of new procedures for engaging interpreters (**recommendation 116**)
- Completion of Queensland Law Society's best practice guidelines (**recommendations 107 and 108**)
- Completion of review of the *Domestic and Family Violence Protection Act 2012* (**recommendation 140**)

#### **Things to watch**

- Development of local authority model to strengthen role of community justice groups in 18 discrete Indigenous communities (**recommendation 92**)
- Consideration of evaluation of Southport specialist court trial and roll-out of further specialist courts (**recommendation 96 and 97**)
- Monitoring of impact of Family Responsibilities Commission trigger (**recommendation 94**)
- Trial of use of GPS monitoring for high-risk perpetrators (**recommendation 123**)
- Audit and review of Queensland Police Service training materials (**recommendation 138**)

# Conclusions

While significant progress has been made in the first two reporting periods, there continue to be ongoing challenges for Queensland as it progresses towards the vision outlined in the Domestic and Family Violence Prevention Strategy of a state free from domestic and family violence.

In this section, Council highlights some of the areas and initiatives the Queensland Government and community will need to focus on to maintain momentum towards the Strategy's vision in achieving the three foundational elements that underpin the Strategy.

## Foundational element 1: A significant shift in community attitudes and behaviours

**Supporting outcome 1:** Queenslanders take a zero-tolerance approach to domestic and family violence

**Supporting outcome 2:** Respectful relationships and non-violent behaviour are embedded in our community

**Supporting outcome 3:** Queensland community, business, religious, sporting and all government leaders are taking action and working together

**Supporting outcome 4:** Queensland's workplaces and workforce challenge attitudes contributing to violence and effectively support workers

Cultural and attitudinal change will always be the most challenging aspect of this reform process, and success will only be achieved with a long-term sustained effort across all sectors of government and the community.

Research into community attitudes commissioned by Council to gauge progress in achieving cultural and attitudinal change suggest there are some fundamental positives to be built on. The community overwhelmingly accepts that domestic and family violence is an important social issue and are supportive of efforts to achieve change.

However, while people believe domestic and family violence is common at a statewide level, there remains an ongoing perception that such violence is not occurring

in people's own communities. These findings highlight the challenge for government, service providers and the community—to continue to bring attention to the issue and build capacity to act to address it where it occurs.

The *Not Now, Not Ever* report identified that domestic and family violence can only be successfully eradicated if the whole community embraces the vision of a state free from domestic and family violence. The *Not Now, Not Ever* report set challenges for families and friends, religious leaders, sporting organisations, community organisation, Parents and Citizens Associations, media and the entertainment industry and all other members of the community to stand up to domestic and family violence.

The 'Not Now, Not Ever' challenge has been embraced by many sectors of the community and has helped to bring the prevalence and effects of domestic and family violence into sharper focus throughout the community at large. However, this effort must continue to be expanded across the community, and be sustained and accelerated if intentions are to be translated into definitive action and positive outcomes.

## Areas of focus

The **engagement and communication strategy** being developed by the Queensland Government is a key mechanism identified through the *Not Now, Not Ever* report to influence culture and attitudes. The report set the challenge of developing an innovative and multi-pronged approach to influencing broad community behaviours and attitudes towards domestic and family violence.

The Queensland Government must meet this challenge through developing innovative forms of engagement that effectively reach target audiences, with messaging that complements and does not duplicate other campaigns, such as the national 'Stop it at the start' campaign.

Council notes that work has commenced on development of the engagement and communication strategy, with funding of \$9.6 million over three years allocated through the 2016–17 State Budget. Council urges the Queensland Government to capitalise on the current strong community focus on domestic and family violence by commencing roll-out of campaigns as soon as possible. Council awaits further updates on implementation of the strategy.

In addition to formal public communication campaigns, the **media** will play a crucial role in maintaining focus

on domestic and family violence, by continuing to report individual instances in the context of broader domestic and family violence issues. The **media guide** being developed as part of the engagement and communication strategy will contribute to informed and sensitive reporting on domestic and family violence. Council urges the media to continue to engage with in-depth examinations of issues driving violence in our community and advocating for it to be addressed.

