



## QUEENSLAND POLICE SERVICE

### Board of Management Submission

**PROPOSED for Inclusion in the Board of Management Meeting on 29 June 2021**

Agenda Item: BoM Domestic and Family Violence and Vulnerable Persons Policing  
 Agenda Item Name: [Domestic, Family Violence & Vulnerable Persons Policing Service Delivery]  
 Submitter: [Assistant Commissioner Brian Codd, Domestic, Family Violence & Vulnerable Persons Command]

**BoM**

**Draft Resolution:**

1. That the Board of Management *approves* the proposed future service delivery model and plans for the policing of domestic and family violence and vulnerable persons.

#### 1. Executive Summary

##### **Purpose:**

The purpose of this submission is to inform the Board of Management of the QPS Executive Leadership Team (ELT) endorsed future service delivery model and associated plans for the policing of domestic and family violence and vulnerable persons (DFV&VP) within the context of prevention, disruption, response and investigation.

##### **ELT DFV RESOLUTIONS**

##### **June 2020 ELT DFV&VP Presentation:**

At the June meeting, ELT endorsed:

1. the implementation of a common naming convention for DFV&VP Units;
2. working towards a partnership model for the policing of DFV&VP's.

##### **November 2020 ELT DFV&VP Presentation:**

At the November meeting, ELT:

1. supported the transition of current State DFV&VPU temporary positions to permanent positions;
2. expressed in principle support for a sergeant position to replace the current A06 High Risk Team (HRT) position staff model (this resolution has now been withdrawn)

##### **February 2021 ELT 'Extraordinary DFV' Meeting:**

At the February meeting, the Commissioner:

1. established a DFV&VP Command led by Assistant Commissioner Codd;
2. developed an increased Domestic and Family Violence Co-ordinator (DFVC) capability in PCC, increasing the number of DFVCs from two to six;
3. reinforced the existing Service policy requirement for a 100% review of DFV Occurrences, particularly 'No DV' and 'DV Other' at a Divisional and District level;

##### **May 2021 ELT DFV&VP Presentation:**

At the May meeting, ELT:

1. endorsed the Preventing, Disrupting, Responding and Investigating DFV QPS Process Improvement Program and immediate, short, medium and long term action plan;
2. committed to a partnership model between Commands and Districts;
3. approved the establishment and implementation DFV&VP Units capability (which is adaptable to different regional needs) in all 15 Districts;
4. supported the Assistant Commissioner DFV&VPC to develop a consistent district operating platform and resource model;
5. supported clarifying job code allocation for DFV in some circumstances is best to be allocated a code 4 (negotiated response), provided there is an approved Risk Assessment Model in place, and recommended the Assistant Commissioner DFV&VPC draft email under the hand of the Commissioner to communicate out to the Service;
6. supported option 2 of the DFV Doctrine with feedback from ELT members to be incorporated;
7. endorsed the transition of current DFV&VPU temporary positions to permanent positions and recommended referral to the People Committee for necessary action;
8. committed to drive District led cultural interventions with the Assistant Commissioner DFV&VPC to conduct further work and report back;
9. approved an internal Audit Program to commence an audit on DFV as a matter of priority and recommended the Assistant Commissioner ESC action this and report back on the scope and plan out of session;
10. supported the continuation of the cultural change and training program already underway;

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11. agreed to a standard approach requiring recording criminal offences related to DFV and for the AC DFV&VPC to develop communicate as informed by members;
12. noted the need to obligate officers to refer persons with follow up offer (e.g. 72 hrs), with the AC DFV&VPC to develop communicate as informed by members; and
13. noted the need to develop a tiered DFV training framework encompassing coercive control, holistic approach, transition from incident focus to future focussed protection approach and recommended the AC DFV&VPC and AC PCAP address this.

**DFV DEMAND, RESOURCING & SYSTEM OVERVIEW**

**DFV&VP Demand and Impacts:**

- 107,518 DFV Occurrences in 2019/20 (8.4% average annual growth over the previous 5 years);
- Approximately 40% of all police time is spent responding to DFV calls for service;
- 48,023 DVOs issued by courts and served by police each year on average over the previous 5 years;
- 27,795 DVO breaches each year on average over the previous 5 years (10.9% average annual growth over the previous 5 years);
- 28 DFV related homicides in 2019/20 (second worst year for DFV homicides on record);
- 38,620 DFV specific police referrals made in 2019/20 (only 35% of police referrals are accepted by the client when contacted by the NGO, 39% are unable to be contacted by the NGO);
- 41.4% of all whole of government High Risk Team referrals in 2019/20 were undertaken by the QPS, by far the greatest number of any agency;
- DFV is a costly issue for Queensland, estimated at \$2.7 to \$3.2b per year, with the justice system bearing an estimated \$150m+ in costs;

**QPS DFV & VPU Staff Resourcing:**

- DFV & VPC: 34 Staff (Permanent= 5 x sworn, 9 x staff members, Temporary= 13 sworn, 8 staff members (includes 3 new Resource Allocation Committee (RAC) approved positions);
- DFV High Risk Teams: 20 temporary staff member positions (each HRT is comprised of an A06 Senior Project Officer (except for Cherbourg which has an A05) and A04, A03 and A02 administrative support);
- District DFV&VP Models: 8 x District based DFV&VPU's, 4 x District Domestic Violence Units, 3 x Districts with DFVCs only (Permanent= 61 DFVC/DFVO, Temporary VPP= approximately 63 (this is a point in time estimation of resources voluntarily contributed to by districts and regions).

