

The Office of the Independent Implementation Supervisor Women's Safety and Justice Taskforce Reforms

Biannual Progress Report 2
(May 2023)

Acknowledgement of Country

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Further Assistance

If you require assistance, the following support services are available:

- In the event of an emergency, please call the police on triple zero (000)
- 1800 RESPECT is a national family violence and sexual assault counselling service (1800 737 732)
- DVConnect is a 24-hour Crisis Support line for anyone affected by domestic or family violence, and can be contacted on 1800 811 811 or www.dvconnect.org
- The Queensland Sexual Assault Line offers telephone support and crisis counselling to anyone – adults and young people of any gender identity – who has been sexually assaulted or abused, and for anyone who is concerned or suspects someone they care about might have been assaulted or abused. They can be contacted on 1800 010 120, 7 days per week 7.30am–11.30pm. Visit <https://www.dvconnect.org/sexual-assault-helpline/>
- Kids Helpline is a 24-hour free counselling service for young people aged between 5 and 25, and can be contacted on 1800 55 1800 or www.kidshelpline.com.au
- Mensline Australia is a 24-hour counselling service for men, and can be contacted on 1300 78 99 78 or www.mensline.org.au
- Lifeline is a 24-hour telephone counselling and referral service, and can be contacted on 13 11 14 or www.lifeline.org.au
- Suicide Call Back Service can be contacted on 1300 659 467 or www.suicidecallbackservice.org.au
- Beyondblue can be contacted on 1300 224 636 or www.beyondblue.org.au

5 May 2023

The Honourable Shannon Fentiman MP
Attorney-General and Minister for Justice,
Minister for Women and Minister for the Prevention of Domestic and Family Violence
1 William Street
BRISBANE QLD 4000

The Honourable Mark Ryan MP
Minister for Police and Corrective Services and Minister for Fire and Emergency Services
1 William Street
BRISBANE QLD 4000

Dear Attorney-General and Minister for Police and Corrective Services,

In accordance with my appointment on 21 November 2022 as interim Independent Implementation Supervisor, I am pleased to present my report ***The Office of the Independent Implementation Supervisor, Women's Safety and Justice Taskforce Reforms Biannual Progress Report 2 (May 2023)***.

This Report details the progress of, and my findings and conclusions on, implementation of the Government Response to recommendations in scope from:

- *Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland (Report One)*, released on 2 December 2021
- *Hear her voice – Report Two – Women and girls' experiences across the criminal justice system (Report Two)*, released on 1 July 2022
- *A Call for Change: Commission of Inquiry into Queensland Police Service responses to domestic and family violence (A Call for Change)*, released on 21 November 2022

Yours sincerely,



Linda Apelt
Interim Independent Implementation Supervisor

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Glossary

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

Crime and Corruption Commission (**CCC**)

Culturally safe describes a way of working which aims to create an environment and relationship which acknowledges and incorporates cultural practices important to the client/service user.

Cultural capability refers to the skills, knowledge, behaviours and systems that are required to plan, support, improve and deliver services in a culturally respectful and appropriate manner.

Department of Justice and Attorney-General (**DJAG**)

Department of the Premier and Cabinet (**DPC**)

Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland (Report One)

Hear her voice – Report Two – Women and girls’ experiences across the criminal justice system (Report Two)

Independent Implementation Supervisor (**IIS**)

Non-government organisations include statutory bodies, peak and professional bodies, and organisations that deliver community services

Office of the Independent Implementation Supervisor (**OIIS**)

Program Management Office, established within the Office for Women and Violence Prevention in the Department of Justice and Attorney-General (**PMO**)

Queensland Human Rights Commission (**QHRC**)

Queensland Police Service (**QPS**)

Special Coordinator for Police and Emergency Services Reform established with the Queensland Police Service (**SCPESR**)

Trauma-informed is an approach that acknowledges the impact of trauma on a person’s thoughts, beliefs and behaviour. It is a term adopted by services to describe a strengths-based framework grounded in an understanding of, and responsiveness to, the impact of trauma. It emphasises physical, psychological and emotional safety for everyone, and creates opportunities for victim-survivors to rebuild a sense of control and empowerment.

Victim-centric/victim-centred is a way of engaging with victim-survivors that prioritises listening, avoids re-traumatisation, and systematically focuses on their safety, rights, well-being, expressed needs and choices.

Women’s Safety and Justice Taskforce (**the Taskforce**)

Executive Summary

The Queensland Government has made a strong start on implementing a broad suite of reforms that will be life-changing for the victim-survivors, and the perpetrators, of domestic, family and sexual violence.

In December 2021, *Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland (Report One)* exposed the extent and the devastating, and sometimes deadly, effects of coercive control in Queensland. *Hear her voice – Report Two – Women and girls’ experiences across the criminal justice system (Report Two)*, delivered seven months later, detailed the experiences of victim-survivors of sexual violence in reporting harm and accessing support as well as the barriers faced by women and girls within Queensland’s criminal justice system, as victim-survivors and offenders. *A Call for Change: Commission of Inquiry into Queensland Police Service responses to domestic and family violence (A Call for Change)*, released in November 2022, identified cultural issues within the Queensland Police Service (QPS) which inhibit the policing of domestic and family violence.

Taken together, these reports provided a comprehensive assessment of systemic shortcomings and barriers, and a roadmap for across-the-board reform, for the domestic, family and sexual violence, and criminal justice systems.

The Queensland Government response (the Government Response) supported 341 recommendations either in full or in principle and noted 14. Work began immediately on implementation. The Government has committed to a significant reform package to legislate coercive control as an offence, place victim-survivors at the centre of domestic, family and sexual violence responses, introduce legislation for an affirmative consent modelⁱ and implement initiatives that address cultural issues within the QPS.ⁱⁱ To date, the Government has announced a significant multimillion-dollar investment to implement recommendations across all three reports.

The position of Independent Implementation Supervisor (IIS) was established in November 2022, following recommendations from each of the three reports. I was appointed on 21 November 2022 as interim IIS while the permanent office holder was recruited. I am honoured to have served in this capacity and have sought throughout to keep the voices of victim-survivors front of mind. The IIS is supported by a small secretariat, the Office of the Independent Implementation Supervisor (OIIS). OIIS staff are listed in Appendix 1.

The IIS is charged with overseeing and reporting on the progress and adequacy of implementation of the Government Response to the three reports. The OIIS will report biannually on the progress of Queensland Government agencies, statutory bodies and a Parliamentary committee tasked with overseeing, leading or supporting implementation of the Government Response.

Beyond these core responsibilities, I consider the IIS is in a unique position to take a helicopter view of progress. The IIS can add value by advising the Queensland Government where adjustments are needed to keep implementation on track, when fresh opportunities and challenges are identified, and as service delivery innovations emerge in Queensland or other jurisdictions. In fulfilling this role, I hope the IIS will provide the broader Queensland community with confidence that the reforms are delivering the lasting change envisaged by the three reports.

In my first [Progress Report](#) delivered on 21 December 2022, I outlined the progress of implementation of the Government Response to 14 recommendations from *Report One* that had been delivered and my engagement with key stakeholders across Government. Overall, I found that agencies were making steady progress on implementation of *Report One*.

This second Progress Report – *The Office of the Independent Implementation Supervisor, Women’s Safety and Justice Taskforce Reforms Biannual Progress Report 2 (May 2023)* – has established a framework that will deliver transparent, clear and consistent reporting to the Queensland Government, stakeholders and the broader community. The framework shows results in five ways for the recommendations in scope:

- a report card that allows concise assessment of overall progress of implementation of the reforms
- assessed progress against each recommendation in scope, to measure the advancement of every component of the reform program
- assessed progress against each of the government agencies, statutory bodies and the Parliamentary Committee that are leading the implementation of the Government Response to specific recommendations
- assessed progress against key themes and supporting reforms so that we can capture and tell the bigger story of the implementation process
- case studies to highlight best practice, innovation and continuous improvement

I believe these five methods collectively will provide a picture that is both broadscale and fine-grain.

This Report uses two of the reporting methods – a report card on overall progress and an assessment of progress of each recommendation, for those in scope – to consider progress made on implementation of the Government Response to 17 recommendations from *Report One* and *A Call for Change*. These recommendations were due for completion between 1 January and 31 March 2023.

The Report draws on data and information from the first formal Government reporting round provided to the OIIS by the Program Management Office (PMO), established within the Department of Justice and Attorney-General (DJAG), and the Special Coordinator for Police and Emergency Services Reform (SCPESR), established to coordinate the implementation of all major transformational activities within the QPS. I thank the PMO and the SCPESR for their diligence and responsiveness in working with me over the past five months.

In addition, the OIIS and I have had productive engagement with key government and non-government stakeholders. I have met with The Honourable Shannon Fentiman MP, Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence and also with The Honourable Mark Ryan MP, Minister for Police and Corrective Services and Minister for Fire and Emergency Services. OIIS staff and I have talked directly with the Queensland Government agencies tasked with responsibility for overseeing, leading or supporting implementation of the Government Response.

We have also spoken with non-government stakeholders to ascertain their views on the progress of implementation. As part of discussions with stakeholders, I have commenced deep dives in relation to selected recommendations.

All progress updates, feedback and ideas received have been collated, combined and carefully assessed as this Report was prepared. Overall, my assessment is that the agencies and the Crime and Corruption Commission (CCC), that are responsible for leading the recommendations within the scope of this Report, are committed to implementing the Government Response.

There are 17 recommendations in scope for this Report. Of these, eight are led by DJAG, eight by the QPS and one by the CCC. Overall, progress has been positive. As summarised in Figure 4, strong progress has been made on each recommendation within scope, demonstrating there is a strong and genuine commitment to implementing the Government Response. Of the recommendations in scope, 10 are considered completed, with monitoring to continue for three of these. The remaining seven recommendations are in progress

although experiencing some delay. During this early stage of implementation, small delays with starting or completing recommendations are considered reasonable.

Additionally, from engagement with government and non-government stakeholders, I have made key findings and conclusions in several areas. These include:

- a suggestion for a master plan specifically tailored for stakeholders:
 - to encompass and sequence the pipeline of significant deliverables across the three reports
 - with a clear vision for the outcomes of the reforms
 - with sequencing of fit-for-purpose consultation with non-government stakeholders
 - with sequencing of, and planning for, reforms that potentially impact staffing levels of non-government organisations
- a suggestion that the Queensland Government, as it develops training reforms, could benefit from the existing expertise, collaboration and scoping work of non-government stakeholders
- commendation of the Queensland Government's actions to increase supply of affordable and supported housing across the state that will help provide accommodation options for victim-survivors and their children
- the importance of implementing the recommended system-wide strategy for responding to perpetrators of domestic, family and sexual violence as swiftly as practically possible
- a suggestion for a regularly-updated forward procurement notice of future tenders arising from the three reports' recommendations, for the life of the reform program, so that stakeholders have ample notice of forthcoming opportunities

To date, government agencies and the CCC have been making good faith efforts to implement a reform program that is extensive in breadth, scale and complexity. Non-government stakeholders have worked collaboratively and with goodwill to support the implementation process. It is imperative that all continue this excellent start, so that we honour the voices and the courage of everyone who contributed to *Report One*, *Report Two* and *A Call for Change*.