**Respectful relationships education** and modelling of positive behaviours and cultures within schools and other educational institutions will help to embed respectful relationships and non-violent behaviour in the cultures of our community. Providing school age students with guidance and information about healthy relationships and respectful behaviour help to create the foundation for future leaders to practise and model positive behaviours.

Council commends the actions of our educators to embrace the ethos of respectful relationships and deliver this education within our schools. Council will watch with interest the continued implementation of respectful relationships programs through Queensland's state school system and complementary activities of the non-state school sector.

Council commends those many community members who have taken the initiative to address domestic and family violence within their communities. **Community-led** initiatives to build awareness and enhance responses play an invaluable role in delivering the message that this violence will not be tolerated as an acceptable part of our society.

However, significant untapped opportunity remains for influential sectors of society to take further action to deliver this message. **Sporting clubs, business leaders and religious organisations** are all in a position to foster and model respectful behaviours and increase their efforts to assist people affected by violence. Council will continue to advocate for further community action during its second year of operation, but urges the community to respond to the call and embrace this challenge.

**Workplaces** are increasingly recognised as important forums through which awareness of domestic and family violence can be promulgated. The economic impacts of violence are being acknowledged, and workplaces are increasingly implementing measures to support employees and model cultures of respect. For those

workplaces with a professional interface with victims of domestic and family violence, it is of even greater importance that this issue is accepted and incorporated as a core element of that workforce's professional responsibilities.

A significant opportunity exists within the **health sector** to build capacity and enhance focus on recognising and assisting victims of domestic and family violence. Council notes the work that has been undertaken to develop resources and deliver training for health professionals on this issue. While resources and training can assist in elevating understanding, the adoption of genuine and effective responses to domestic and family violence must be embraced as a core issue for health professionals to be alert to in fulfilling their professional duties.

Council is particularly concerned to ensure that reforms within the health sector do not solely adopt a compliance and process focus, but equally look to ensuring that efforts recognise and assist victims who have been mentally and physically harmed by domestic and family violence. Continued and sustained efforts in increasing awareness and understanding of domestic and family violence issues across the health sector will be essential to achieving this.

Council strongly urges enhanced effort across the health sector and various health professions to raise awareness, build knowledge and develop effective responses to domestic and family violence. Such an approach could deliver real outcomes for those victims of domestic and family violence entering the health system who might receive advice, assistance or referrals they might not otherwise have accessed. The Queensland Government must continue to play a leading role in driving this change across the broader health sector.

Across all of the *Not Now, Not Ever* report's recommendations, evaluation of effects of implementation must be undertaken before implementation is considered complete. Council considers that priority should be given to finalisation of the **evaluation framework** for the reforms. This framework must be put in place to measure the impact of reforms and ensure that the reform program as a whole is progressing towards achieving its vision.

Council looks forward to further advice about implementation of this framework, its methodology and flagship projects to be evaluated.

## Foundational element 2: An integrated response system that delivers the services and support that victims and perpetrators need

**Supporting outcome 5:** Victims and their families are safe and supported

**Supporting outcome 6:** Perpetrators stop using violence and are held to account

To escape violence, victims need a safe place to call home, protection from perpetrators and support to reconstruct their lives away from harm. The service response provided to victims by both specialist and general services is crucial to ensuring victims and their families are safe and supported.

The *Not Now, Not Ever* report envisaged a statewide network of integrated responses that provide coordinated services appropriate to the needs of the communities they serve. To date, the reform program has had a two-pronged approach to this issue, funding services to increase capacity to respond to domestic and family violence in areas of need, and working to develop the blueprint of an integrated response.

Behaviour change programs and other measures for perpetrators have been recognised as a vital element of the service response to domestic and family violence. The *Not Now, Not Ever* report emphasised the importance of ensuring that perpetrators have access to such programs.

### Areas of focus

With the locations for the three **integrated response pilots** identified—Logan/Beenleigh, Mount Isa and Cherbourg—and preliminary work undertaken to establish the models, Council looks forward to further detail on the operation and outcomes of these pilots. The varying challenges experienced in these different regional locations should provide a basis from which other integrated responses can be developed. Contributing factors such as mental health and drug and alcohol issues should also be

considered as part of the development of models for integrated responses.

Council is aware that there is no ‘one-size-fits-all’ approach to delivery of services, and that all service responses must be adapted and responsive to the individual community’s needs. The **risk management framework, common risk-assessment framework and supporting tools** currently being developed will be key to implementing a consistent and comprehensive approach across generalist and specialist services.