**Challenges/Risks:**

- Increasing demand and complexity of the policing response required (including intersectionality of DFV with child abuse, LGBTQ+, mental health, First Nations, CALD groups, disability, homelessness, elder abuse, drugs and alcohol misuse);
- Strategic responsibility for DFV&VP policing is spread across various domains, with policy discussions and implementation embedded in multiple Commands and Divisions (for example DFV&VPC, Policy & Performance, Drug and Alcohol Coordination Unit, Child Abuse and Sexual Crime Group);
- Limited existing human resourcing within District based DFV&VPUs resulting in capability/expertise deficits organisationally;
- Commissioner's goal to significantly improve DFV management hindered by legislative reform, legislation ownership not held by QPS;
- Shifting community, frontline and media expectations as to what the exemplary police response to DFV&VP policing should comprise;
- Policing DFV in disadvantaged communities, including discrete indigenous communities;
- Limited to zero performance measures or accountability exists within the 530+ partner NGOs who annually in 2019/20 received 112,778 police referrals;
- Countering potential DFV desensitisation of officers due to the seemingly insurmountable stream of DFV matters. How do we maintain the energy of the workforce?;
- Multiple entry points to report DFV into the QPS with inconsistent customer journey (i.e. attempts to report to front counter of police station);
- Timeliness of sharing of information with other government agencies both within the DFV and mental health space;
- NGO's and academia lobbying/influences, particularly regarding public confidence (i.e. criticism of police in identifying the person in most need of protection, DFV bail decisions and desire for alternate service delivery platforms i.e. multi-disciplinary centres and women led police stations);
- External inquiries and DFV system reviews, including the Women's Safety and Justice Taskforce (WSJTF) (see attachment 1- QPS Initial Submission) and Queensland Audit Office DFV System Audit which each contain a substantial focus on QPS strategy and response;
- Industrial proceedings filed in the Queensland Industrial Relations Commission by Together Union in relation to temporary staff member positions within SDFV&VPU and HRTs;
- Police officers committing DFV with a current media focus on alleged protectionism.

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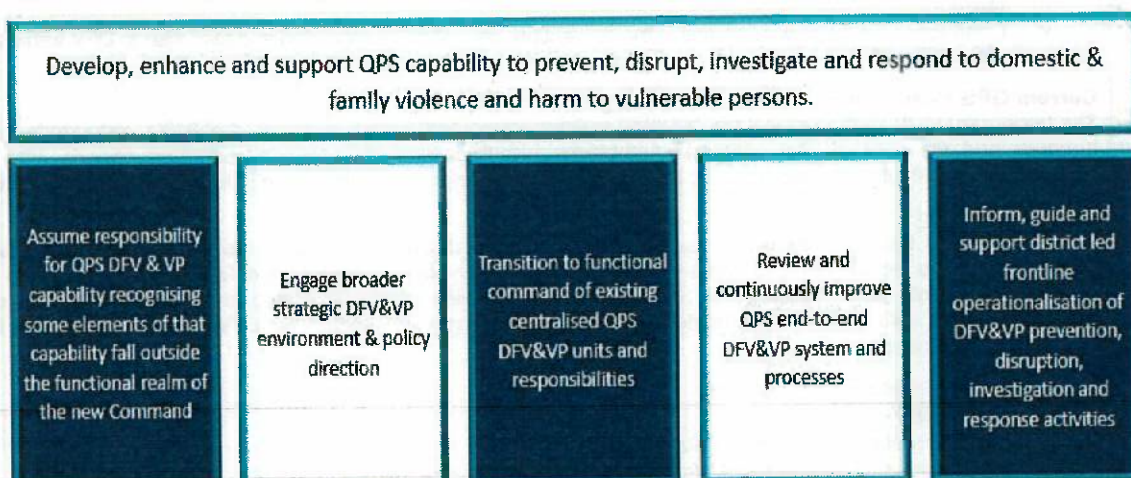
**2. Background**

**Where does the DFV&VP policing capability sit within the QPS ?**

The challenge in addressing this question lies in part with our existing organisational structure. The characteristics of 'Wicked Problems' and 'Social Messes' mean that DFV and broader vulnerability do not fit neatly into a single Region or Command, instead they reach across the four QPS priorities of prevention, disruption, response and investigation.

