

Queensland Police Service

White Ribbon

Workplace Reaccreditation

Submission – 14 October 2021

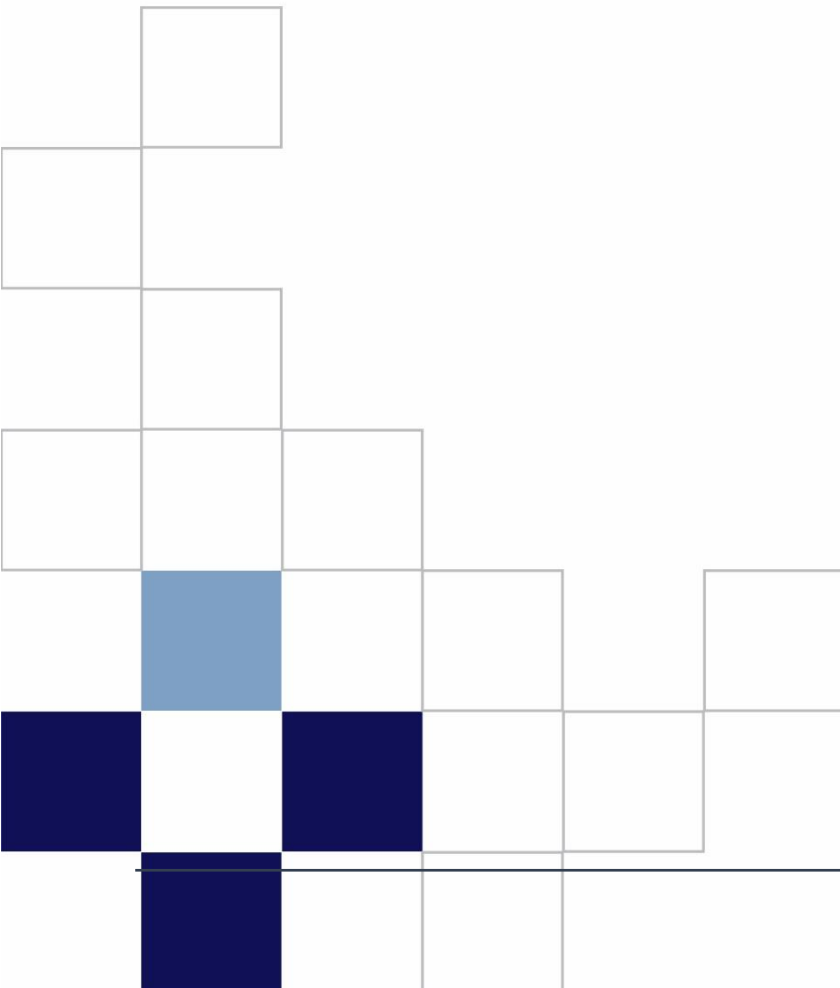


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THE QUEENSLAND POLICE SERVICE WHITE RIBBON WORKPLACE ACCREDITATION SUBMISSION

WORKPLACE ACCREDITATION

In September 2020, the Queensland Public Service Commission (PSC) entered a three-year contract with Communicare for all Queensland public sector agencies to undergo the White Ribbon Workplace Accreditation Program (WRAP). Subsequently, Queensland Police Service (QPS) Commissioner Katarina Carroll signed the White Ribbon agency schedule, with the Service having originally achieved workplace accreditation in November 2017, and committed the QPS to reaccreditation. In entering reaccreditation, Commissioner Carroll reaffirmed support for ongoing initiatives, strategies and actions that further embed White Ribbon's accreditation standards throughout the organisation to:

- increase the knowledge, skills and capability of all members to raise awareness of, and take active steps to prevent, violence against women
- increase the knowledge, skills and capacity of all members to recognise and respond to issues of violence against women
- increase member understanding of the drivers of gender based violence, and change the attitudes and behaviours that allow it to occur
- promote respectful relationships to build a workplace culture where all staff are respected equally
- embed policies, procedures, resources and training in the prevention of violence against women
- demonstrate zero tolerance of men's violence against women.

CAVEATS

Submission content

The **QPS White Ribbon Workplace Accreditation Submission** was produced by the Domestic, Family Violence and Vulnerable Persons Command (DFV&VPC), QPS in 2021.

The content of this submission demonstrates QPS attainment of, and continued alignment with, the Standards and Criteria as outlined in the WRAP. Evidence within this submission was captured at various points of time throughout the period 2018 – 2021. Consequently, items that are subject to change, e.g. employee numbers, are not necessarily current as of the submission date but were current at the time of capture.

This submission, and the associated evidence items, demonstrate how the QPS, as an organisation, addresses both inequality and violence against women in the workplace. It is not intended to address, nor explain in detail, the QPS response to members of the public who report, or upon police investigation are identified as, experiencing, or using domestic and family violence.

Information from this submission does not constitute advice (legal or otherwise), or a prescriptive course of action for someone experiencing domestic and family violence.

Information security

The Assistant Commissioner Domestic, Family Violence and Vulnerable Persons Command (DFV&VPC), pursuant to Section 10.2 of the *Police Service Administration Act 1990*, has authorised release of this information to White Ribbon Australia (WRA), for the sole purpose of supporting QPS reaccreditation as a WRA accredited workplace.

This submission, and the information contained herein, remains the property of the QPS. It is not to be released to external agencies, reproduced or distributed without written authorisation from the Assistant Commissioner Domestic (DFV&VPC), QPS.

This caveat includes upload, reproduction or distribution of any content or supporting evidence from this submission (either in-part or whole), stored in the *Queensland Police Service 2020 Reaccreditation Folder* on Communicare's SharePoint, to any other shared folder, online platform or electronic means managed by Communicare or White Ribbon Australia, with the sole exception of making this submission and supporting evidence available to White Ribbon Workplace Accreditation assessor/s.

Interconnectedness

In reviewing this submission, it is essential to recognise and understand the interconnectedness of the operational response the QPS provides to community members affected by domestic, family or sexual violence, and that of its response and obligations to employees affected by the same.

These intersections are not easily untethered, and in many instances, where the Service engages in actions or initiatives to better prevent, investigate, respond to, support and protect victims of domestic, family or sexual violence within the community, the response, protection and support provided to internal members, who have been a victim of the same type of offending behaviour, is greatly enhanced.

For example, when QPS members are provided with training on non-lethal strangulation, where service providers are brokered to be part of the Police Referrals network (connecting victims and perpetrators of domestic and family violence with appropriate supports), where the QPS advances changes to legislation to better hold perpetrators to account or to minimise the ongoing traumatic impact of violence on victims, all victims, all perpetrators, whether in the community or within the organisation, and all members of the Service are better informed, equipped, protected and supported to prevent, and respond.

The Queensland Police Service is dedicated to the protection and safety of the communities it serves and urges anyone experiencing or being witness to domestic and family violence, to report it to police and reach out to support services.

- In an emergency, call Police on Triple Zero (000).
- Non-urgent situation: call Policelink on 131 444
- Request police contact for non-urgent domestic and family violence at: www.police.qld.gov.au/domestic-violence

Support and counselling is available from:

- DVConnect Womensline: 1800 811 811
- DVConnect Mensline: 1800 600 636
- 1800 RESPECT: 1800 737 732
- More information is available from the [Queensland Government Domestic and Family Violence portal](http://www.qld.gov.au/domestic-violence).

NAVIGATION

This submission provides the QPS response to each accreditation criterion within the WRAP. The response outlines QPS attainment of the specific criterion, supported by a correlating evidence booklet, and in some cases, additional documents denoted as evidence items, a full list of which is detailed in [Annexure 2](#).

Evidence booklets (EBs) are ordered alphabetically from EBA - EBL, titled according to the criterion they support, and are referenced in the response using the format, EB (letter, page number), as per the following examples:

Evidence Booklet	Reference	Evidence Booklet	Reference
Evidence Booklet A: Leadership Commitment	EBA, p2-3	Evidence Booklet E: Collaboration	EBE, p12
Evidence Booklet C: Internal Communication	EBC, p5, p8-11	Evidence Booklet I: Training	EBI, p10-15

Evidence examples included within the EBs are denoted with both the primary and secondary criterion it supports, as illustrated in Figure 1. Therefore, each evidence booklet should be viewed in its entirety, along with the correlating response narrative, for a comprehensive understanding of QPS commitment to the WRAP.

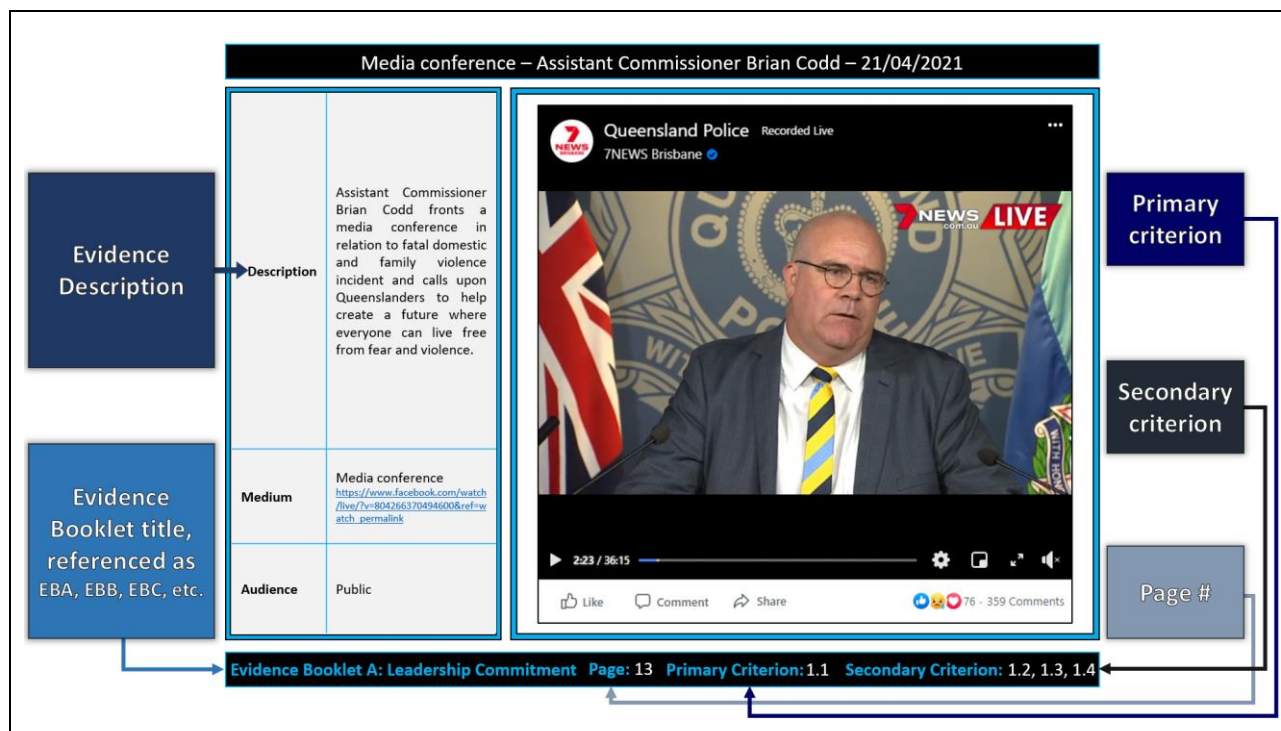
Navigation links are provided for ease of return to either the Contents, Glossary, or individual criterion pages, as shown in Figure 1. All figures and tables included in this submission are listed on [Page 3](#).

GLOSSARY

CONTENTS

RETURN TO [POLICIES, PROCEDURES AND DOCUMENTATION](#)

Figure 1: Evidence Booklet Navigation



THE QUEENSLAND POLICE SERVICE

About

The QPS is the primary law enforcement agency for Queensland and is responsible for the development of strategies and delivery of services relating to law enforcement and community policing initiatives. The work of the organization is crucial to maintaining a safe, just, and fair community, with a valid public expectation that police will safeguard the rule of law, act fairly and impartially, and provide a professional and ethical service. The Service fulfils this role throughout the state, 24 hours a day, seven days a week, upholding the law and aiding the community, particularly in times of emergency, disaster, and crisis.

Pursuant to section 2.3 of the *Police Service Administration Act 1990* the QPS is responsible for:

- preserving peace and good order in all areas of Queensland
- protecting and supporting the Queensland community
- preventing and detecting crime
- upholding the law
- administering the law fairly and efficiently
- bringing offenders to justice.

The QPS works in collaboration with community, government, and non-government partners to provide effective, high quality and responsive policing services with a vision that together, they prevent, disrupt, respond, and investigate, to make Queensland the safest state.

Values

The reputation of the Service, and the confidence and trust that it inspires in the community, is critical to the performance of the organisation. As such, the QPS promotes an organisational culture that rejects all violence and abuse, particularly domestic and family violence, respects and promotes human rights, and engages community and partner agencies to prevent and reduce harm.

On 1 January 2020, the QPS committed to respect, protect, and promote human rights in all decision-making and actions, in line with the *Human Rights Act 2019*. It is through this organisational commitment, and the commitment of all members, to align their behaviours, decisions and actions with the QPS values of integrity, professionalism, community, and respect and fairness (Table 1: QPS Values) that this culture is realised.

Table 1: QPS Values


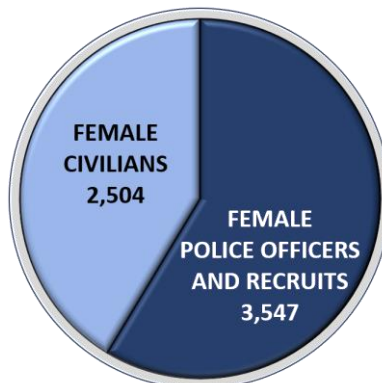
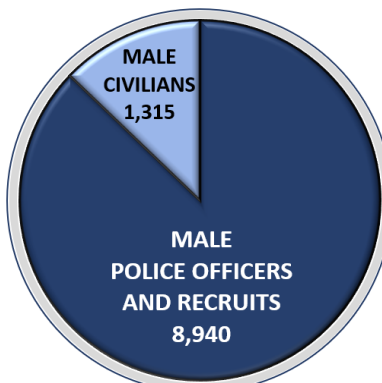
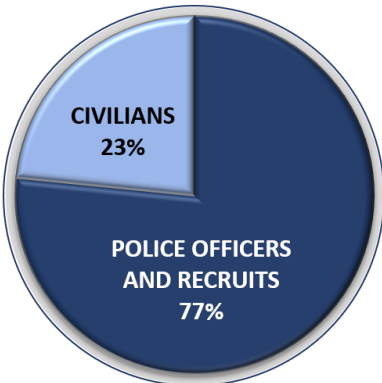
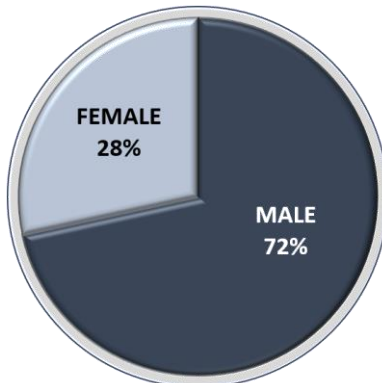
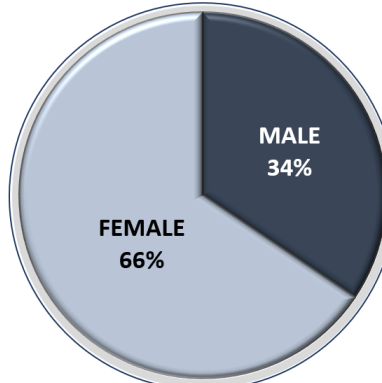
QPS Value	Description
Integrity	Is in everything we do. We are honest, trustworthy and hold each other to a high standard.
Professionalism	Times are challenging but if we are professional in everything we do, our communities will continue to support us.
Community	We support each other and lend a hand to ensure we can respond to community needs as well as the needs of our policing community.
Respect and Fairness	We treat each other and our communities as we would like to be treated ourselves – with fairness, dignity, and respect.

Demographics

The QPS is responsible for and committed to timely and professional responses to calls for service across Queensland, Australia's second largest and most populous state. With a geographic area of 1,727,000 square kilometres, and a population of 5,194,9001 (more than half of whom live outside the greater metropolitan area of Brisbane) Queensland presents the Service with unique challenges and complexities in service delivery to meet the policing needs of all communities. In response, new ideas and innovations are embraced to strengthen the organisation's capability to prevent, disrupt, respond to, and investigate crime, and in turn, strengthen community confidence.

As at 30 June 2021, the Service had 16,306 employees to meet these community needs. QPS employees are a mix of police officers and recruits (77%) and civilian members (23%). A breakdown of employee numbers by employee type and gender, and percentage ratios is detailed in Table 2. An analysis of these data sets for the period 2018 – 2021 is tabled in [Annexure 3](#) and discussed in [Response 3.3: Evaluation and Continuous Improvement](#).

Table 2: QPS Employee Demographics (30 June 2021)

Number of Employees by Employee Type	Number of Female Employees by Employee Type	Number of Male Employees by Employee Type
 <p>CIVILIANS 3,819</p> <p>POLICE OFFICERS AND RECRUITS 12,487</p>	 <p>FEMALE CIVILIANS 2,504</p> <p>FEMALE POLICE OFFICERS AND RECRUITS 3,547</p>	 <p>MALE CIVILIANS 1,315</p> <p>MALE POLICE OFFICERS AND RECRUITS 8,940</p>
Percentage of Employees by Employee Type	Percentage of Police Officers & Recruits by Gender	Percentage of Civilian Members by Gender
 <p>CIVILIANS 23%</p> <p>POLICE OFFICERS AND RECRUITS 77%</p>	 <p>FEMALE 28%</p> <p>MALE 72%</p>	 <p>MALE 34%</p> <p>FEMALE 66%</p>

¹ ABS: Australian Demographic Statistics

Organisational structure

The QPS has an organisational structure that reflects the comprehensive oversight, and attention required, to ensure service delivery that meets the changing and nuanced needs of communities across a complex and geographically dispersed environment. An overview of this structure, which comprises commands, divisions, regions, groups and taskforces, is represented both graphically and in detail below in Figure 2 and Table 3.

Figure 2: QPS Organisational Structure (16 August 2021)

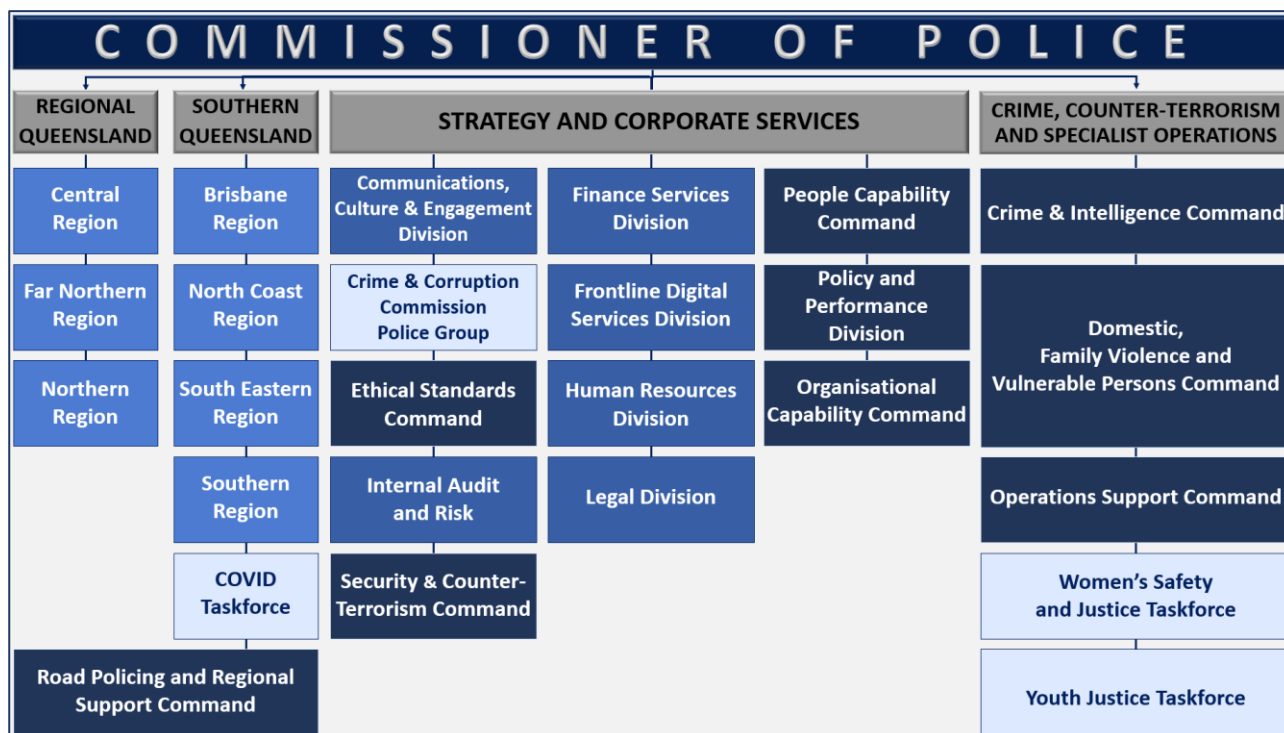


Table 3: QPS Commands, Divisions and Groups (16 August 2021)

Command	Crime and Intelligence Command	
	Domestic, Family Violence & Vulnerable Persons Command	
	Ethical Standards Command	Road Policing & Regional Support Command
	Organisational Capability Command	People Capability Command
	Operations Support Command	Security and Counter-Terrorism Command
Division	Communications, Culture & Engagement Division	Human Resources Division
	Finance Division	Legal Division
	Frontline and Digital Division	Policy and Performance Division
	Internal Audit and Risk	Safety, Wellbeing and Central Panels Division
Group/Taskforce	COVID Taskforce	Crime & Corruption Commission Police Group
	Women's Safety and Justice Taskforce	Youth Justice Taskforce

The organisational structure is governed by a hierarchical Chain of Command which, in most instances, is based on Police rank (Table 4). Endorsement, approval and prioritisation of all key bodies of work is sought and provided through the Chain of Command, with subsequent uptake and engagement in associated initiatives and activities progressed through the chain. For example, oversight, progression, support and promotion of WRAP deliverables and activities, is managed by the responsible officers within the associated chain of command, as indicated in column 3 of Table 4.

The chain of command is also critical for the validation, dissemination, and subsequent actioning of information across the Service, with leaders, managers and supervisors distributing information statewide, or to members within their area of responsibility. Additionally, the Service utilises an entrenched communication system which includes, top-down service wide communication (from the Commissioner or Deputy Commissioners), 'at-level' engagement (e.g. Assistant Commissioner to Assistant Commissioner, AO6 to AO6, etc.), statewide Notifications and a network of Key Points of Contact (KPOC) (e.g. Domestic and Family Violence Coordinators, High Risk Team members, etc.) and collegial networks, to validate, support and progress work.