Improvements to service delivery must be informed by a strategic framework, in the form of the **long-term funding and investment model** being developed following completion of the statewide audit of services.

The 2016–17 State Budget funding allocation of \$43.1 million over four years for new and enhanced services provides the state with resources to fill gaps in service delivery and direct funding towards areas of need. Council awaits with interest the finalisation of the investment plan that will guide these funding decisions.

In funding services, Council emphasises the importance of providing **culturally competent services for all Queenslanders**, including **Aboriginal and Torres Strait Islander Queenslanders** and people from **culturally and linguistically diverse backgrounds**. Council urges that this be embedded as a core consideration of service delivery, and priority given to empowering Indigenous communities and organisations to deliver services wherever feasible. Procurement processes must be undertaken and may need to be adapted with these considerations in mind, to ensure Indigenous organisations are not inadvertently excluded from funding and service delivery opportunities.

The expansion of availability of **perpetrator programs** is required to ensure that perpetrators are supported in addressing their behaviours. Funding of \$10.3 million over four years allocated through the 2016–17 State Budget will assist in addressing the significant shortfall in these services identified in the *Not Now, Not Ever* report. Council looks forward to the review of practice standards for perpetrator interventions to ensure programs being delivered constitute best practice.



### Foundational element 3: A stronger justice system response that will prioritise victim safety and hold perpetrators to account

**Supporting outcome 6:** Perpetrators stop using violence and are held to account

**Supporting outcome 7:** The justice system deals effectively with domestic and family violence

The continuing increases in applications for and breaches of domestic violence orders indicate that Queensland is still far from achieving the aspiration of a state free from domestic and family violence. However, this same increasing volume of applications for and breaches may indicate heightened community awareness of the issues and that perpetrators in Queensland are increasingly being held to account.

Throughout its first year, Council has spoken to stakeholders from a range of sectors about this increase in domestic violence statistics. The consensus from stakeholders is that the increase is not generally indicative of a rise in the levels of violence in society, but rather, a rise in awareness of the issue, and an increasing tendency for people to come forward, seek the protection of the law and hold perpetrators to account for their behaviour.

#### Areas of focus

The trial of the **specialist domestic and family violence court** at Southport has been the centrepiece of the justice reform program. The further roll-out of specialist courts to other locations around the state has been funded and will be based on findings of the evaluation conducted by Griffith University. Council has received positive feedback from a range of stakeholders about the operation of the specialist court trial and looks forward to the outcomes of the formal evaluation.

The **further roll-out of the specialist court program** provides opportunity for other communities to benefit from the model, with the benefit of the experience of initial operation of the specialist court model. Council

looks forward to further advice about locations, priorities and approaches for implementation of future specialist courts. Progress in the exploration and implementation of options to monitor high risk offenders and strategies to increase perpetrator participation in interventions will also be watched with interest.

Council urges that justice responses to violence in Indigenous communities be culturally appropriate for both First Nations peoples—Aboriginal people and Torres Strait Islander people—and commensurate with the levels and severity of violence experienced in Indigenous communities. The 2016–17 State Budget allocated \$11 million over four years to **build capacity of community justice groups in discrete Indigenous communities**. This project is at an early stage and its ongoing development and implementation will be a priority interest for Council going forward.

The delivery of the **National Domestic Violence Order Scheme** is vital to ensuring that victims and their families are safe, and that perpetrators are held to account, regardless of their location in Australia. Council notes that the necessary legislation has been passed by the Queensland Parliament to enable automatic recognition of domestic violence orders across Australia and encourages all jurisdictions to prioritise action required to support the operation of this national scheme.

Cultural change is key to an improved **police response** to domestic and family violence. The Queensland Police Service has implemented a number of structural reforms to support cultural change and, in its regional visits and meetings with police representatives, Council has noted that the reforms and focus on domestic and family violence have been embraced by many frontline officers.

However, cultural change must be embedded in the daily practices, procedures and culture of an organisation to ensure its longevity and ongoing adoption at the front-line. Council urges the Queensland Police Service to maintain the momentum and energy that it has displayed in these early stages of implementation and continue to be vigilant in ensuring that an improved police response to domestic and family violence continues to be promoted at all levels within the Queensland Police Service and consistently across the state.