Strategic responsibility for vulnerability likewise is spread across various domains, with policy discussions and implementation embedded in multiple Commands and Divisions (for example DFV&VPC, Crime and Intelligence Command, and Policy and Performance). How do we as an organisation strategically align our workforce to ensure policy and legislation engagement with government is best managed to inform decision making which enhances and supports our frontline officers and provides a better, more coordinated whole of government response to those most vulnerable in our community?

At the 26 February 2021 ELT meeting the Commissioner endorsed the establishment of a dedicated Command to assume capability ownership of DFV&VP policing within the QPS. The DFV&VPC commenced operation on 22 March 2021, with the following stated objectives and organisational functions:



**What should be the QPS role and focus within DFV&VP policing?**

Within existing legislative frameworks and in line with community expectations of safety and security, police have a considerable role to play in responding to and investigating DFV incidents. To what end does this extend to prevention and disruption? Should our focus be on victims, offenders or both? Are police best equipped to take the lead in these activities? Why do 7 out of 10 DFV related intimate partner homicides have no previous interaction the QPS DFV system and why can't we better prevent them? Should police lead these activities? If not, what is their role?

In seeking to attempt to address these questions and other relevant considerations in the DFV space, a draft QPS DFV doctrine (see attachment 2) has been drafted in consultation with ELT to set the strategic direction and overarching approach of the QPS responsibilities relating to DFV. Furthermore, a series of immediate, short (3-6 months), medium (6-12 mths) and longer term (12mths+) DFV&VP action items (see attachment 3) have been established in consultation with ELT, with the aim of enhancing the DFV capability. To date the following actions have commenced or been actioned:

- ✓ Vulnerable Persons Policing Conference, comprising attendance of state-wide DFVCs and Mental Health Intervention Coordinators held 14 to 16 June- completed;
- ✓ Issuing of an Operational Advisory Note (OAN) reminding officers of the requirement to use Body Worn Video Cameras, processes for conducting show cause bail situations and the recording of front counter interactions when investigating DFV - completed;
- ✓ Job code allocation for DFV incidents clarified with code 4 reintroduced after appropriate Risk Assessment-completed;

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- ✓ Memo and explanatory narrative forwarded to all districts to ensure consistent recording of DFV criminal offences- completed;
- ✓ QPS DFV Advisory Group membership invitations sent with first meeting scheduled for August- completed;
- ✓ RAC approved transition of 8 temporary staff member positions to permanent status and support temporary police positions to be prioritised in future allocations - completed;
- ✓ Pre-inquest engagement with Deputy Coroner undertaken in initial preparation for Langham/Healy, Clarke and Wilkinson inquests - completed;
- ✓ Large number of DFV Prevention Month engagements undertaken and DFV documentary reaching 1.7M people alone, shared 1,400 times and viewed by over 500K – total monthly reach of messaging was 3.8M and shift in social media sentiment towards police has been observed - completed;
- ✓ RAC also considering approval for transition of 20 temporary (but recurrently funded) HRT positions to permanent status- commenced;
- ✓ District led DFV cultural interventions progressing, with a number of districts already having utilised OAN and associated Comms Pack to facilitate those sessions- commenced;
- ✓ Developing a standard of practice for District based DFV&VPUs- commenced;
- ✓ Delivery of Training: Coercive Control training, DFV Policing Enhancement Training and Cultural Enhancement Training Program- commenced;
- ✓ QLite NEXT Gen DFV enhancements on track as planned (probable October release);
- ✓ QPS submission to WSJTF being prepared- commenced;
- ✓ Monthly DFV&VPC/CCE meetings commenced and external and internal media comms continuing - commenced;
- ✓ Conducting a whole of service domestic and family violence audit led by the Ethical Standards Command – underway by ESC;
- ✓ Trialing a multi-disciplinary reception centre embedding police officers within an external DFV support service - initial engagement with trial in SBD underway and DJAG engaged regarding joint planning;
- ✓ Conducting a research trial involving gendered service delivery models, UQ engaged and research in planning stage;
- ✓ Conducting a system wide review of the prevention, disruption, investigation and response to DFV within the QPS - commenced.

**Current QPS Resourcing of DFV & VP policing**

The temporary QPS staffing model for DFV&VP policing (current temporary staff cohort of 61%), owing to frequent staff turnover and the loss of vital corporate knowledge resulting from short-term secondment periods, has made it extraordinarily difficult to embed positive, long-term cultural change and build lasting internal and external relationships.

**State DFV & VPU**

The SDFV&VPU currently sits within the DFV&VPC and coordinates the policing response to whole-of-government DFV&VP policies, strategies and initiatives. The SDFV&VPU also represents the QPS on 37 state and national governance forums. More recently the SDFV&VPU responsibilities have expanded and diversified to now providing frontline support, collaborative stakeholder engagement and strategic direction for DFV&VP policing via the following functional sub-groups:

- Domestic and Family Violence;
- High Risk Teams;
- Mental Health, Suicide Prevention;
- Elder Abuse, Disabilities and Women;
- Police Referrals and Homelessness;
- Victim Assist Queensland;
- White Ribbon;
- Research; and
- Women's Safety and Justice Taskforce.