Introduction

Three landmark reports

The Women's Safety and Justice Taskforce (the Taskforce) was established in March 2021. It was tasked with examining coercive control, reviewing the need for a specific offence of 'domestic violence' and the experience of women and girls across the criminal justice system.ⁱⁱⁱ The Taskforce's first report, *Report One*, was released on 2 December 2021. The report made 89 recommendations that seek to further reform the justice and domestic and family violence service systems to ensure they keep victim-survivors safe and hold perpetrators accountable. The Queensland Government released its response on 10 May 2022, supporting in full or in principle all 89 recommendations. The Government announced \$363 million over five years and \$61.3 million per annum ongoing to implement the reforms.

The Taskforce released *Report Two* on 1 July 2022. This report focussed on women's experiences as victim-survivors of sexual violence and as accused persons and offenders in the criminal justice system. The report made 188 recommendations to improve women and girls' experiences of the criminal justice system. The Queensland Government released its response on 21 November 2022, supporting 103 recommendations in full, supporting 71 recommendations in principle and noting 14. The Government announced \$225 million over five years to implement recommendations in *Report Two*.

On 21 November 2022, the Commission of Inquiry into Queensland Police Service responses to domestic and family violence report, *A Call for Change*, was released. The report made 78 recommendations regarding the cultural changes needed to improve QPS responses to domestic and family violence. On the same day, the Queensland Government announced a \$100 million investment in a range of reforms and initiatives to provide enhanced support and protections to those impacted by domestic violence.

All three reports highlighted the need for a phased approach with legislative reform providing the foundation for improvements across individual services and the entire system that deals with domestic, family and sexual violence. Evaluation, monitoring and governance provide the guardrails for the suite of reforms.

Role of the Independent Implementation Supervisor

The position of IIS was established in November 2022 in line with Recommendation 88 from *Report One*, Recommendation 188 from *Report Two* and Recommendation 76 from *A Call for Change*. I was appointed on 21 November 2022 as interim IIS while recruitment was underway for a permanent office holder.

The IIS is to oversee and report biannually on:

- the progress of the implementation of the Taskforce's recommendations and the achievement of systemic outcomes for:
 - [Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland \(Report One\)](#), released on 2 December 2021
 - [Hear her voice – Report Two – Women and girls' experiences across the criminal justice system \(Report Two\)](#), released on 1 July 2022
 - [A Call for Change: Commission of Inquiry into Queensland Police Service responses to domestic and family violence \(A Call for Change\)](#), released on 21 November 2022
- the adequacy of implementation; and
- what further measures may be required to ensure the recommendations supported by the Queensland Government are implemented fully within the specified timeframes.^{iv}

The IIS is to report directly to the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence and also the Minister for Police and Corrective Services and the Minister for Fire and Emergency Services.

As outlined in my first Progress Report, the OIIS will also:

- undertake strategic communication and engagement with Queensland Government departments, central agencies, key non-government stakeholders, and advisory and industry bodies regarding implementation to inform supervisory functions to report on implementation progress of the Government Response to the three reports
- support continuous process improvement by supervising implementation of the Government's reform program, informed by data, performance measurement and analysis that will be developed for implementation activities across the reform programs
- where appropriate, engage with government agencies during the planning and design phases of implementation to provide advice on the development of reform programs

Beyond the important supervisory role, the IIS value-adds for all stakeholders by lifting up and taking in the bigger picture of the implementation process. The OIIS will see and speak to the implementation effort across both government and non-government stakeholders. We will help make implementation more coherent, orderly and complete, while also making progress on implementation visible and accessible for stakeholders and the broader community.

The OIIS approach to engagement and reporting is driven by these values:

- integrity, respect, impartiality, independence and transparency
- honouring and respecting the voices that contributed to the development of the three reports

Scope of Independent Implementation Supervisor's Progress Report 1

My first Progress Report noted the delivery of 14 recommendations from *Report One*. Recommendations considered closed as at 31 December 2022, as shown in Appendix 2, are:

- Recommendation 2
- Recommendation 52
- Recommendation 53
- Recommendation 54
- Recommendation 55
- Recommendation 56
- Recommendation 57
- Recommendation 58
- Recommendation 59
- Recommendation 63
- Recommendation 64
- Recommendation 65
- Recommendation 66
- Recommendation 70

I commend the lead agencies, the DJAG and the Department of the Premier and Cabinet (DPC), for their work in delivering on these important early commitments.

Scope of Independent Implementation Supervisor's Progress Report 2

This second Progress Report details the progress of implementation of the Government Response to 17 recommendations from *Report One* and *A Call for Change* that were due for completion between 1 January and 31 March 2023. These are:

- *Report One*
 - Recommendation 3
 - Recommendation 4
 - Recommendation 32
 - Recommendation 33
 - Recommendation 67
 - Recommendation 87
 - Recommendation 88
- *A Call for Change*
 - Recommendation 5
 - Recommendation 15
 - Recommendation 17
 - Recommendation 33
 - Recommendation 45
 - Recommendation 53
 - Recommendation 65
 - Recommendation 66
 - Recommendation 69
 - Recommendation 76

Appendix 2 sets out the recommendations in full within the scope of my first and second Progress Reports, along with the Government Response to each recommendation, and the lead for each recommendation. This Appendix will be updated in each Progress Report from the OIIS.

Systemic Change Ecosystem

The recommendations of the three reports envisage systemic change that includes: improvements across the entire system that deal with domestic, family and sexual violence and within individual services; legislative reform; and monitoring, evaluation and governance.

We have depicted the systemic change ecosystem in Figure 1 to illustrate the interconnected and transformational nature of the reforms based on the recommendations from *Report One*, *Report Two* and *A Call for Change*. Recommendations fall into high-level categories, including cross-system improvements, individual service improvements and/or supporting reforms. Cross-system improvements and individual service improvements each include six themes. The supporting reforms include legislative reform – which provides the foundation for change – and monitoring, evaluation and governance arrangements – which provide the guardrails.

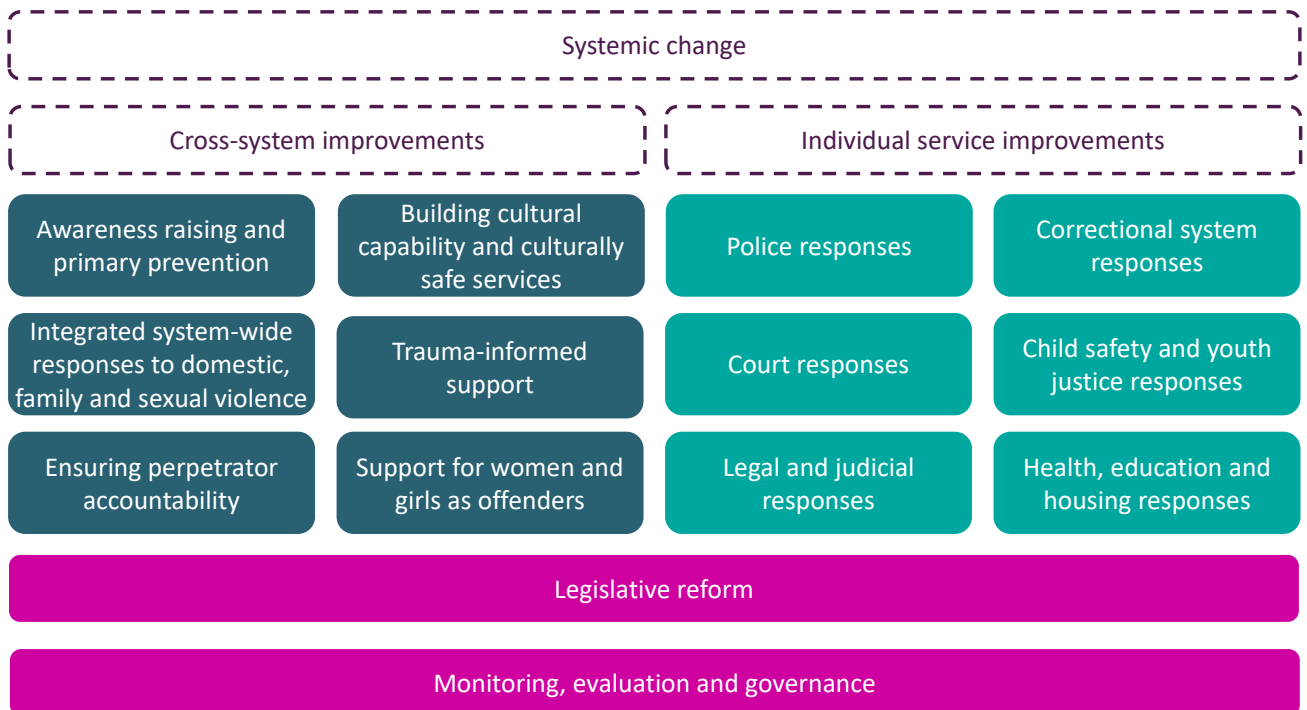


Figure 1. The systemic change ecosystem illustrating the interconnected and transformational nature of the reforms based on the recommendations from *Report One*, *Report Two* and *A Call for Change*. From top to bottom, the figure shows: areas for improvement across the system and within individual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

Recommendations by Themes and Supporting Reforms

We have mapped the recommendations against the themes and supporting reforms, as shown in Figure 2, so that we can assess the progress of implementation across the broad sweep of the reforms. Reporting in this way will help us capture and tell the bigger story of the implementation process.

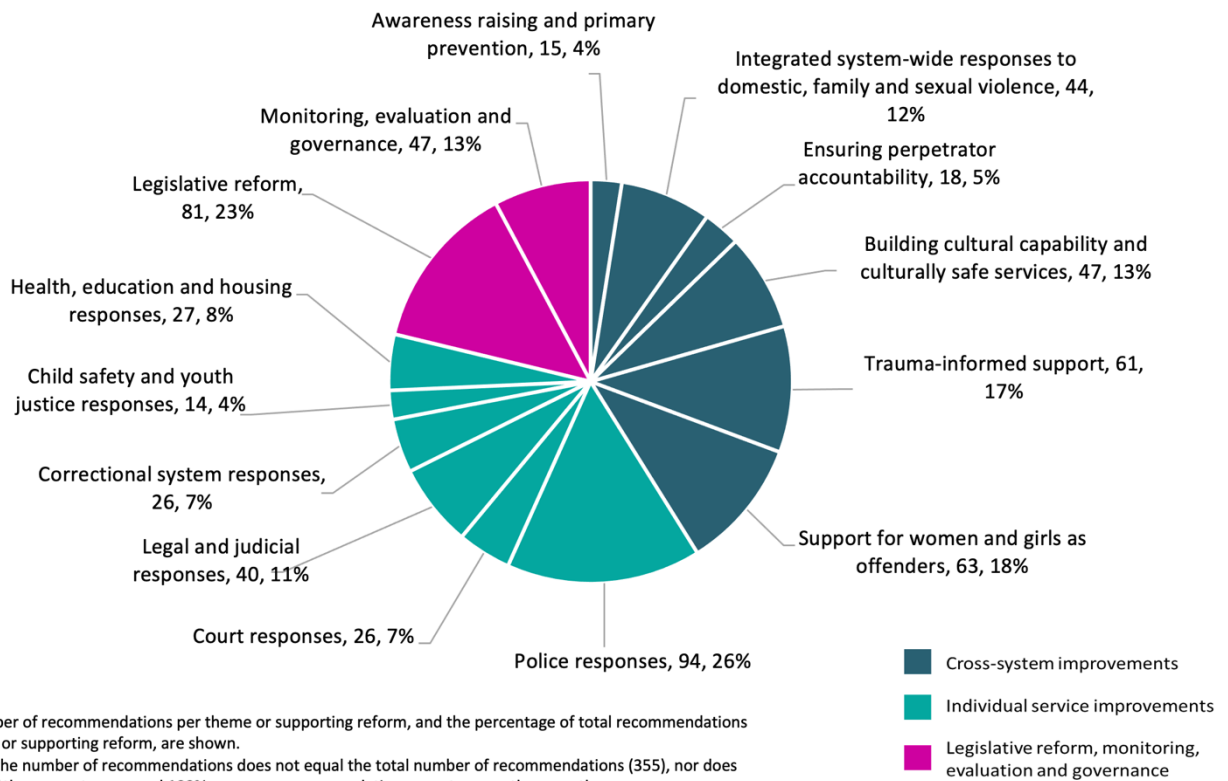


Figure 2. The proportion of recommendations from *Report One*, *Report Two* and *A Call for Change* mapped against relevant themes and supporting reforms. Green indicates areas for cross-system improvements, teal indicates areas for individual service improvements and pink indicates supporting reforms.