Table 4: Police Ranks, Civilian Levels, and the Chain of Command

Police ranks	Civilian levels	Chain of Command - White Ribbon Accreditation Program
Commissioner		 <div>Commissioner Katarina Carroll Commissioner of Police</div>
Deputy Commissioner		
Assistant Commissioner	Executive Director	 <div>Deputy Commissioner Tracy Linford Crime, Counter-Terrorism and Specialist Operations</div>
Chief Superintendent	Director	 <div>Assistant Commissioner Brian Codd Domestic, Family Violence and Vulnerable Persons Command</div>
Superintendent		
Inspector	AO8	 <div>Acting Superintendent, Commander Ben Martain Vulnerable Persons Group</div>
Senior Sergeant	AO6 – AO7	
Sergeant		
Senior Constable	AO2 – AO5	 <div>Acting Inspector Melissa Dwyer State Domestic, Family Violence and Vulnerable Persons Unit</div>
Constable		
Recruit		 <div>AO6 Annette Richardson Senior Policy Officer, White Ribbon</div>
Note: this table provides a general overview of police and civilian levels only. It does not include all position types.		

Further to the overarching organisational structure, the seven police regions are divided into 15 discrete police districts (Table 5 and [Annexure 3](#)) and 337 divisions ([Annexure 4](#)). Within this statewide dispersal of

human and physical resourcing is 21 offices (Police Headquarters, Regional, District), 339 police stations, 58 watchhouses, 83 police beats and shopfronts, 14 police communication centres, two police academies, and Policelink (refer [QPS Annual Report - Locations, 2019-20](#)).

Table 5: QPS regions and districts (24 August 2021)

	Brisbane Region	North Coast Region
	North Brisbane District	Moreton District
	South Brisbane District	Sunshine Coast District
	Central Region	Wide Bay-Burnett District
	Capricornia District	South Eastern Region
	Mackay District	Gold Coast District
	Far Northern Region	Logan District
	Far North District	Southern Region
	Northern Region	Darling Downs District
	Mount Isa District	Ipswich District
	Townsville District	South West District

Workplace

In March 2020, the QPS introduced [Workplace](#) as the organisation's official communication tool. Workplace functionality mirrors that of Facebook, and provides a dedicated, authorised and secure integrated social network where members can connect, share, collaborate, and learn, using features such as groups, chat, live video broadcasts, posts, and file sharing; irrespective of their location or position within the organisation. Members can connect and engage directly with colleagues in real time, anywhere, anytime, using *likes*, *emojis*, *comments*, *questions*, or *chat*, from either a work or personal device.



A plethora of groups is contained within the QPS Workplace platform, with each district, region, division, and command having a dedicated Workplace group for members to view or join. Additionally, most police stations, work groups and work units have a Workplace group for localised member interaction.

All QPS employees belong to a suite of official groups, including: QPS News, QPS Community, QPS General Notifications, QPS Human Resources, QPS Police Notifications, Safety and Wellbeing, and QPS Events and Fundraisers (Figure 3).

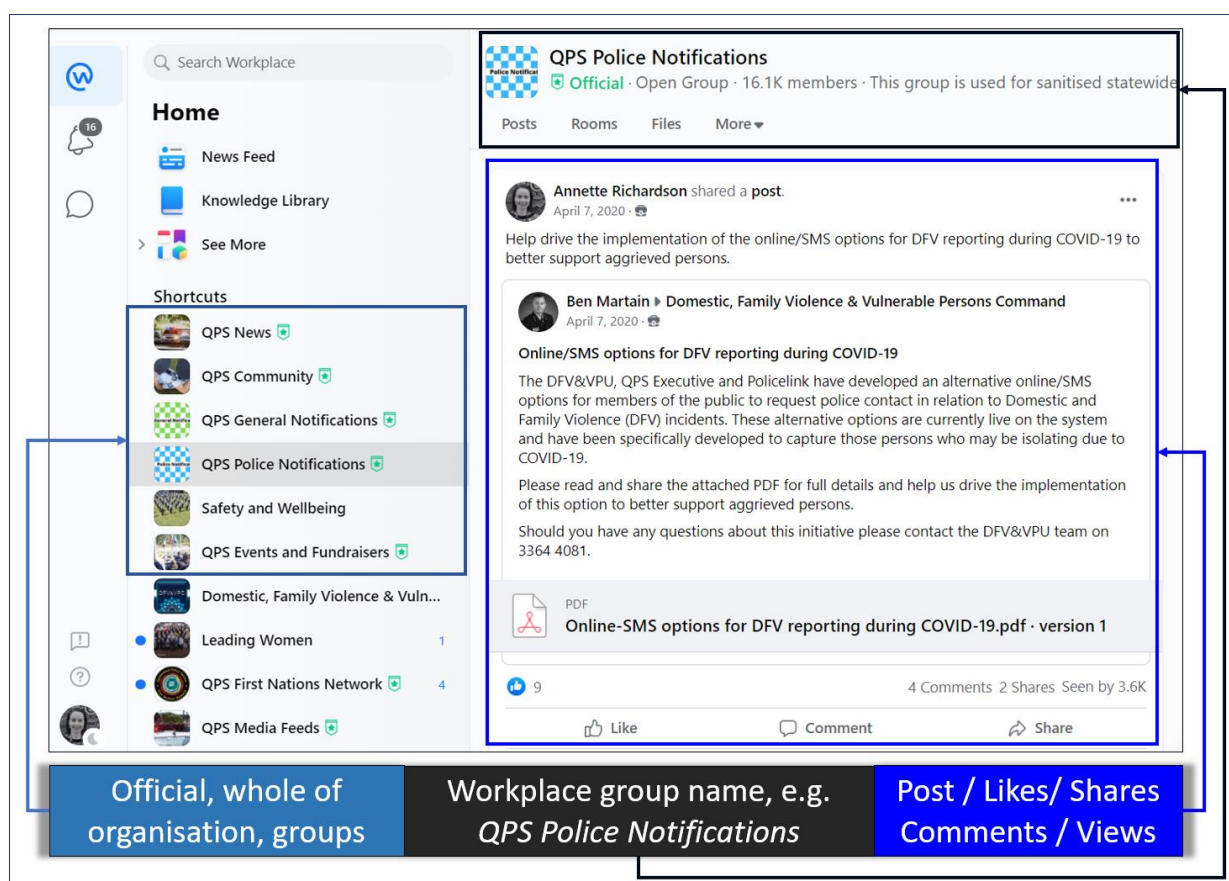
Workplace has been instrumental in both progressing and raising visibility of the WRAP across the organisation and in building a community of members invested in, and committed to, the WRAP. Workplace has reduced barriers caused by geographical distance, through timely dissemination of information and real time engagement. As will become apparent throughout this submission and associated evidence booklets, Workplace has been pivotal in affording members with opportunities to:

- keep up-to-date on WRAP activities and initiatives
- share and promote WRAP activities and initiatives to their collegial networks
- drive engagement at their local level
- promote respectful relationships and a positive workplace culture
- increase their capability to recognise and respond to issues of violence against women.

Additional Workplace groups that support the work of the WRAP include, but are not limited to:

- Domestic, Family Violence and Vulnerable Persons Unit (DFV&VPU) (multiple localised groups)
- Ethical Standards Command
- High Risk Teams (HRT) (multiple localised groups)
- Human Rights Community of Practice
- Leading Women

Figure 3: QPS Workplace Platform



Integrity, ethics, and misconduct

The QPS aspires to an ongoing culture of the highest professional and ethical standard and takes a proactive stance to build and maintain integrity, with a zero tolerance approach to violence, corruption and misconduct.

“... our most valuable asset in policing this state is our reputation and the confidence and trust that inspires in the community. It is only with high levels of trust and confidence that we can expect our community to work with us in achieving our purpose... As a contemporary police service we realise that maintaining our integrity is critical to the performance of the organisation. The QPS applies a zero tolerance approach to corruption as there is no place in our organisation for serious misconduct and identified cases are and will continue to be subject to the criminal justice system and clearly articulated disciplinary processes... we aspire to an ongoing culture of the highest professional and ethical standards ... it is necessary that we demonstrate our values, instil them through leadership and subject ourselves to ongoing processes of accountability.”

Commissioner Katarina Carroll, December 2020

In working through this submission, it is essential to view each response through a dual lens of the above aspiration and the following mandated requirements of all QPS members in relation to misconduct and disclosures of domestic and family violence, specifically:

Police Service Administration Act 1990

Pursuant to Section 6A.1 of the *Police Service Administration Act 1990*, there is a legislated requirement for any officer or staff member, who knows or reasonably suspects another member of misconduct*, to report the occurrence as soon as is practicable to their supervisor or manager, or through the electronic online ‘Complaint against a member of the Police Service’ form.

** Misconduct is defined as conduct that is disgraceful, improper or unbecoming of an officer, or that shows unfitness to be, or continue as an officer, or does not meet the standard of conduct the community reasonably expects of a police officer.*

Domestic and Family Violence Protection Act 2012

Pursuant to Section 100 of the *Domestic and Family Violence Protection Act 2012*, a police officer who reasonably suspects that domestic violence has been committed must investigate, or cause to be investigated the complaint, report, or circumstance on which their suspicion based.

Note: specifics of the *Police Service Administration Act 1990* and the *Domestic and Family Violence Protection Act 2012*, particularly in relation to how these Acts guide and shape the actions of all QPS employees, will be discussed in further detail in [Criterion 2.1 Policies, Procedures and Documentation](#); [2.5 Risk Assessment](#); [3.1 Response to Victims](#); and [Criterion 3.2 Response to Perpetrators](#).

Impact of COVID-19

The dedication, commitment, and contribution of QPS members, across all areas of the Service and throughout the state, to keeping Queenslanders safe during the COVID-19 pandemic has been extraordinary. In addition to the deliverables achieved throughout a world class frontline and operational response (a snapshot of which is highlighted in Table 6) the QPS response to COVID-19 has included:

- establishment of the State Police Operations Centre (SPOC) and activation of the State Disaster Coordination Centre (SDCC) to prepare, plan, coordinate and implement the QPS and whole-of-Government response

- establishment of the COVID Taskforce, deployment of officers, and staff members to the SPOC and SDCC to support response deliverables
- maintenance of business as usual policing activities
- changes to delivery of frontline policing services to reduce transmission of COVID-19
- assignment of Acting Deputy Commissioner Shane Chelepy to the position of Coordinator - Queensland Vaccine Operations Coordination.

To ensure the provision of the necessary allocation of time, human and financial resources in the ongoing delivery and maintenance of the QPS response to COVID-19, a refocus of services for 2020-2021 was required. Key deliverables of the WRAP, most notably the coordination and delivery of training, and engagement in the White Ribbon Baseline Survey, were impacted by this refocus due to:

- staff capacity to engage in activities other than essential core business
- staff fatigue, resulting from multiple deployments and extensions to operational shift rostering
- protracted and recurrent cessation of non-essential and mandatory training ([Annexure 5](#))
- reprioritisation of business, except core business, to align with the refocus of services.

The temporary suspension of non-essential training, whilst not ideal, enhances the Service's capacity and capability to respond to COVID-19 and ensures a continued disaster management readiness and response. A Training Recovery Plan was developed to support the predicted efficient and effective resumption of non-essential training in April 2021, with many of the courses transitioned to either an online course or to a mixed facilitation model featuring both online and face to face interaction.

Whilst a staged approach is to be adopted for the resumption of non-essential training, with priority given to members who were enrolled or partially completed courses prior to the suspension of training, continued suspensions (18 March and 23 December 2020, and 25 August 2021) have impacted the planned resumption. Full details of suspensions are included in ([Annexure 5](#)).

Table 6: QPS COVID-19 Response Achievements

QPS COVID-19 response achievements
Processed over 59,000 international passengers into quarantine.
Processed over 1,440,000 passengers at domestic airports.
Issued 40,000 quarantine direction notices.
Dedicated over 300,000 shifts to COVID-19 duties.
Actioned over 29,300 calls for service.
Checked over 1,300,000 vehicles at road borders.
Provided security overlay for over 107,000 people in hotel quarantine across the state.
Conducted more than 21,000 self-quarantine compliance visitations.
Conducted more than 15,000 business compliance visitations.
Issued 3,48 Penalty Infringement Notices for non-compliance with public health directions.

[GLOSSARY](#)[CONTENTS](#)**STANDARD ONE: LEADERSHIP AND COMMITMENT****CRITERION 1.1 LEADERSHIP COMMITMENT**

Leaders positively model and influence a culture of gender equality, respect, safety, and support. Leaders actively demonstrate a commitment to the prevention of violence against women and accountability for breaches of the Code of Conduct.

EXPLANATION

Leaders (including those that govern, manage, and represent), are essential contributors to organisational cultures.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet A: Leadership Commitment (EBA).

Commissioner

Commissioner Katarina Carroll was inducted as Commissioner of the Queensland Police Service on 8 July 2019, and in so doing, became the first woman to hold this position. The Commissioner is responsible for the efficient and effective administration, management and functioning of the Service, which she represents at local, community, state, national and international forums. Commissioner Carroll understands the importance of equality and diversity and since her inauguration, has promoted an organisational culture of gender equity, respect, safety and support.

As a female leader in a predominantly male workforce, the Commissioner is acutely aware of the challenges facing women and has worked hard to ensure equity at every level of leadership within the QPS, including promotion of women into leadership roles, and continues to guide cultural change through an array of robust, transparent and accountable strategies, mediums and policy framework. It is through these explicit and highly visible mechanisms that the Commissioner successfully communicates her ongoing commitment to the prevention of violence against women, and the holding to account of those whose actions erode this commitment (EBA, p3-6).

The Commissioner's strong leadership sets the tone for the Service, where exemplary professional and ethical standards are lived, modelled and communicated, and the acceptance of personal responsibility and accountability is shown, with the onus very much on all members to:

- know, understand, and commit to QPS values and standards of behaviour and performance
- guide and educate others
- take responsibility for, and contribute to, a positive and supportive workplace environment.

Commissioner Carroll acknowledges the impact DFV has on the community and has made the implementation of significant organisational change, based on evidence and best practice, to enable the QPS to prevent, disrupt, respond to and investigate DFV effectively, a key priority across the Service.

As part of White Ribbon Day on 20 November 2020, Commissioner Carroll took the White Ribbon Oath, calling on members to do the same ...

“As police, we have an incredibly important role to play in taking this oath and creating a better and safer society for all members of our community. So please, join me today in taking the White Ribbon Day oath to prevent violence against women.”

Commissioner Katarina Carroll, 20 November 2020 (EBA, p2)

It is clear from the Commissioner’s demonstrable actions that commitment to addressing gender-based violence, abuse and harassment using the workplace, through the WRAP, as a site of social change is expected to be Service wide. While the Service continues to raise awareness of these issues, it is simultaneously progressing action and advocacy, and taking steps forward towards a culture of true gender equity and increased safety for women.

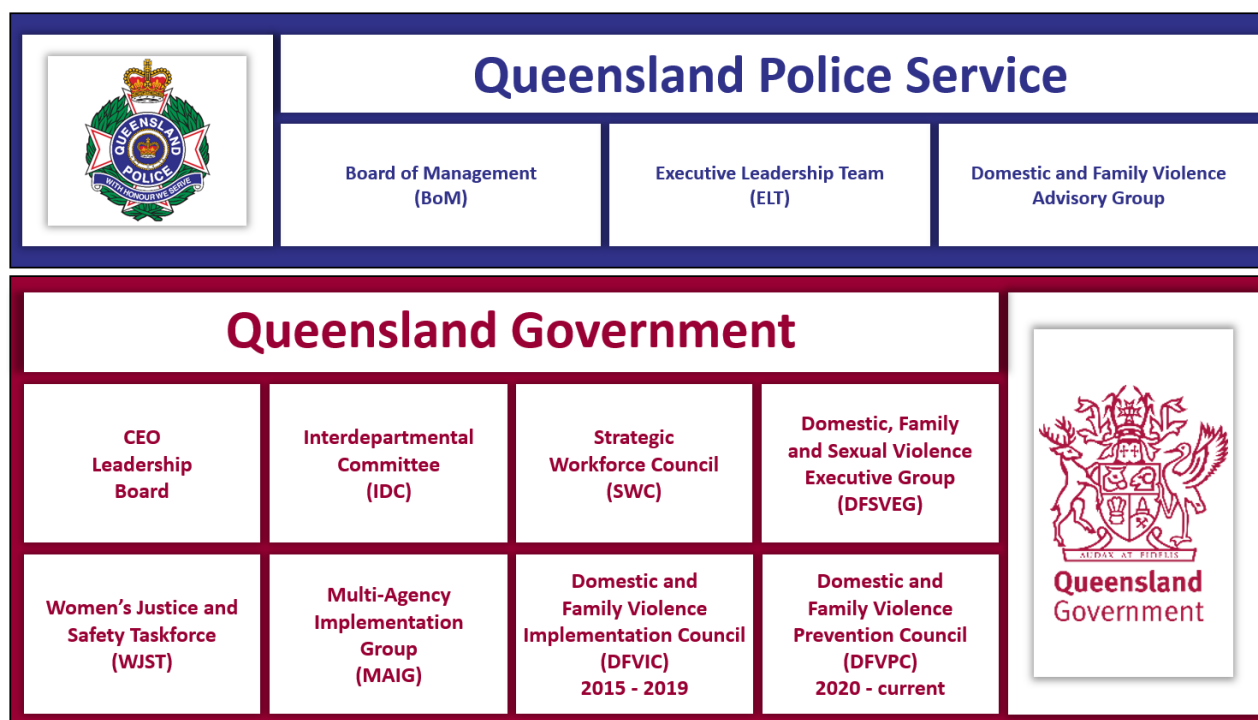
Executive Leadership

Regular and continual communication, from both the Commissioner and members of the Executive Leadership Team (ELT), has included reference to the ethical conduct of members, respectful workplace cultures, and QPS activities and initiatives that support both awareness raising, actions, and measures to prevent violence against women and hold perpetrators to account (EBA, P5-6).

This messaging is reverberated around the state by ELT members, 34% of whom are female, and represent a 14% increase on this gender ratio from the time of original accreditation (EBA, P8-9). Members of the ELT have a myriad of internal, external and community networks, which provide a landscape in which they can actively represent the QPS on numerous committees and groups at local, statewide, national and international levels, some of which are shown in Table 4 with further detail included in EBA, P10-13, 15-16.

Through these engagements, the ELT is kept apprised of, and promotes, current issues, priorities, initiatives and research, in the sphere of violence against women, and in turn, provides input, direction, and support for actions that align with White Ribbon Australia’s Workplace Accreditation framework.

Figure 4: ELT participation in Governance, Committees and Groups



From 2016 – 2019, Deputy Commissioner (DC) Steve Gollschewski held the position of QPS Domestic and Family Violence Cultural Change Champion. In performance of this role, the Deputy oversaw delivery of QPS led recommendations from the [2015 Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland](#) (the report). During this period, the DC was a member of the Domestic and Family Violence Implementation Council, where he championed and monitored the implementation of all recommendations from this report (across multiple Government agencies) and provided guidance and support of initiatives from the Queensland Government's 10-year [Domestic and Family Violence Prevention Strategy 2016–2026](#) (EBA, P17-18) which was intended to:

- shift community attitudes and behaviours
- enhance service responses to victims and perpetrators
- improve the law and justice response to prioritise victim safety and hold perpetrators to account.

Following successful delivery of all recommendations from the report in 2019, the Domestic and Family Violence Implementation Council was disbanded. In 2020, to progress the achievement of further outcomes from the *Domestic and Family Violence Prevention Strategy 2016–2026*, the Queensland Premier, the Honourable Anastacia Palaszczuk MP, established the Domestic and Family Violence Prevention Council. Deputy Commissioner Tracy Linford was appointed to the Council, which is co-chaired by former Police Commissioner Mr Bob Atkinson, AO APM and Ms Vanessa Fowler OAM.

From this position of influence, and in conjunction with her new position as the QPS Domestic and Family Violence Cultural Change Champion, Deputy Linford will work alongside Council members to actively engage with communities statewide to:

- further embed cultural change
- encourage and support building of community ownership of action to end domestic and family violence
- foster and broker partnerships with corporate and community organisations, local government, and community members to build momentum in recognising that domestic and family violence is everyone's concern and ending it is everyone's responsibility.

Deputy Commissioner Linford has responsibility for the QPS Domestic, Family Violence and Vulnerable Persons Command (DFV&VPC) which sits within her senior executive portfolio of *Crime, Counter-Terrorism and Specialist Operations* (EBA, P25) and actively communicates key priorities that focus on victim safety and perpetrator accountability, including the importance of stakeholder engagement and referral pathways for victims and perpetrators (EBA, P20).

Earlier this year, DC Linford was appointed to the Queensland Government's Women's Safety and Justice Taskforce, chaired by the Honourable Margaret McMurdo AC, to examine coercive control and women's experiences in the criminal justice system, and collaborate on key deliverables in the prevention of violence against women and support of improved outcomes for those who experience domestic, family or sexual violence.

Engagement in the White Ribbon reaccreditation process is a demonstration of the executive leadership commitment to embed gender equity in workplace culture to reduce violence against women and to the depth of the Service's ongoing commitment to respect and gender equity within the workplace, within the broader community, and in turn, to the realisation of a future where women live free from all forms of men's violence and abuse.

Domestic, family and sexual violence

'On average, one woman a week is murdered by her current or former partner², 1 in 5 women have experienced sexual violence since the age of 15³, and 85% of Australian women have been sexually harassed⁴.' Similar to these unpalatable national statistics, the Queensland statistics on domestic violence and sexual assault are truly confronting and expose the gender based nature of these occurrences. With women overrepresented as those who experience harm and suffering as victims of DFV and sexual abuse perpetrated by men, it is clear why ending domestic, family, and sexual violence remains of utmost priority for both the Queensland Government and the QPS.

Queensland Courts Data 2021⁵ reveals that 76% of domestic violence orders (DVO) protect a female victim, and 86.8% of DVO breaches are committed by a male perpetrator. Additionally, over a five-year period between 2015 to 2020, there were 28,762 sexual assault offences reported to Queensland police, of which, 82% of victims were female. Furthermore, the Queensland Domestic and Family Violence Death Review Advisory Board Annual Report 2019/20⁶, identified 76.8% of victims of intimate partner homicide as female.

On average, the QPS records 295 domestic violence occurrences daily, which equates to 22% of all calls for service. Each subsequent policing response and investigation is unique, depending on the circumstances of the incident and the parties involved, and accounts for 40% of all police time. In 2019/20, Queensland police responded to 107,518 DFV occurrences (approximately 12 occurrences every hour) with police officers generating 38,620 DFV specific police referrals to support victims and/or perpetrators.