On 14 June 2021 the RAC approved the conversion of eight existing temporary staff member (and two additional staff member positions). Furthermore, RAC approved an additional Inspector (Mental Health & other vulnerabilities) position and the conversion for existing temporary police positions for future allocation (see attachment 4 organisational chart).

**High Risk Teams (HRTs)**

HRTs are a core component of Queensland's Integrated Service Response (led by DJAG), intervening at the earliest opportunity to provide integrated, culturally appropriate responses to victims and children at high risk of harm or lethality. HRTs have been iteratively established since 2017, presently operating in eight locations and comprised of staff representing specified government and non-government agencies including — QPS, Department of Health, Queensland Corrective Services and Department of Housing and Public Works.

The QPS HRT members functionally align with the SDFV&VPU (not a district resource) and are centrally managed by the Inspector, DFV&VPU, who is supported by the Senior Sergeant, HRT Co-ordinator. The QPS staffing model for HRTs is comprised of 20 temporary staff member positions which are funded by permanent recurring CBRC funding. The eight

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QPS HRT locations are comprised of an A06 Senior Project Officer (except for Cherbourg which has an A05) and A04, A03 and A02 administrative support (see attachment 5- existing HRT staff model).

A RAC submission is currently being drafted for presentation to the July RAC meeting. This submission is seeking the conversion of the existing 20 member temporary HRT staffing model to permanent positions.

#### District Response to DFV&VP Policing

Currently, responsibility for resource allocation and operational focus for DFV&VP policing rests locally at a district level. A review undertaken by the DFV&VPC of existing staffing resources and practices across all 15 districts in relation to DFV&VPU's revealed different staffing and operating models, with some districts relatively well-resourced and focused on serious violent crimes or early intervention strategies. Others, however, appear to have minimal resourcing which may be reflective of resourcing more generally within that District (see attachment 6 – State DFV&VPU Geographic breakdown).

#### Domestic, Family Violence and Vulnerable Persons Units

In recent years, the QPS has seen the introduction of DFV&VPUs within units now operating in eight districts. The concept developed from an evolving need to provide a holistic, person-centric response to the myriad of characteristics of vulnerability (see attachment 7- Characteristics of vulnerability diagram) which may be impacting members of the community during critical times in their lives.

The main focus of a DFV&VPU is to create a platform to provide specialist support for both the community and police officers attending to persons experiencing crises by:

- keeping vulnerable persons safe and preventing the risk of further harm;
- holding perpetrators to account and encouraging them to access support services;
- engaging with local community and service stakeholders to develop and establish integrated service responses to reduce recurring contact with police; and
- developing evidence based practices to identify, 'what works, what's promising and what doesn't' in regard to DFV&VP policing.

The day to day operation and focus of the eight current DFV&VPUs varies across districts. This divergence in operation and focus attributed to:

- DFV&VPUs aiming to be responsive to the unique needs of their community;
- operating congruently with the available resources (both internal and external); and
- geographical vastness and infrastructure limitations within individual districts.

#### Domestic and Family Violence Coordinators (DFVCs) & Domestic and Family Violence Officers (DFVOs)

DFVCs are permanent full time Sergeant positions responsible for the coordination of strategies and monitoring of the local policing response to DFV within a district. As at May 2021, there were 37 DFVCs substantively appointed and all of the 24 positions announced in the May 2018 election commitment have been created.

DFVOs are, in most cases, Senior Constable/Constable full time positions established as part of a district's DFV response.

#### Domestic and Family Violence Liaison Officers (DVLOs)

DVLOs are officers delegated the responsibility of overseeing the DFV portfolio within a station. This responsibility is in addition to their substantive duties. As these positions are attached to a station and fluid in operation, the overall number of DVLOs cannot be determined.

#### Mental Health Intervention Coordinators (MHICs)

Across the state, there are currently 23 MHICs who locally coordinate mental health issues and activities. There are just three full time MHICs within the QPS, the remaining 20 MHICs undertake this responsibility in a portfolio capacity (secondary responsibilities in addition to their substantive role).

#### **Future Partnership Service Delivery Model**

The DFV&VPC is currently developing a DFV capability framework where it is envisaged that DFV&VPUs will perform a number of core functions that align with and support the Service's strategic objectives, including prevention, supporting existing policing procedures, developing effective partnerships and case management. It is envisaged the DFV capability framework will comprise the following:

- an Officer in Charge, at the level required to manage assigned personnel and service delivery expectations;
- DFVCs, DFV Officers and MHICs, proportionate to demand;
- an integrated detective investigative capability;
- a case management approach (i.e. de-facto HRT model (outside of 8 HRT locations));
- an ability to support and develop interventions focussed on other vulnerabilities, such as mental health, elder abuse, disability, homelessness, LGBTI+, First Nations etc;
- where achievable, an embedded NGO/DFV Support Service Provider within a police establishment and/or DFVC embedded within DFV Support Service Provider.