Some recommendations mapped to more than one theme. For example, Recommendation 24 from *Report One* — which relates to evidence-based and trauma-informed training, education and change management for all frontline and relevant staff across government staff — was mapped to two themes being Integrated system-wide responses to domestic, family and sexual violence and Trauma-informed support. This means that the sum of the number of recommendations in Figure 2 exceeds the total of 355 recommendations that were made across the three reports. It also means that the total percentage of the recommendations exceeds 100 per cent. Further, the proportional split indicates the number of recommendations that fall within each theme and not the importance allocated to each theme. Themes are considered equally important.

Monitoring and Assessment Framework

The OIIS aims for oversight that is results-oriented, contributes to continuous improvement, and does not duplicate the coordination and reporting of the PMO and the SCPEER. We seek to value-add by going beyond the regular reporting expected to be undertaken by agencies. Thus, we take a two-fold approach to oversighting, employing routine monitoring across all recommendations and taking deep dives into specific recommendations.

Routine monitoring involves reviewing regular updates on recommendations that involve: development of strategies, frameworks and plans; improved processes; and procedural, structural and governance changes. We will seek further information where implementation is delayed or differs significantly from the intent of the Government Response, or when challenges emerge.

We will also undertake deep dive discussions into priority recommendations. The purpose of these discussions is to obtain more granular information on implementation and to highlight examples of best practice, innovation and opportunities for improvement.

With this Report, the OIIS has established a monitoring and assessment framework to assess and report results in five ways for the recommendations in scope:

- a high-level report card
- progress against each recommendation
- progress of recommendations by relevant lead
- progress of recommendations against key themes and supporting reforms
- findings from deep dives and case studies to highlight best practice, innovation and continuous improvement

The first two reporting approaches use a suite of measures and scales developed by the OIIS to assess data and information about the progress and adequacy of the implementation of the Government Response. As shown in Figure 3, the measures are Progress, Fulfillment and Adequacy.








The Progress measures are used for assessing work that is underway on the Government Response. Progress indicates the extent of implementation of the nominated recommendation and if there are delays according to the implementation plans provided to the OIIS.

The Fulfilment and Adequacy measures are used for assessing the implementation of recommendations that are deemed completed by the Government. Specifically:




- Fulfilment indicates whether the work has fulfilled the Government Response, with Closed showing no further monitoring is required from the OIIS and Not yet closed indicating that continued monitoring is required
- Adequacy indicates whether implementation has been sufficient and is sustainable

Quantitative and qualitative information, using multiple methods of assessment, will provide a picture that is both broadscale and fine-grain.

Progress
For all recommendations

-  **Not scheduled / not commenced:** Not yet scheduled to have commenced / *scheduled to be in progress but yet to commence*
-  **Starting:** Any front-end planning in progress e.g. recruitment for project team; project planning; or procurement activity (*may not be applicable for every recommendation*)
-  **In progress:** Delivery underway e.g. co-design process underway; consultation in train; strategy or framework under development; pilot underway
-  **Near completion:** Awaiting any final endorsements, evaluations or closure activity (*may not be applicable for every recommendation*)
-  **Completed:** Recommendation deemed complete by the Government; final closure report signed off
-  **On hold:** Delivery on hold
-  **Delayed:** Recommendation is underway (starting, in progress, or near completion) but is behind schedule

Fulfillment
For completed recommendations

-  **Not fulfilled:** Government Response not considered fulfilled by the OIIS
-  **Fulfilled – not yet closed:** Government Response considered fulfilled by the OIIS; further monitoring required
-  **Fulfilled – closed:** Government Response considered fulfilled by the OIIS; no further monitoring required

Adequacy
For completed recommendations (when applicable)






-  **Very poor:** No evidence that the Government Response intent was met
-  **Poor:** Limited evidence that the Government Response intent was met or evidence of poor performance against Government Response intent
-  **Average:** Mixed evidence that Government Response intent was met, or evidence of a medium level of performance against Government Response intent
-  **Good:** Evidence of strong performance against Government Response intent, with only small suggested improvements
-  **Very good:** Evidence that the Government Response intent was fully met, with no suggested improvements

Figure 3. Three measures used to monitor the implementation of the Government Response to the recommendations of Report One, Report Two and A Call for Change. The Progress measures are used for monitoring work that is underway on a recommendation. Fulfillment is used for recommendations deemed completed while Adequacy is used for evaluating adequacy after the completion of work on a recommendation, when appropriate. Each measure comprises different scales for detailed assessment throughout the implementation of a recommendation.

Methodology

This Report employs two of the five approaches from the monitoring and assessment framework outlined on page 15. The first is a report card that allows concise assessment of overall progress of implementation to date. The second is assessed progress against each recommendation in scope. I do not reflect on Adequacy in this Report as implementation is at an early stage. Some recommendations that are assessed as Fulfilled are also marked as Not yet closed so that monitoring can continue. In some cases, this will include an assessment of Adequacy.

In future reports I will make additional assessments on the progress of recommendations by the relevant lead and against key themes. This is because future reports will have more information and will be able to provide more meaningful assessments on progress. Finally, while I have started work on deep dives, the OIIS will need to gather more information before being able to present case studies to highlight best practice, innovation and opportunities for continuous improvement.

Sources of Data and Information

We have drawn on five sources of information to prepare the Report, as follows.

1. The PMO, established within the Office for Women and Violence Prevention within DJAG, is responsible for coordinating whole-of-government work and reporting on implementation of the Government Response to *Report One* and *Report Two*. The PMO provided the OIIS with:
 - a plan for implementation for *Report One*
 - Closure Reports for *Report One* recommendations, deemed completed as at 31 December 2022 and 31 March 2023

The OIIS and PMO officers met 11 times since January 2023 to discuss the role, reporting methodologies and work program of the OIIS, and the progress of recommendations, including emerging challenges and mitigation strategies.

2. The SCPEER, established within the QPS, is responsible for coordinating whole-of-government work and reporting on implementation of the Government Response to *A Call for Change*. The Special Coordinator, SCPEER provided the OIIS with an update on the implementation of recommendations in *A Call for Change*, for which the Government provided in principle support, and which were due for delivery by 31 March 2023.

I met with the Special Coordinator, SCPEER five times since January 2023. In addition, OIIS staff met with officers from the Office of Deputy Commissioner Southern Queensland four times since January 2023 to discuss the role, reporting methodologies and work program of the OIIS and the progress of recommendations, including emerging challenges and mitigation strategies.

The documents prepared by, and meetings with, the PMO and the SCPEER comprise a major part of the data and information used for this Report. Engagement with the PMO and the SCPEER has been collaborative and highly productive. I thank the officers of both for their responsiveness to the OIIS and commend their dedication to the reform process.

3. The OIIS met with the Queensland Human Rights Commission and the following other government agencies to discuss implementation, as part of our due diligence:
 - First Nations Justice Office, DJAG
 - Department of Education
 - DPC

In some of these meetings, we commenced deep dives – that is, targeted and detailed discussions – into selected recommendations. Deep dives are discussed in more detail below. We took notes of key points during meetings and conducted follow-up discussions as required. Agencies and non-government stakeholders were engaged, collaborative and provided valuable updates and insights.

4. The OIIS undertook consultations with 10 non-government stakeholders. In addition to seeking their views on the progress of the implementation to date, we also commenced deep dives on selected recommendations, seeking the feedback and ideas of those who are on the frontline of responding to victim-survivors and perpetrators of domestic, family and sexual violence. We took notes of key points during meetings and conducted follow-up discussions as required. These consultations yielded invaluable insights which have helped us to tell more fully the story of implementation thus far.
5. Deep dive discussions, focussed around selected recommendations, included:
 - a whole-of-government and community strategy to address the overrepresentation of First Nations peoples in Queensland’s criminal justice system and meet the state’s Closing the Gap justice targets
 - the roll-out of professional development and training of judicial officers in the nature and impact of domestic and family violence and also in trauma-informed practice
 - education on respectful relationships

Future deep dives will progress these initial discussions and also focus on newly funded, on-the-ground services for victim-survivors and perpetrators, and on any serious, emerging issues in implementation.

All progress updates, feedback and ideas were collated, combined and carefully assessed to provide the following account of the progress of implementation of recommendations in scope, and the key findings and conclusions that follow.

Progress on Reforms

There are 17 recommendations in scope for this Report. Of these, eight are led by DJAG, eight by the QPS and one by the CCC.

Overall, progress has been positive. Figure 4 below demonstrates a strong and genuine commitment to implementing the Government Response.

Of the recommendations in scope, 10 are considered completed, with monitoring to continue for three, and the remaining seven are in progress although experiencing some delay. During this early stage of implementation, small delays with starting or completing recommendations are considered reasonable.

Overall progress of all recommendations within scope

Figure 4 provides a report card that allows concise assessment of overall progress of implementation of the Government Response to recommendations in scope.

Of the 17 recommendations in scope, 10 or 59 per cent have been completed while the remaining seven or 41 per cent are in progress although delayed to varying degrees. Of the recommendations in progress but delayed, two are led by DJAG, four are led by the QPS and one by the CCC.

Of the 10 completed recommendations, seven or 70 per cent have been fulfilled and closed while the remaining three or 30 per cent are fulfilled but not yet closed. Of the recommendations fulfilled and closed, five were led by DJAG and two by the QPS. Of the recommendations fulfilled but not yet closed, one is led by DJAG and two by the QPS.