## Looking forward

Over its first year of operation, Council has gained an overview of the range of activity being undertaken across government, the service sector, justice agencies and the broader community to implement recommendations of the *Not Now, Not Ever* report.

The level of commitment demonstrated from the highest levels of government, to frontline workers, to committed members of our community, is impressive. However, the fact remains that reported rates of domestic and family violence continue to rise. This is a reminder that, despite all that has been achieved, much more remains to be done before we can achieve the vision of a Queensland free from domestic and family violence.

During its second year of operation, Council will focus in greater detail on significant aspects of implementation that will help transform responses to domestic and family violence in this state—such as development of the engagement and communication strategy, integrated response models and operation of specialist courts. In addition, Council will engage with sectors or community groups that are particularly affected by, or play a role in responding to, domestic and family violence.

As noted in this report, continued advocacy is required to drive continued and accelerated action to address domestic and family violence across the community. Over the coming year, Council will continue to engage with sectors of the community and advocate for positive contributions to this reform process.

In its six-month report, Council noted that the progress made in implementation had been encouraging. After a further six months of progress, this remains the case. Overall, the uptake of reforms has been positive and the momentum for change remains strong. As implementation progresses, it is imperative that the key outcome of the reforms—a future where all Queenslanders can live safely in their homes and children can grow and develop in safe and secure environments—remains the key focus of our efforts.

# Appendix 1 – Domestic and Family Violence Implementation Council members



## The Honourable Quentin Bryce AD CVO (Chair)

The Honourable Quentin Bryce AD CVO is the former Governor-General of Australia and the former Governor of Queensland. Ms Bryce has held a significant number of esteemed positions in the areas

of human rights and equal opportunity, some among firsts for women in this country. Most notably Ms Bryce was the Federal Sex Discrimination Commissioner, Human Rights and Equal Opportunity Commission; the Convenor, National Women's Advisory Council; founding Chair and CEO, National Childcare Accreditation Council; and Director, Human Rights and Equal Opportunity Commission, Queensland.

Ms Bryce chaired the Special Taskforce on Domestic and Family Violence in Queensland which delivered its report *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* in February 2015.



## Mr Lance Hockridge (Deputy Chair)

Mr Hockridge is the former Managing Director and Chief Executive Officer of Aurizon Holdings. He is the founding member of Queensland's 'Male Champions of Change' group

that is leading diversity initiatives in the workplace in Queensland. Mr Hockridge was awarded a United Nations Women's Empowerment Principles CEO Leadership Award for championing gender equality in 2016 and won the Australian Human Resource Institute Diversity Chief Executive Officer Champion of 2014. He has enabled a partnership with the Australian National Committee of United Nations (UN) Women and has spoken at UN Women business events across Australia. Mr Hockridge is the Chairman of the Salvation Army's South Queensland Advisory Board and a private sector member of the Australian Government's Department of Defence Force Gender Equality Advisory Board.



## Dr Kathleen Baird

Dr Baird holds a joint appointment as Senior Lecturer in Midwifery, School of Nursing and Midwifery at Griffith University and Director of Midwifery and Nursing Education, Women's and Newborn Services at Gold Coast University

Hospital. Dr Baird has been a midwife since 1996 and has clinical experience in a variety of positions. In her academic career, which stretches over a decade and two continents, Dr Baird has focused on women's experiences of domestic violence during pregnancy. Her current appointments include Director of the Centre of Women's and Newborn Research and Visiting Scholar for Metro South and Bayside Hospitals.



## Ms Faiza El-Higzi

Ms El-Higzi has extensive experience in multicultural affairs, including working with refugees and asylum seekers. She holds many advisory positions in community organisations and peak bodies such as the National

Council for Women of Queensland and the Queensland African Communities Council and is a respected Muslim community leader. Ms El-Higzi has experience in strategic policy at both State and Federal levels and holds a number of post-graduate qualifications. She is currently undertaking a PhD focusing on developing leadership models for multicultural women.



## Mr Lachlan Heywood

Mr Heywood is the editor of *The Courier-Mail* and was formerly the editor of the *Townsville Bulletin* and *Townsville Sun* newspapers. Prior to his editorship in Townsville, he was Deputy Editor of the *Sunday Mail* in Brisbane and Chief of Staff at *The Courier-Mail*.