The QPS is committed to ongoing best practice, service wide DFV policing reform and delivery of a victim-centric and trauma-informed response to DFV and sexual abuse (including within the organisation) to enhance the protection of the community, strengthen public confidence and build on Queensland and National strategies in response to these offences. To date, strategies and working groups within the Service that underpin this commitment include:

- **Domestic and Family Violence Prevention Strategy 2016-2026**
 - A Queensland Government strategy to harness the collective strengths and expertise from across all levels of government, non-government organisations, businesses, and communities, to formulate and deliver sustainable, long term and culturally appropriate domestic and family violence prevention approaches.
- **Queensland Police Service Strategic Plan 2021–2025 (Evidence Item 1)**
 - Our community: Partner with the community and other agencies to respond to overrepresentation in the criminal justice system, of victims or offenders, including vulnerable persons, young people and victims of domestic and family violence.
 - Human Rights Act 2019: The Queensland Police Service has made a commitment to respect, protect and promote human rights in our decision-making and actions.

² Bryant, W. & Bricknall, S. (2017). Homicide in Australia 2012-2014: National Homicide Monitoring Program report. Canberra: Australian Institute of Criminology. Retrieved from <https://aic.gov.au/publications/sr/sr002>

³ Australian Bureau of Statistics. (2017). Personal Safety Survey 2016. ABS cat. no. 4906.0. Canberra: ABS. Retrieved from: <http://www.abs.gov.au/ausstats/abs@.nsf/mf/4906.0>

⁴ AHRC (2018). Everyone's business: 4th national survey on sexual harassment in Australian workplaces. Retrieved from: <https://whiteribbon.org/2Ea7Q6C>

⁵ Queensland Courts Data: <https://www.courts.qld.gov.au/court-users/researchers-and-public/stats>

⁶ Domestic and Family Violence Death Review and Advisory Board 2019–20 Annual Report

- **Queensland Police Service Operational Plan 2021–2022** (Evidence Item 2)
 - Stand-alone priorities relating to domestic and family violence have been included to appropriately reflect their importance to the QPS along with the ongoing impact of COVID-19.
 - Priority 5: Work together with our partners and the community to strengthen our response to, and prevention of, domestic and family violence through enhanced processes, including integrated, multi-agency and timely responses.
 - Support implementation and monitoring of the Third Action Plan (2019-20 to 2021-22) of the Domestic and Family Violence Prevention Strategy 2016-2026.
- **Queensland Police Service Domestic and Family Violence Doctrine – the QPS will:**
 - Promote an organisational culture that rejects DFV, respects and promotes human rights and engages community and partner agencies to prevent and reduce the harm of domestic and family violence.
 - Ensure members have up to date knowledge and insight of the controlling behaviours, tactics and threats often employed by perpetrators.
 - Work collaboratively with the DFV service sector and partner agencies to accurately assess risk, implement victim safety plans and hold perpetrators to account.
- **[Prevent. Support. Believe. Queensland’s Framework to address Sexual Violence](#)**
 - The Queensland Government’s approach to preventing and responding to sexual violence by setting priorities for action to guide responses to sexual violence across three priority areas: prevention; support and healing; and accountability and justice.
- **Queensland Police Service Sexual Violence Prevention Working Group**
 - Composed of senior representatives from each police region and command to: identify and share information in relation to place-based responses to sexual violence; coordinate QPS responses to sexual violence; provide victim-centric and trauma-informed training to all members of the Service; and champion cultural change within the QPS in responding to sexual violence.
- **Queensland Police Service Prevention Together Strategic Framework**
 - Led by the Communications, Culture and Engagement Division and encompassing the three key pillars of: (1) victimology, (2) engagement, and (3) evidence-based intervention; as foundational pieces to the QPS service delivery model, the underpinning principle of the strategy is that ‘together we prevent, disrupt, respond and investigate sexual violence by putting victims first and holding perpetrators accountable.’

Domestic, Family Violence and Vulnerable Persons Command (EBA, P21-23)

In March 2021, in line with Commissioner Carroll’s commitment to ending domestic and family violence, the Commissioner established a dedicated Domestic, Family Violence and Vulnerable Persons Command (DFV&VPC). Under the leadership of Assistant Commissioner Brian Codd, and building on the existing work of the State Domestic, Family Violence and Vulnerable Persons Unit established in 2015, the DFV&VPC is the designated capability owner for DFV within the QPS. The DFV&VPC will develop, enhance and support the QPS capability to prevent, disrupt, investigate and respond to DFV and harm to vulnerable persons.

The objectives of the DFV&VPC include:

- Leading the broader strategic DFV&VP environment and policy direction.
- Transitioning existing centralised QPS DFV&VP units under the functional Command.

- Leading the review and continuous improvement of the QPS end-to-end DFV&VP system and processes.
- Informing, guiding and supporting District led frontline operationalisation of DFV&VP prevention, disruption, investigation and response activities.

As an Assistant Commissioner, Mr Codd holds a position on the Executive Leadership Team and represents the QPS on a number of the aforementioned groups, including the Domestic Family Violence Death Review Advisory Board. The addition of a standalone command is a substantial change to the organisational structure of the QPS (EBA, P24-25) and provides a significant platform from which the AC can actively support the advancement of QPS commitments, as previously mentioned and inform ELT meetings to inform strategic and operational priorities for the Service, and progress priorities through his high-level standing in the chain of command.

In regularly bringing these matters to the attention of the ELT, member knowledge and understanding is enhanced on the issues at the very core of violence against women, that is: it's gendered nature, the social systems and structures that enable it to occur, the dynamics of power and control, and the over representation of specific vulnerable groups.

Furthermore, through this high level engagement, the Commissioner is briefed with an evidence-base from which to inform discussions with the QPS Board of Management for the support of decisions that advance actions to support, and set the tone for, the QPS as a supportive, respectful and inclusive workplace committed to the prevention of violence against women.

Domestic and Family Violence Advisory Group

Following establishment of the DFV&VPC, and to ensure the overall strategy and practice of the QPS (as related to domestic and family violence) remains contemporary and collaborative, a Domestic and Family Violence Advisory Group (DFVAG) was formed. The DFVAG will act as an advisory body to the QPS on issues relating to its role in the prevention, disruption, response to, and investigation of domestic and family violence. The DFVAG comprises internal stakeholders, external entities and sector leaders, and include representatives from DVConnect, Queensland Women's Legal Service, the Red Rose Foundation, and Culturally and Linguistically Diverse (CALD) and First Nations communities. In addition to progression of key strategic domestic and family violence related issues and actions to support QPS service delivery to the public, the DFVAG will also promote understanding of DFV internally through engagement, education, communication, training, policies, procedures, practices, and support mechanisms.

Human Rights

In preparation for the launch of the *Human Rights Act 2019*, the Commissioner and Deputy Commissioners signed the QPS Human Rights Statement of Commitment, and in so doing, pledged their commitment to build a culture within the Service that respects and promotes human rights, embeds human rights into every day practice, and brings the protection of human rights into everyday policing.

"The culture of human rights derives its greatest strength from the informed expectations of each individual ... the understanding, respect and expectation of human rights by each individual person is what gives human rights its daily texture, its day-to-day resilience."

Sergio Vieira de Mello, Statement to the Opening of the 59th Session of the Commission on Human Rights, Geneva, 17 March 2003.

In addition to the Statement of Commitment, the QPS has actioned the following initiatives (EBA, P27-29):

- created a Human Rights resource portal on the intranet, including a resource hub for Managers and Supervisors
- called upon all managers and supervisors to develop and embed a culture that respects, protects and promotes human rights.
- promoted completion of an online Human Rights training product*
- review of all policies, procedures and decision-making frameworks to identify compatibility with human rights, and update where required
- established a network of Human Rights Champions of the rank of Senior Sergeant or above (and the equivalent civilian member level) in every district/group and region/command to: (a) protect and promote human rights; (b) build a workplace culture that respects and promotes human rights; and (c) promote a dialogue about the nature, meaning and scope of human rights.

** The online Human Rights training product was compulsory for all police ranks up to and including Chief Superintendent, and all staff members up to and including Executive Director. As at 10/12/2020, there were over 14,000 course completions.*

Gender based violence

Senior executives have played a pivotal role in the continued development of member understanding and awareness of the gendered drivers that underpin violence against women, and the provision of evidence-based research that clearly demonstrates the overrepresentation of women as victims of domestic violence perpetrated by men.

In communicating this to the Service, senior executive members often reference evidence based statistics and facts, including those from White Ribbon Australia, the Queensland Courts and the Queensland Domestic and Family Violence Advisory Board, in their key messaging, examples of which are shown in EBA, P31-37, and include the following examples from Deputy Commissioner Steve Gollschewski and Acting Superintendent Ben Martain respectively:

"Today, on Human Rights Day, we reach the conclusion of the 16 Days of Activism against Gendered Violence. The past 16 days have been a time to think about our role in ending violence against women. For us, as members of the QPS, our fight to stop gendered violence is essential to creating a safer Queensland. For more information about the 16 Days campaign, [visit this link](#)." **DC Steve Gollschewski, 25 November 2020**

"The Queensland Domestic and Family Violence (Death Review) Advisory Board reports between 1 July 2006 and 30 June 2020 there were a total of 350 DFV homicides in Qld. Women remain significantly over-represented as the victims of intimate partner homicide (78.6%), with males disproportionately the homicide offender in the cases... 76% of Domestic Violence Orders protect females, 86.8% of DVO breaches are committed by males... Yes, men can be subject to DFV, but the evidence is very clear – women and children of all ages are the primary victims of DFV." **Acting Superintendent Ben Martain, 17 May 2021**

Further examples of Leadership Commitment (EBA, P40-50)

- Accreditation of the QPS as a White Ribbon Accredited Workplace in November 2017 and subsequent commitment to reaccreditation in 2021.

- Endorsement for use of QPS resources, including human resources, to support achievement of objectives as per the WRAP and associated *QPS White Ribbon Workplace Accreditation Operational Plans, 2018–2020 and 2021 –2024 (Evidence Item 3)*.
- Inclusion of domestic and family violence measures in the Commissioner’s CEO Performance Agreement.
- Commissioner and Deputy Commissioner signatories to:
 - Leadership pledge – a declaration of their commitment to ending domestic and family violence. Originally signed on 24/11/2017, and thereafter on the 2/10/2018 and 8/05/2020 following changes to the executive team (EBA, P4).
 - QPS Human Rights Commitment – a declaration to act and make decisions in a way that is compatible with human rights and that puts people first (EBA, P27).
- Participation in (including guest speaking and stakeholder engagement) at key community events to raise awareness and support the prevention of DFV, for example, Australia’s CEO Challenge’s Darkness to Daylight Challenge (2018/2019/2021), and National Domestic Violence Remembrance Day candle lighting vigils (2018/2019/2020/2021).
- Inclusion of DFV outcomes in the QPS Strategic Plan 2020-2024, and as operational priorities in yearly operational plans.

EVIDENCE

- Evidence Booklet A: Leadership Commitment (EBA)
- Evidence Item 1: [Queensland Police Service Strategic Plan 2021–2025](#)
- Evidence Item 2: [Queensland Police Service Operational Plan 2021–2022](#)
- Evidence Item 3: QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024

[GLOSSARY](#)[CONTENTS](#)**STANDARD ONE: LEADERSHIP AND COMMITMENT****CRITERION 1.2 COMMITMENT OF RESOURCES**

Commitment is demonstrated by having dedicated resources assigned to:

- implement the Program.
- Manage the Organisation's policies against violence against women.
- Monitor ongoing compliance with the Program Standards and Criteria following accreditation and act as necessary.

EXPLANATION

Organisation Leadership has allocated appropriate resources to the Program to ensure all work required can be carried out. A practical approach to workplace responses to violence against women should involve the active participation of staff at all levels of the Organisation. It is recommended that a White Ribbon Working Group be established.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet B: Commitment of Resources (EBB).

The QPS is committed to an ongoing, effective, long-term and sustainable working partnership with White Ribbon Australia (WRA) to further enhance organisational culture, practices and procedures that support the development of respectful workplaces where all staff are respected equally, and where there is zero tolerance of men's violence against women. To realise this vision, the QPS continues to invest significant resourcing, both human and financial, to support and progress the implementation and ongoing maintenance of WRAP actions and initiatives.

In addition to the cost of becoming a White Ribbon accredited workplace, the QPS commitment to the WRAP is evidenced across numerous areas of the organisation with the most notable commitments expanded on below.

Note: position descriptions related to positions included in this response are available in EBB, P46-55.

Organisational

In committing the QPS to reaccreditation with WRA, Commissioner Carroll set the organisational platform for in principal support of member engagement in initiatives, strategies and actions that further support and progress the intent of the WRAP. The subsequent on flow of endorsement and promotion of the same is progressed through internal governance structures, with associated oversight and accountability, and chain of command communications. As such, all members are actively encouraged, supported and at times funded to develop, organise, coordinate, promote, participate in, or host WRAP related initiatives, strategies and actions, including awareness and prevention initiatives, many of which are highlighted in EBC, EBD, EBE and EBF.

During the period June 2020 to May 2021, the ELT progressed several WRAP related items for endorsement by the Board of Management, including:

- establish and implement Domestic, Family Violence and Vulnerable Persons Unit (DFV&VPU) and Domestic Violence Unit (DVU) capability, adaptable to regional needs, in each of the 15 districts

- transition the State DFV&VPU positions from temporary to permanent
- increase Domestic and Family Violence Coordinator (DFVC) staffing in the Brisbane Police Communications Centre (BPCC) to provide 24/7 support to frontline police
- commit to drive district led domestic and family violence cultural interventions
- continue the DFV cultural change training program
- develop a tiered domestic and family violence training framework encompassing coercive control and a holistic, focussed protection approach.

Domestic, Family Violence and Vulnerable Persons Command

On the 26 February 2021, Commissioner Carroll endorsed the establishment of a dedicated Domestic, Family Violence and Vulnerable Persons Command (DFV&VPC) to assume capability ownership of domestic, family violence and vulnerable persons (DFV&VP) policing within the QPS (EBA, P22). The command commenced operation on 22 March 2021 under the senior executive responsibility of Deputy Commissioner Linford. Deputy Commissioner Linford also serves as the QPS DFV Cultural Change Champion, is an ex-officio member of the Queensland Government initiated [Domestic and Family Violence Prevention Council](#), and represents the QPS on the [Women's Safety and Justice Taskforce](#) (EBA, P15).

Responsibility for the day to day leadership, management and accountability of the command rests with Assistant Commissioner Brian Codd who also oversees the deliverables, activities and messaging related to the WRAP and the QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024 (Evidence Item 3). Additionally, Assistant Commissioner Codd, is responsible for raising and progressing all WRAP related matters to the highest levels of internal governance, that is, the ELT, through the chain of command.

Assistant Commissioner Codd has established a Domestic and Family Violence Advisory Group (EBA, P12), comprising of QPS members and external stakeholders, to promote understanding of domestic, sexual and family violence within the QPS through engagement, education, training, policies and practices, and will advise the Commissioner on strategic domestic and family violence issues, recommendations and actions.

Domestic, Family Violence and Vulnerable Persons Units

State Domestic, Family Violence and Vulnerable Persons Unit

The State Domestic, Family Violence and Vulnerable Persons Unit (State DFV&VPU), based in Police Headquarters – Brisbane, sits within the DFV&VPC and has carriage of the coordination of operational and strategic advice related to both the policing and organisational response to whole-of-government DFV&VP policies, strategies and initiatives, including those within the WRAP and associated QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024 (Evidence Item 3).

Originally established as a temporary unit in 2015, the State DFV&VPU became permanent in 2019 and, as stated above, the ELT has endorsed conversion of the positions within the unit from temporary to permanent.

The Inspector of the State DFV&VPU has managerial responsibility and oversight of State DFV&VPU staff, deliverables and activities. Additionally, the incumbent Inspector is the State Coordinator for the district based Domestic and Family Violence Coordinators (DFVCs) and utilises a well-established communication across the 15 police districts to maintain engagement with these coordinators.

Domestic, Family Violence and Vulnerable Persons Units (DFV&VPU) or Domestic Violence Units (DVU)

As detailed earlier in this response, the ELT has committed to the progressive establishment of district based DFV&VPUs or DVUs (EBB, P7-10), adaptable to the local needs of police districts. These units, strategically supported by the State DFV&VPC, demonstrate a substantial and considered investment by the QPS into a professional and effective policing approach to domestic violence and vulnerable persons.

DFV&VPUs perform several core functions that align with and support the Service's strategic objectives and those of the WRAP. Core functions include prevention, policing procedures, partnerships, and case management to provide specialist support for both the community and members of the service by:

- keeping vulnerable persons safe and preventing the risk of further harm, including appropriate referral pathways for victims to access support services
- holding perpetrators to account and referring 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
- developing evidence based practices to identify, 'what works, what doesn't work, and what's promising' in relation to DFV&VP policing.

The QPS has invested resourcing into 'co-responder' and 'embedded DFV service provider within a police station' models, as detailed and explained in [Criterion 1.5: Collaborative models](#) and intends to expand upon these service delivery models where possible.

Senior Policy Officer – White Ribbon

Since 2017, the QPS has employed a dedicated Senior Policy Officer – White Ribbon position (EBB, P3) to support the progression, implementation and maintenance of the WRAP, with the following responsibilities:

- Manage and coordinate the WRAP.
- Implement deliverables from the QPS White Ribbon Workplace Accreditation Operational Plan 2021-2024 (Evidence Item 3).
- Ensure HR policy and procedures, communication and training are refreshed and reinforced to effect ongoing change.
- Support delivery of Queensland Government priorities (assigned to QPS) from the Domestic and Family Violence Prevention Strategy 2016-2026 with a strong focus on prevention and support for those affected by domestic violence.
- Represent the QPS on the Queensland Government's collaborative multi-agency implementation group (MAIG) to continue collaboration and implementation of domestic and family violence workplace activities under the Third Action Plan 2019-20 to 2021-22.
- Collaborate with MAIG members to embed the significant progress already made and take further steps to strengthen the Queensland Government's workplace response to domestic and family violence.
- Assist with driving workplace cultural change in Domestic and Family Violence as part of the Third Action Plan from the Queensland Government's Domestic and Family Violence Prevention Strategy 2016-2026.
- Coordinate and/or communicate WRAP specific deliverables, e.g. policies, procedures, training, professional development, events, resources, communication collateral, etc.

Originally funded with recurrent Queensland Government Cabinet Budget Review Committee (CBRC) funding from 2017 – 2020, the Senior Policy Officer – White Ribbon position is now funded through the State DFV&VPU. This temporary position is remunerated at the Queensland Government AO6 level (EBB, P4) and is expected to be converted to a permanent position in 2021, in line with the ELT commitment.

Domestic and Family Violence Coordinators

There are currently 39 Domestic and Family Violence Coordinator (DFVC) positions (at the rank of either Senior Constable or Sergeant) across the 15 police districts (EBB, P7).

Whilst the Inspector, State DFV&VPU, is the State Coordinator of the DFVC network, DFVCs are further supported by the State DFV&VPU staff who provide specialist advice, enhanced operational support, governance and strategic direction to support frontline policing strategies and referral pathways for victims of domestic violence.

DFVCs are responsible for the development and coordination of locally based policing strategies and responses to domestic and family violence within their districts, in collaboration with their respective District Officers, non-government organisation partners (DFV service providers) and stakeholders. As will become evident in [Criterion 2.5 Risk Assessment](#) and [Criterion 3.1 Response to victims](#), DFVCs also have a significant role in responding to and supporting members, including managers and supervisors, who disclose or are supporting those who disclose, being victims of domestic and family violence.

In addition to these 39 DFVCs a further six are based in the Brisbane Police Communication Centre. These additional DFVCs deliver a near to 24 hour a day, seven day a week, state-wide domestic and family violence specialist support for frontline officers and QPS staff and provide members with timely and consistent support, guidance and advice on domestic and family violence matters in support of local DFVCs (EBB, P11-12).

High Risk Teams

High Risk Teams (HRTs) are a core component of the Queensland Government Integrated Service Response to domestic and family violence. Led by the Department of Justice and Attorney-General, and supported by a coordinator drawn from domestic and family violence support services, membership of each HRT includes government agencies and non-government organisations such as the QPS; Queensland Corrective Services; Department of Children, Youth Justice and Multicultural Affairs; Queensland Health; domestic violence support services and Victims Assist Queensland.

The QPS arm of the HRT operates from a local police stations and intervenes at the earliest opportunity to implement multi-agency risk assessment and safety management strategies. The HRT provides an integrated, culturally appropriate response to victims and children at high risk of harm or lethality from DFV, mitigate the risk of further harm to victims and their children, and are integral to holding perpetrators to account (EBB, P13).

There are currently eight HRTs in operation throughout Queensland, with the location and QPS staffing of each outlined in Table 7 and EBB, P7. As will be explained in [Criterion 2.5 Risk Assessment](#) and [Criterion 3.1 Response to victims](#), any QPS employee who (a) discloses being a victim of domestic violence, and (b) is assessed and identified as being of significant risk of harm or lethality, is referred to a HRT for timely and additional risk assessment, safety planning, support, oversight and case management.

The QPS HRT members functionally align with, and are managed by, the State DFV&VPU through the Inspector, and supported at a more individualised level by the unit's Senior Sergeant HRT Coordinator.

Table 7: High Risk Team by location and staffing composition

HRT	AO6	AO5	AO4	AO3	Total staff
Brisbane	1		1	1	3
Cairns	1			1	2
Cherbourg		1		1	2
Ipswich	1		1	1	3
Logan	1		1	1	3
Mackay	1			1	2
Moreton	1		1	1	3
Mount Isa	1			1	2
Total	7	1	4	8	20

Police Referrals

Police Referrals is a QPS led, multi-agency initiative, that enables frontline staff to connect at risk and vulnerable persons with approved, external support service providers at any time. This service is an integral component in the provision of appropriate support to employees who are victims of domestic, sexual or family violence, as outlined in [Criterion 3.1 Response to victims](#), with specialist service providers available for targeted support related to domestic or sexual violence issues, and legal and/or victim support.

The Police Referrals team comprises a State Coordinator (SSgt/AO7), Business Analyst (AO5), and Administration Officer (AO3) (EBB, P52-54) based in the State DFV&VPU in Brisbane. The team is further supported by a network of district based Police Referrals Coordinators who act as a point of contact for local service providers and provide advice and training on Police Referrals to officers within their police district. Police Referrals are lodged through the QPS QPRIME system with information, service provider details and user guides available to all members internally on the QPS intranet (EBB, P17) and externally at <https://policereferrals.org.au/>.

The fully automated system (EBB, P15-16) has over 530 service providers covering 67 different issues broadly grouped into 22 referral categories. These categories are linked to ten themes, including: domestic and family violence (for both victim and perpetrator); homelessness; health and wellbeing; mental health; seniors; and victim support.