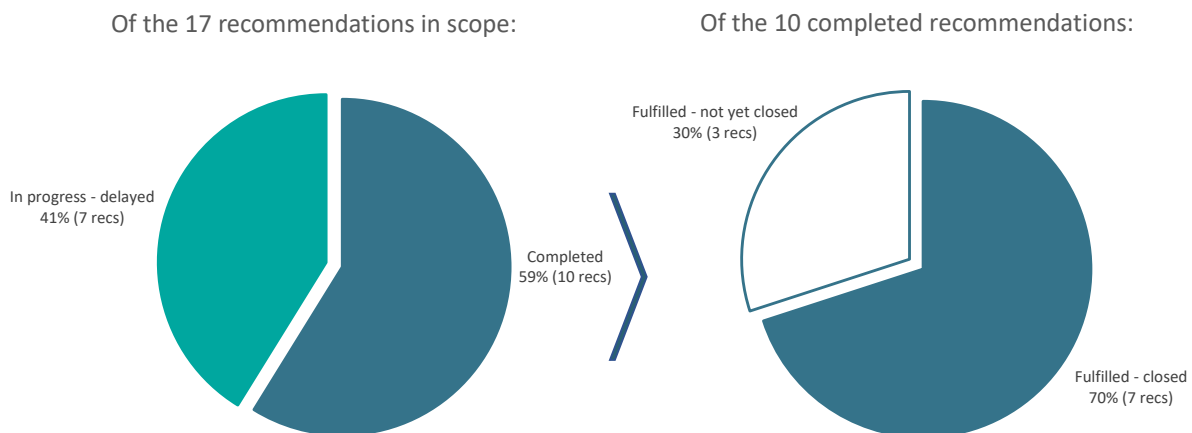


Figure 4: Report card on overall progress of implementation of the reforms. The left graph shows the 17 recommendations in scope broken down by progress and completion. The graph on the right shows the 10 'completed' recommendations, broken down by fulfillment and closure status.

Progress on each recommendation within scope

Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland

Recommendation 3



The OIIS considers this recommendation is fulfilled and not yet closed.

The Queensland Government has consulted with key stakeholders with a view to introducing legislation to establish an independent Queensland Judicial Commission (the Commission).

To support the consultation, a discussion paper was developed regarding the scope for the Commission. The paper was sent to targeted stakeholders for their consideration and submissions were received from the Chief Justice, Supreme Court of Queensland; Chief Judge, District Court of Queensland; President, Land Court of Queensland; Legal Aid Queensland; Aboriginal and Torres Strait Islander Legal Services; Bar Association of Queensland; Queensland Law Society; Women’s Legal Service; Queensland Indigenous Family Violence Legal Service; Caxton Legal Service; and Queensland Advocacy for Inclusion. Submissions supported the establishment of a Commission similar to the New South Wales model.

Further work is underway to develop Queensland’s model. While work continues, and pending the Government’s decision, this recommendation will remain open.

Recommendation 4



The OIIS considers this recommendation is fulfilled and closed.

The Queensland Government delivered a final whole-of-government implementation plan (the Plan) for *Report One*. The Plan was coordinated and developed by the PMO, with contributions from all agencies with a lead, co-lead or supporting role. The Plan outlines a four-phased approach to implementation and includes key milestones, timeframes and plans for consultation and collaboration in delivering the Government Response, largely consistent with timeframes proposed by the Taskforce.

Consistent with the Government Response to Recommendation 4, the Plan was considered and endorsed by the Women’s Safety and Criminal Justice Steering Committee on 14 February 2023. The IIS was consulted on the Plan before it was finalised.

Recommendation 32



The OIIS considers this recommendation is in progress and delayed.

The QPS is working closely with DJAG to finalise an implementation plan for building specialist expertise across the QPS to ensure high quality responses to DFV as per recommendation 32 from *Report One* for which QPS is the lead. This recommendation has interdependencies with recommendations from *A Call for Change*.

As work is underway, this recommendation is considered in progress although delayed.

Recommendation 33



The OIIS considers this recommendation is in progress and delayed.

The QPS is working closely with DJAG to finalise an implementation plan for reviewing an update of relevant policies and procedures to guide police responses to DFV. This recommendation has interdependencies with recommendations from *A Call for Change*. The implementation approach to develop a transformational plan, as per Recommendation 31 of *Report One* once finalised, will support the completion of Recommendation 33.

As work is underway, this recommendation is considered in progress although delayed.

Recommendation 67



The OIIS considers this recommendation is fulfilled and closed.

The Office of the Chief Magistrate coordinated the update of the *Domestic Violence and Family Protection Act 2012* Benchbook (the Benchbook). It was released publicly online https://www.courts.qld.gov.au/_data/assets/pdf_file/0020/435026/dv-benchbook.pdf in December 2022.

The updated Benchbook provides judicial officers with clear direction, guidance and understanding about domestic and family violence, including defining domestic violence as ‘a pattern of behaviour involving a perpetrator’s exercise of control over the victim’. It references trauma-informed judicial practice, myths and misunderstandings, and provides links to specific provisions of the National Domestic and Family Violence Benchbook, which is developed and maintained by the Australian Institute of Judicial Administration and co-funded by Queensland and all other States and Territories. The Benchbook provides an integrated and comprehensive resource reflecting legal and social sciences perspectives.

The Benchbook will be updated following legislative reform arising from *Report One*, including the introduction of an offence of coercive control. It will continue to be reviewed and updated by the Office of the Chief Magistrate as jurisprudence develops and to reflect legislative reform as a business-as-usual activity.

Recommendation 87



The OIIS considers this recommendation is fulfilled and closed.

The Queensland Government has established Ministerial oversight for the entire reform program through: revising the terms of reference for the Women’s Safety and Criminal Justice Directors-General Steering Committee; and renaming the committee as the Women’s Safety and Criminal Justice Steering Committee (WSCJSC). These changes were endorsed by the new committee on 14 February 2023.

Consistent with Recommendation 87 from *Report One*, the WSCJSC includes representation from all relevant portfolios named by the Taskforce.

The Committee's Chair is the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence and the Deputy Chair is the Minister for Police and Corrective Services and Minister for Fire and Emergency Services. Standing members are the Minister for Children and Youth Justice and Minister for Multicultural Affairs and Minister for Seniors and Disability Services and Minister for Aboriginal and Torres Strait Islander Partnerships, and there is an ability to invite other Ministers as required.

Recommendation 88



The OIIS considers this recommendation is fulfilled and closed.

The Queensland Government has established the role of the IIS with the OIIS providing secretariat support.

I was appointed and commenced the role of interim IIS, alongside temporary secretariat staff, in November 2022 and will remain in the position until May 2023. At the time of announcing the appointment, the Premier stated that the IIS role would be expanded to include oversight of the Government Response to *A Call for Change*.

On 16 March 2023, the Queensland Government announced the appointment of Catherine Taylor for a term of three years. Ms Taylor will commence in the role in May 2023.

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

Recommendation 5



The OIIS considers this recommendation is fulfilled and closed.

The QPS has elevated the role of the Domestic and Family Violence Advisory Group (the Advisory Group). It is now co-chaired by the Assistant Commissioner, Domestic, Family Violence and Vulnerable Persons Command (the Command) and a member of a community organisation (the Chief Executive Officer, DVConnect).

The terms of reference for the Advisory Group were ratified at a meeting of the group on 21 February 2023. Consistent with this recommendation, the terms of reference include a specific standing agenda item for members to report on issues about police responses to domestic and family violence and make recommendations to enhance their responses. Also consistent with the recommendation, the Command has established a process for reporting after each meeting to the Executive Leadership on issues, recommendations and actions taken from the Advisory Group.

Recommendation 15



The OIIS considers this recommendation is fulfilled and not yet closed.

In response to this recommendation, the QPS has initiated a new operational procedure. The procedure requires Officers-in-Charge to ensure officers under their control who attend domestic and family violence

occurrences subsequently meet with a designated senior officer to receive feedback on a sample of their body worn camera recordings of the occurrences. The procedure states that the review is required to occur, at a minimum, every six months.

Appropriately, the procedure reinforces the role of QPS to 'improve community safety and protect victim-survivors of domestic and family violence by identifying the person most in need of protection and holding perpetrators to account. The review of random body worn camera samples and provision of feedback to officers helps develop a victim-centric approach to domestic and family violence and is what the Service desires officers to focus on at every job'.

The procedure has been published and communicated to staff via a service-wide communication strategy. The IIS will continue monitoring the overall adequacy of implementation of this recommendation.

Recommendation 17



The OIIS considers this recommendation is fulfilled and not yet closed.

The QPS has approved the Domestic and Family Violence Mandatory Specialist Training Procedure (the Procedure). The Procedure establishes that five-day specialist training for the designated roles, as outlined in the recommendation, is mandatory.

There are three streams of domestic and family violence specialist training proposed to ensure training is relevant to the role. Work is underway in supporting the implementation of the Procedure, with one stream having commenced in November 2022 for prioritised delivery of specialist training involving 120 frontline specialists. This training is expected to be completed by June 2023.

A plan is being developed to offer all specialist courses to existing members in designated roles within 24 months. This will consist of two more courses that are currently being tailored to meet specific needs of Officers-in-Charge and Supervisors and also Police Communications Centre staff. It is expected the two additional courses will be launched in the first quarter of the 2023-24 year.

Funding has been allocated to accelerate the delivery of the training.

Overall, positive progress is being made. With some courses still under development, and the procedure still under implementation, the IIS will continue supervision of this recommendation.

Recommendation 33



The OIIS considers this recommendation is fulfilled and closed.

The QPS has reviewed and updated the list of support services to which officers can refer vulnerable people experiencing domestic and family violence.

The QPS Police Referrals team, in conjunction with a contracted partner, continue to assess and engage with existing and potential new providers of such support services.

I am advised that the QPS has established an evaluation and governance process for onboarding support services for targeted groups of people affected by domestic and family violence.

Recommendation 45



The OIIS considers this recommendation is in progress and delayed.

There has been positive progress in relation to this recommendation, including in-principle approval of the terms of reference for the elevated role of the First Nations Advisory Group (the Group). Work is underway to develop the supporting action plan for the Group and the first meeting is proposed in May 2023.

With work continuing on the supporting action plan and a proposed meeting, the IIS will continue supervision of this recommendation.

Recommendation 53



The OIIS considers this recommendation is in progress and delayed.

An options paper is under development to address the requirement for Police Prosecutors to consult with Community Justice Groups about the cultural appropriateness of the proposed lengths and conditions of domestic and family violence orders.

With work continuing on the paper, the IIS will continue supervision of this recommendation.

Recommendation 65



The OIIS considers this recommendation is in progress and delayed.

Queensland's First Nations Justice Officer has been appointed within the DJAG.

The Office will be responsible for leading reforms, including improving the cultural capability of the justice system and engaging with First Nations communities about their experiences in the justice system. To this end, the First Nations Justice Officer has commenced planning work to co-design a whole-of-government strategy to address the over-representation of First Nations peoples in Queensland's criminal justice system and to meet Queensland's Closing the Gap justice targets.

With resourcing for the First Nations Justice Office to be fully settled, the IIS will continue supervision of this recommendation.

Recommendation 66



The OIIS considers this recommendation is in progress and delayed.

Overall, positive progress is being made. As noted in recommendation 65, the First Nations Justice Officer has been appointed. With resourcing for the First Nations Justice Office to be fully settled, the IIS will continue supervision of this recommendation.

Recommendation 69



The OIIS considers this recommendation is in progress and delayed.

The CCC has been leading work to deliver an implementation plan for a Police Integrity Unit as per the recommendation.

While the CCC is continuing this work, the IIS will continue supervision of the recommendation.

Recommendation 76



The OIIS considers this recommendation is fulfilled and closed.