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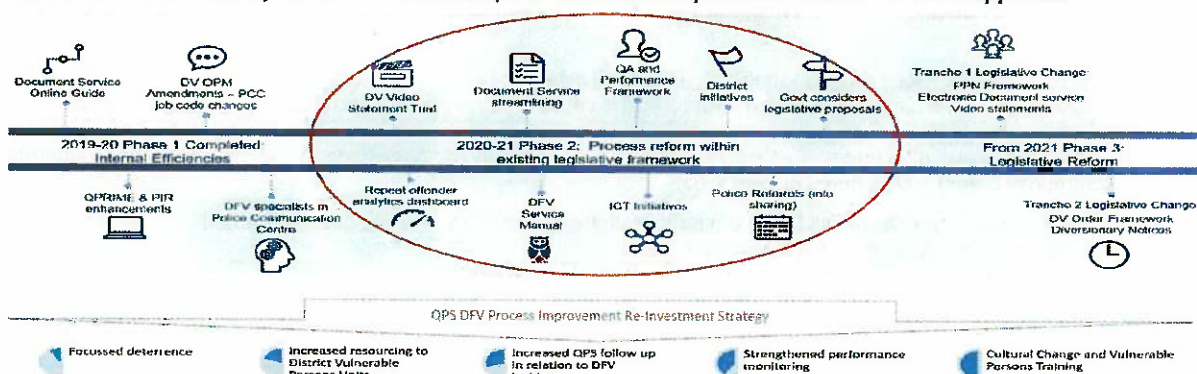
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The progressive establishment of state-wide DFV&VPUs in all police districts, strategically led and supported by the DFV&VPC will demonstrate a substantial and considered investment by the QPS into a professional and effective policing approach to DFV&VP policing. A partnership service delivery model has been proposed to build an integrated and agile 'Investment Portfolio' with other QPS Commands/Division to maximise performance and minimise risk by consolidating a variety of resource groups to achieve sustainable, long-term strategic outcomes associated with DFV&VP policing.

### QPS DFVP – Process Improvement Roadmap and Action Plan

The QPS DFV Process Improvement initiatives developed under the QPS DFVP – Process Improvement Roadmap and Action Plan forecast considerable time and long term financial savings for the QPS. Phase 1 enhancements were completed in 2019/20 are summarised in the below plan:

### QPS Domestic and Family Violence – Process Improvement Roadmap and Action Plan – Phased Approach



### Phase 2: QPS Process Improvement Initiatives (Non-Legislative)

Realising the progression of the aforementioned legislative proposals are largely outside the control of the QPS, the following Phase 2: non-legislative initiatives have been devised for a phased implementation to enhance the response to DFV&VP policing:

Phase 2 Process Reform within existing legislative framework		
Theme	Focus	Benefits to Frontline
DFV/Cultural Enhancement, and Coercive Control Training	<ul style="list-style-type: none"> <li>This whole of service approach will generate meaningful change and build awareness and understanding to support frontline members to recognise and respond to coercive control as a basis of DFV, not an aspect of DFV.</li> <li>Provide members with an awareness, knowledge and skills to identify and respond to a common but often hidden form of DFV.</li> </ul>	<ul style="list-style-type: none"> <li>Improved identification and recognition of coercive control and Domestic and Family Violence investigations.</li> </ul>
Reddixx Offender Analytics • High Risk High Harm Dashboard • DFV Predictive Modelling Tool	<ul style="list-style-type: none"> <li>Provision of timely and accurate data to aid Districts in better targeting those respondents responsible for high frequency, high harm DFV who are disproportionately responsible for the volume of DFV calls for service</li> </ul>	<ul style="list-style-type: none"> <li>Effective tool to support DFV case management</li> <li>Clear visibility of high risk DFV matters</li> <li>Focused deterrence to reduce repeat calls for service, recidivism and victimisation</li> </ul>
Document Service Streamlining	<ul style="list-style-type: none"> <li>Increased use of tell provisions, where appropriate (OPM change)</li> <li>Reduce unnecessary tasking of personal service where not legislatively required</li> <li>Establish mechanisms for respondent to provide QPS with change of contact details</li> </ul>	<ul style="list-style-type: none"> <li>Significant reduction in taskings associated with personal service</li> </ul>
DFV Service Manual	<ul style="list-style-type: none"> <li>Re-develop DFV and vulnerable persons operational procedures and practices in an intuitive service manual to guide appropriate frontline policing responses</li> </ul>	<ul style="list-style-type: none"> <li>Clear guidance to members on procedures and practices in responding to DFV</li> <li>Improved efficiency and effectiveness of processes</li> </ul>
ICT Initiatives	<ul style="list-style-type: none"> <li>Online DFV reporting (live 2020)</li> <li>Enhanced mobile capability for responding to DFV incidents</li> <li>Advanced OPRIME changes <ul style="list-style-type: none"> <li>Automated notifications upon documents service</li> <li>Template/guidance for recording grounds</li> <li>Electronic signatures associated with DFV applications</li> <li>QPRIME streamlining and process refinements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Ability to finalise routine DFV matters without returning to station</li> <li>Ease of data processing and simplification of workflows</li> </ul>
Police Referrals	<ul style="list-style-type: none"> <li>Enhanced information sharing with specialised DFV providers by providing PAF risk indicators as part of a referral</li> </ul>	<ul style="list-style-type: none"> <li>Targeted NGO response to aggrieved and respondent → leading to reduced calls for service</li> </ul>
Quality Assurance and Performance Framework	<ul style="list-style-type: none"> <li>Establishing a consistent QPS approach to investigating and reviewing DFV occurrences, case management and integrated DFV referral responses</li> <li>Consistent District performance indicators for oversight and visibility by the QPS Executive</li> </ul>	<ul style="list-style-type: none"> <li>Proactive coordinated response to DFV</li> <li>Reduce DFV harm, chronic DFV offending and repeat calls for service</li> </ul>
District led initiatives	<ul style="list-style-type: none"> <li>Promote enhancements and further develop Vulnerable Persons Framework to enable standardised and consistent approaches as District level</li> </ul>	<ul style="list-style-type: none"> <li>Clearer processes and guidance to support effective DFV responses.</li> </ul>