An analysis of Police Referrals data from 2020 revealed that the uptake of Police Referrals, and subsequent engagement with specialist service providers, by both victims and perpetrators of domestic violence, reduced revictimization and reoffending in the 3 months following referral (EBB, P18-19).

Online Reporting of DFV

In 2020, the State DFV&VPU introduced a new online reporting mechanism, '*Request contact with police online for non-urgent domestic and family violence*' to support safe and secure reporting of domestic and family violence. This online option can be accessed from any mobile or desktop device at: <https://www.police.qld.gov.au/domestic-violence> (EBB, P20). The online portal allows victims, and/or those who witness domestic violence, to discreetly provide their reason for making contact, their preferred contact method, and an option to request a specific police officer who may already be familiar with an investigation or case under management to contact them.

The following information details both use of the portal and subsequent police action for reports lodged between 3 April 2020 (live launch) to 31 August 2021:

- 7733 QPS Contacts using the online reporting system since 3 April 2020 to 31 August 2021.
- 1217 online reports were assessed as DFV and required a work ticket to be created and sent to a Police Communications Centre for an operational crew to attend and investigate.
- 242 of these reports were investigated and a breach of a DFV order was identified.
- 64 of these reports were investigated and it was established that a Police DV application via a Police Protection Notice was necessary.
- The remainder of the reports investigated by police resulted in a range of other actions including providing community assistance.

Employee support

The QPS invests significant human and financial resourcing into the provision of a specialised ecosystem of supports for members and their families who are (or who are supporting) victims or perpetrators of domestic, sexual or family violence, or those who are experiencing negative workplace behaviours (EBK, P16-20).

This ecosystem comprises a mix of internal and external support options, explained fully in [Criterion 3.1 Response to victims - QPS support](#) and which include, but are not limited to, the following services:

Employee Assistance Program (EAP)

Several EAP initiatives are available through Benestar, an external service provider fully funded by the QPS, to provide timely, individualised support to members for both their personal wellbeing and the building of a productive and engaged workforce. These services include 1800 ASSIST, and a dedicated 1800 4QPS DFV service - specifically for employees and family members experiencing domestic violence (EBK, P19-20).

Domestic and family violence leave and flexible working arrangements

As a Queensland Government organisation, the QPS fully supports, encourages and enables member access to paid domestic and family violence leave (with a minimum of 10 days per annum) and flexible working arrangements, with the exception that perpetrators of domestic violence can only access domestic violence leave to engage in a recognised behaviour change program.

Domestic and family violence leave is not formally recorded or reported on due to the highly sensitive and confidential nature of this leave type, as explained in [Criterion 3.1 Response to victims - confidentiality](#). Whilst this prevents the submission of direct evidence to corroborate use of this leave, the case studies presented in [Criterion 3.1 Response to victims - QPS responses to employee disclosures of domestic and](#)

[family violence](#) and EBK, P21-28, clearly demonstrate management encouragement, approval and support of member access to and use of this leave and flexible working agreements.

Counselling

The QPS employs a network of Senior Psychologists and Senior Social Workers and funds individual member appointments with the same. These psychologists and social workers can also be engaged to deliver bespoke support or workshops to teams experiencing conflict, workplace issues or requiring other wellbeing supports.

Police Chaplains, also funded by the Service, provide support to members and their families for personal, professional or workplace matters and are available 24 hours a day, 7 days a week, in person, via phone, text or email and visit police establishments on a regular basis.

Ethical Standards Command

The Ethical Standards Command (ESC) is responsible for the oversight, implementation and communication of initiatives, strategies, processes, and procedures related to workplace behaviour (including sexual harassment), misconduct, complaints and discipline within the Service.

Promoting gender equality

The QPS and the University of Queensland (UQ) have devised a randomised controlled trial for a gendered service delivery model, with operational provision through a Mobile Police Facility (MPF). The intent of the trial is to assess the impact and benefits of providing a gendered police service delivery model, mobilised through the MPF, for domestic and family violence matters, and whether there is an increased reporting rate with female only officers via a trial evaluation by UQ.

MPFs will deploy to carefully selected locations identified as having high demand for police services and provide a high visibility presence in that community. MPFs offer the services of a traditional 'shopfront' police beat, with the ability to move in accordance with demand requirements, and it is expected that deployment of MBFs in this trial will target domestic and family violence 'hotspots'.

Leading Women Network

The QPS is part of the Leading Women Network, established in August 2019, which encompasses the following Queensland Government agencies:

- Crime and Corruption Commission
- Queensland Family and Child Commission
- Queensland Fire and Emergency Services
- Office of the Inspector-General Emergency Management
- Queensland Integrity Commissioner
- Queensland Police Service
- Queensland Racing Integrity Commission

The Network, which is open to members of any partner agency, irrespective of gender, promotes and supports a more diverse and inclusive work environment through the equitable representation of women in all levels of workplaces by providing:

- professional development and networking opportunities targeting women
- a forum to raise common issues to the senior executive members of partner agencies.

QPS involvement in the Leading Women Network (EBB, P33) includes representation on the Interagency Leading Women Committee and the coordination of internal activities and events by the QPS Leading Women

Committee. The Network is supported by QPS ELT Sponsor, Assistant Commissioner Cheryl Scanlon and Change Champion, Assistant Commissioner Ben Marcus (EBB, P34).

Ongoing activities delivered by the network include:

- quarterly professional development and networking events to address topics of interest and facilitate discussion of common issues, and featuring a guest speaker/s
- an interagency mentoring program to connect mentors and mentees from within and between the partner agencies
- a SharePoint site (EBB, P35) which hosts information and resources related to:
 - upcoming and previous Leading Women events, including recordings of previous event presentations
 - inclusion and diversity, leadership, communications skills, tips for success and overcoming challenges, and emotional intelligence and wellbeing
 - Network committees (both the interagency and QPS committees), supporters, achievements and the interagency mentoring program.

Events are primarily funded via annual partnership agency contributions with the annual QPS contribution being \$2000. To enable maximum participation, Network events are conducted at a central location and livestreamed across the State to event hubs attended by groups of agency members and to partner agency members viewing the event within their workplace or home.

The focus of the QPS specific Leading Women Network Projects, the interagency Leading Women Network Workshop, and the interagency events from 2021, is delineated in Table 8 with a snapshot of 2021 Network updates available in Evidence Item 4.

The Network was recently nominated by the Inspector-General of Emergency Management for the 2021 Premier's Awards for Excellence in the category of Healthy and safe communities. All heads of partnership agencies, including the Police Commissioner, have endorsed the nomination.

Table 8: Leading Women Network initiatives

QPS Leading Women Network Projects 2021	Interagency Leading Women Network Workshops 2021	Events
Childcare for shift workers	Making the most of mentoring	Inspire, Empower, Succeed
QPS pregnancy package	QPS leadership and capability framework	Rise and Define: Retaining your individuality and defining your identity at work
Underrepresentation of primary care givers as plain clothes OICs	The new QPS merit based selection process	Step Up, Step Out: Walking your way to success with presence, confidence and resilience.
Developing leading circles	Childcare solutions for shift workers	

The Australasian Council of Women and Policing

QPS Assistant Commissioner Debbie Platz is the current President of the [Australasian Council of Women and Policing](#) (ACWAP). Formed in 1997, the council aims to improve both the policing services provided to women, and the opportunities and outcomes for women within policing, and participate in a global network of women in policing. In September 2019, Commissioner Carroll represented the QPS on the Commissioner's Panel at the ACWAP conference where the then Acting Assistant Commissioner Platz received the

International Association of Women Police Officer Award for her significant contribution to policing and her outstanding mentoring to officers, especially women across Australasia (EBB, P36).

In March 2018, officers from South Brisbane District received an ACWAP Excellence in Law Enforcement for Women Initiative award for their significant contribution to the development and implementation of the Connected Women programme. Run in partnership with the Islamic Womens Association of Australia, the program pairs newly arrived Muslim women with female police mentors to develop a connection and build strong relationships with these vulnerable women, and in so doing, break down barriers to make them feel safe and supported (EBB, P37).

Events, Forums, Honours and Awards

There are numerous local, national and international events, forums, and award ceremonies, either supported by or honouring members of the QPS, that demonstrate the commitment of the organisation in championing gender equality. Some of these are listed below with photos and articles shown in EBB, P38-46.

- International Association of Women Police – Officer of the Year Award
- Australasian Council of Women and Policing – Awards for Excellence – in 2018 this event was themed as the Power of Many Equals and focussed on:
 - unconscious bias
 - equity and diversity
 - how individuals can have an impact on equality
 - the power of both men and women working together as equals in creating significant cultural change for organisations and community.
- Up close with Commissioner Carroll – Speaking Tour
- Queensland Women in Policing Awards – Multiple award categories
- International Women’s Day – Excellence in Law Enforcement for Women Initiatives
- Queensland Government Breakfast Series – held annually since 2017 with keynote speakers addressing the topics of:
 - Representation Matters: How can men advocate for, and act to, advance gender equity?
 - Drivers of change: Male champions and meaningful partnerships.
 - Supporting women to stay connected and engaged in a changing world.
 - Owning and leading performance: building resilience and leading teams through cultural change.
 - Transformation and better ways of working. A panel discussion on flexible work arrangements.

White Ribbon Australia

As mentioned earlier in this response, the QPS employs a dedicated Senior Policy Officer – White Ribbon to support the progression, implementation and maintenance of the WRAP. This includes organisation and promotion of White Ribbon events (EBF), and organisation and dissemination of WRA collateral such as ribbons, posters, banners, and educational resources.

Additionally, the Senior Policy Officer was responsible for the coordination, communication, dissemination and promotion of the 2021 WRA Baseline Survey which is discussed in detail in [Criterion 3.3 Evaluation and Continuous Improvement – White Ribbon Baseline Survey](#) and EBM.

The Senior Policy Officer is the QPS representative on the Queensland Government’s Multi Agency Implementation Group (MAIG) (EBB, P5). Established for the purpose of whole of government collaboration and cross agency responsibility for the progression of activities in support of deliverables from the Domestic

and Family Violence Prevention Strategy 2016-2026, the MAIG uses the combined experience and expertise of members to forge and harness opportunities that promote the development of respectful workplaces and gender equality, and that address violence against women, including the gendered drivers of this violence against women.

Additionally, the Senior Policy Officer facilitates member engagement with WRA's Community Partner program, following the 2019 liquidation of White Ribbon Australia and the cessation of the WRA Ambassador program. Presently, the QPS has Community Partners in five of the seven police regions, namely: Brisbane, Central, Far North, Northern and Southern region. Discussions are being progressed with WRA in relation to the requirement for serving QPS officers to undergo a police check to qualify as a WRA Community Partner, particularly those who were previously recognised as a WRA Ambassador (EBB, P22-25).

QPS members who are WRA Community Partners are active in their local communities, supporting local initiatives, attending White Ribbon events and speaking about gender equality to schools and government organisations (EBB, P27-30).

In September 2019, the QPS Homicide Investigation Unit partnered with WRA and Casefile podcast to deliver [Casefile: True Crime Podcast – Case 122 - Leeann Lapham](#) to a wide public audience and raise awareness of domestic violence statistics, warning signs, and proactive measures that can prevent future domestic violence (EBB, P31).

EVIDENCE

- Evidence Booklet B: Commitment of Resources
- Evidence Item 3: QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024
- Evidence Item 4: Leading Women Network Snapshot 2021

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STANDARD ONE: LEADERSHIP AND COMMITMENT

CRITERION 1.3 INTERNAL COMMUNICATION

There is an internal communication strategy which continually promotes gender equality, respectful relationships and zero tolerance of violence against women as a social norm and lets employees know that victims of violence will be supported.

EXPLANATION

Prevention of Violence against women starts with creating a culture of gender equality, promotion of respectful relationships and increasing awareness of the issue and its impacts. Organisational communication is a vital tool in achieving this.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet C: Internal Communication (EBC).

It would be most advantageous to review this response and the response to Criterion 1.4 External Communication, after all other sections have been reviewed so the examples used in EBC and EBD have sufficient context.

As mentioned in the introductory section of this submission, the geographical size of Queensland presents the Service with unique challenges and complexities, one of which is ensuring all members (a significant proportion of whom work operational shift work), in all work locations, have access to, and are kept apprised of, pertinent information related to the WRAP.

To effect this, the QPS utilises a mix of multi-modal communication mediums (Table 9), delivered through various platforms, to optimize meaningful connection and engagement with all members, regardless of their rank, role, location, professional and personal experiences. Messages and content are tailored for ease of understanding and uptake so as not to overload members, a large proportion of whom face competing priorities in the provision of their frontline and operational services to the public.

Additionally, the Senior Policy Officer – White Ribbon produces and disseminates dedicated communication plans for key events or activities, for example: the WRA Survey Communication Plan 2021 (Evidence Item 20) and the Domestic and Family Violence Prevention Month (Evidence Item 22).

Communication activities are intended to:

1. inform and remind members of organisational expectations, their personal and professional responsibilities, and the consequences of inappropriate behaviour in relation to respectful relationships, workplace culture, and violence against women.
2. inform and educate members on policies, procedures, information, and research that outlines and supports the above expectations.
3. inform and educate members of topical issues, updates and developments.
4. encourage member support of, participation in, and promotion of, activities and events.

Subject matter in communication artefacts is drawn from one or more of the following focus areas:

- violence against women (recognise, respond, prevent)
- gendered violence (underlying drivers, gender equality, etc.)

- respectful relationships (Code of Conduct, negative workplace behaviours, complaints, etc.)
- support options for those affected by domestic and family violence (internal, external, leave, etc.)
- White Ribbon Australia (messaging, events, Community Partner program, etc.)
- White Ribbon Workplace Accreditation Program (activities and actions that support continued alignment of the QPS with the framework, and activities that support implementation of actions as outlined in the *QPS White Ribbon Workplace Accreditation Operational Plan 2021-2024* (Evidence Item 3).

Table 9: Internal communication mediums

Communication medium	Examples
Email	<ul style="list-style-type: none"> • Commissioner direction (to all QPS)
	<ul style="list-style-type: none"> • Commissioner's update (to all QPS)
	<ul style="list-style-type: none"> • Announcement (from Commissioner or Deputy Commissioner to all QPS)
	<ul style="list-style-type: none"> • General Notification (to all QPS)
	<ul style="list-style-type: none"> • Police Notification (police officers)
	<ul style="list-style-type: none"> • Chain of command, e.g.: <ul style="list-style-type: none"> ○ top-down service wide communication, from the Commissioner or Deputy Commissioners ○ at-level engagement, e.g. Assistant Commissioner to Assistant Commissioner, AO6 to AO6, etc. ○ a network of Key Points of Contact, e.g. Domestic and Family Violence Coordinators, High Risk Team members, subject matter experts, etc. ○ collegial networks
Workplace	<ul style="list-style-type: none"> • Post, video message or live stream
Communication packs	<ul style="list-style-type: none"> • Disseminated to OICs for key messaging, e.g. promotion of the DFV Policing Enhancement Training
QPS intranet	<ul style="list-style-type: none"> • Domestic, Family Violence and Vulnerable Persons page (e.g. DFVC contacts, strangulation, operational resources, High Risk Teams, etc.) • White Ribbon page (e.g. tool box talks, fact sheets, conversation guides, risk assessments, employee supports, etc.) • Human Resources page (e.g. policies, directives) • Health and Wellbeing (employee supports) • Ethical Standards Command (e.g. ethics, professional conduct, workplace behaviours, complaints process)
Policy and Procedure documents	<ul style="list-style-type: none"> • E.g. Policy: Supporting Members affected by Domestic and Family Violence; Directive 03/20: Support for employees affected by domestic and family violence; Policy: Flexible Working Arrangements; Operational Procedures Manual, etc.
Printables	<ul style="list-style-type: none"> • Flyers, posters, fact sheets, tri-fold cards, flyers, etc.
Online (QPS LMS)	<ul style="list-style-type: none"> • Online training and videos (e.g. Recognise, Respond, Refer; Corporate Induction; Professional Standards, DFV Policing Enhancement Training, Elder Abuse, etc.)
Screensaver	<ul style="list-style-type: none"> • Uploaded to all QPS workstations
Police Bulletin	<ul style="list-style-type: none"> • Publications available to all QPS on topical issues, initiatives, etc.

Workplace

The State DFV&VPU embraced Workplace upon its launch in March 2020 and have used it extensively to communicate for the purposes as outlined earlier in this response. Following establishment of the Domestic, Family Violence and Vulnerable Persons Command in March 2021, the State DFV&VPU Workplace group was

rebranded as the Domestic, Family Violence and Vulnerable Persons Command for wider reach and enhanced engagement opportunities.

Workplace has been instrumental in both progressing and raising visibility of the WRAP and in building a community of members invested in, and committed to the same. Workplace has reduced barriers caused by geographical distance, through timely dissemination of information and real time engagement. As will become apparent throughout this submission and associated evidence booklets, Workplace has been pivotal in affording members with opportunities to:

- keep up-to-date on WRAP activities and initiatives
- share and promote WRAP activities and initiatives to their collegial networks
- drive engagement at their local level
- promote respectful relationships and a positive workplace culture
- increase their capability to recognise and respond to issues of violence against women.

Additional Workplace groups whose work or core priorities support the WRAP philosophy include, but are not limited to:

- Domestic, Family Violence and Vulnerable Persons Unit (DFV&VPU) (multiple localised groups)
- Ethical Standards Command
- First Nations and Multicultural Affairs Unit
- High Risk Teams (HRT) (multiple localised groups)
- Human Rights Community of Practice
- Leading Women
- LGBTI+ Support Network

Examples of internal communication pieces are included in numerous evidence booklets with EBC containing key examples to support this response.

EVIDENCE

- Evidence Booklet C: Internal Communication
- Evidence Item 20: WRA Survey Communication Plan 2021
- Evidence Item 22: Domestic and Family Violence Prevention Month
- Evidence Item 3: *QPS White Ribbon Workplace Accreditation Operational Plan 2021-2024*

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STANDARD ONE: LEADERSHIP AND COMMITMENT

CRITERION 1.4 EXTERNAL COMMUNICATION

The Organisation's public face is consistent with promoting gender equality and respectful relationships between women and men.

EXPLANATION

Organisations should positively influence staff behaviour when operating externally, e.g. via social media, at events, as media spokespeople and when liaising with external stakeholders. The Organisation plays an active role in advocating for violence prevention in the public sphere.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet D: External Communication (EBD).

It would be most advantageous to review this response after all other sections have been reviewed so the examples used in EBD have sufficient context.

Public facing communications published by the QPS reflect an organisational culture of zero tolerance for violence against women, actively promote the prevention of violence, and continue to encourage those affected by or witnessing domestic and family violence to contact police and reach out to support services. Additionally, external messaging usually includes the extent of violence against women in Queensland, definitions and descriptions of the types of behaviours that constitute domestic and family violence, and the role of the QPS in preventing, disrupting, investigating and responding to instances of DFV.

External communications are made available through a variety of external communication mediums, including, but not limited to the following:

- QPS website (signs of domestic violence; help, advice and supports links; online reporting; the role of police; domestic violence resources, etc. EBD, P3)
- Social media platforms:
 - Facebook - <https://www.facebook.com/QueenslandPolice>
 - Instagram - https://www.instagram.com/katarina_carroll/?hl=en
 - [YouTube](#) (various videos)
- [Community Policing Boards](#) (search myPolice articles, crime alerts and information by Policing district, EBD, P4-6)
- Media conferences* (EBD, P7)
- Public speaking** (events, online forums, panel events, Evidence Item 25)
- Television programs (SBS Insight, 60 Minutes, A Current Affair, etc. EBD, P8)
- Radio interviews (EBD, P9-10)

* A transcript of a media conference with AC Brian Codd is included in Evidence Item 25, P11-18.

** Examples of speeches delivered by Commissioner Carroll and Acting Superintendent Ben Martain at public speaking engagements are detailed in Evidence Item 25, P1-4.

Media and Public Affairs

The QPS Media and Public Affairs (MPA) team regularly collaborate with the State DFV&VPU on domestic and family violence related communication for public release. This collaboration aims to educate the community regarding domestic and family violence and shift the public conversation to the proactive space, specifically in relation to the negative commentary regarding the gendered nature of DFV and the perception of police attitudes and response to DFV.

Collaboration has resulted in the crafting of a static tail piece (Table 10 and EBD, P11) for inclusion at the end of DFV specific myPolice articles, and the development of standard responses to comments on QPS Facebook posts – particularly for those that are negative.

Table 10: Static tail for DFV articles

If you or someone you know is experiencing domestic and family violence, you should report it to [police](#).
Support and counselling is available from the following agencies:

- DVConnect Womensline: 1800 811 811
- DVConnect Mensline: 1800 600 636
- 1800 RESPECT: 1800 737 732

More information is also available from the [Queensland Government Domestic and Family Violence portal](#).

Additionally, Facebook posts were created to promote the new online reporting mechanism to request police assistance for non-urgent domestic and family violence. Subsequently, for the period April to May 2020, these posts resulted in 7,025 engagements and an audience reach of 462,342.

The most significant collaboration each year is the production of social media content for Domestic and Family Violence Prevention Month each May, as summarised in Evidence Items 23 and 24, with social media content for May 2021 showing a significant reach of messaging, clear shift in community and media sentiment towards police, understanding of the police role and awareness of support options for those affected by DFV.

(EBD, 12-19)

Documentary: Policing Domestic and Family Violence

On 21 May 2021, the QPS released an internally produced documentary: [Policing domestic and family violence](#)*. The documentary was strategically designed to increase education and awareness for DFV within the community and the QPS' response. The documentary alone reached more than 1.7 million people, was shared more than 1,400 times and viewed almost 500,000 times.

** A transcript of this 27 minute video is available in Evidence Item 25: External communications, P5-10.*

Domestic violence allegations against members of the Service

In keeping with the commitment to high standards of behaviour, transparency and accountability, the QPS informs the public of instances where an officer faces serious allegations of misconduct, including domestic and family violence and publishes these to the QPS Facebook account (EBD, P20).

Whole of Government Communication Group

The QPS has established and fostered links with this key group, through the Senior Media Officer – MPA, to harness awareness, communication and engagement opportunities on both a State and National level; support active engagement with Government agency communications representatives, and deliver consistent and targeted messaging across the Queensland public sector, corporate organisations, and community groups.

Supported campaigns have included, but are not limited to the following: [Unmute Yourself](#) (add link); [COVID-19 Domestic and Family Violence Awareness Campaign](#) (Queensland Government – May 2020); Know the Signs - Elder Abuse (Queensland Government – May 2019 & 2020, link to campaign no longer live); and [16 Days of Activism Against Gender-Based Violence](#) (November – December 2020).