The Queensland Government has established the role of the IIS with the OIIS providing secretariat support.

I was appointed and commenced the role of interim IIS, alongside temporary secretariat staff, in November 2022 and will remain in the position until May 2023. At the time of announcing the appointment, the Premier stated that the IIS role would be expanded to include oversight of the Government Response to *A Call for Change*.

On 16 March 2023, the Queensland Government announced the appointment of Catherine Taylor for a term of three years. Ms Taylor will commence in the role in May 2023.

Engagement with Agencies

Agencies across the Queensland Government are fundamental to the successful implementation of the recommendations from the three reports. That's because they are responsible for delivering new legislation, procuring and co-designing new services, policies, strategies, plans and guides as well as developing new programs, guidelines, frameworks and updated procedures, training programs and establishing appropriate governance, monitoring and evaluation. The Department of Education, to take one example, is well advanced with the roll-out of the new Respect program on respectful and ethical relationships as per Recommendations 10, 11 and 12 from *Report One*.

The OIIS met with four Government agencies to discuss their progress on implementing relevant recommendations, hear their feedback and take deep dives into selected recommendations. Agencies were willing to engage in a productive manner that was beneficial to the OIIS reporting process and overall implementation progress. They were responsive to our requests for information and follow-up discussions. They welcomed our intention to work with them to identify blockages and areas for improvement, to problem-solve, identify best practice and share success stories.

In considering the progress of implementation of recommendations, I am satisfied that lead and supporting agencies:

- have a clear understanding of the scope of their implementation responsibilities in relation to the entire Government Response
- are mindful of the need to identify interdependencies and connections with recommendations from several relevant reforms
- are enacting or considering appropriate agency and/or project level governance arrangements
- are strongly committed to achieving meaningful reforms through their approach to implementation
- are alert to the challenges and opportunities associated with delivering the reforms
- are working with the IIS in the spirit intended and comply with any reasonable requests for information

Agency representatives raised some of the same themes about implementation challenges and opportunities as we heard while gathering information for the first Progress Report. Themes included:

- the need to balance 'doing' with 'reporting'
- pressures related to developing workforce capability and capacity
- difficulties in recruiting and retaining staff
- the time needed to achieve sustainable, long-term cultural and behavioural change
- the opportunity to build on existing reforms

The constructive and collaborative approach demonstrated by agencies to date will help lay the foundations for the successful implementation of the Government Response to the three reports.

Consultation with Non-Government Stakeholders

Non-government organisations will deliver many critical services which are integral to successful implementation of the Government Response to the three reports. These include legal aid, training for frontline staff, and new support services for victim-survivors and perpetrators. Non-government stakeholders also will have to respond to expected increases in demand which, again, will be integral to success. The OIIS met with 10 non-government stakeholders to discuss their progress on implementing relevant recommendations, hear their feedback and take deep dives into selected recommendations.

Stakeholders were generous with their time, knowledge and expertise. Their contributions will greatly benefit the OIIS reporting process and overall implementation progress. They were responsive to our requests for information and follow-up discussions. They welcomed our intention to work with them to identify blockages and areas for improvement, to problem-solve, identify best practice and share success stories.

In considering the progress of implementation of recommendations in scope for this Report, I note that non-government stakeholders:

- are very aware of the need to identify interdependencies and connection with recommendations from other relevant reforms
- have put in place governance arrangements
- are strongly committed to achieving meaningful reforms through their approach to implementation
- are alert to the challenges and opportunities associated with delivering the reforms
- are working with the IIS in a collaborative spirit

Non-government stakeholders raised several themes about implementation challenges and opportunities. These included:

- the need to see and understand a master plan, which shows the pipeline of significant deliverables so they can plan
- a desire for reform outcomes and targets to track progress
- concerns about the volume and appropriate targeting of government consultations
- the need for cultural capability training in responding to victim-survivors of domestic, family and sexual violence
- an urgent need for more housing for victim-survivors of domestic, family and sexual violence
- an unmet need for programs for perpetrators of domestic, family and sexual violence, especially in regional and remote locations
- calls for a procurement pipeline showing forthcoming tender opportunities

The collaborative, outcomes-focussed approach of non-government stakeholders will help ensure the successful implementation of the Government Response to the three reports.

Key Findings and Conclusions

Using data provided by government agencies and de-identified information from government and non-government stakeholders, I make key findings and draw conclusions about the progress of the implementation of the Government Response to the 17 recommendations in scope for this Report and also for the implementation process overall.

Master plan

The reform program that is underway is extensive in breadth, scale and complexity. Three reports made 355 recommendations with varying lead-in times, delivery dates and dependencies, which are to be implemented by government agencies, statutory bodies and a Parliamentary committee. In consultations, non-government stakeholders universally supported receiving more clarity on the sequencing of significant deliverables across the three reports.

Non-government stakeholders frequently reported that it was hard for them to see a high-level plan for key elements of the reform process. They strongly supported the need for a master plan that sequences the pipeline of significant activity so they can plan for implementation at the grassroots level. Sequencing would allow service providers to plan their own staffing and work programs while also managing their stakeholders. To illustrate the cumulative effect of the suite of reforms, one non-government stakeholder reported that they expected to be impacted by 280 of the recommendations. Another stakeholder noted that it would be valuable to have the new independent Queensland Judicial Commission (Recommendation 3 from *Report One*) in place to guide consistent education and training for judicial officers.

Government and non-government stakeholders alike underscored the importance of consultation on the implementation of the reforms across services that deal with domestic, family and sexual violence. Several non-government stakeholders, however, reported that the scale of consultation was overwhelming and said they would value better coordination of consultations. Some spoke of being consulted about specific recommendations without sufficient context. Others said some consultation was not appropriately targeted to stakeholders which diminished their ability for meaningful participation. In illustration of this point, one stakeholder spoke of people without legal expertise being consulted on particular clauses in proposed legislation.

Generally, stakeholders felt that because they supported victim-survivors they had a special commitment and a significant responsibility to contribute. They did not however, feel they had the capacity or resources to respond to all consultation requests and were concerned they were missing important things “as they pass by on the conveyer belt”. One suggested, for example, that the independent and integrated peak industry body for all specialist domestic and family violence services (Recommendation 17 from *Report One*), if established prior, could have efficiently coordinated consultation, particularly in relation to legislation, and could have facilitated the information exchange between the government and the community sector. We note, and welcome, that the PMO plans to provide the domestic, family and sexual violence service sector with a summary of consultations planned for the future.

Non-government stakeholders believed a master plan would do much to resolve these issues. They believed such a plan should assist non-government stakeholders to understand the dependencies between recommendations, due dates for milestones and deliverables. It should flag forthcoming consultations so stakeholders could better engage. Non-government stakeholders called for such a plan as a priority to ensure that we make the most of this once-in-a-generation opportunity for far-reaching reform and, in short, “get it right”.

I have concluded that a master plan is required as a priority, and should encompass:

- dependencies between the three reports
- sequencing of recommendations, including particular attention to reforms that potentially impact staffing levels in the community sector (see **Community sector workforce** to come)
- reform outcomes and targets (see **Outcomes, targets and trends** to come)
- a pipeline of forthcoming activities including:
 - consultation with non-government stakeholders (see discussion on consultation below)
 - due dates for significant deliverables

Consultation should:

- be sequenced so non-government organisations can plan their resources
- be fit for purpose and audience
- be presented in context

Finally, I conclude that the master plan should be easily understood by, and accessible to, all stakeholders.

Outcomes, targets and trends

The Queensland Government, stakeholders and the broader community rightly expect that the investment in the suite of reforms will yield the intended results. Much has been invested – courage on the part of victim-survivors, time and effort by all involved in the three inquiries, and taxpayers’ money by the Queensland Government. Non-government stakeholders told us they believed results could be achieved if an overarching plan included a clear vision for the outcomes of the reforms along with concrete and realistic targets.

During consultations, non-government stakeholders made compelling arguments for the need for accountability to ensure a real difference in the lives of women and girls and lasting behavioural change in perpetrators. Stakeholders raised or supported the need for targets to track the progress towards outcomes. One sought “declared targets or measures as we need to know if we’re getting change”. We also heard the importance of having long-term aspirational targets for ending domestic, family and sexual violence.

It is important that we can articulate where we are going, when we have arrived and how we will demonstrate change. I note, and welcome, that the Queensland Government has work underway to develop a Monitoring and Evaluation Framework for *Report One* and *Report Two*, in consultation with key government and non-government stakeholders. We understand that the Framework will include headline outcomes and indicators for evaluation.

Work underway at the national level to develop targets which can be tracked by monitoring trends and outcomes will be welcomed by all stakeholders. It makes sense for Queensland targets to be aligned and complementary to those set at the national level and it is also important that Queensland’s unique reforms be accounted for. These unique reforms include but are not limited to: legislating against coercive control; improving outcomes for victim-survivors of sexual assault; improving outcomes for women and girls that come in contact with the criminal justice system as offenders; and strengthening policing responses to domestic and family violence.

Community sector workforce

Implementation of this reform agenda will rely heavily on the workforce, across government agencies and non-government organisations. Several non-government stakeholders noted there is a finite workforce of skilled people and raised concerns about potential unintended consequences of the reforms on their staffing.

Workers in the domestic, family and sexual violence sector are highly skilled specialists and finite in number. One stakeholder we met with noted that they had recently lost workers to a Queensland Government agency which could offer better conditions. Stakeholders were concerned a similar drain could occur as the reforms from *Report One*, *Report Two* and *A Call for Change* are rolled out. In particular, they were concerned that psychologists, counsellors and social workers from the community sector may be lost to other newly funded positions across Queensland. The sector feared it could lose numbers and expertise just as it would be trying to increase staffing and skills to meet the expected increased demand flowing from the reforms. For example, community based domestic, family and sexual violence response services, and legal services, will need to increase staff numbers and skills to meet an anticipated increase in demand for legal and other support services.

I believe the master plan should specifically include careful sequencing of, and planning for, reforms that potentially impact staffing levels in the community sector. This work should be undertaken in consultation with relevant sector representatives.

Training

Training to enhance trauma-informed practice, increase workplace diversity and capability, and bolster cultural capability is critical to improving responses to domestic, family and sexual violence. All services that come into contact with victim-survivors or perpetrators need training and education that is consistent, evidence-based and accessible. Police require training to ensure trauma-informed, victim-centric services and culturally safe services for First Nations peoples. Judicial officers, who play a crucial role in keeping victim-survivors safe from abuse and holding perpetrators to account, need to understand trauma-informed approaches.

In consultations, non-government stakeholders strongly supported recommendations for increased training across the system. They also recognized it will take time to deliver training noting, for example, that several thousand people in the legal profession require training before the enactment of new laws against coercive control.

One remarked that “we don’t need to reinvent the wheel” observing the community legal education programs already offered by the Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd. We also heard that key providers have already started to collaborate around training. Further, the Queensland Law Society has undertaken valuable work in scoping the training needs of the legal profession across the state, possible providers and anticipated costs.

I believe that as it develops its training reforms, the Queensland Government could benefit from the existing expertise and collaboration within the community sector and the scoping work undertaken by the Queensland Law Society.