### Ms Denise Kostowski

Ms Kostowski is the Principal of Forest Lake State High School and former Principal of Spinifex State College in Mount Isa. She has been actively involved and committed to the delivery of quality education programs to students in rural and remote Queensland schools for over 25 years.



### Ms Natalie Lewis

Ms Lewis is currently the Chief Executive Officer of Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP). QATSICPP aims to lead, support, resource and build the capacity

of Aboriginal and Torres Strait Islander agencies who work alongside parents, families and communities to improve the safety and wellbeing of Aboriginal and Torres Strait Islander children and young people. Ms Lewis has worked in the USA developing and implementing juvenile diversion programs and gang prevention programs in collaboration with government agencies and law enforcement.



### Ms Karni Liddell

Ms Liddell is a disability specialist and a National Disability Insurance Scheme Ambassador and Advisor for the State of Queensland. Ms Liddell is one of Australia's most successful and well-respected Paralympic swimmers

and has worked as a social worker, trainer and assessor, radio presenter/journalist and public speaker.



### Mr Darren Lockyer

Mr Lockyer is a former professional rugby league footballer, captaining the Brisbane Broncos, Queensland and Australian Kangaroos. He has been highly sought as an ambassador and motivational speaker for various

brands and the media. He is currently a Channel Nine commentator, a contributor for *The Courier-Mail* and an ambassador for Origin Energy, One Key Resources, NRL and the Brisbane Broncos. Mr Lockyer has been involved in a number of charity endeavours including the Life Education Awards and visits to Brisbane's Children's Hospital. Recently, Mr Lockyer joined other sporting legends and TV personalities in calling for an end to domestic and family violence.



### Ms Kathryn McMillan QC

Ms McMillan is a barrister and mediator practicing primarily in all aspects of Administrative Law, Family Law, Civil/Human Rights and Discrimination and Child Protection Law. She has a long-term interest in the legal

issues around bioethics as well as domestic and family violence. Ms McMillan is also an Adjunct Professor at the TC Beirne School of Law, University of Queensland.



### Mr Edward Mosby

Mr Mosby is a psychologist with Wakai Waian Healing and has worked at the Helem Yumba Central Queensland Healing Centre. The Helem Yumba model of care for Aboriginal and Torres Strait Islander families

prioritises the safety of victims and families while working with perpetrators of domestic and family violence in a culturally appropriate manner. Mr Mosby was a member of the COAG advisory panel on reducing violence against women and their children, and has presented and published on a number of topics including addressing Indigenous males on family violence and working with Aboriginal and Torres Strait Islander families.



### Ms Janette Phelan

Ms Phelan is a psychologist who has worked in private practice, education, guiding and church organisations. She is currently working in private practice and as Mission Action Partner for Churches of Christ in Queensland

and is a member of the newly established Churches of Christ in Queensland Domestic and Family Violence Prevention Taskforce. She previously worked as a Disaster Recovery Trauma Counsellor in the wake of the 2011 Queensland floods and has had a range of coordinating and teaching roles in Queensland and Victorian schools. Ms Phelan has also undertaken a range of voluntary work, including board appointments, lecturing and couples counselling.



### Dr Shannon Spriggs Murdoch

*Council member until October 2016*

Dr Spriggs Murdoch served as the Director of the Mentors in Violence Prevention program and a Research Fellow with the Violence Research and Prevention

Program at Griffith University from November 2010 to late 2016. The Mentors in Violence Prevention program is a leadership program focused on preventing all forms of violence by empowering bystanders to confront, interrupt or prevent violence. Dr Spriggs Murdoch has developed and delivered the Mentors in Violence Prevention program in the USA, the Middle East and Australia since 2006.



### Dr Wendell Rosevear OAM

Dr Rosevear is a General Practitioner and Director of Stonewall Medical Centre and has worked in the areas of drug and alcohol rehabilitation, suicide prevention, rape and sexual abuse, gay and lesbian health,

HIV/AIDS, counselling and prisoner health. Dr Rosevear is the founder of the Gay and Lesbian Alcohol and Drug support group (GLADS), the Men Affected by Rape and Sexual Abuse support group (MARS), and co-founder of the Gay and Lesbian Health Service.