### Enhancing Victim DFV Experiences (Non-Legislative)

In further acknowledging legislative amendments will take time, the QPS has also sought support from the Premier through the Minister for Police and Corrective Services/Minister for Fire and Emergency Services for the QPS to explore victim support measures which do not require the passage of new laws. There are two components to these non-legislative based victim support measures: the first is creating an alternative safe space for victims of DFV to seek police advice and support, and secondly to proactively deliver services through a multi-disciplinary co-responder model.

In creating a safe and more nurturing space for DFV victims, it is proposed QPS and DFV service provider members are jointly located within DFV service provider occupied premises with easily accessible facilities. Victims seeking advice or support could be diverted from the relatively sterile front counter at police stations to an environment that best meets the needs of victims, staffed by specialists who provide a holistic, timely and empathetic approach to a victim's experiences. Although, it is noted this approach needs to be carefully managed, as despite any desire by a victim for police to do

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otherwise, police officers have a legislated obligation to investigate all instances of DFV (pursuant to s.100 of the *Domestic and Family Violence Protection Act 2012*).

The multi-disciplinary DFV co-responder model would see a member of the QPS and a DFV service provider attend at or near to the scene of a DFV incident once the initial response by police had rendered the situation safe. This would ensure assistance, services and advice are provided to victims, their families and associates in a timely manner to improve victim and perpetrator outcomes and reduce harm.

**Phase 3: Legislative Component:**

The current DFV policing response within the current legislative regime is not sustainable. The rationale for police and whole of system DFV related legislative reform was agreed to in principle with the Premier in November 2019. High level sponsorship was also agreed to by the Director-General, Department of the Premier and Cabinet and at a cross-agency Senior Executive level in February 2020.

The recent DFV homicides at the Gold Coast and Logan, the release of Coroner's reports into the death of Fabiana Palhares and Tara Brown and the establishment of the Women's Safety and Justice Taskforce (WSJTF) have brought the whole DFV system response to the forefront of public scrutiny. These factors, along with the continued national focus on the gendered nature of DFV combined with enhanced victim safety and perpetrator accountability necessitate the need for urgent legislative change to the policing approach to DFV. The impetus and dire urgency for this change, militates that such change cannot be held in abeyance until recommendations arise from the WSJTF.

The below QPS legislative initiatives are focussed on reducing the existing complexity of the policing response, without compromising victim safety and perpetrator accountability, and enhancing police actions to contribute to a positive culture towards DFV. A summary of the QPS legislative initiatives sought to be progressed include:

No.	Description	Legislation impacted
1	A pilot of extended Police Protection Notices (PPN) which are enforceable for a finite period without the need for a court to consider making a domestic violence order (DVO).	Domestic Family Violence Protection Act (DFVP Act)
2	Video recorded statements from domestic and family violence adult complainants to be used as evidence-in-chief in domestic violence proceedings.	Evidence Act Criminal Code
3	Improvements to the document service framework that applies to the QPS and for service to be deemed to have occurred when an evidentiary certificate is provided by police.	DFVP Act
4	Enabling police to issue a PPN against a respondent to an existing domestic violence order to add additional protections for the aggrieved person and for this to be an application to court for a variation of the original order.	DFVP Act
5	Requiring a court to consider making a Temporary Protection Order in all circumstances.	DFVP Act
6	Including as a standard condition of all domestic violence orders that the respondent person advise police of their contact details and any changes to these.	DFVP Act
7	Allowing a PPN to be taken as a police application for a protection order in all circumstances (where a matter proceeds to court as an application for a DVO). This will remove the police having to use different forms.	DFVP Act
8	Providing a uniform rank of police authority to approve the issue and conditions of a PPN. This will reflect current operational policing situations.	DFVP Act

- Other minor amendments intended are also being sought for legislative progression (i.e. Statement of Police Service to be applicable for all types of service.)