Housing

Emergency accommodation and stable, affordable housing are critical for people wanting to escape domestic, family and sexual violence. If a woman and her children have nowhere to go at short notice, they may not be able to leave an unsafe situation. If a victim-survivor cannot transition from emergency accommodation into suitable, affordable long-term housing, she may have no option but to return to an abusive relationship. Non-government stakeholders told us that more housing is a fundamental requirement in a holistic response to domestic, family and sexual violence.

We heard numerous times of the limited stock of emergency accommodation for women and children escaping domestic, family and sexual violence. The lack of such accommodation is a state-wide problem, exacerbated by the deterioration of housing affordability. A lack of affordable rental supply and emergency accommodation in regional and remote communities poses increased challenges for women who are geographically isolated, especially First Nations women and children.

We were told that different shelters have different policies on who would be housed, depending on their location and ability to meet the needs of victim-survivors. Stakeholders reported that some women are sheltered a long way away from their home communities if there is no emergency accommodation available or if necessary support services, including maternity care, are not available. This means that to escape violence, women and children may be dislocated from their schools and support networks. Sadly, we heard that some victim-survivors simply cannot leave an unsafe situation because they have nowhere else to go.

Stakeholders also reported that it is increasingly difficult for victim-survivors to find medium to long-term housing. Brisbane, for example, is currently experiencing low vacancy rates and high prices for rental accommodation. One community-based service provider said they are often forced to accommodate families in motels for weeks at a time, especially when a major public event further tightens the housing market. Another stakeholder summed up the housing-related problems, saying “accommodation is a massive gap”.

The Queensland Government’s actions to increase supply of affordable and supported housing across the state are commendable and necessary for providing accommodation options for victim-survivors and their children.

Perpetrator programs

Report One identified the need for much greater focus on the accountability and behavioural change of perpetrators of violence. Community-based service providers consistently highlighted the fundamental importance of increasing the availability and accessibility of perpetrator programs, to reduce the incidence and effects of domestic, family and sexual violence.

In relation to the recommended establishment of a new court-based scheme to divert some offenders from the criminal justice system and into perpetrator programs, many stakeholders reported there are already too few programs across Queensland and it is critical there is an increase before the new scheme commences. Several stakeholders told us that there are not currently enough perpetrator programs, including for perpetrators who are willing to be referred (or secondary interventions), and there are too few programs to prevent violence before it occurs (or primary prevention). We also heard of the lack of perpetrator programs for prisoners and of the high rates of recidivism and reincarceration for perpetrators of domestic, family and sexual violence. An associated issue is that services for mental health and drug and alcohol rehabilitation, which help some perpetrators to address underlying factors, are not widely available.

Stakeholders said many perpetrators of violence who are ready and willing to seek assistance are either wait-listed for months or told a program is simply unavailable. Many, including the QPS, told us that opportunities for prevention and rehabilitation are simply lost. Overall, stakeholders made clear that more perpetrator programs would make a big difference to the success of the roll-out of reforms.

It is important for the Queensland Government to implement the recommended system-wide strategy for responding to perpetrators of domestic, family and sexual violence as swiftly as practically possible. Recent announcements by the Queensland Government to increase funding for perpetrator programs will be welcomed by stakeholders <https://statements.qld.gov.au/statements/97656>

Procurement pipeline

Procurement is the process by which governments obtain goods and services and is, therefore, a means to bring to life the suite of reforms. While they welcomed opportunities to tender and expand their services to vulnerable women and children, some specialist non-government stakeholders told us of difficulties in responding to tenders and consultation requests at the same time, and a lack of clarity about when tenders would be released.

Stakeholders reported that the Government had released some reform-related tenders at the same time it had been undertaking intensive consultation with non-government stakeholders. While both are appreciated, of course, stakeholders said the effort required to simultaneously submit tenders and participate in consultation was straining their resources. One major service provider reported that, with multiple consultation processes underway concurrently, they had been unable to submit a tender. Another service provider with a small staff had to prepare submissions for two significant tenders while participating in consultation and continuing with its day-to-day work with clients. The provider expressed concern that the quality of one tender had been compromised by the multiple, unscheduled calls on its resources.

This leads into the second concern, that community service providers do not have adequate notice of upcoming tenders to plan and allocate their resources accordingly.

The PMO has advised the OIIS that work is underway to provide non-government stakeholders with forward procurement notice of upcoming tenders for all relevant reforms via Qtenders for the remainder of 2023. I believe this will be welcomed by stakeholders. I suggest this forward procurement notice should be updated regularly to include any tenders arising from the reports' recommendations, for the life of the reform program, so that stakeholders have ample notice of forthcoming opportunities and can organize their resources to properly respond.

Conclusion

I have observed a strong and genuine commitment across the board to implement the Government Response to the recommendations from all three reports. During this early stage of implementation, small delays with starting or completing recommendations are considered reasonable given the complexity and interdependencies of some reforms, the lead-in time required to properly plan, and the current challenges in sourcing specialist expertise to staff new initiatives. I am confident that as the implementation process matures, Government agencies and non-government stakeholders will work together to resolve delays in starting and completing various recommendations. The OIIS will continue to play a pivotal role in monitoring and reporting on overall progress to give confidence to those who shared their stories that they have been heard, they are respected, and their bravery will lead to real and lasting reform.

I would like to thank Dr Kylie Stephen and the PMO, and Steve Gollschewski and his team, for their invaluable support to ensuring the OIIS has the information it has required to meet the brief of the IIS. Finally, I also thank Kathrin Jensen, Becky Burgess and Katherine Barnes for their expert Secretariat support and dedication to ensuring we continue to honour the voices and courage of everyone who contributed to *Report One*, and *Report Two* and *A Call for Change*.

APPENDIX 1: Staff of the Office of the Independent Implementation Supervisor

Kathrin Jensen, Acting Director

Becky Burgess, Principal Policy Officer

Katherine Barnes, Policy Officer

APPENDIX 2: Scope of Office of the Independent Implementation Supervisor Progress Reports 1 and 2 (showing reform recommendations, Government Response and responsible leads)

Progress Report One:

Recommendation	Government Response	Lead
Report One: Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland		
<p>2 The Queensland Government establish an independent commission of inquiry under the <i>Commissions of Inquiry Act 1950</i> to examine widespread cultural issues within the Queensland Police Service relating to the investigation of domestic and family violence, including the impact on the over-representation of First Nations peoples in the criminal justice system.</p> <p>At a minimum, the commission of inquiry should have terms of reference wide enough to also consider recruitment, promotion, resource allocation, performance monitoring of officers, the handling of complaints against serving officers, and whether Queensland should establish an independent law enforcement conduct commission.</p>	<p>Support. The Queensland Government will establish a four-month commission of inquiry into Queensland Police Service responses to domestic and family violence under the <i>Commissions of Inquiry Act 1950</i> (COI Act). The commission will have the usual extensive investigatory powers under the COI Act and will be resourced accordingly.</p>	DPC
<p>52 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the Criminal Code to rename and modernise the offence of Unlawful Stalking in Chapter 33A and to introduce a new circumstance of aggravation when the Unlawful stalking is directed towards a person with whom a perpetrator has a ‘relevant relationship’ for the purpose of the <i>Domestic and Family Violence Protection Act 2012</i> (recommendation 53).</p> <p>This will include updating the descriptions of conduct that constitute Unlawful stalking to incorporate an evidence-based approach including the use of technology.</p> <p>A conviction for the offence with the new circumstance of aggravation should attract a higher maximum penalty of 7 years imprisonment.</p> <p>Amendments will also be progressed to section 359F of the Criminal Code to state that the default period of a restraining order is 5 years unless the court is satisfied that a shorter period will not compromise the safety of the victim or children.</p> <p>As part of the implementation of this recommendation, training and information should be provided to police, domestic and family violence and legal stakeholders and the community to raise awareness that this offence can be constituted during or after a relationship between the accused person and the victim and about the operation of the new circumstance of aggravation.</p>	<p>Support. The Queensland Government will progress amendments to Chapter 33A of the Criminal Code to strengthen and modernise the offence of unlawful stalking including by introducing a new circumstance of aggravation.</p>	DJAG

Recommendation	Government Response	Lead
<p>53 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the definition of ‘domestic violence’ in section 8 of <i>Domestic and Family Violence Protection Act 2012</i> to make it clear that domestic violence includes coercive control and can be a series or combination of acts, omissions or circumstances over time, in the context of the relationship as a whole. The amendments to the <i>Domestic and Family Violence Protection Act 2012</i> will also make it clear that the harm to the victim can be cumulative.</p>	<p>Support. The Queensland Government will progress amendments to the <i>Domestic and Family Violence Protection Act 2012</i> to include a reference to a ‘pattern of behaviour’ in the definition of domestic violence and to make it clear that behaviour should be considered in the context of the relationship as a whole. The non-exhaustive list of domestic violence behaviours will also be expanded to include individual acts when considered cumulatively that are coercive, threatening or controlling.</p>	DJAG
<p>54 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to section 151 (Restriction on cross-examination of a Person) of the <i>Domestic and Family Violence Protection Act 2012</i> to clarify that it applies to criminal proceedings for offences under the <i>Domestic and Family Violence Protection Act 2012</i> including offences relating to the contravention of a domestic violence order.</p> <p>To remove any doubt, it should also be made clear that, given proceedings for an offence under the <i>Domestic and Family Violence Protection Act 2012</i> are criminal proceedings, the <i>Evidence Act 1977</i> also applies.</p>	<p>Support in principle. The Queensland Government supports the intent of this recommendation and will progress amendments to clarify that an alleged perpetrator, without legal representation, will not be permitted to cross-examine in person a victim of domestic violence in criminal proceedings under the <i>Domestic and Family Violence Protection Act 2012</i> (as well as civil proceedings). Consultation with stakeholders and further consideration is required on how to best give effect to this recommendation.</p>	DJAG
<p>55 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to Part 2, Division 6 of the <i>Evidence Act 1977</i> so that protections in that Division on the cross-examination of protected witnesses apply to proceedings on any offence that is a domestic violence related offence, including offences in the <i>Domestic and Family Violence Protection Act 2012</i>.</p> <p>Adequate resources will be provided to Legal Aid Queensland to support the implementation of this recommendation.</p>	<p>Support in principle. The Queensland Government supports the intent of this recommendation and will progress amendments to the <i>Evidence Act 1977</i> to expand the operation of the existing prohibition on cross-examination in person and related procedures to domestic and family violence related offences.</p>	DJAG
<p>56 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the <i>Domestic and Family Violence Protection Act 2012</i> to provide that:</p> <ul style="list-style-type: none"> – applications and cross applications for a Domestic Violence Order must be considered together – remove the option for the court to hear the applications separately where there are concerns for the safety, protection or wellbeing of the aggrieved and instead require the court to consider whether any arrangements are required during the proceedings to protect the parties – make clear that, despite other amendments about cross applications and orders, the court should be able to continue to make temporary protection orders as considered necessary 	<p>Support. The Queensland Government will progress amendments to the <i>Domestic and Family Violence Protection Act 2012</i> to ensure applications and cross applications for a domestic violence order are considered together; and that courts should only make one domestic violence order which favours the person most in need of protection in the relationship, unless exceptional circumstances apply.</p>	DJAG