### Ms Karyn Walsh

Ms Walsh is the Chief Executive Officer of Micah Projects which provides a range of support and advocacy services to individuals and families.

Ms Walsh has 37 years' experience in the community

sector developing organisations and implementing programs to create opportunities for personal and social change. She has been involved in a range of projects including homelessness partnerships, inclusive health partnerships, the work of Lotus Place, mental health and disability services and domestic and family violence services.

## Ex-officio members



### Judge Ray Rinaudo

Judge Rinaudo is a Judge of the District Court and the Chief Magistrate of Queensland. Prior to commencing as Chief Magistrate, His Honour served as a Queensland Magistrate for ten years throughout south east

Queensland and regional Queensland. His Honour has extensive experience in alternate dispute resolution and international experience in teaching mediation both in Hong Kong and Malaysia as well as locally, having taught in Arbitration and Mediation at the University of Queensland. Judge Rinaudo has also held the positions of President of the Queensland Law Society, Crime and Misconduct Commissioner and Legal Aid Commissioner. Judge Rinaudo is Adjunct Professor in the School of Social Science, University of Queensland.



### Deputy Commissioner Brett Pointing

Deputy Commissioner Pointing joined the Queensland Police Service in 1978 and during his career has performed a range of roles around the State.

Deputy Commissioner Pointing accepted the position of Deputy Commissioner (Regional Operations) on 1 January 2013 and took responsibility for coordinating the disaster recovery of Bundaberg and North Burnett Regional Council areas. In October 2015, Deputy Commissioner Pointing transitioned to lead the Strategy, Policy and Performance portfolio for the Queensland Police Service. His service has been recognised with the awarding of the Queensland Police Service Medal, the Australian Police Medal, the National Police Service Medal and Queensland Flood and Cyclone Citation.



### Christine Castley

Ms Castley has 20 years' experience in the public sector and is currently the Deputy Director-General, Housing Services in the Department of Housing and Public Works. In January 2014, she was appointed as Senior

Executive Director, Social Policy with the Department of the Premier and Cabinet, having worked for the department from late 2000 in the Law and Justice Policy and Environment and Resources Policy units. During the course of her career with the Queensland Government, Ms Castley has worked for a number of departments, covering a range of areas including industrial relations, state development and natural resources. She holds a Bachelor of Laws, Bachelor of Arts (English and Communications) and a Master of Public Administration from the University of Queensland.



### Natalie Parker

Ms Parker is the Director of Domestic and Family Violence Court Reform as part of the Courts Innovation Program and was previously the Director of Child Safety in the Department of Justice and Attorney-General.

Ms Parker practised as a social worker and as a solicitor before becoming a policy officer with the Queensland Government. She worked at Women's House in the mid-1980s and has a practical understanding of the impacts of domestic and family violence on women and their children. She has worked for the Department of Justice and Attorney-General since the early 2000s and led the development of legal frameworks for Victim Assist Queensland and the Public Guardian.



## Cathy Taylor

*Council member until October 2016*

Ms Taylor served as Deputy Director-General, Child, Family and Community Services and Southern Operations of the Department of Communities, Child Safety and Disability Services from October

2014 to October 2016. She was previously the Acting Deputy Director-General, Strategic Policy and Programs from November 2013 to September 2014. She has held senior roles in government since 2002, including General Manager, Youth Justice and Youth Development; Executive Director, Child Safety, Youth and Families Policy and Performance; and Regional Executive Director, Brisbane Region. Prior to joining government, she practised child and family law and was the inaugural director of Women's Legal Aid.