On 4 June 2021 the Attorney General, through the Deputy Director General AGD, advised of the progression of a Policy ATP in July 2021, for a trial of Victim Video Recorded Statements (largely Body Worn Video Camera) to be used as evidence-in-chief in a location to be determined (CABINET-in-CONFIDENCE). The remaining initiatives are yet to receive the same level of endorsement, but continue to be advocated for by QPS at the senior executive level.

**QPS DFV Re-Investment Plan**

The aforementioned QPS led legislative initiatives are aimed at achieving greater victim protection, improved victim experience in the criminal justice system, and promote positive cultural change in the community. Simultaneously, the reforms are projected to deliver improved productivity and efficiency for frontline officers and responses to the increasing

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demand faced by the QPS. It is estimated the reforms will have significant positive impacts on QPS resources, including halving (50%) the time needed for police DFV administrative interactions (QTC/PIP). The projected time savings for the QPS frontline equate to approximately 55 FTEs savings.

It is intended that these savings will be quarantined and re-invested into DFV policing through the DFV Process Improvement Re-investment Plan (see attachment 8) to enhance responses to victims and address the increasing demands to keep the Queensland community safe. Further, specific projected savings include:

— **Extended PPN**

The introduction of the extended PPNs would result in estimated state-wide savings, when fully implemented, of 45.2 FTEs per annum. Over a 12mth trial period in Logan District, savings equate to 3.3 FTEs per annum (calculations based on QTC/PIP identification of 320 minute time saving per application).

— **Domestic Violence Evidence in Chief**

The introduction of Domestic Violence Evidence in Chief by way of a video recorded statement would result in estimated state-wide savings of 14.1 FTEs per annum.

— **Document service**

Comprehensive streamlining of document service would result in estimated state-wide savings of 7.5 FTEs (based on QTC/PIP modelling and excluding duplication in saving associated with extended PPN proposal).

The 5-point DFV Process Improvement Re-investment Plan (see attachment 9) is premised on the following initiatives:

- Focussed deterrence;
- Increased resourcing at District level to Domestic, Family Violence and Vulnerable Persons Units;
- Increased QPS follow up in relation to DFV incidents;
- Strengthened performance monitoring;
- Cultural Change and Vulnerable Persons Training.

### 3.0 Implications

#### Strategic Implications

Enhancing the Service's approach to the policing of DFV and vulnerable persons through a consistent and holistically coordinated service delivery model addresses all QPS strategic objectives:

- 'Strengthen relationships' by fostering partnerships with community groups to maximise opportunities to prevent crime and enhance community safety; and
- 'Make the community safer' by providing timely and professional responses to calls for service to maintain community confidence through a community-centred, victim-focussed approach to policing;
- 'Equip our workforce for the future' by investing in our people to meet current and future challenges through capability planning and development to position the QPS as a learning organisation; and
- 'Stop crime' by developing sustainable, effective, innovative and efficient approaches to preventing and investigating crime.

#### Challenges and Risks

##### Risk Analysis

Risk	Likelihood	Consequence	Mitigation Strategy
QPS commitment to embed positive cultural and attitudinal change in relation to DFV&VP not realised	High	High	<ul style="list-style-type: none"> <li>• Enhance awareness of DFV&amp;VP service delivery as a core police function</li> <li>• Strengthen DFV&amp;VP prevention and response policing arrangements</li> </ul>
Inability to respond to increase in demand and calls for service	High	High	<ul style="list-style-type: none"> <li>• Build an agile, collaborative and sustainable capability that can be adapted to changing environments</li> <li>• Implementation of coordinated, consistent and efficient processes and procedures</li> </ul>
Failure to cultivate strong relationships with internal and external stakeholders	Medium	High	<ul style="list-style-type: none"> <li>• Facilitate constructive exchange of information, initiatives and learnings to</li> </ul>

## BoM

## Draft Resolution:

1. That the Board of Management *approves* the proposed future service delivery model and plans for the policing of domestic and family violence and vulnerable persons.