EVIDENCE

- Evidence Booklet D: External Communications
- Evidence Item 23: MPA report DFV Prevention Month 2021
- Evidence Item 24-MPA report DFV Prevention Month 2020
- Evidence Item 25: External communications

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STANDARD ONE: LEADERSHIP AND COMMITMENT

CRITERION 1.5 COLLABORATION

The Organisation has identified and developed meaningful relationships with external expert organisations* that can assist in supporting staff and the Organisation in the prevention of violence against women and in responding when violence occurs.

EXPLANATION

Developing relationships with external expert organisations can assist in training, policy development and the creation of promotional materials. They also play an essential role in supporting staff who are victims of violence. Organisations which have demonstrable expertise are not required to meet this Standard.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet E: Collaboration (EBE).

"Our focus on domestic and family violence is important year-round, and we must continue to work in partnership with key stakeholders and our community to prevent the escalation of harm, protect victims and hold perpetrators accountable."

Commissioner Katarina Carroll, June 2021

The QPS promotes and facilitates the building of healthy, inclusive, safe and respectful workplaces and encourages collaborative working partnerships with external agencies to enhance the same (EBE, P2-3). Whilst responsibility for the policing response to those experiencing domestic, family or sexual violence ultimately rests with and is determined by the QPS, it is through these collaborative partnerships that the Service is afforded unique opportunities to hear from and work with victim survivors and advocates to enhance processes, responses and mechanisms that better support both staff and the broader community.

Whilst the requirement for this criterion is to demonstrate how relationships with external expert organisations assist the QPS in supporting and responding to staff affected by violence against women, the QPS itself has a significant role in developing external organisation capacity of the same and as such, examples of both collaboration types are included in this section.

Women's Safety and Justice Taskforce

The Women's Safety and Justice Taskforce (WSJT) is an independent, consultative taskforce established by the Queensland Government to examine, and make recommendations to, the Attorney-General and Minister for Justice, Minister for Women and Minister for the Prevention of Domestic and Family Violence on:

- coercive control and the need for a specific offence of domestic violence
- the experience of women across the criminal justice system.

Deputy Commissioner Linford is the QPS representative on the WSJT (EBE, P5) and has input and engagement with the WSJT through her appointment to the DFV Prevention Council, a key WSJT stakeholder group. The QPS also supports the WSJT through provision of QPS members (two Senior Research Officers, one Senior Sergeant and one Sergeant) to support the collaborative progression of the key bodies of work of the WSJT.

Additionally, other members of the QPS have been provided with opportunities to engage directly with the WSJT during community consultation in regional locations (EBE, P6).

QPS members are critical to the prevention, disruption, investigation and response to domestic and family violence and as such, were actively encouraged to provide input to the WSJT discussion papers (as per below), through the DFV&VPC (EBE, P7).

- Discussion Paper 1: Options for legislating against coercive control and the creation of a standalone domestic violence offence
- Discussion Paper 2: Women and girls' experience of the criminal justice system

An organisational response to each discussion paper has been submitted to the WSJT and shared with all members of the Service through the Workplace platform (EBE, P8). The QPS response to discussion paper one is publicly available at: [QPS submission to the women's safety and justice taskforce](#).

The Taskforce is due to report on how best to legislate against coercive control in November 2021, with a report on women and girl's experiences in the criminal justice system, expected to be delivered in June 2022.

Queensland Government

Multi Agency Implementation Group

The Multi Agency Implementation Group (MAIG), consists of representatives from each Queensland Government department, including the QPS Senior Policy Officer – White Ribbon. MAIG members meet regularly, currently on a monthly basis, to collaborate on bodies of work in support of ongoing implementation of the domestic and family violence workplace response, specifically related to the Queensland Government [Domestic and Family Violence Prevention Strategy 2016–2026](#) (EBE, P10).

As part of this group, the QPS Senior Policy Officer – White Ribbon, regularly provides input into and feedback on cross-agency documents ahead of release to government employees (EBE, P11).

In July 2020, the QPS Senior Policy Officer – White Ribbon coordinated delivery of a multi-agency, scenario based workshop: *Balancing rules and humanity – supporting employees affected by domestic and family violence* (EBE, P12-13). The focus of the workshop was to address agency queries and concerns regarding implementation of Directive 04/15: Support for employees affected by domestic and family violence. Agency members were asked to submit scenarios for unpacking in the workshop, with submitted scenarios collated by themes, the three most common of which were addressed during the workshop, as per the below list. This workshop also supported deliverables of *Focus Area 2: Leadership, Raise Awareness, Promote Resources and Partnerships*, from the Third Action Plan 2019-20 to 2021-22 of the Domestic and Family Violence Prevention Strategy 2016-2026.

1. Perpetrator and victim both agency employees
2. Working from home and COVID-29
3. Leave provisions and supports

Through the MAIG, the QPS has harnessed opportunities to contribute to the professional development of government staff, for example, by attendance at workshops and panel forums, to specifically address questions related to the policing and judicial response to domestic and family violence (EBE, P14).

Additionally, the QPS Senior Policy Officer – White Ribbon regularly disseminates domestic and family violence specific resources and information to the MAIG to assist agencies with both the prevention of and response to violence against women. This has included, but is not limited to, the following examples:

- **Open Doors. Act Now. Break the cycle:** A multi-lingual, QPS produced, video series to support those in Culturally and Linguistically Diverse communities with understanding domestic and family violence matters (EBE, P15).
- **Local White Ribbon Committees:** promotion of the 12 local WRA committees operating in Queensland and the contact details for the Statewide Coordinator (EBE, P16).
- **Domestic and Family Violence Prevention for people with disabilities:** Easily understood, engaging and accessible videos produced by Legal Services Commission of South Australia and presented in Auslan, captioned and available as transcripts in ReadSpeaker and docReader (EBE, P16).
- **Australia Post supports victims of domestic violence:** Promotion of this free mail redirection, available to victims of domestic violence (EBE, P16).
- **Purple Pets for Pets in Crisis:** Promotion of and information about this QPS led initiative raising funds to provide emergency accommodation, food and vet care for pets, helping family to escape domestic and family violence (EBE, P17).
- **LGBTI Domestic Violence Awareness Day:** Promotion of information and resources related to this inaugural event (EBE, P18).
- **QPS Documentary: Policing Domestic and Family Violence:** Promotion of the release of this QPS produced documentary (EBE, P18).

Domestic and Family Violence Coordinators, High Risk Teams and Police Referrals

As outlined in [Criterion 3.1 Response to victims](#), employees who disclose being a victim of domestic violence, may be connected to local specialist service providers via referral to their District Domestic and Family Violence Coordinator, District High Risk Team, or through a Police Referral.

HRTs and DFVCs engage and collaborate with their well-established local network of specialist service providers to enhance the response to members affected by domestic, sexual or family violence. Whilst the DFVCs, through their district DFV&VPU or DVU, can connect with multiple local support services, depending on service availability in their geographic area, each HRT collaborates intensively with a single service, as listed in Table 11 below.

Table 11: HRT Support Services

Brisbane HRT: Brisbane Domestic Violence Service	Logan HRT: Centre for Women and Co
Cherbourg HRT: South Burnett CTC	Mackay HRT: The Women's Centre
Far North HRT: Cairns Regional Domestic Violence Service	Moreton HRT: Centre Against Domestic Abuse
Ipswich HRT: Domestic Violence Action Centre	Mt Isa HRT: Save the Children

The State Police Referrals Coordinator, through the State DFV&VPU, collaborates with and maintains an active statewide network of over 150 specialised domestic, family or sexual violence support services (EBE, P20-21). This stakeholder engagement affords all officers with the opportunity to connect members directly with specialist services to ensure timely and appropriate responses to enhance victim safety and perpetrator accountability.

Collaborative models – co-responder and embedded service provider (EBE, P23-25)

The QPS has developed meaningful and collaborative partnerships with external service providers that support the prevention of, and response to, violence against women. Examples of some of these partnerships are included below.

Sunshine Coast District: in partnership with the Department of Children, Youth Justice and Multicultural Affairs, established the **Multi-Agency Triage and Case-Led Allocation (MATCLA) initiative** to enhance the coordination and collaboration of domestic and family violence services. MATCLA offers a multi-agency approach to triage high-risk perpetrators to enhance the coordination and collaboration of domestic and family violence services increasing capacity.

Mount Isa District: established the **Watchhouse Engagement Project** which provides timely and culturally appropriate responses to domestic violence and diverts respondents to appropriate support pathways. Since the project's inception in April 2020 to 30 June 2021, 94 respondents have been engaged in the Watchhouse, of which 86% have accepted referrals to support agencies.

Darling Downs District: in Southern Region initiated **Project Vulnerable** in November 2020 to identify repeat victims of domestic and family violence. Officers proactively contact victims to assess their safety and ascertain other support services that can be provided to the victim. Since its inception to 30 June 2021, the QPS identified and reached out to 107 victims with 46 accepting assistance offered by the QPS.

Cairns District: in Northern Region established the **Prevention Together Unit** bringing together units from across the Service including Crime Prevention, Domestic and Family Violence, High Risk Team, Youth Justice Co-Responder teams as well as detectives and Police Liaison Officers. The unit provides a wholistic approach to support persons impacted by domestic and family violence, including repeat victims and works to prevent and disrupt recidivist offenders through education and support.

District DFV&VPUs: located in South Brisbane, North Brisbane, Sunshine Coast and Logan Districts have embedded specialist domestic and family violence support service workers working alongside police.

Moreton, Gold Coast, Mt Isa, Toowoomba and Townsville Districts: operate voluntary partnerships with multiple domestic and family violence support service providers based on a co-located service model to support women experiencing domestic and family violence or who need advice when attending a police station.

Domestic and family violence co-responder model

The QPS currently operates a DFV co-responder model in the South Brisbane District, in partnership with Brisbane Domestic Violence Service (BDVS). Police and a BDVS worker attend together at, or near to, the scene of a domestic and family violence incident after the initial police response has been completed and safety has been ensured.

The co-responder model enables victims to receive immediate support from a specialist service provider, and an enhanced risk assessment undertaken by frontline police. The QPS is exploring opportunities for co-responder models in other districts to enhance timely assistance, advice and services to victims and their families to reduce harm and improve victim and perpetrator outcomes.

Embedded service provider model

District based DFV&VPUs in South Brisbane, North Brisbane, Sunshine Coast, Logan and Mt Isa Districts work collaboratively with embedded specialist domestic and family violence support service workers to provide a wraparound response for victims of domestic violence.

Additional examples of collaboration

- **QPS engagement at Panel Events, Workshops, and Forums** (EBE, P-26-29)
- **Griffith University:** Police desensitisation to domestic and family violence (EBE, P31)
- [Red Bench Project](#) – an initiative of the Red Rose Foundation, taken up by many Police stations across Queensland (EBE, P33-37). Red Benches are intended to raise public awareness and provide an opportunity for this important issue to remain visible and serve as a permanent reminder that domestic violence occurs within all communities.
- [DV Safe Phone](#) – this initiative is supported by many QPS establishments (EBE, P39-42) with the collection of mobile phones for repurposing and gifting to victims of domestic violence through registered charities, safe houses and authorities. DV Safe Phones are provided as part of an individual's 'safe' or 'escape' plan,' offering a lifeline to victims of domestic violence for help when is needed most.
- **PCYC Ruby program:** a free physical fitness program, delivered by PCYC staff in multiple locations throughout the state, to women who are, have been, or likely to be experiencing domestic and family violence (EBE, P44-46).

EVIDENCE

- Evidence Booklet E: Collaboration

[GLOSSARY](#)[CONTENTS](#)

STANDARD ONE: LEADERSHIP AND COMMITMENT

CRITERION 1.6 DEMONSTRATED ENGAGEMENT IN THE PREVENTION OF VIOLENCE AGAINST WOMEN

The Organisation demonstrates proactive involvement in ending violence against women by encouraging staff participation in prevention initiatives and promoting prevention campaigns.

EXPLANATION

Organisations should demonstrate an activity that works to prevent violence against women in the community. This can be adequately shown by actively engaging with the White Ribbon movement and utilising established tools and profile developed by White Ribbon Australia or other similar agencies. Organisations can also support women's services and networks to demonstrate taking a holistic approach to prevent and respond to violence against women.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet F: Engagement (EBF).

QPS members are actively encouraged and supported, to participate in and promote, activities that raise awareness of and prevent violence against women. Since receiving WRA workplace accreditation in 2017, this has included engagement in and promotion of key White Ribbon Australia initiatives, such as the White Ribbon Ambassador program, White Ribbon Community Partner program, White Ribbon Night and White Ribbon Day.

Unfortunately, the liquidation of WRA in 2019, and lack of consistent, localised support for and communications with local White Ribbon Committees (EBB, P25-26) has, in some instances, interrupted and undermined the confidence of members to reengage with the new iteration of WRA under Communicare's leadership. Nonetheless, the ELT is committed to engagement in WRA initiatives as one of many mechanisms to support the prevention of violence against women and many members are actively involved in their local White Ribbon Committee, support local initiatives, and attend White Ribbon events and promote gender equality in schools and to government organisations (EBB, P27-30).

The QPS commitment to, engagement in, and promotion of activities that support the prevention of violence against women is multi-layered and far reaching, as evidenced in the following examples.

White Ribbon Australia (EBF, P3-17 and EBB, P23, 26)

- **Local White Ribbon Committees and Community Partners** – QPS is represented on nine local committees and is currently negotiating with WRA on the requirement for police officers to complete a police check in order to become a Community Partner.
- **White Ribbon Night (9/08/2019)** – QPS hosted a joint Trivia Night with the Queensland Government departments of Queensland Fire and Emergency Services, Public Safety Business Agency, and Inspector-General Emergency Management, and raised \$2642.10 for WRA.
- **White Ribbon Day (November 2020)** – Community engagement activities and fundraising.

Events (EBF, P19-35)

- **Domestic and Family Violence Prevention Month** – QPS members participate in this Queensland Government initiative annually each May. Members coordinate and participate in many local events, including community engagement activities, forums, podcasts, workshops, local awards nights, etc.
- **National Domestic Violence Remembrance Day – Candle Lighting Vigils**
- **Darkness to Daylight** – in 2019 and 2021, QPS members participated in Australia CEOs Challenge – Darkness to Daylight Challenge, as part of an ongoing commitment to the prevention of violence against women. Commissioner Carroll and the ELT joined the challenge in 2021 and helped raised \$5,978 to support the work of Australia's CEO Challenge in ending DFV through: workplace education, advocacy and engagement, partnering with frontline services, and DFV prevention programs.
- **LGBTQ DV Awareness Day**
- **River to Rooftop Challenge** – on 2 August 2019, twenty-seven members of the QPS took part in the River to Rooftop Challenge, climbing 1040 steps and raising \$2001 for Women's Legal Service. Women's Legal Service provides free legal and welfare help to women and their children impacted by domestic violence.

Supporting service providers (EBF, P37-41)

QPS members regularly support a variety of domestic and family violence service providers. This support includes organisation and delivery of donations, and attendance at local events as active participants and/or as guest speakers.

Pets in Crisis (EBF, P43-48)

In 2019 the State DFV&VPU launched the inaugural Purple Pets for Pets in Crisis initiative. Commonly referred to as Purple Pets, this campaign aims to raise awareness of the difficulty faced by those who own pets when trying to leave their home due to domestic and family violence.

Members are encouraged to photograph their pet in a purple theme and enter their photo in the Purple Pets for Pets in Crisis photo competition through the Workplace group. Members are also encouraged to donate to the join the RSPCA and DVConnect program, [Pets in Crisis](#) who provide emergency care and accommodation to pets whose families are escaping domestic and family violence.

Purple Pets for Pets in Crisis is available to the public as a photo sharing and awareness raising activity via [Instagram](#), with a dedicated fundraising page hosted by the RSPCA at: <https://www.iamforanimals.org.au/fundraisers/annetterrichardson/purple-pets-for-pets-in-crisis>. Both sites provide information on the available options to report DFV to the police, and contact numbers for support services.

Communications

Internal and external communication tools are regularly used by members to promote prevention campaigns, evidence of which is provided in [Criterion 1.3 Internal Communication](#), [Criterion 1.4 External Communication](#), and their associated evidence items.

EVIDENCE

- Evidence Booklet F: Engagement

[GLOSSARY](#)[CONTENTS](#)**STANDARD TWO: PREVENTION OF VIOLENCE AGAINST WOMEN****CRITERION 2.1 POLICIES, PROCEDURES AND DOCUMENTATION**

The Organisation's policies, procedures and documentation promote gender equality and underpin its commitment to preventing violence against women.

EXPLANATION

Prevention of Violence against women starts with creating a culture of gender equality and the promotion of respectful relationships between men and women.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet G: Policies, Procedures and Documentation (EBG)

The QPS is fully committed to building an inclusive and diverse workforce culture where people's different experiences are recognised, appreciated and valued and where all employees are valued, included and treated with respect. As will become evident in this response, the QPS utilises numerous legislative, policy and procedural instruments to govern and guide the conduct of all members to ensure workplaces are free of bullying, unlawful discrimination, sexual harassment and violence.

Through these mechanisms, members are provided with information that:

- outlines employee obligations and expected standards of conduct
- identifies procedural guidelines for dealing with matters of professional conduct
- guides and empowers members to report unacceptable workplace behaviours
- outlines support options available to members

In line with the QPS Standard: Induction and Orientation (Evidence Item 5), all members receive a formal and comprehensive induction upon commencement with the Service, or when promoted, transferred or seconded to a new position and/or work area. Induction provides members with an opportunity to develop knowledge and understanding of the objectives of the organisation, particularly in the categories of:

- Code of Conduct
- Employer responsibilities
- Employee responsibilities
- QPS vision, mission and function
- Terms and conditions of employment
- Workplace health and safety

Member access to, and awareness and understanding of these instruments is addressed in detail in [Criterion 2.2 Communication of Policies and Procedures](#).

As a Queensland Government agency, QPS employees are bound by and comply with legislation, policies and procedures that support gender equity, respectful behaviours and professional conduct, including those listed in Table 12 (EBG, P2-12).

Table 12: Queensland Government Legislation, Policies, Strategies and Guides

Queensland Government	
Legislation	
Anti-Discrimination Act 1991	Police Service Administration Act (Discipline Reform) and Other Legislation Act 2019
Crime and Corruption Act 2001	Police Service Administration Act 1990
Domestic and Family Violence Protection Act 2012	Police Service Administration Regulation 2016
Human Rights Act 2019	Public Sector Ethics Act 1994
Industrial Relations Act 2016	Public Service Act 2008
Police Powers and Responsibilities Act 2000	Workplace Health and Safety Act 2011
Directive / Policy	
Code of Conduct for the Queensland Public Service	Supporting Employees Affected by DFV (Directive 03/20)
Plans / Strategies / Frameworks	
Queensland Public Sector Gender Equity Strategy	Queensland Public Sector LGBTIQ+ Inclusion Strategy
Queensland Public Sector Inclusion and Diversity Strategy 2015–2020, and 2021–2025	Queensland Women's Strategy 2016-2021
Queensland Public Sector Inclusion and Diversity Strategy 2021–2025	
Guides	
Domestic and Family Violence Safety Plan for Individual Employees	Positive and Healthy Workplace Cultures Guide
Guide for Domestic and Family Violence Risk and Workplace Safety Planning for Employees	

In addition to the above documents, the QPS also has its own specific policy and procedural instruments (Table 13 and EBG, P2-12) that support the above vision, and demonstrate zero tolerance for violence against women. Key provisions from within this repository of documentation will be outlined in this section and additional criterion responses to highlight the QPS commitment to the promotion of gender equity, and the prevention of violence against women, and the many ways in which the day-to-day work and activities of QPS members align with and support the intent of the WRAP. A comprehensive list of these documents, with links to those that are externally available, is detailed in Policies-Procedures-Documentation (Evidence Item 6).

Table 13: QPS Legislation, Policies, Strategies and Guides

Queensland Police Service	
Policy	
Complaint management	QPS Use of Social Media Policy and Procedures
COVID-19 – flexible hours of work (ER Bulletin 04/2020)	QPS Workplace Behaviour Policy
Flexible Working Arrangements Policy (2018/04)	Recruitment and Selection Policy
Gender Affirmation Policy	Stand downs and/or suspension
Information Management Manual	Standard: Induction and Orientation
Merit selection	Standard of Practice - Professional Conduct 2012/33

Pregnancy	Standard of Practice - Professional Conduct 2012/33
Procedural Guidelines for Professional Conduct (2013/05)	Supporting members affected by domestic and family violence
QPS Discipline Policy	Women's Network 2009/11
Plans / Strategies / Frameworks	
Prevention Together Strategic Framework 2021-2024	Queensland Police Service Operational Plan 2021-22
Queensland Police Service Integrity Framework	Queensland Police Service Strategic Plan 2021-25
Procedures	
DV Protective Assessment Framework	Management Support Manual
First Response Handbook	Operational Procedures Manual
Guides	
Complaint Resolution Guidelines	DFV: Conversation Guide for Managers
DFV Risk Assessment Guide and Workplace Safety Plan	Sexual Harassment
Resources (EBG, P13-14)	
Conflict Management: Types of Negative Workplace Behaviours	Toolbox Talk: Bullying and harassment in the workplace
Factsheet: DFV is a workplace issue	Toolbox Talk: Managing DFV in the workplace
Factsheet: What can we do?	Toolbox Talk: Respectful relationships
Factsheet: What contributes to DFV	Toolbox Talk: When Men are Victims
Toolbox Talk: Addressing DFV in the workplace	

Industrial Relations Act 2016

As a Queensland Government agency the QPS adheres to the standards regarding remuneration of employment; carer's leave; domestic and family violence leave; equal pay; flexible working arrangements; and organisational obligations to employees bullied in the workplace, as provided for in the [Industrial Relations Act 2016](#).

Code of Conduct for the Queensland Public Service (EBG, P26-27)

The [Code of Conduct for the Queensland Public Service](#) was developed to:

- strengthen the integrity and accountability of the Queensland Public Service
- demonstrate the government's commitment to the highest levels of integrity and accountability
- provide a framework for ethical culture
- clarify for the public what they, and employees of the Queensland public sector, should expect of themselves, their colleagues and the Queensland Public Service.

The code applies to all members of the Service, as Queensland Government employees, including when performing official duties, representing the QPS at conferences, training events, business trips and work-related social events.