## Appendix 2 – Organisations consulted

Independent Schools Queensland	Letter of 16 December 2015 Council meeting of 19 February 2016
Queensland Catholic Education Commission	Letter of 16 December 2015 Council meeting of 19 February 2016
P&Cs Queensland	Council meeting of 19 February 2016
Queensland Teachers' Union	Council meeting of 19 February 2016
National Association for Prevention of Child Abuse and Neglect	Council meeting of 19 February 2016
Queensland Secondary Principals' Association	Council meeting of 19 February 2016
Queensland Association of State School Principals	Council meeting of 19 February 2016
Member for Mount Isa	Meeting on 28 April 2016
North West Queensland Indigenous Catholic Social Services	Meeting on 28 April 2016
Nawamba House	Meeting on 28 April 2016
Ngurri Ngurri Young Female Shelter	Meeting on 28 April 2016
Serenity House	Meeting on 28 April 2016
Jimaylya Topsy Harry Centre	Meeting on 28 April 2016
Domestic Violence Integrated Case Management Action Group	Meeting on 28 April 2016
Mount Isa Community Justice Group	Meeting on 28 April 2016
Cloncurry Justice Association	Meeting on 28 April 2016
North Queensland Domestic and Family Violence Service	Meeting on 29 April 2016
Mount Isa Domestic and Family Violence Combined Action Group	Meeting on 29 April 2016
Kalkadoon Aboriginal Corporation	Meeting on 29 April 2016
Queensland Indigenous Family Violence Legal Service	Meeting on 29 April 2016
Aboriginal and Torres Strait Islander Legal Service	Meeting on 29 April 2016
Injilinjji Aboriginal and Torres Strait Islander Corporation for Children and Youth	Meeting on 29 April 2016
Centacare North Queensland	Meeting on 29 April 2016
Young People Ahead	Meeting on 29 April 2016
Mayor of Mount Isa	Council meeting of 29 April 2016
Office of the Member for Mount Isa	Council meeting of 29 April 2016
North West Queensland Indigenous Catholic Social Services	Council meeting of 29 April 2016
North Queensland Domestic Violence Resource Service	Council meeting of 29 April 2016
Kalkadoon Aboriginal Corporation	Council meeting of 29 April 2016



Nawamba House	Council meeting of 29 April 2016
Injilinj Aboriginal and Torres Strait Islander Corporation for Children and Youth	Council meeting of 29 April 2016
Queensland Indigenous Family Violence Legal Service	Council meeting of 29 April 2016
Commerce North West	Council meeting of 29 April 2016
DV Connect	Council meeting of 17 May 2016
Domestic Violence Prevention Centre Gold Coast Inc.	Council meeting of 17 May 2016
YFS Ltd	Council meeting of 17 May 2016
Save the Children	Council meeting of 17 May 2016
Ipswich Domestic Violence Action Centre	Council meeting of 17 May 2016
Aboriginal and Torres Strait Islander Legal Service	Letter of 19 April 2016 Council meeting of 14 July 2016
Queensland Law Society	Letter of 19 April 2016 Council meeting of 14 July 2016
Legal Aid Queensland	Letter of 19 April 2016 Council meeting of 14 July 2016
Bar Association of Queensland	Letter of 19 April 2016 Council meeting of 14 July 2016
Women's Legal Service	Letter of 19 April 2016 Council meeting of 14 July 2016
School of Criminology and Criminal Justice, Griffith University	Council meeting of 14 July 2016
Queensland Association of Independent Legal Services	Letter of 19 April 2016
District Court of Queensland	Letter of 19 April 2016
Court of Appeal	Letter of 19 April 2016
Supreme Court of Queensland	Letter of 19 April 2016
Director of Public Prosecutions	Letter of 19 April 2016
School of Justice, Queensland University of Technology	Council meeting of 24 August 2016
Domestic Violence Action Centre	Meeting on 5 October 2016
Ada's Haven	Meeting on 5 October 2016
Lifeline Darling Downs	Meeting on 5 October 2016
Relationships Australia Domestic and Family Violence Prevention Service	Meeting on 5 October 2016
Manna House	Meeting on 5 October 2016
Multicultural Development Association Ltd	Meeting on 5 October 2016
Mercy Community Services	Meeting on 5 October 2016
Catholic Care	Meeting on 5 October 2016