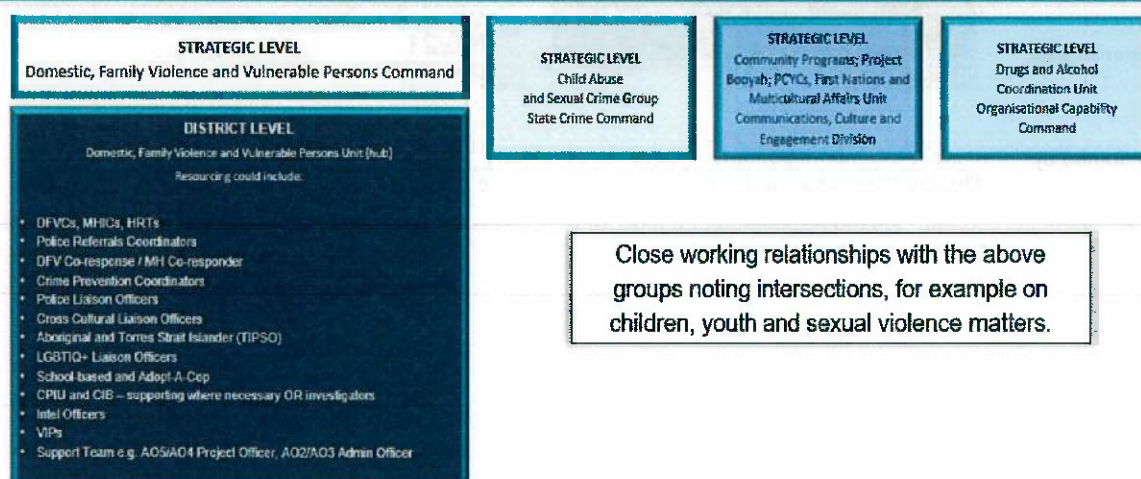
			encourage open lines of communication and sharing of ideas
Loss of corporate skills and knowledge within dedicated QPS resources	Medium	High	<ul style="list-style-type: none"> <li>• Structured roles supported with specialist training and strategic direction</li> <li>• The preferred model has been developed with regard to succession planning associated with QPS championing of DFV&amp;VP intervention and prevention</li> </ul>

## 4. Options considered

**OPTION 1 – A model for permanent resourcing of the SDFV&VPU, High Risk Teams and District DFV&VPUs to enable a Partnership Model between DFV&VPC and District DFV&VPUs (Recommended)**

The progressive establishment of state-wide district DFV&VPUs, strategically led and supported by the DFV&VPC, will demonstrate a substantial and considered investment by the QPS into a professional and effective policing approach to DFV&VP policing. The proposed service delivery model seeks to build an integrated and agile 'Investment Portfolio' to maximise performance and minimise risk by consolidating a variety of resource groups to achieve sustainable, long-term strategic outcomes associated with DFV&VP policing. The recommended future vision captures the various expertise of the many specialist groups that exist right across the service by growing or establishing DFV&VPUs in each District to act as a- single point of expertise to more effectively deal with the whole range of complex disfunction, criminality and repeat victimisation and harm to vulnerable people.

This model would aim to as far as reasonably possible- see the specialist units to the left (see below) grouped in a central location (this may need to be virtual in geographically dispersed districts) within each district to form a consistent and co-ordinated capability across the State.

**FUTURE VISION- PARTNERSHIP MODEL**

Implementation of a Partnership Model will provide a framework for the SDFV&VPC and districts to work together with the shared purpose of building a consistently structured, but where necessary tailored, capability. The joint objectives will be to better identify gaps in service delivery and cultivate strong stakeholder relationships and networks. Furthermore, to develop and undertake specialist training and promote the sharing of information, initiatives and learnings to maintain continuous improvement in DFV&VP processes, policy and training, thereby achieving best practice and QPS strategic objectives.

**OPTION 2 – Maintain temporary staffing- status quo (not recommended)**

This hinders the development and implementation of evidence-based interventions, process improvements and best practise, creating gaps in service delivery and exposing the Service to the risk of reputational harm.

<b>BoM</b>	
<b>Draft Resolution:</b>	
1. That the Board of Management <i>approves</i> the proposed future service delivery model and plans for the policing of domestic and family violence and vulnerable persons.	
<b>5.0</b>	<b>Implementation</b>
	<p><u>Implementation process</u> The DFV&amp;VPC will assist regions/districts and HR to identify how growth resources can be sought and strategies to re-align resources in line with the proposed partnership model. The SDFV&amp;VPC will work with regions/districts and the Commissioners Performance Review team to establish common and relevant performance and benchmarking frameworks, identify strategies to address unique environmental challenges and implement evidence-based interventions.</p>
	<p><u>Communication</u> A DFV&amp;VPC Communication Plan has been developed in collaboration with CCE (see attachment 10)</p>
	<p><u>Resources required and/or cost benefit analysis</u> The SDFV&amp;VPC will assist districts, SDRP and HR to identify how resources can be reinvested and existing units aligned with the Framework for establishing a District DFV&amp;VPU.</p>
<b>6.0</b>	<b>Consultation</b>
	Extensive state-wide consultation has been undertaken with all District Officers and Assistant Commissioners (particularly noting previous ELT resolutions). Similarly, the future service delivery model was presented to VPP Conference participants comprising of DFVC's and MHIC's from around the state, which was held on 14 to 16 June. Consultation, engagement and feedback has also been undertaken with the Queensland Police Union of Employees, Commissioned Officers Union and the Together Union
<b>7.0</b>	<b>Draft Resolution</b>
	The Board endorses the QPS Executive Leadership Team (ELT) endorsed future service delivery model and associated plans for the policing of domestic and family violence and vulnerable persons (DFV&VP) within the context of prevention, disruption, response and investigation.

Submitted by

AC Brian Codd

21/06/21

Date

Endorsed by

Deputy Commissioner Linford

Date