Recommendation	Government Response	Lead
<ul style="list-style-type: none"> - require the court to determine the person most in need of protection and make it clear that this is ‘in the relationship’ as a whole rather than in relation to each application or alleged incident - make clear that, ordinarily, an order should only be made against the primary aggressor in the relationship as a whole to protect the person most in need of protection; and - make clear that, cross orders should only be made if the court is satisfied that there are exceptional circumstances where there is clear evidence that both parties are equally in need of protection in the relationship. 		
<p>57 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to section 157 of the <i>Domestic and Family Violence Protection Act 2012</i> to specify that where a party has intentionally used proceedings as a means of committing or continuing domestic and family violence including coercive control, the court has the power to award costs against them.</p>	<p>Support. The Queensland Government will progress amendments to the <i>Domestic and Family Violence Protection Act 2012</i> to specify that the court has the power to award costs in cases where a party has intentionally used proceedings as a means of perpetrating domestic and family violence.</p>	DJAG
<p>58 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the <i>Domestic and Family Violence Protection Act 2012</i> to require the Queensland Police Service to provide a copy of the respondent’s criminal history to the court in all proceedings on private and police-initiated applications for a Domestic Violence Order.</p>	<p>Support in principle. The Queensland Government supports the intent of this recommendation, noting further consideration and consultation is required on how to best give effect to the recommendation’s intent. Following this, further consideration and consultation, relevant amendments to the <i>Domestic and Family Violence Protection Act 2012</i> will be progressed.</p>	DJAG
<p>59 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the <i>Penalties and Sentences Act 1992</i> to require the respondent’s domestic violence history to be provided to the court where the perpetrator is being sentenced for the breach of a Domestic Violence Order or other domestic violence related offence.</p> <p>The Department of Justice and Attorney-General and the Queensland Police Service will work together to determine the best way for a written report of the domestic violence history, which notes orders made under section 51 of the <i>Domestic and Family Violence Protection Act 2012</i>, to be recorded and provided to the court.</p>	<p>Support in principle. The Queensland Government supports the intent of this amendment. It is intended to implement the recommendation’s intent by progressing amendments to the prosecution’s disclosure obligations in the Criminal Code, to include a domestic violence history where the person is charged with a domestic violence related offence and an amendment to section 11 of the <i>Penalties and Sentences Act 1992</i> to make it explicit that a domestic violence history can be considered by the court when determining an offender’s character.</p>	DJAG
<p>63 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to section 132B of the <i>Evidence Act 1977</i> to remove the restriction of the application of the section to offences only in Chapters 28 to 30.</p> <p>The effect of this amendment is to clarify that relevant evidence of the history of the domestic relationship between the defendant and the person against whom the offence was committed is admissible in evidence in the proceeding on any offence.</p>	<p>Support. The Queensland Government will progress amendments to section 132B of the <i>Evidence Act 1977</i> to broaden its application to all offences.</p>	DJAG

Recommendation	Government Response	Lead
<p>64 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the <i>Evidence Act 1977</i> modelled on section 39 of the <i>Evidence Act 1906 (WA)</i> to allow relevant expert evidence to be admitted in criminal proceedings about the nature and effects of domestic and family violence including coercive control:</p> <ul style="list-style-type: none"> – generally, on any person; and – on a particular person who has been the subject of domestic and family violence. 	<p>Support. The Queensland Government will progress amendments to the <i>Evidence Act 1977</i> allowing for relevant expert evidence of domestic and family violence in criminal proceedings.</p>	DJAG
<p>65 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the <i>Evidence Act 1977</i> modelled on sections 38, 39C-39F of the <i>Evidence Act 1906 (WA)</i> to provide for jury directions to be made in proceedings for domestic violence related offences and where domestic violence has been raised in evidence during a trial to address stereotypes and misconceptions about family violence.</p> <p>This will enable juries to be better informed and able to consider the evidence that has been raised during the trial.</p>	<p>Support. The Queensland Government will progress amendments to the <i>Evidence Act 1977</i> to set out a framework for requests for directions on domestic and family violence.</p>	DJAG
<p>66 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence immediately progress amendments to the <i>Penalties and Sentences Act 1992</i> to require a court, when sentencing an offender to consider whether the impact of being a victim of domestic and family violence, including coercive control, on their offending behaviour is a mitigating factor.</p>	<p>Support. The Queensland Government will progress amendments to the <i>Penalties and Sentences Act 1992</i> to provide for an explicit mitigating factor where an offender’s criminal behaviour is attributable, wholly or in part, to the defendant being a victim of domestic and family violence.</p>	DJAG
<p>70 The Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence advocate nationally through the Meeting of Attorneys-General, for national reform to the family law system including for:</p> <ul style="list-style-type: none"> – the Federal Circuit and Family Court of Australia to implement and embed an understanding and approach to domestic and family violence that recognises and responds to patterned behaviour over time in the context of the relationship as a whole – the implementation of a risk assessment approach that includes the consideration of the risk of safety and harm for the victim and of a perpetrator continuing to use violence that is evidence-based and preferably aligned to those used by states and territories – the Federal Government to progress amendments to the <i>Family Law Act 1975 (Cth)</i> to make clear that the presumption of shared parental responsibility does not mean equal shared care of a child – the Federal Government progress amendments to the <i>Family Law Act 1975 (Cth)</i> to make clear that a victim of domestic and family violence acting to protect a child from exposure to domestic and family violence or other harm cannot be used as evidence that the victim is alienating the child from the other parent. 	<p>Support in principle. The Queensland Government through the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence will raise the need for reform to the family law system at a national level.</p>	DJAG

Progress Report Two:

Recommendation	Government Response	Lead
<i>Report One: Hear her voice – Report One – Addressing coercive control and domestic and family violence in Queensland</i>		
<p>3 The Queensland Government in this term of government consult with Queensland Courts, the Bar Association of Queensland, and the Queensland Law Society with a view to introducing legislation to establish an independent Queensland Judicial Commission. The Taskforce prefers a model that involves the establishment of an independent statutory commission to receive and respond to complaints about judicial officers and provides professional development for judicial officers, based on the New South Wales model with any necessary adaptations.</p>	<p>Support in-principle. The Queensland Government supports the intent of this recommendation and will consult further as recommended with the Chief Justice, the Queensland Law Society (QLS) and the Bar Association of Queensland (BAQ).</p>	DJAG
<p>4 The Taskforce recommends the Queensland Government develop and execute a four-phase implementation plan, as outlined in chapter 2.3 of the Taskforce’s report, to support the delivery of the Taskforce’s recommendations, including the package of legislative reforms against coercive control. The plan will incorporate:</p> <ul style="list-style-type: none"> – Phase 1 (2021–2022): Setting the foundations for reform – Phase 2 (2022–2023): First-stage legislative and systemic reforms against coercive control – Phase 3 (2023–2024): Preparing for the criminalisation of coercive control – Phase 4 (2024 and ongoing): Criminalising coercive control and monitoring impacts and outcomes. 	<p>Support. The Queensland Government supports a phased approach to the implementation of the Taskforce’s recommendations. The Queensland Government will develop a plan for implementation of the Taskforce’s recommendations for consideration by Directors-General and ministerial oversight mechanisms (Recommendation 87) and in consultation with the implementation supervisor (Recommendation 88).</p>	DJAG
<p>32</p> <ul style="list-style-type: none"> – The Queensland Police Service further build specialist expertise across the QPS to ensure it has state-wide capacity and capability to provide high-quality responses to domestic and family violence. This strategy will include: – requiring officers within Domestic and Family Violence and Vulnerable Persons Units to have specialist expertise and values and beliefs aligned with the work and role of the unit – requiring a core set of functions and responsibilities across all Domestic and Family Violence and Vulnerable Persons Units, including the review and oversight of decision-making in individual matters that may involve domestic and family violence, and providing specialist expertise in the investigation of such offences, while enabling some flexibility to respond to particular needs and demands in each district – requiring specialist trained detectives to investigate domestic and family violence matters, especially those that may involve the commission of a serious offence, including offences arising from changes to the law recommended by the Taskforce 	<p>Support. Implementation of this recommendation will be considered after finalisation of Recommendation 2 and the commission of inquiry so that findings can be appropriately incorporated.</p>	QPS

Recommendation	Government Response	Lead
<ul style="list-style-type: none"> – drawing on the expertise of the QPS’s First Nations and Multicultural Affairs Unit to link and coordinate the implementation of plans and strategies to improve responses to domestic and family violence involving people with multiple and complex needs – expanding the role of the Domestic and Family Violence and Vulnerable Persons Units to provide guidance and support and improve awareness and understanding across the entire district, including for matters that may not initially present as related to domestic violence – allocating resources to the Domestic and Family Violence and Vulnerable Persons Units in each district commensurate with need and demand and the role of each unit to provide certainty and reinforce the importance of this work – streamlining and coordinating dedicated resources in each police district, including Domestic and Family Violence Coordinator positions, domestic violence liaison officers, and High Risk Team member positions with Domestic and Family Violence and Vulnerable Persons Units to better leverage expertise and resources – embedding training and education outcomes across each district – promoting proactive approaches, greater community engagement, and collaborative partnerships with multiple agencies and services within each district. – It will also build the capacity and capability to meet the needs of First Nations peoples, people from culturally and linguistically diverse backgrounds, people with disability, and LGBTIQ+ peoples who are experiencing domestic and family violence. <p>Any additional investment required to implement this recommendation will be considered as part of the domestic and family violence system strategic investment plan (recommendation 13).</p>		
<p>33 As part of the transformational plan (recommendation 31), the Queensland Police Service review and update all relevant operational policies and procedures to ensure they guide police in identifying and responding to domestic and family violence as a pattern of behaviour over time in the context of a relationship as a whole.</p> <p>Operational policies and procedures will be culturally capable, victim-centred, and trauma-informed and incorporate a strong understanding of the gendered nature of domestic and family violence through an intersectional lens. They will:</p> <ul style="list-style-type: none"> – include operational policies and procedures relating to complaints of domestic and family violence against currently serving sworn and un-sworn staff, and – provide clear requirements for the disclosure of conflicts of interest. 	<p>Support. Implementation of this recommendation will be considered after finalisation of Recommendation 2 and the commission of inquiry so that findings can be appropriately incorporated.</p>	QPS

Recommendation	Government Response	Lead
<p>67 The Magistrates Court of Queensland consider reviewing and updating the <i>Domestic Violence and Family Protection Act 2012 Benchbook</i> to include:</p> <ul style="list-style-type: none"> – information about the nature and impact of domestic and family violence including coercive control – emphasise that domestic and family violence is a pattern of behaviour over time in the context of the relationship as a whole – provide guidance on how to identify the person most in need of protection in the relationship – guidance on using plain English and trauma informed language – content to address myths about family violence – reflect the legislative amendments recommended by the Taskforce. <p>The revised Benchbook may be informed by the <i>Judicial College of Victoria's Family Violence Bench Book</i>.</p>	<p>Support. The Queensland Government is supportive of ensuring judicial officers have clear direction and guidance about risk factors and current information that counters myths about domestic and family violence. The Queensland Government will consult with the Chief Magistrate to explore options to review and update the <i>Domestic and Family Violence Protection Act 2012 Benchbook</i>.</p>	<p>DJAG</p>
<p>87 The Queensland Government establish a ministerial level oversight committee and a directors-general implementation group with responsibility for implementing the recommendations made by the Taskforce and for the achievement of systemic outcomes for victims and perpetrators outlined by the Taskforce and included in the monitoring and evaluation framework.</p> <p>Each level of governance will include representatives with portfolio responsibility for:</p> <ul style="list-style-type: none"> – women and domestic and family violence prevention – justice and court administration – police – Aboriginal and Torres Strait Islander partnerships – corrective services – health – education – child safety services – youth justice services – housing and homelessness services. <p>The role of the ministerial level oversight committee will be responsibility and accountability for implementation of the Taskforce's recommendations and achievement of systemic outcomes, negotiating the allocation of resources and progressing joint submissions for funding where required, resolving barriers and issues to ensure agencies remain on track to implement recommendations fully, within the specified timeframes to deliver agreed impacts and outcomes.</p> <p>The role of the directors-general level implementation group will be to oversee implementation of the Taskforce's recommendations and achievement of outcomes, fully and within specified timeframes. The directors-general implementation group will report and escalate issues to the ministerial oversight committee.</p>	<p>Support in principle. The Queensland Government supports the need for appropriate governance and will consider ways it can utilise existing governance arrangements to ensure appropriate oversight and accountability for implementation of the Government response to the Taskforce recommendations.</p>	<p>DJAG</p>