Under the code, all employees, including volunteers, students, contractors, consultants, or anyone who works in any other capacity for a Queensland public service agency, is expected to:

- treat co-workers, clients and members of the public with courtesy and respect
- be appropriate in relationships with them
- ensure their conduct reflects the Service's commitment to a workplace that is inclusive and free from harassment.
- ensure their private conduct maintains the integrity of the public service and their ability to perform their duties

Queensland Police Service Integrity Framework (EBG, P43-44)

The [Queensland Police Service Integrity Framework](#) promotes an actionable process of thinking about integrity, integrated into all planning, implementation, monitoring and evaluating processes to ensure plans and actions are consistent with QPS values and standards. All members of the Service are responsible for, and should actively work towards, fostering a positive culture through education, guidance and demonstration of high professional standards. As such, personal leadership is expected of all members and is demonstrated by:

- courage to intervene in and report behaviours that are inconsistent with the values of the Service and community expectation
- always acting professionally and operating within the boundaries of legal, policy and organisational constraints.

Standard of Practice – Professional Conduct 2012/33 (EBG, P28-32)

In addition to the Code of Conduct, the conduct expected of all members in the course of their duties is outlined in the QPS Standard of Practice – Professional Conduct 2012/33 and Procedural Guidelines for Professional Conduct 2013/05. Many of these expectations support the WRAP, specifically the following where members are to:

- treat all persons with respect and dignity and in a reasonable, equitable and fair manner
- not intimidate, engage in sexual or other forms of harassment, unlawfully discriminate or otherwise abuse any person
- observe merit in recruitment, promotion and other selection processes
- safeguard privacy and confidentiality of matters of a personal nature relating to other members of the QPS
- encourage access to employee assistance and development schemes.

Aside from instances where it is mandated that members report misconduct, all employees are encouraged to take appropriate action if disrespectful and/or violent behaviours occur. This includes the following behaviours, which may be considered as victimising, humiliating, intimidating or threatening, and relate specifically to gender inequality, disrespect, and behaviours that underpin violence against women:

- spreading of malicious and unfounded rumours
- persecution through threats and instilling fear
- publicly insulting/humiliating an employee
- victimising an employee who has made a complaint

- physical abuse.

Conflict Management Service

The QPS has a variety of resources available to empower members to effectively address workplace conflict and negative behaviour. In addition to fact sheets, flyers, brochures, posters, etc. which are readily available on the intranet, Conflict Management Services (CMS) offer Workplace Behaviours Information Sessions and Workshops.

CMS also provide a consultancy service, offering support and practical assistance to employees, volunteers, supervisors and managers seeking to resolve workplace behaviours, manage workplace conflict and restore positive, professional and productive workplace relationships. Workplace Bullying and Sexual Harassment are addressed in discussions on Negative Workplace Behaviour.

QPS Manuals

The [Operational Procedures Manual](#) (OPM) provides members with guidance and instruction for operational policing to ensure duties are discharged lawfully, ethically and efficiently. OPMs are issued pursuant to the provisions of section 4.9 of the *Police Service Administration Act 1990* and failure to comply with these instructions may constitute grounds for disciplinary action.

Domestic violence is included as a standalone [Chapter 9 of the OPM](#) (EBG, P37-39) and in addition to detailing the policing response, covers numerous topics that support the intent of the WRAP, namely:

- Definition of domestic violence
- Risk factors and risk assessments
- Referral agencies (through the [Police Referrals](#) network or other non-government organisations)
- Support options for members

In addition to the OPM, the QPS also provides a First Response Handbook which also includes the above information.

The [Management Support Manual](#) (MSM), which is also issued pursuant to the section 4.9 of the *Police Service Administration Act 1990*, provides information to QPS members regarding management aspects of policing. The MSM provides links to associated Service policies, Manuals, instructions and resources and requires local procedures to be developed at regional, district and station or establishment level to support management practices. Members are to comply with the contents of the MSM and failure to comply may constitute grounds for disciplinary action.

The integral role of line supervisors in setting and maintaining appropriate standards of conduct within the Service is highlighted in Chapter 16 of the MSM, [Standards and Discipline](#) (EBG, P40) which specifically addresses the discipline and complaints systems used to record and deal with conduct which reaches the threshold* to become a disciplinary complaint.

** the threshold for reporting refers to a reasonable suspicion that an allegation of misconduct by a QPS member has occurred.*

A robust and transparent system for dealing with complaints made about the conduct of members is utilised to address concerns and protect the reputation of the Service. The complaints process is outlined in the QPS Complaint Resolution Guidelines and details how complaints concerning the conduct of members are made,

received, managed and resolved. Oversight and management of the complaint lies with nominated members from either the Crime and Corruption Commission or the Service (through Ethical Standards Command) depending on the nature of the complaint.

In the instance that the Commissioner reasonably suspects that a complaint, information or matter (also a complaint), involves misconduct, as per section 37 (1)(2) of the *Crime and Corruption Act 2001*, the Commissioner must notify the Crime and Corruption Commission. The Crime and Corruption Commission has primary responsibility for dealing with complaints about corrupt conduct and is responsible for monitoring how the Commissioner of Police deals with police misconduct.

Domestic and Family Violence Protection Act 2012

Pursuant to Section 100 of the *Domestic and Family Violence Protection Act 2012* (EBG, P24), and in accordance with Chapter 9 of the OPM, a police officer who reasonably suspects that domestic violence has been committed must investigate, or cause to be investigated the complaint, report or circumstance on which their reasonable suspicion is based.

Additionally, a police officer who reasonably believes, after investigation, that domestic violence has occurred:

- must take a course of action to immediately protect the victim from further domestic violence and assess the protective needs of the victim by using the DV-PAF* at all incidents or reports of domestic violence
- is to refer both parties to appropriate support by way of offering a Police Referral to the person experiencing domestic violence and the person perpetrating domestic violence.

In the instance of members of the Service and their immediate families being involved in domestic and family violence, either as a victim, perpetrator or named person, an officer can also refer the member to appropriate supports, both internal and external.

* *The DV-PAF (Domestic Violence Protective Assessment Framework) is a decision making tool designed to assist in identification of risk factors, and assessment of the aggrieved's (victim's) protective needs and level of fear.*

Note: the mandated requirements of police officers in relation to domestic and family violence are explained further in [criterion 3.1 response to victims](#), [Criterion 3.2 Response to perpetrators](#) and EBK.

Gender equality

A cornerstone of gender equity is that both men and women have the same rights, access and opportunities, including equal access to power, decision making and influence, and are able to be financially independent. To this end, the QPS works to ensure both men and women enjoy the same opportunities and removes obstacles such as limited access to flexible working arrangements and unconscious bias to create cultures, workspaces and workplaces where both women and men thrive.

The QPS utilises a merit based selection process to attract, recruit and retain a mobile, skilled, flexible and diverse workforce to meet its strategic objectives, operational requirements and reflect its core values of integrity, professionalism and respect and fairness. Recruitment, selection and promotion activities are based on merit as defined in the *Police Service Administration Act 1990* (section 5.2(5) and 5.2(6)) and the *Public Service Act 2008* (section 27) and comply with the *Anti-Discrimination Act 1990* (EBG, P20-21), applicable industrial instruments, public service and ministerial directives and instruments and whole of government

policy, to ensure fair and equitable selection that is consistent with the principles of employment equity and anti-discrimination.

Additionally, as a Queensland Government agency, both men and women in the Service are remunerated at the same salary for the same job, for example a female Senior Sergeant is paid the same as a male Senior Sergeant, and an AO5 female is paid the same as an AO5 male, etc.

Pursuant with Chapter 2, Part 3, Division 4 of the *Industrial Relations Act 2016*, the QPS recognises the importance of working arrangements that assist employees to balance their various work and life responsibilities and supports flexible working arrangements. The QPS supports member pursuit of flexible working arrangements through the development and publication of policies easily accessible to all QPS members.

Women's Network

The QPS fully supports women in their endeavours and encourages membership in the organisation's Women's Network, which aims to:

- achieve equity for women within the Service
- assist women to develop the knowledge and skills necessary for full participation in a merit environment
- assist management in the development and application of policies affecting women in the workplace and, where appropriate, affecting women in the community.

Membership is open to all female employees, and provides them with information, advice and assistance on matters affecting women in the Service.

Review

The QPS undertakes regular internal policy reviews, in line with organisational governance requirements, to ensure these instruments remain current. This review function is undertaken regularly to ensure policies and practices are contemporary, evidence-based and fit-for-purpose. The following areas support the development and review of QPS policy and practices:

- **Operational Policy and Improvement:**
 - Supports front-line police officers in the execution of their duties by developing, maintaining and improving policies and forms to ensure members can work efficiently and effectively in accordance with legislation, Service priorities and government objectives.
 - Provides continual reviews and updates to numerous manuals including the OPM and MSM to ensure currency and consistency with the law and community expectations.
- **Policy and Performance Division:**
 - Delivers timely and objective legislation and policy development analysis services to assist in the formulation of new policies, development of new legislation or amendments to the existing suite of legislation. They also review QPS portfolio legislation to ensure relevancy to contemporary needs.
- **Procurement Services Group:**
 - Develops and maintains the procurement policy and procedural framework and procurement guidance materials.

- Regularly publishes updated materials to the QPS intranet, including: the Procurement and Contracts Practice Manual; Procure to Pay process map; Request for Quote; and other templates for QPS buyer use.
- **Strategic Policy Branch:**
 - Represents QPS interests in public policy through advocacy and preparation of high level policy advice for, and on behalf of, the Police Minister and QPS Senior Executive, so as to align policy with both the criminal justice and broader human service delivery systems to achieve strategic objectives of the government and the Service.
 - Currently leading the QPS's involvement in the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability.

Furthermore, the governance of many strategies, plans and frameworks lies within the annual QPS Operational Plan which details activities to be integrated. Regions and commands are responsible for incorporating these activities into their annual operational planning process with accountability provided through quarterly reporting processes.

Additionally, the Service is also consulted on, and provides input into, the drafting, review and reporting processes associated with many Queensland Government policies, strategies, and guides.

Further examples of Policies, Procedures and Documentation (EBG, P33, 34, 36, 45-50)

- Appointment to be on merit
- Misconduct, victimisation, harassment and discipline
- Reporting misconduct, disciplinary action and complaints
- Equality and anti-discrimination
- Sexual harassment
- Improper use of information and communication technology, social media policy
- Flexible working and leave entitlements

EVIDENCE

- Evidence Booklet G: Policies, Procedures and Documentation (EBG)
- Evidence item 5: QPS Standard: Induction and Orientation
- Evidence item 6: Policies, Procedures, Documentation
- Evidence item 1: [Queensland Police Service Strategic Plan 2021-2025](#)

[GLOSSARY](#)[CONTENTS](#)**STANDARD TWO: PREVENTION OF VIOLENCE AGAINST WOMEN****CRITERION 2.2 COMMUNICATION OF POLICIES AND PROCEDURES**

Procedures and entitlements are clearly defined and communicated across the Organisation in a timely and efficient manner.

EXPLANATION

Managers and staff are aware of and understand the policies and procedures relevant to preventing violence against women. The Organisation creates a culture in which employees feel confident and safe to disclose experiences of violence and seek support.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet H: Communication of Policies and Procedures (EBH).

Policies, procedures and documentation that support a positive workplace culture of inclusion, gender equity and respect, where members are valued and the prevention of violence against women is articulated, prioritised and promoted, are communicated frequently to members through a variety of mediums and platforms, some of which are managed by the Queensland Government and others by the QPS.

Well-established communication networks are utilised for the announcement and dissemination of this information across the Service, many examples of which are shown in EBC and EBH. These networks include the Chain Command, statewide notifications, at-level communications, KPOCs and business unit networks (e.g. DFVCs, HRTs, etc.) and collegial networks, as mentioned in the section on [Organisational Structure](#).

Members draw on and share Queensland Government hosted materials (EBH, P3-8) on the following topics:

- Conduct and performance (including the Code of Conduct)
- Directives, awards and legislation
- Inclusion and diversity
- Gender equity
- Domestic and family violence (including the workplace support package)

New or updated Information is announced, communicated and accessed through numerous mediums and platforms within the Service (EBH, P10-42) including but not limited to, the following:

- Commissioner's service wide communication mediums:
 - Commissioner's Instruction/Direction (Service wide email, amendment to OPM and/or MSM)
 - Commissioner's update (Service wide email)
 - Commissioner's message (Service wide email)
 - Commissioner's post (Workplace)
- QPS intranet pages:
 - Home page (OPM, MSM, FRH, QPS HR, Legislation, Operational Assistance Kit, QPS OPStore)
 - Human Resources page (Policies and Procedures, Leave, Flexible Working, Performance and Conduct, Pay and Entitlements)

- Ethical Standards Command page (Integrity and Corruption Prevention, Complaints Management, QPS Discipline System, ESC Knowledge Hub, Police Officer and Staff Member Discipline Resources)
- Policy and Performance Division page (Legislation, Strategic Policy Branch, Cabinet Legislation and Liaison Officer)
- Safety and Wellbeing page (Employee Wellbeing, Advice for Leaders, Helping Others, Peer Support Officers, Senior Psychologists/Senior Social Workers)
- State Domestic, Family Violence and Vulnerable Persons Unit (Domestic and Family Violence, Operational Resources, White Ribbon, DFV Awareness and Prevention Activities, Domestic and Family Violence Support, High Risk Teams, DFVCs)
- Microsoft Stream (video tutorials) (Professional Standards: Code of Conduct, *Public Service Act 2008*, *Police Service Administration Act 1990*, QPS Integrity Framework, Social Media Policy)
- Ignite (QPS Learning Management System) (online learning programs: Corporate Induction; Recognise, Respond, Refer)
- Workplace (QPS News; QPS Community; QPS General Notifications; QPS Human Resources; QPS Police Notifications; Safety and Wellbeing; Ethical Standards Command, Policy and Performance Division, State Domestic, Family Violence and Vulnerable Persons Command)
- Notifications (Police and General) (statewide emails that require authorisation from Assistant Commissioner or above)

Frequent dissemination and on-sharing of communication, enables members to independently review relevant documents and resource materials, identify appropriate actions and learnings, and seek the most appropriate support for themselves or others.

EVIDENCE

- Evidence Booklet H: Communication of Policies and Procedures

[GLOSSARY](#)[CONTENTS](#)

STANDARD TWO: PREVENTION OF VIOLENCE AGAINST WOMEN

CRITERION 2.3 MANAGER/SUPERVISOR TRAINING

Supervisors, managers, and key contacts receive expert* training in preventing, recognising, and responding to violence.

EXPLANATION

Mandatory training is delivered to all people leaders. Training has had expert* input. (*Expert means training organisations or organisations that are expert and credible in the field of violence prevention). Training by workshops requires facilitation by an individual (with CERT IV in Training and Assessment or equivalent expertise in adult learning) who is credible in the field of violence prevention.

STANDARD TWO: PREVENTION OF VIOLENCE AGAINST WOMEN

CRITERION 2.4 STAFF TRAINING

The Organisation provides non-compulsory expert training across the workforce on the prevention of violence against women.

EXPLANATION

Regular expert* training is made available to all staff at all levels. White Ribbon strongly encourages this is made mandatory. This training can be part of existing risk management, induction processes, WH&S or gender equality training. (*Expert means training organisations or organisations that are expert and credible in the field of violence prevention). Training by workshops requires facilitation by an individual (with CERT IV in Training and Assessment or equivalent expertise in adult learning) who is credible in the field of violence prevention.

QPS RESPONSE TO CRITERION 2.3 MANAGER/SUPERVISOR TRAINING AND CRITERION 2.4 STAFF TRAINING

Due to the legislated and operational requirements of Officers who respond to and investigate incidents of domestic and family violence, all police officers receive domestic and family violence training at various junctures throughout their career. Additionally, most training (with the exception of Recruit and First Year Constable training) is available to all members of the service, not just those in managerial or supervisory roles and as such, the response to Criterion 2.3 Manager/Supervisor Training and Criterion 2.4 Staff Training are combined into this single response.

To better understand the training available to members of the service, the majority of who are police officers (77%), and the various ways training can be accessed, it would be prudent to review [Criterion 3.1 Response to victims](#), [Criterion 3.2 Response to perpetrators](#), and EBK prior to reviewing this response.

Note: this response should be read in conjunction with Evidence Booklet I: Training (EBI).

As mentioned in the introductory section of this submission, the geographical size of Queensland presents the Service with unique challenges and complexities, one of which is the delivery of training across more than 500 locations to over 16,000 members, a significant proportion of whom work operational shift work to provide a 24 hour a day, 7 day a week service to the community.

Consequently, the QPS does not rely on face-to-face training as the sole method of training delivery and draws instead upon a variety of multimodal training options to ensure training is available and delivered when and where required. These options, which provide members with opportunities to further their

understanding, knowledge and skills, include but are not limited to face-to-face workshops, forums, conferences, online learning modules, online videos, support materials and resources (such as guides, information sheets, etc.)

Additionally, the QPS regularly produces training materials, in lieu of off-the-shelf training products, to ensure training is tailored to the organisational and operational environment in which members work. These products include persons with lived experience to enhance member understanding and recognition of impacts of domestic and family violence. It humanises the experience, enables members to empathise with victims and enables any biases to be addressed. Members utilise a strong, collegial network, which includes Key Points of Contact, DFVCs, HRTs and the chain of command, to facilitate production, sharing and dissemination of communication activities (emails, Workplace posts, support materials, etc.) with embedded DFV content to specifically address point-in-time, topical and local issues.

Members proactively source, engage in, and share, a range of opportunities to enhance their own knowledge and understanding, with many DFVs, HRTs and OICs regularly connecting with experts in the field of domestic violence, such as local NGOs, to deliver bespoke, localised training and/or workshops.

Unfortunately, during 2020 and 2021, both delivery of and member participation in training was significantly reduced due to a training embargo effected across the Service in response to the ongoing, day-to-day impact of COVID-19 (refer to [Impact of COVID-19](#), [Annexure 6](#), and EBI, P58-61). Nonetheless, the following is evidence of the QPS commitment to ensure all members have access to educational opportunities that equip them to recognise and respond to those who are affected by domestic and family violence.

Recruit and First Year Constable training programs

In preparation for their role as police officers, Recruits and First Year Constables undergo domestic and family violence training to ensure they are well equipped to respond appropriately and effectively to domestic and family violence incidents. The DFV component of Recruit training is conducted for three days and addresses recognising, preventing and responding to this type of violence through a number of focus areas, including: definition of DFV in accordance with legislation; nature and dynamics of DFV; application of legislative and procedural requirements (EBI, P3-4); completion of a DV-PAF risk assessment; non-lethal strangulation and police initiated referrals.

First year Constable (FYC) training builds upon these Recruit learnings through completion of a DFV training day which focuses on the review of current theories and concepts, their application to investigative practices and victim support. The FYC training component provides on-the-job competency-based training while under the guidance of a specially trained operational member. It builds upon in-field response to policing incidents, including domestic and family violence. A FYC is required to demonstrate their understanding and application of law and policy specific to a number of topics, including domestic and family violence, in order to be confirmed after their first 12 months in the QPS.

These training programs ensure officers are conversant with legislative and procedural requirements, as per the *Domestic and Family Violence Protection Act 2012* and Chapter 9 of the Operational Procedures Manual. These officers are provided with pertinent information on recognising and responding to DFV, including but not limited to: the meaning of domestic violence; conducting a risk assessment utilising the DV-PAF; Police Referrals (to connect victims and perpetrators to appropriate support service providers); and legislative tools to prevent future harm.

All members have access to the Domestic Violence Operational Assistance Kit which contains an explanation of Domestic and Family Violence, a reminder of the key components of the *Domestic and Family Violence Protection Act 2012*, and information on DFV training products (EBI, P5).

Training review

Following establishment of the DFV&VPC in March 2021, a Service wide review of all internal training products related to domestic, family violence and vulnerable persons policing was initiated. Following an initial meeting of key stakeholders from across the organisation on 19 March 2021 (EBI, P7-8), a dedicated domestic and family violence training plan of short, medium and long term goals was developed ([Annexure 7](#)).

Domestic and Family Violence Policing

On 28 June 2021, the DFV&VPC delivered the first short-term goal from the DFV Training Plan with release of the online learning product: Domestic and Family Violence Policing Enhancement Training.

All members of the Service (up to and including the rank of Inspector or equivalent) are required to complete this training by end June 2022. The training is designed to enhance understanding of the complex nuances and dynamics of domestic and family violence and refresh officer knowledge of legislation, policy and procedural requirements and considerations when investigating DFV.

Training also addresses risk factors, completion of a risk assessment using the DV-PAF, and information on how and when to submit a Police Referral (EBI, P11-14).

As of 29 September 2021, which is three months post launch, just over 40% of members had successfully completed the training.

Inclusion, Diversity and Gender Equality

On 26 July 2021, all members of the Service were enrolled in the online learning course: SBS Inclusion Program – Gender Course. Release of the course supports the organisation's Inclusion and Diversity Strategy, to create inclusive workplaces. This first module, which is compulsory for all members, addresses gender diversity topics such as, gender equality, sexism and sexual harassment, domestic and family violence, flexible work, recruitment and promotion, and women in leadership (EBI, P16-21).

Within the domestic and family violence component, participants are reminded that individuals, including managers and work colleagues, play a vital role in addressing this type of abuse. The module works through signs of domestic and family violence (and how to recognise them) and suggestions for responding, such as, "Encourage them to access workplace resources and refer them to expert organisations that can support them."

David Thodey AO, Chairman of the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and [Member of the Champions of Change Founding Group](#) (a group committed to advance gender equality across their organisations and across the country) features in this module and states, "When...violence against women is so prevalent in society, it is by default a workplace issue and you cannot ignore it."

As of 1 October 2021, 41% of the Service had completed the training. All members are expected to complete the training by December 2021.

Recognise, Respond, Refer – Domestic and Family Violence

In 2017, all QPS members were required to complete the online learning product: “Recognise, Respond, Refer - Domestic and Family Violence” (RRR) (EBI, P23-24). This product, owned by Australia’s CEO Challenge (now known as Challenge DV), is made available to the Service via a procurement arrangement managed by the Public Service Commission on behalf of all Queensland Government agencies.

The RRR program aims to increase participant awareness of domestic violence, the impact of domestic violence in the workplace, and how to respond to staff and colleagues who may be impacted by domestic violence through the following four modules:

1. Introduction to domestic violence and the workplace impacts.
2. Recognising signs and symptoms of domestic violence.
3. How to Respond to people affected by domestic violence.
4. Refer people affected by domestic violence for help.

Since the initial course roll out in 2017, there has been an additional 3122 course completions. The course is promoted to members via email and Workplace posts (EBI, P25), as part of the Queensland Government’s annual Domestic and Family Violence Prevention Month each May. Members are only required to complete this entry level course once as, (a) course content is static and has not been refreshed since 20/12/2017, and (b) this entry level content is covered in internal domestic and family violence training products, which themselves focus on more advanced topics.

Challenge DV has updated the course content and is expected to release refreshed and additional modules to the QPS on 11 October 2021.

Professional Conduct, Safety and Wellbeing

The QPS Education and Training Unit provides Professionalism Training to various levels, roles and specialisations within the Service in order to positively influence behaviour and practice, and support the development of quality, proactive and ethical leadership. The focus of the unit’s Professional Standards Training Continuum addresses components of the WRAP, that is, negative workplace behaviours such as sexual harassment, violence and abuse (EBI, P27).