Act for Kids	Meeting on 5 October 2016
UnitingCare	Meeting on 5 October 2016
Toowoomba Community Justice Group	Meeting on 5 October 2016
YWCA Queensland	Meeting on 6 October 2016
TAFE Queensland South West	Meeting on 6 October 2016
Relationships Australia Domestic and Family Violence Prevention Service	Meeting on 6 October 2016
Domestic Violence Action Centre	Meeting on 6 October 2016
Darling Downs Hospital and Health Service	Meeting on 6 October 2016
Goondir Health Services	Meeting on 6 October 2016
Carbal Medical Services	Meeting on 6 October 2016
Darling Downs and West Moreton Primary Health Network	Meeting on 6 October 2016
Centenary Heights State High School	Meeting on 6 October 2016
Clontarf Foundation	Meeting on 6 October 2016
Harristown State School	Meeting on 6 October 2016
The Glennie School	Meeting on 6 October 2016
Queensland Catholic Education Commission	Meeting on 6 October 2016
Toowoomba Together Inc.	Meeting on 6 October 2016
Far Western Local Level Alliance	Meeting on 6 October 2016
Safer Toowoomba Regional Partnerships	Meeting on 6 October 2016
Ipswich Anti-domestic Violence Community Taskforce	Meeting on 6 October 2016
Toowoomba Housing and Homelessness Coalition	Meeting on 6 October 2016
Aboriginal and Torres Strait Islander Legal Service	Meeting on 6 October 2016
Legal Aid Queensland	Meeting on 6 October 2016
Munro Legal	Meeting on 6 October 2016
The Advocacy and Support Centre (TASC)	Meeting on 6 October 2016
MacDonald Law	Meeting on 6 October 2016
Mayor of Toowoomba	Council meeting of 6 October 2016
Relationships Australia	Council meeting of 6 October 2016
Manna House	Council meeting of 6 October 2016
Lifeline Darling Downs	Council meeting of 6 October 2016
Toowoomba Together Inc.	Council meeting of 6 October 2016
Centenary Heights State High School	Council meeting of 6 October 2016
Multicultural Development Association Ltd	Council meeting of 6 October 2016
Toowoomba Chamber of Commerce	Council meeting of 6 October 2016
YWCA Queensland	Council meeting of 6 October 2016

The Advocacy and Support Centre (TASC)	Council meeting of 6 October 2016
Metro Health Hospital and Health Board	Council meeting of 24 October 2016
Royal Australian College of General Practitioners	Council meeting of 24 October 2016
CheckUP	Council meeting of 24 October 2016
Private Hospitals Association of Queensland	Council meeting of 24 October 2016
Brisbane North Primary Health Network	Council meeting of 24 October 2016
DVConnect	Council meeting of 24 October 2016
Royal Australian and New Zealand College of Obstetricians and Gynaecologists Queensland	Council meeting of 24 October 2016
Australian College of Midwives	Council meeting of 24 October 2016
Queensland Aboriginal and Islander Health Council	Council meeting of 22 November 2016
Queensland Indigenous Family Violence Legal Service	Council meeting of 22 November 2016
Aboriginal and Torres Strait Islander Community Health Service Brisbane	Council meeting of 22 November 2016
Link Up Queensland	Council meeting of 22 November 2016
Gallang Place Aboriginal and Torres Strait Islander Corporation	Council meeting of 22 November 2016
Community Elders	Council meeting of 22 November 2016
Independent Schools Queensland	Update for 12-month report, 24 November 2016
Queensland Catholic Education Commission	Update for 12-month report, 24 November 2016
Australia's CEO Challenge	Update for 12-month report, 24 November 2016
Queensland Law Society	Update for 12-month report, 24 November 2016
DVConnect	Update for 12-month report, 24 November 2016
Royal Australian College of General Practitioners	Update for 12-month report, 24 November 2016
CheckUP	Update for 12-month report, 24 November 2016
Royal Australian and New Zealand College of Obstetricians and Gynaecologists	Update for 12-month report, 24 November 2016
Australian College of Midwives	Update for 12-month report, 24 November 2016
Brisbane North Primary Health Network	Update for 12-month report, 24 November 2016
Brisbane South Primary Health Network	Update for 12-month report, 24 November 2016
Gold Coast Primary Health Network	Update for 12-month report, 24 November 2016
Darling Downs and West Moreton Primary Health Network	Update for 12-month report, 24 November 2016
Western Queensland Primary Health Network	Update for 12-month report, 24 November 2016
Central Queensland, Wide Bay and Sunshine Coast Primary Health Network	Update for 12-month report, 24 November 2016
Northern Queensland Primary Health Network	Update for 12-month report, 24 November 2016
Private Hospitals Association of Queensland	Update for 12-month report, 24 November 2016