Recommendation	Government Response	Lead
<p>88 The Queensland Government establish a suitably qualified independent implementation supervisor with an adequately resourced secretariat within the portfolio responsibilities of the Department of Justice and Attorney-General, as the agency responsible for the prevention of domestic and family violence, to oversee both the implementation of the recommendations made by the Taskforce and the achievement of system outcomes identified in the monitoring and engagement evaluation plan. This should be established immediately.</p> <p>The independent implementation supervisor should be appointed by early 2022 and will liaise with and receive assistance, including access to all reasonably requested information and reports, from:</p> <ul style="list-style-type: none"> – a ministerial level oversight committee and – a directors-general implementation group. <p>The independent implementation supervisor will be responsible for overseeing implementation of the four-phase plan and the achievement of outcomes across the system. The supervisor will have the authority required to direct agencies to take reasonable actions to meet implementation requirements and timeframes approved by the Queensland Government.</p> <p>The supervisor will report directly to the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence biannually, from mid-2022 until implementation is complete, on the progress of the implementation of the Taskforce’s recommendations and the achievement of systemic outcomes, the adequacy of implementation and what further measures may be required to ensure the Taskforce’s recommendations that are accepted by the Queensland Government are implemented fully within the specified timeframes. The independent supervisor will advise the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence when they are satisfied implementation is complete.</p>	<p>Support in principle. The Queensland Government will appoint an independent implementation supervisor to provide appropriate oversight of the Government’s implementation of the Taskforce recommendations.</p>	<p>DJAG</p>
<p><i>A Call for Change: Commission of Inquiry into Queensland Police Service responses to domestic and family violence</i></p>		
<p>5 Within three months, the QPS elevate the role of the Domestic and Family Violence Advisory Group by ensuring that:</p> <ul style="list-style-type: none"> – the Advisory Group is co-chaired by the Assistant Commissioner, Domestic, Family Violence and Vulnerable Persons Command and one community organisation member – the meeting agenda contains a standing agenda item for members to report any issues about police responses to domestic and family violence to the Command – the Advisory Group makes recommendations about those issues for the Command to consider 	<p>Support in principle.</p>	<p>QPS</p>

Recommendation	Government Response	Lead
<p>to enhance police responses to domestic and family violence</p> <ul style="list-style-type: none"> - the Command report on those issues and recommendations, and any actions taken by the Command, to the Executive Leadership Team after every meeting. 		
<p>15 Within three months, the Queensland Police Service develop and implement a procedure which requires Officers in Charge to ensure that all frontline officers who attend domestic and family violence occurrences meet with a designated senior officer to receive feedback in relation to a sample of their body worn camera footage at least every six months.</p>	<p>Support in principle.</p>	<p>QPS</p>
<p>17 Within three months, the QPS develop and implement a procedure which requires members in the following designated roles to undertake the specialist five-day domestic and family violence training:</p> <ul style="list-style-type: none"> - High Risk Teams - Police Communications Centre - District Duty Officers - Officers in Charge - Shift Supervisors - Domestic and Family Violence Coordinators and Officers - Domestic Violence Liaison Officers - Members of the Domestic, Family Violence and Vulnerable Persons Command. <p>The procedure should stipulate that persons already in those roles (in a permanent or acting capacity) complete the training within 24 months and persons appointed to those roles after the procedure is operational complete the training within six months of appointment.</p>	<p>Support in principle.</p>	<p>QPS</p>
<p>33 Within three months, the QPS review the list of support services that are accessible by police to provide to people impacted by domestic and family violence to include, at a minimum, services which can provide support to:</p> <ul style="list-style-type: none"> - people who identify as LGBTIQ+ - men - older people - young people - people from a culturally and linguistically diverse background - people with a cognitive or intellectual impairment or disability - people with additional complex needs. 	<p>Support in principle.</p>	<p>QPS</p>
<p>45 Within three months, the Queensland Police Service elevate the role of the First Nations Reference Group by requiring that:</p> <ul style="list-style-type: none"> - the Group be co-chaired by a member of the QPS and one of the community members of the Group and meet regularly but no less than every three months 	<p>Support in principle.</p>	<p>QPS</p>

Recommendation	Government Response	Lead
<ul style="list-style-type: none"> - members of the Group report any issues identified by or reported to them to the Group at each meeting - the Group discuss those issues and make recommendations about matters the Queensland Police Service should consider in order to enhance police responses to First Nations peoples and communities, including in relation to domestic and family violence in Queensland - the Queensland Police Service member report on those recommendations and any actions taken to the Executive Leadership Team after each meeting - the Queensland Police Service member advise the group at the next meeting any decisions of the Executive Leadership Team made supporting their recommendations and actions - the terms of reference for the Group be confirmed - an initial action plan be developed. 		
<p>53 Within three months, the Queensland Police Service update their Operational Procedures Manual to require that police prosecutors consult with Community Justice Groups about the cultural appropriateness of the proposed length and conditions of domestic and family violence orders, where available and where appropriate.</p>	<p>Support in principle.</p>	<p>QPS</p>
<p>65 Within three months, the Queensland Government establish domestic and family violence as a key priority area of the First Nations Justice Office, Department of Justice and Attorney-General.</p>	<p>Support in principle.</p>	<p>DJAG</p>
<p>66 Within three months, the Queensland Government add additional funded position(s) to the existing First Nations Justice Office structure as additional full-time equivalent and allocated specifically to the domestic and family violence priority area.</p>	<p>Support in principle.</p>	<p>DJAG</p>
<p>69 Within three months of acceptance of Recommendation 67, the Queensland Government create and publish an implementation plan which clearly identifies timeframes for key implementation activities, with a view to the Police Integrity Unit being fully operational within 12 months of acceptance.</p>	<p>Support in principle.</p>	<p>CCC</p>
<p>76 Within three months, the Queensland Government establish and appoint an independent implementation supervisor to oversee the implementation of the recommendations made in this Report.</p> <p>The independent implementation supervisor appointed to oversee the recommendations made in this Report be the same entity as the implementation supervisor recommended in Recommendation 88 of the Women’s Safety and Justice Taskforce <i>Hear her voice: Report One</i> (2021). The implementation supervisor report directly to the Attorney- General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence biannually, from mid-2023 until implementation is complete.</p>	<p>Support in principle.</p>	<p>DJAG</p>

APPENDIX 3: Consultation

Government agencies

Steve Gollschewski, Special Coordinator, Police and Emergency Services Reform Program, Queensland Police Service. 16 January 2023.

Kylie Stephen, Assistant Director-General, Office for Women and Violence Prevention, Department of Justice and Attorney-General, and the Program Management Office, Office for Women and Violence Prevention, Department of Justice and Attorney-General. 31 January 2023.

Steve Gollschewski, Special Coordinator, Police and Emergency Services Reform Program, Queensland Police Service. 22 February 2023.

Steve Gollschewski, Special Coordinator, Police and Emergency Services Reform Program, Queensland Police Service. 17 March 2023.

Kylie Stephen, Assistant Director-General, Office for Women and Violence Prevention, Department of Justice and Attorney-General. 5 April 2023.

Steve Gollschewski, Special Coordinator, Police and Emergency Services Reform Program, Queensland Police Service. 5 April 2023.

Leanne Wright, Assistant Director-General, Teaching, Leadership and Rural and Remote, Schools and Student Support, Department of Education, and Hayley Stevenson, Acting Assistant Director-General, Disability, Inclusion and Student Services, Department of Education. 14 April 2023.

Stephen Tillett, First Nations Justice Officer, First Nations Justice Office, Department of Justice and Attorney-General. 17 April 2023.

Law and Justice Policy, Department of the Premier and Cabinet. 20 April 2023.

Non-government stakeholders

Scott McDougall, Commissioner, Queensland Human Rights Commission. 7 February 2023.

Keith Tracey-Patte, Acting Chief Executive Officer, Challenge DV, and Amy Cook, Social Impact Advisor, Challenge DV. 9 February 2023.

Wynetta Dewis, Chief Executive Officer, Queensland Indigenous Family Violence Legal Service; Thelma Schwartz, Principal Legal Officer, Queensland Indigenous Family Violence Legal Service; and Edwina Rankin, Executive Officer, Queensland Indigenous Family Violence Legal Service. 13 March 2023.

Karyn Walsh, Chief Executive Officer, Micah Projects Inc. 15 March 2023.

Rebecca O'Connor, Chief Executive Officer, DVConnect and Chair, Queensland Domestic Violence Services Network. 17 March 2023.

Scott McDougall, Commissioner, Queensland Human Rights Commission. 21 March 2023.

Verity Bennett, Chief Executive Officer, North Queensland Domestic Violence Resource Service. 24 March 2023.

Rolf Moses, Chief Executive Officer, Queensland Law Society, and Matt Dunn, General Manager, Queensland Law Society. 29 March 2023.

Nicky Davies, Chief Executive Officer, Legal Aid Queensland. 31 March 2023.

Kelsey Rissman, Chief Executive, Bar Association of Queensland. 13 April 2023.

Nadia Bromley, Chief Executive Officer, Women's Legal Service Qld. 14 April 2023.

ⁱ The Honourable Anastacia Palaszczuk, Premier and Minister for the Olympics, and The Honourable Shannon Fentiman, Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence, Joint Media Statement, 'Action of victim-survivors of sexual violence', 21 November 2022.

ⁱⁱ The Honourable Anastacia Palaszczuk, Premier and Minister for the Olympics, and The Honourable Mark Ryan, Minister for Police and Corrective Service and Minister for Fire and Emergency Services, Joint Media Statement, 'Watershed investment to support victims of Domestic Violence', 21 November 2022.

ⁱⁱⁱ Queensland Government, 'Terms of Reference: Taskforce on Coercive Control and Women's Experience in the Criminal Justice System', 1 April 2021.

^{iv} The Honourable Shannon Fentiman, Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence, Media Statement, 'Independent Supervisor Appointed to oversee reform implementation', 16 March 2023.

^v Linda Apelt, interim Independent Implementation Supervisor, 'The Office of the Independent Implementation Supervisor Women's Safety and Justice Taskforce Reforms Progress Report', December 2022.