Additionally, the unit provides training on ethics, values and the QPS discipline system, including information on how to intervene early to avoid future misconduct.

The Service provides a Corporate Induction course for civilian members, available online, which addresses the topics of:

- Professional Conduct (including Acts, Regulations, standards and procedures such as, *Police Service Administration Act 2000*, Operational Procedures Manual, Code of Conduct for the Queensland Public Service, Public Service Directives, *Human Rights Act 2019*, etc.) (EBI, P28)
- Ethical Standards
- Employee Wellbeing (QPS Senior Psychologists and Senior Social Workers, Peer Support Officers, employee supports) (EBI, P29)

Police Communications Training

Upon commencement with a Police Communications Centre, members are required to complete the online RRR program. Additionally, members undertake Communications Officer Training (EBI, P31-33) which contains DFV specific content, including identification of DV-PAF risk factors and responsibilities of members who receive a report of DFV.

Training includes real-life scenarios and an emphasis on the understanding of domestic and family violence and relevant relationships, as per section 9.3.1 of the OPM. Upon completion of training, participants are able to:

- identify different types of DFV and DFV risk factors, including non-lethal strangulation
- understand the role of a DFVC
- understand how to create a Police Referral
- know that the QPS has a dedicated line for direct connection to DVConnect (external service provider).

Approximately 10-25 members join the Brisbane Police Communications Centre in each of the three or four recruitment rounds held annually. From March to May 2021, 186 trainees completed both the RRR and communication officer training.

Police Referrals*

Information on the Police Referrals program is included in numerous training sessions, including training provided to Police Communications Centre staff, DFVCs, HRTs and Domestic and Family Violence Liaison Officers (DVLOs), etc. Members can also request training direct from the Police Referrals team which is delivered face-to-face.

During 2019-2020, and noting the training restrictions due to COVID-19, the Police Referrals team delivered twenty-one training sessions to a mixed audience of QPS members and service providers, across multiple sites, including Policelink and the police districts of Darling Downs, Far North, Gold Coast, Logan, Moreton, Mt Isa, North Brisbane, South Brisbane, South West, Sunshine Coast and Townsville.

Training is intended to provide officers with a better understanding of the referrals process, specifically in relation to: referral categories; how to make a Police Referral; referral consent; safety concerns; and domestic and family violence referrals.

* The Police Referrals program is explained in [Criterion 1.2 Commitment of resources – Police Referrals](#)

Domestic and Family Violence Specialists Course

This five day course is delivered to specialists working in domestic and family violence roles, such as district DFVCs, DVLOs, HRTs, Police Prosecutors, Detectives, Child Protection Investigation Unit members, and Intelligence Officers. It provides members with the knowledge and skills required to lead, monitor and/or influence a consistent best-practice policing response which includes multi-agency collaboration through HRT or Integrated Service Responses.

The course draws upon the expertise of people both within and external to the QPS, such as practitioners, prosecutors, academics, and people with lived experience. Last delivered in February, July and October of 2019, this course is temporarily on hold due to the COVID-19 training embargo.

Graduate Certificate - Domestic and Family Violence

From 2016-2019, the State DFV&VPU funded 17 DFVCs and DVLOs to undertake a Graduate Certificate in Domestic and Family Violence through the Queensland University of Technology. Between 2018-19, a further 42 members, comprising sworn and non-sworn prosecutors, were funded by Police Prosecutions to undertake this study.

The Graduate Certificate course aims to develop participant skills in the prevention of violence and provision of care during trauma. The course is divided into four key units: (1) Dynamics of DFV; (2) Children and family violence; (3) Working with DFV victims; and (4) Reducing lethal risks.

Upon successful course completion, participants have a strong understanding of the relationship between DFV and lethal risk, know how to apply evidence-based tools for risk assessment, and be able to develop safety strategies and risk mitigation plans.

Unfortunately, this scholarship opportunity was not available to members in 2020 and 2021 due to the COVID-19 training embargo. This development opportunity has been recently approved (12/10/2021) to recommence.

Domestic and Family Violence Culture Change Program

To assist the QPS Cultural Change Champion (Deputy Commissioner Linford) to champion change across the organisation, the QPS co-designed an innovative cultural change program with an external agency to support continuous improvement and strong leadership within the domestic and family violence prevention landscape.

The Culture Change Coaching Program, launched late in 2019, was delivered via a one and a half day, face-to-face workshop to District Cultural Change Champions selected from each policing district. District Champions were to lead a state-wide rollout of the program in 2020, which was subsequently rescheduled to August 2021 due to the ongoing impact of COVID-19. Now known as the Cultural Enhancement Program, this training is included as a medium term goal in the DFV Training Plan ([Annexure 7](#)) and includes the following objectives:

- Explain why behaviours and attitudes towards DFV matter and how this impacts outcomes for people experiencing DFV.
- Understand what workplace culture is and the factors that contribute to it.
- Identify localised culture around managing and responding to DFV.
- Explain the need to continually improve the policing response to DFV.
- Confidently exercise individual responsibility to enhance the culture and policing response to DFV.

Coercive Control

The QPS is currently producing a Coercive Control training package to improve officer recognition of, response to, and investigation of coercive control within the domestic and family violence context. This

training will be delivered across two tranches, as outlined in the medium and long term goals of the DFV Training Plan ([Annexure 7](#)). Course objectives include:

- Increase frontline officer knowledge, awareness and understanding of coercive control.
- Strengthen frontline confidence to recognise patterns of behaviour, identify perpetrators of coercive control and gather evidence to hold perpetrators to account.

The proposed method of training delivery includes an online learning product (EBI, P35-36), face-to-face training (to be co-delivered by a DFV specialist and QPS officer), and post course learning materials hosted on the QPS intranet. Training will be mandatory for approximately 11,000 officers up to and including the Commissioner of Police. This training product will be completed by operational frontline officers, prosecutors, detectives and unsworn members who have regular engagement and interaction with members of the public, including front counter members and call-takers at Policelink and Communication Centres.

Police Liaison Officer Training

Each May and November, newly inducted Police Liaison Officers (PLO) undergo a two week induction course at the Police Academy. This course contains a dedicated domestic and family violence module where Senior PLOs present attendees with advice and tips when assisting Police in responding to domestic and family violence incidents.

Lesbian Gay Bisexual Transgender Intersex (LGBTI) Liaison Officer Course

The QPS has a well-established LGBTIQ+ Support Network and a network of LGBTIQ+ Liaison Officers. LGBTIQ+ Liaison Officers receive a two day training course, held every two to three years for members new to the role, that covers the following domestic and family violence specific content:

- Elements of DFV
- DFV legislation, policies and procedures
- LGBTIQ+ concerns related to DFV
- Unique tactics of abuse in LGBTIQ+ relationships
- Creating safe and supportive interactions for victims of DFV who identify as LGBTIQ+

All members of the service are welcome to enrol in the LGBTIQ+ DFV online learning product to support positive engagement with the LGBTIQ+ community at DFV incidents. Additionally, a recorded training session, delivered by [Senior Constable Ben Bjarnesen](#) (Founder, LGBTQ DV Awareness Foundation and DVConnect Board Member) on 19 January 2021, is available to any member via Microsoft Stream (EBI, P47).

Professional Development

Conferences

Each year, selected members from each district, including members of the ELT, DFVCs, HRTs and those working in the DFV&VPUs or specialist DFV roles, are invited to attend a domestic and family violence conference, with learnings shared post-conference via the chain of command and collegial networks.

In 2019, members were invited to join the annual Australasian Indigenous Family Violence Policing Conference (AIFVPC), held in Cairns. This conference, featured international, national and local specialists in the field of domestic and family violence (Evidence Item 7 and EBI, P38) and included keynote addresses and

breakout sessions on a wide array of topics, such as those in Table 14. The AIFVPC was cancelled in 2020 and 2021 due to COVID-19.

Table 14: AIFVPC 2019 – a selection breakout sessions

Family and community safety for Aboriginal and Torres Strait Islander Peoples	RUBY – Facilitating survivorship through exercise and group connection
National Police Timor Leste school visits program for early prevention of gender-based violence	Exploring Indigenous peoples' needs in the design of police stations
Delivering DV intervention programs in remote Aboriginal communities	Staying home leaving violence program

In June 2021, the DFV&VPC hosted a Vulnerable Persons Policing Conference (VPPC), which brought together cross-jurisdictional, national and local specialists who addressed topical issues related to domestic and family violence (EBI, P39-42), a selection of which are shown in Table 15. Each conference session was recorded and made available to all members via Microsoft Stream.

Table 15: VPPC 2021 - a selection of workshops

Supporting victims of coercive control	Women's police stations and preventing gender violence
Evidence-based policing approaches for domestic, family violence and vulnerable persons	Strangulation, separation, stalking and sexual violence
Psychological health of DFV first responders	Identifying the person most in need of protection

Library Services

All members have free access to Library Services which houses an array of educational materials and resources to support member professional development. Library Services regularly publish domestic violence alerts via email subscription (EBI, P44-45) which include notification of resources such as those detailed in Table 16.

Table 16: Domestic violence resources

The power in understanding patterns of coercive control	Inquiry into family, domestic and sexual violence
Engaging men and boys in violence prevention	Men in focus: unpacking masculinities and engaging men in the prevention of violence against women
Preventing domestic and family violence: action research reports from five Australian local government councils	Engaging men who use violence: Invitational narrative approaches
Family violence in Australia: the legal response	A mother's story (Rosie Batty)

Policelink

Policelink provides a 24-hour contact service to both the community and QPS members. In addition to completing the RRR training, all Policelink staff are provided with further opportunities to improve their understanding and knowledge of domestic and family violence issues through the delivery of presentations at their annual Domestic and Family Violence Prevention Month Awareness Day. An invitation to attend these presentations is extended to all members. In 2019 and 2021, presentations included the following topics (EBI, P39-40):

- Challenges experienced by Immigrant Women subjected to domestic and family violence.
- Rizeup Australia – creating new homes for victims fleeing domestic and family violence
- Domestic and Family Violence Death Review and Advisory Board – insights on DFV related homicides
- Non-Lethal Strangulation in a Domestic Setting

- Australia's CEO Challenge – how the workplace prevention program empowers business to be part of the solution.
- Brisbane Domestic Violence Service – services, support and advocacy for those experiencing domestic and family violence

Note: presentations in 2020 were cancelled due to COVID-19.

Executive Leadership Team

The Executive Leadership Team comprises a mix of police officers and civilians with police officers accounting for 87% of the membership. As such, most ELT members have a sound understanding of what constitutes domestic and family violence, and are aware of their legislative and procedural responsibilities* in relation to this violence, as per the *Domestic and Family Violence Protection Act 2012*, and Chapter 9 of the Operational Procedures Manual.

** Responsibilities of Queensland Police Officers are explained fully in Criterion 3.1 Response to Victims and Criterion 3.2 Response to Perpetrators.*

ELT members received domestic and family violence training during each of the following ELT meetings: 25-26 June 2020, 11-12 November 2020, and 11-12 May 2021. Additionally, domestic and family violence was the only agenda item for an extraordinary ELT meeting held on 26 February 2021.

Content addressed the extent of violence against women, protection and support for victims and included:

- Review of the overarching intent of the *Domestic and Family Violence Protection Act 2012*:
 - Maximise the safety, protection and wellbeing of people who fear or experience domestic violence, and to minimise disruption to their live.
 - Prevent or reduce domestic violence and the exposure of children to domestic violence.
 - Ensure that people who commit domestic violence are held accountable for their actions.
- Discussion of the end to end process following initial call for service for domestic violence.
- DV occurrence data:
 - Number of calls for service significantly increasing each year, with 107 518 occurrences in 2019/20, equating to 290 occurrences a day, representing an average annual growth of 8.4% over the previous 5 years.
 - Over 76% of DVOs are taken out to protect a female aggrieved.
 - Over 86% of DV breaches are committed by males.
 - Over 76% of victims of intimate partner homicide were female (2019-2020).
- Risk assessments:
 - Information Sharing arrangements
 - Risk Assessments – various models and application by government agencies and non-government organisations
 - Provision of refresher training to police officers.
- Utility of Police Referrals – current evidence indicates significant reduction in recidivism and revictimisation.
- QPS partnerships with NGO service providers to ensure appropriate, timely and effective supports for victims and perpetrators.
- Policing activities to enhance prevention, disruption and protection
- In depth review of recent DV homicide matters and operational learnings
- Increase in demand and the complexity of the policing response required, particularly for vulnerable groups such as LGBTQ+, First Nations, CALD, disability, homeless, elder abuse.
- QPS response to domestic and family violence, both inside and outside the organisation is to prevent, respond, investigate, assess risk, support and refer.

Courses available through the QPS

Course Code	Course Name	Delivery mode
QC0075_02	Ethics	Facilitated
QC1022_02_A	Ethics and Ethical Decision-making	Online
QC1098_02	Managing Challenging Situations	Facilitated
QC1135_01	The Operational Impact of Behaviour - Foundations Topic 1	Facilitated
QC1136_01	The Discipline System - Foundations Topic 2	Facilitated
QC1137_01	Protecting Our Values - Foundations Topic 3	Facilitated
QC1138_01	Staff Member Behaviour and Discipline - Foundations Topic 4	Facilitated
QC1139_01	Detectives and Professionalism - Foundations Topic 5	Facilitated
QC1140_01	Professional Standards and Intelligence Officers - Foundations Topic 6	Facilitated
QC1144_02	Workplace Management and Discipline Investigations Course	Facilitated
QC1145_02	Discipline Resolution Strategies	Facilitated
QC1153_02	Values, Discipline and Behaviour	Facilitated
QC1157_01	Sergeant Supervisor Workshop	Blended
QC1395_02	Lesbian Gay Bisexual Transgender Intersex (LGBTI) Awareness OLP	Online
QC1471_01	Building Inclusive Leadership	Facilitated
QC1523_01	QPS Discipline System	Facilitated
QC1623_01	Human Rights	Online
QC1745_01	SBS Inclusion Program - Gender Course	Online
QC1760_01	QPS Ethics and Professionalism Foundations OLP	Online
QE0371_02	Recognise, Respond, Refer - Domestic and Family Violence	Online
QC1723_01	Psychological First Aid Foundations	Online

EVIDENCE

- Evidence Booklet EBI: Training
- Evidence Item 7: Domestic and Family Violence Conferences
- [Annexure 7](#): Domestic and Family Violence Training Plan

[GLOSSARY](#)[CONTENTS](#)

STANDARD TWO: PREVENTION OF VIOLENCE AGAINST WOMEN

CRITERION 2.5 RISK ASSESSMENT

A risk assessment of violence in the Workplace is undertaken, and a plan to address risks is developed and implemented.

EXPLANATION

A gendered lens is applied to the Organisation's risk assessment processes in recognition of the unique forms of violence and abuse that women are more likely to face while working than men. This also recognises that women's experience of violence at home can impact health and safety at work.

QPS RESPONSE

Note: to ensure essential understanding of the unique context QPS members work within, in specific regards to domestic violence risk assessment and victim protection, this response should be read AFTER [Criterion 3.1 Response to victims](#), [Criterion 3.2 Response to perpetrators](#), and EBK, where the legislated requirements of Queensland Police Officers who respond to and investigate incidents of domestic and family violence are explained in detail.

As employees of the Queensland Government, QPS members have access to whole-of-government resources, the following of which relate specifically to risk assessment and safety planning:

- [Guide for Domestic and Family Violence Risk and Workplace Safety Planning for Employees](#)
- [Domestic and Family Violence Safety Plan for Individual Employees](#)

However, a critical point of difference that must be noted is the legislated requirement, pursuant to Section 100 of the *Domestic and Family Violence Protection Act 2012*, and in accordance with Chapter 9 of the Queensland Police Service Operational Procedures Manual, that QPS police officers must comply with.

- **Any police officer who reasonably suspects that domestic violence has been committed must investigate, or cause to be investigated the complaint, report or circumstance on which their reasonable suspicion is based.**
- **Any police officer who reasonably believes, after investigation, that domestic violence has occurred, must take a course of action to immediately protect the victim from further domestic violence and assess risk by conducting the DV-PAF* at all incidents or reports of domestic violence.**

** The DV-PAF (Domestic Violence Protective Assessment Framework) is a decision making tool designed to assist in identification of risk factors, and assessment of the aggrieved's (victim's) protective needs and level of fear.*

Domestic Violence Protective Assessment Framework (DV-PAF)

In every instance where a QPS employee discloses to a police officer that they are a victim of domestic and family violence, or where a police officer is subsequently made aware of such a disclosure and reasonably suspects domestic violence has occurred, is to investigate the report and undertake a risk assessment process and consider the protective needs of the person using the DV-PAF risk assessment (Evidence Item 8 and EBK, P2-3).

The investigating police officer must, subject to available evidence, assess whether to initiate an application to protect the victim (and any named person or children) from further perpetration of domestic and family violence. The DV-PAF risk assessment, which is available to officers through multiple platforms and mediums (such as the tri-fold card shown in Figure 5) guides the officer in assessing the victim's level of risk and their protective needs through identification of the presence of risk factors, and assessment of the victim's level of fear.

Figure 5: DV-PAF risk assessment (tri-fold card)

DV PAF
DOMESTIC VIOLENCE
PROTECTIVE ASSESSMENT
FRAMEWORK

CATEGORY 1 RISK FACTORS

FREQUENCY
Are DV incidents happening more often and between shorter time periods? This may include incidents not reported to police.

PREGNANCY
Is the aggrieved (if female) pregnant?
This may create considerable stress on the relationship.

PREVIOUS INCIDENT(S)/CONTRAVENTIONS
Are there previous DV incidents/contraventions recorded between the aggrieved and respondent?

SEPARATION
Have the aggrieved and respondent recently separated or are they separating? Is the aggrieved wanting or attempting to leave the relationship?

SEVERITY
Is the violence escalating/becoming more serious?
For example, moving from verbal to physical, pushing to slapping, slapping to beating or serious/life threatening injuries.

SEXUAL VIOLENCE
Has the respondent committed sexual violence against the aggrieved? For example, using sex or sexual acts as a form of control, punishment or violence.

SIGNIFICANT CHANGE IN CIRCUMSTANCE
Is there now or recently been a significant change in circumstances? For example, unemployment, financial hardship, child custody/access disputes, interfamily conflict.

STRANGULATION/ SUFFOCATION
Is there evidence the respondent has attempted to strangle/suffocate the aggrieved now or in the past?

THREATS TO KILL
Has the respondent threatened to kill the aggrieved/family members?

USE OF WEAPONS
Has the respondent used or threatened to use a weapon to commit DV against the aggrieved/family in current or previous incidents?

NOT PRESENT
No category 1 risk factors present.

CATEGORY 2 RISK FACTORS

ALCOHOL/DRUG MISUSE
Is there a history of alcohol/drug misuse by aggrieved/respondent and does this occur concurrently with DV?

ANIMAL CRUELTY
Has the respondent harmed or threatened to harm family pets?

CHILD ABUSE
Is there a history of abuse or neglect of a child by the respondent, irrespective of the relationship between the child and respondent?

CONTROLLING BEHAVIOUR
Does the respondent try to control the aggrieved, for example, where he/she goes, what they do, who they spend time with, controlling finances, isolating the aggrieved from friends, family and/or support?

CULTURAL CONSIDERATIONS
Are there cultural considerations preventing the aggrieved from reporting DV in the future?
For example, aggrieved may not be aware of rights in Queensland, aggrieved is isolated, cultural customs prevent aggrieved from speaking out.

MENTAL HEALTH ISSUES
Is there history of mental health issues for respondent? Is there evidence of a diagnosed or undiagnosed disorder which might increase risk of DV to the aggrieved?

RESPONDENT HISTORY OF VIOLENCE
Does the respondent have a violent history towards the aggrieved, family or others? Are there incidents of domestic violence with a previous partner?

ONGOING CONFLICT
Is there an issue creating conflict in the relationship or family unlikely to subside in the near future?

SIGNIFICANT DAMAGE/ DESTRUCTION OF PROPERTY
Has the respondent used or threatened to use a weapon to commit DV against the aggrieved/family in current or previous incidents?

STALKING
Does the respondent follow, contact, intimidate, place under surveillance, manipulate or harass the aggrieved?

SUICIDAL
Has the respondent or aggrieved threatened or attempted suicide?

VIOLENT THREATS
Has the respondent threatened an act(s) of violence against the aggrieved/children/family?

NOT PRESENT
No category 2 risk factors present.

FEAR LEVEL

NOT FEARFUL
Aggrieved does not appear fearful of DV occurring in the future.

FEARFUL
Aggrieved appears fearful of DV occurring in the future

VERY FEARFUL
Aggrieved appears very fearful of DV occurring in the future

UNABLE TO BE ASSESSED

LEVEL OF RISK

UNKNOWN
Level of risk unable to be determined.

MEDIUM
No significant/current indicators of risk of harm to the aggrieved. Changes in circumstance or DV may create risk for the aggrieved and any future incidents should be carefully assessed.

HIGH
Proactive police response to risk is recommended. Indicators of risk of harm to the aggrieved have been identified. The respondent has the potential to cause harm. They may also have the potential to cause serious harm if there is future violence and/or risk and/or a change in circumstance.

EXTREME
Proactive police response to risk is highly recommended. There are identifiable indicators of risk of serious harm to the aggrieved. An incident could happen at any time and the impact could be serious.

Information gathered by the investigating officer during completion of the DV-PAF is initially recorded in a police notebook for later entry into QPRIME against the relevant occurrence. It is this information, in conjunction with the officer's knowledge, professional judgement and experience, that assists the officer in

determining the level of risk (Table 17) and response required to protect the victim (including any named persons and children) and contributes to appropriate, informed and documented decision making.

Table 17: Level of risk and associated action (DV-PAF)

Low risk
<ul style="list-style-type: none"> Complete a Police referral for external support – no safety planning required.
Medium risk
<ul style="list-style-type: none"> Refer the matter to the District Domestic and Family Violence Coordinator (DFVC) for further review and management. The DFVC will engage a local, external service provider to assist with monitoring and victim support.
High and Extreme risk
<ul style="list-style-type: none"> Refer the matter to the DFVC. The DFVC will assess the matter and will refer to the HRT, where appropriate*. The HRT will complete a Level 2 Domestic Violence Risk Assessment (commonly referred to as the CRASF – Common Risk Assessment and Safety Framework). If the CRASF results indicate the victim is at high risk, HRT members will then case manage a suitable response to enhance victim safety. This includes, but is not limited to: <ul style="list-style-type: none"> completion of the Level 3 High risk team assessment and safety plan direct engagement with the victim engagement and consultation with other members of the interagency High Risk Team, and external service providers provision of appropriate and timely support completion of a safety plan.
<p><i>* HRTs are located at Cairns, Mt Isa, Cherbourg, Mackay, Logan, Ipswich, Moreton and Brisbane. Where a HRT does not exist, strategies will be developed with other agencies to manage the risk. This may include referral to an Integrated Service Response model, or other models developed to collaboratively share information and implement strategies to support the victim and perpetrator.</i></p>

Note: the mandated requirements of police officers in relation to domestic and family violence are explained further in [Criterion 3.1 Response to victims](#), [Criterion 3.2 Response to perpetrators](#) and EBK.

Common Risk Assessment and Safety Framework (CRASF)

QPS employees, who are victims of domestic violence and who are identified as high or extreme risk, following completion of the DV-PAF, are referred to a District based, multi-disciplinary HRT where a [Common Risk Assessment and Safety Framework](#)* (CRASF, p71-78) (also known as a Level 2 Domestic Violence Risk Assessment, and EBK, P4-5) is conducted.

The CRASF, which articulates a shared understanding, language and common approach to recognising, assessing and responding to domestic and family violence risk and safety action planning, including common minimum standards and approaches, is used by government agencies and non-government and community service organisations. It provides guidance and a sound platform for the development of an integrated response to domestic and family violence that allows maximum flexibility to enhance local responses.

Where results from a CRASF indicate that an employee is at high risk, the multi-agency HRT complete the Level 3: High risk Teams risk assessment and safety management tool (CRASF, p85-90 and EBK, P6) and case manage and coordinate a collaborative, timely and appropriate response that supports victim safety and the completion of an individualised safety plan.

** The Common Risk Assessment and Safety Framework was developed for the Queensland Government by Australia's National Research Organisation for Women's Safety (ANROWS), along with accompanying resources and tools.*

Collaboration and specialist services

Many members of the Service, through their day-to-day duties and professional practice and learnings, have extensive knowledge and experience in relation to domestic and family violence but they are not domestic and family violence specialists, nor are they expected to provide independent, expert advice in relation to safety planning. Rather, in the interest of victim safety, the QPS facilitates, supports and encourages close collaboration with domestic and family violence specialist services and partner agencies, through District DFVCs and HRTs, to fully assess risk and implement comprehensive safety planning, which may also include workplace safety planning. This approach enables siloed information held by agencies and organisations to be identified and considered in the context of risk and safety planning.

As detailed in [Criterion 1.5 Collaboration](#), QPS members, particularly DFVCs, and those who work in district based DFV&VPUs and HRTs, work in partnership with local service providers and victims of domestic and family violence, in the provision of immediate and ongoing support, risk assessment and safety planning. As specialists in domestic and family violence, local service providers conduct their own risk assessment and safety planning with the victim to ensure a highly individualised response to local circumstances to enhance victim safety. These bespoke risk assessment and safety planning tools are in addition to the prescribed DV-PAF and CRASF, as mandated for use by QPS members.

A victim-centric lens

The QPS acknowledges that women are significantly over-represented as victims of domestic and sexual violence, with men identified as perpetrators in the vast majority of cases. Nonetheless, the QPS takes a victim-centric approach in the investigation and response of domestic and family violence, noting that anyone can be a victim, and purposely limits use of gender-specific terms in domestic violence tools, deferring instead to language that is reflected in legislation, Aggrieved (victim) and Respondent (perpetrator). As such, risk assessment and safety planning are focussed on the person most in need of protection (the aggrieved), their level of risk, and their specific circumstances and support needs, regardless of gender. Adopting a victim-centric lens ensures objectivity and impartiality which are crucial elements to ensure protection orders are granted by courts. It is important to note legislation does not enable the QPS to issue a protection order, with all applications for protection order requiring judicial oversight.

To further support victim safety, it is imperative that confidentiality* is afforded to, and maintained for, any victim of domestic and family violence. Considering confidentiality, and the collaborative cross-organisational and nuanced response utilised by the QPS to support victims of domestic violence, and that the QPS has in excess of 500 unique work locations, it is neither feasible nor appropriate to provide a workplace risk plan for every QPS workplace.

The Human Rights Act 2019 requires all QPS members to properly consider human rights and make decisions in a manner that is compatible with human rights. In Queensland, 23 human rights are protected in law and each arm of government is required to act in a way that is compatible with these rights. This means that

courts and tribunals, so far as it is possible to do so, must interpret legislation in a way that is compatible with human rights. Further, public entities such as the QPS and non-government organisations and businesses performing a public function must act compatibly with human rights. Part of the human rights extend to privacy and confidentiality, right to a fair hearing and rights in criminal proceedings. Applying a gender-specific lens may impinge upon these human rights.

** As per section 9.14 of the Operational Procedures Manual, members are to keep confidential the contact details of a victim of domestic and family violence (the aggrieved), named person and respondent and are not to disclose their details verbally, written or electronically unless it is required or authorised by law.*

Guide for Domestic and Family Violence Risk and Safety Planning for Employees

Developed by the PSC for use by Queensland Government agencies, the 'Guide for Domestic and Family Violence Risk and Safety Planning for Employees' and the 'Domestic and Family Violence Safety Plan for Individual Employees' can assist employees (including managers and supervisors) in supporting members experiencing domestic and family violence. They provide key information in relation to:

- working with an individual employee to assess their level of risk related to their personal situation.
- working together, with consent of the employee, to develop a workplace safety plan.

However, these tools are not a substitute for, nor do they negate the mandated requirement of QPS officers to investigate the domestic and family violence related complaint and assess the protective needs of the victim utilising the DV-PAF.

In the event of either of the following scenarios, civilian members may choose to utilise these tools, or the QPS DFV Risk Assessment Guide and Workplace Safety Plan (Evidence Item 9):

- A civilian member makes a disclosure of domestic and family violence to a civilian member and does not want the disclosure to come to the attention of a police officer.
- An employee disclosure of domestic and family violence has been investigated by police, a DV-PAF risk assessment has been conducted, but the assessment does not meet the requirements to initiate an application for a Protection Order or issue a Police Protection Notice.

If the member expresses concern about their safety while going to, being at, or returning from their workplace, the member should be referred to the District DFVC as this concern requires further consideration and investigation.

The assessment of risk, creation and oversight of a safety plan, and provision of counselling should be undertaken by qualified experts in the field of domestic and family violence. As stated in the [CRASF](#) (p71), "It is important that risk assessments are undertaken by professionals who have the necessary skills, knowledge and training to conduct them." This ensures that assessments are cognisant of risk factors; supports are timely and appropriate; and victim safety, and that of any named persons and children, is maximised.

EVIDENCE

- Evidence Booklet J: Risk Assessment
- Evidence Item 8: Domestic Violence Protective Assessment Framework (DV-PAF)
- Evidence Item 9: QPS DFV Risk Assessment Guide and Workplace Safety Plan

[GLOSSARY](#)[CONTENTS](#)

STANDARD TWO: PREVENTION OF VIOLENCE AGAINST WOMEN

CRITERION 2.6 EXPECTATION OF CONTRACTORS

Contractors are required to acknowledge and uphold the Organisation's policies concerning zero tolerance for violence against women.

EXPLANATION

External contractors may encounter staff and customers/ clients when visiting premises or via email and phone and should be expected to adhere to the Organisation's code of Conduct concerning preventing violence against women.

QPS RESPONSE

As previously established in the response [Criterion 2.1 Policies, procedures and documentation](#), the Code of Conduct for the Queensland Public Service provides a framework for strengthening integrity, accountability and ethical culture within Queensland Government workplaces, with all employees, **including contractors**, expected to:

- treat co-workers, clients and members of the public with courtesy and respect
- be appropriate in relationships with them
- ensure their conduct reflects the Service's commitment to a workplace that is inclusive and free from harassment
- ensure their private conduct maintains the integrity of the public service and their ability to perform their duties.

Contractors engaged by the Service are also made aware of the QPS commitment to the WRAP, and to the eradication of attitudes and behaviours that support violence towards and disrespect of women, through frequent internal and external communications, as detailed in EBC and EBD.

The QPS Procurement Services Group (PSG) is responsible for the development and maintenance of the procurements and procedural framework and procurement guidance materials. Procurement policy requires buyers to use these materials to assist the buyer to undertake their procurement activities in a manner that addresses the Queensland Government's procurement aims, targets and commitments. PSG regularly updates and publishes these materials to the QPS intranet to ensure members are aware of purchasing requirements. These materials include the Procurement & Contracts Practice Manual, Procure to Pay Process Map, and Request for Quote.

PSG also develop guidance materials and templates, for use with high value and/or high risk procurement activities, to ensure consistent promotion of both a zero tolerance of violence and the Government preference to do business with socially responsible suppliers.

The work of the PSG supports QPS adherence to and implementation of [the Queensland Government Supplier Code of Conduct](#) (the Code) in procurement activities as part of the overarching Queensland Government commitment to do business with ethically, environmentally and socially responsible suppliers,

particularly those with policies and practices that promote respectful, safe, supportive and equitable workplace cultures with a zero tolerance for domestic and family violence.

Ethical, environmental and social expectations of businesses who want to sell their goods or services to government agencies are set out within the Code, with businesses required to sign a supplier commitment letter that pledges their adherence to the same. The Code complements existing laws, policies and Queensland Government terms and conditions and is consistent with the Buy Queensland approach to procurement, which is made up of the [Queensland Government Procurement Strategy – Backing Queensland Jobs](#), and the [Queensland Procurement Policy 2021](#).

Through application of these instruments and the [Ending Domestic and Family Violence: Guidance for Government Buyers](#) (EDFV) guide in procurement processes, the QPS demonstrates an organisational commitment to:

- make decisions based on ethically and socially responsible constructs
- raise awareness among suppliers about the important role of workplaces in changing the way communities think about, and respond to, domestic and family violence and employees affected by it.

Whilst there is no policy requirement to apply either a minimum or maximum weighting to tender clauses, the work of the PSG ensures members are aware of the expectation that Government buyers actively consider whether EDFV will form part of the supplier evaluation and selection, particularly for significant or appropriate procurement activities.

Included in the EDFV is an ITO response form, one of a suite of documents provided to potential offerors for completion as part of their proposal/offer, is a dedicated tab, 'QG Targets and Commitments.' This tab includes EDFV related questions which the PSG Sourcing Lead will review in order to determine if EDFV will form part of the weighted evaluation.

Additionally, in relation to persons performing, or seeking to perform, functions for the QPS under a contract for services, relevant information in relation to the person's *involvement in acts of domestic violence in Queensland or elsewhere and any orders made against the person* is held in a database kept by the Australian Crime Commission, as per the Schedule – Relevant Information in the *Police Service Administration Act* (EBK, P31).

EVIDENCE

- [Queensland Government Supplier Code of Conduct](#)
- [Queensland Government Procurement Strategy 2017 – Backing Queensland Jobs](#)
- [Queensland Procurement Policy 2021](#)
- [Ending Domestic and Family Violence: Guidance for Government Buyers](#)
- [Police Service Administration Act 1990](#)

[GLOSSARY](#)[CONTENTS](#)

STANDARD THREE: RESPONSES TO VIOLENCE AGAINST WOMEN

CRITERION 3.1 RESPONSE TO VICTIMS

When an issue of violence is identified, women are supported to ensure their safety; provided with flexible work arrangements where needed; and referred to counselling and other support services.

EXPLANATION

The process of response when an issue comes to light, whether perpetrated inside or outside the Workplace, is clearly defined. Employers should have procedures articulating the agreed understanding between manager and staff person about support and referral pathways.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet K: Response, referenced as EBK.

The Queensland Police Service is dedicated to the protection and safety of anyone who is a victim of violence and urges anyone experiencing or being a witness to domestic and family violence to report it to police and reach out to support services.

Several factors influence and/or dictate the response to members who disclose being a victim of domestic and family violence, including legislative and procedural requirements and the role of those making or responding to the disclosure, that is, whether they are a Police officer or a civilian member. Victim disclosure and response scenarios are captured in EBK, P29 and the Fact sheet: QPS response to victims of domestic and family violence (Evidence Item 10).

Additionally, as stated in [Criterion 2.5 Risk assessment](#), members are not expected to be domestic and family violence specialists, nor are they expected to provide independent, expert advice in relation to safety planning and counselling. The creation and oversight of a safety plan, and provision of counselling should be undertaken by qualified experts in the field of domestic and family violence. As stated in the [CRASE](#) (p71), “It is important that risk assessments are undertaken by professionals who have the necessary skills, knowledge and training to conduct them.” This ensures that assessments are cognisant of risk factors; supports are timely and appropriate; and victim safety, and that of any named persons and children, is maximised.

Legislative and procedural requirements

Section 100 of the *Domestic and Family Violence Protection Act* places an obligation on police officers to undertake certain actions if they reasonably suspect domestic violence has been committed. These legislative obligations require an officer to undertake further activities if they reasonably believe domestic violence has occurred. Chapter 9 of the OPM provides guidance and instruction to QPS members to ensure these obligations are met in their response to victims and perpetrators of domestic violence, specifically:

- **Any police officer who reasonably suspects that domestic violence has been committed must investigate, or cause to be investigated the complaint, report or circumstance on which their reasonable suspicion is based.**

- Any police officer who reasonably believes, after investigation, that domestic violence has occurred, must take a course of action to immediately protect the victim from further domestic violence. A police officer is required to assess the protective needs of the victim by utilising the DV-PAF* at all incidents or reports of domestic violence.
- Any police officer who reasonably believes, after investigation, that domestic violence has occurred, is to offer a Police Referral to the person experiencing DV and to the respondent who has committed DV. In the instance of members of the Service and their immediate families being involved in domestic violence, the officer can refer the member to appropriate supports, both internal and external, as detailed in the Fact sheet: Supporting members affected by domestic and family violence (Evidence item 11 and EBK, P19).

* The DV-PAF (Domestic Violence Protective Assessment Framework) is a decision making tool designed to assist in identification of risk factors, and assessment of the aggrieved's (victim's) protective needs and level of fear.

A synopsis of these investigative obligations and the overall response process is outlined in the fact sheet: Investigating domestic and family violence (Evidence item 12 and EBK, P8). Further detail and explanation of the response associated with the various scenarios that members may encounter is provided in both this criterion response and the response for [Criterion 3.2 Response to perpetrators](#).

Queensland Government support

All members, as Queensland Government employees, have access to a wide range of information and resources on supports available to them, some of which are specifically intended to assist Managers in providing appropriate support to those affected by domestic and family violence. These supports are hosted on the following Queensland Government website pages:

- [Domestic and Family Violence Portal](#) (EBK, P10)
- [Working in the public service – Support for DFV affected employees](#) webpage (EBK, P11)
- [Working in the public service – Our workplace response](#) webpage (EBK, P12-13)

These sites, which are linked to from numerous QPS intranet pages and regularly referenced in internal communications, include a range of options as listed in Figure 6.

Figure 6: Queensland Government Domestic and family violence supports for employees

Domestic and family violence supports	Health and wellbeing supports
• Workplace support package for DFV	• Flexible work due to COVID-19
• Conversation guide for team leaders	• Encourage flexible work conversations
• Apply the DFV directive: 03/20 - <i>Support for employees affected by domestic and family violence</i>	• Employee wellbeing check-in tool for leaders and managers
• Support affected employees during COVID-19	• Manage remote teams
• Flexible work arrangements	• Support employees during COVID-19
• Leave entitlements	• Health and wellbeing support options and resources
• External DFV support services	

QPS support

The QPS has a comprehensive suite of policies, procedures and resources that support employees who are affected by domestic and family violence. Referenced previously in both [Criterion 2.1 policies, procedures and documentation](#), [Criterion 2.2 communication of policies and procedures](#), EBG and EBH, these include but are not limited to, the following:

- Policy: Supporting Members affected by Domestic & Family Violence
 - supports PSC Directive 03/20 - Support for employees affected by domestic and family violence
 - includes information on leave entitlements, flexible working arrangements, Manager/Supervisor responsibilities, confidentiality, and support options
- Risk assessment and safety planning tools
 - DV-PAF
 - Level 2 Domestic Violence Risk Assessment Tool and Safety Action Plan (CRASF) - can only be completed by QPS High Risk Team members
 - Level 3 High Risk Teams (CRASF) - can only be completed by QPS High Risk Team members
 - QPS DFV Risk Assessment Guide and Workplace Safety Plan
- Leave provisions
 - Carers leave
 - Domestic and Family Violence leave
 - minimum of ten days paid per calendar year is available.
 - reasons for accessing this leave type may include but are not limited to attending medical, legal, police or counselling appointments; attending court and other legal proceedings; and organising alternative accommodation and care or education arrangements for the purposes of attending to matters arising from domestic and family violence or supporting the persons affected by domestic and family violence.
- Flexible work arrangements
 - The QPS embraces flexible working arrangements and recognises the importance of these arrangements in supporting the wellbeing of employees and their families.
 - In line with chapter 2, Part 3, Division 4 of the *Industrial Relations Act 2016*, all employees have the right to request flexible working arrangements for any reason.
 - An employee's reason for making an application for flexible working will not be merit tested. The key issue will be the operational ability to meet the service delivery obligations of that work unit.
 - An employee participating in a flexible working arrangement will not be excluded from consideration of career development opportunities, including opportunities to be considered for relieving at a higher rank/classification, secondments, professional development opportunities and training courses.
 - Policy 04/2020 COVID-19 Flexible Hours of Work
 - Policy 2018/04 Flexible Working Arrangements
 - Policy: Flexible Working Arrangements (Alternative Workplaces) 2020/03
 - applies to alternative working arrangements where a member works from home or an alternative location when needed and operationally convenient and is.
 - alternative working arrangements are suitable for use where members are unable to attend their usual workplace for emergent or unexpected reasons including urgent carer responsibilities or other emergent personal situations.

- Complaints, misconduct
 - Code of Conduct for the Queensland Public Service
 - QPS Workplace Behaviour Policy
 - Complaint Management Policy
 - *Police Service Administration Act 1990*

QPS counselling

A variety of counselling support services, as outlined in Table 18, are available to members, their families, managers, supervisors and colleagues supporting those affected by domestic and family violence (EBK, P15-18, Evidence Items 13, 14, 15).

Table 18: Internal and external support options for members

INTERNAL counselling and support	EXTERNAL Employee Assistance Services – paid for by the QPS
• Chaplains	• 1800 Assist (1800 277 478)
• Peer Support Officers	• 1800 4QPS DFV (1800 4777 338)
• Psychological Services Unit	• 1800 Speak Safe (1800 773 257)
• Senior Psychologists	• Early Intervention Treatment Program
• Senior Social Workers	• equip app (wellbeing app for QPS employees and their families)
• LGBTI Liaison Officers	

Senior Psychologists and Senior Social Workers

Widely known within the Service as Human Services Officers (HSOs), Senior Psychologists and Social Workers are employed by the QPS to enhance employee wellbeing and reduce the risk of psychological harm in the workplace. They provide a range of services to members, including:

- psychological first aid
- short term, voluntary counselling (including an emergency after hours, on call service)
- referrals to external health care providers
- education, consultancy and training on employee wellbeing topics, for example, workplace dynamics and organisational wellbeing, supportive leadership and conflict management practices, and mental health issues.

Senior Psychologists and Social Workers operate within the Code of Ethics for their respective professional bodies, and whilst consultations are confidential, they may choose to disclose client information due to either legal obligations; an immediate and/or specified risk of harm to an identifiable person/s that can be averted only by disclosing information; or member disclosures about practices that would reasonably constitute a dismissible offence.

Peer support officers

There are currently 700-800 Peer Support Officers (PSOs) within the Service who volunteer their time to assist and support colleagues experiencing personal and/or work related difficulties. PSOs provide an invaluable, confidential service, and are often a first point of contact for members in distress.

The PSO program, which is managed and supervised by QPS Senior Psychologists and Social Workers, requires members to complete:

- a selection process where they are assessed for suitability as a PSO
- a four day Foundation Training Course, delivered face-to-face by Senior Psychologists and Social Workers
- six hours of reaccreditation training and professional development every 12 months.

PSO foundation training covers a range of topics, including domestic and family violence, which can be tailored to suit local requirements and contexts. In the 24 months following release of the 2015 Not Now, Not Ever: Putting an end to domestic and family violence in Queensland, domestic and family violence was a key focus of training. The Foundation Training Course currently includes training on positive relationships (which touches on domestic violence), psychological first aid, mental health conditions, supporting members returning after injury, negative workplace behaviours, etc.

PSOs work closely with, and seek general advice from, Senior Psychologists and Social Workers. They encourage members to access internal support services, including Senior Psychologists, Senior Social Workers and Police Chaplains, and provide information about local external support services.

PSOs adhere to a Code of Ethics and do not share information with any other party without the consent of the member. However, confidentiality may be breached in cases of imminent danger or where there is an overriding legal obligation to disclose information, such as where members disclose domestic and family violence (pursuant with obligations as per Section 100 of the *Domestic and Family Violence Protection Act* , and in accordance with Chapter 9 of the OPM.)

Early Intervention Treatment Program

The Early Intervention Treatment Program (EITP) provides members with access to three x 1 hour consultations with a registered psychologist or psychiatrist of their choice which are funded by the QPS to assist members with work or non-work related issues.

1800 4QPS DFV

A confidential, short-term, external counselling service available to QPS employees, their partners and children, as well as retired QPS employees. This service is provided by Benestar, an external, independent, professional employee assistance provider and is paid for by the QPS. This dedicated serviced managed fourteen cases pertaining to domestic and family violence for the period 1 January 2017 to 31 December 2020.

Additional resources

In addition to the above resources, members can access fact sheets, brochures, posters, tri-fold cards, toolbox talks and speaking points (as evidenced previously in EBC, EBG, EBH, EBK-P14) from multiple locations on the QPS intranet. These items are regularly reviewed and updated. The electronic format of these documents allows for easy and direct sharing or inclusion in communications by any member, regardless of their role or location in the organisation.

Confidentiality

The confidentiality of any person affected by domestic and/or sexual violence is paramount and as such, must be protected, with provision for this explicitly outlined in both Queensland Government (QG) and QPS documentation, as follows:

Directive 03/20 - Support for employees affected by domestic and family violence (QG)

- 8.1 Confidentiality is critical to ensure the safety of employees affected by domestic and family violence and to encourage affected employees to disclose and seek support.
- 8.2 To enable support and safety measures to be put in place, affected employees are encouraged to disclose information, particularly in relation to a domestic violence order that names or affects the workplace. However, subject to any legal obligation to disclose information, employees have the right to choose whether, when and to whom they disclose information about being affected by domestic and family violence.
- 8.3 Information disclosed by an employee in relation to domestic and family violence must be kept confidential, except to the extent that disclosure is required or permitted by law, or it is necessary for the information to be disclosed to support the employee in the workplace.
- 8.4 Leave applications should be processed in such a way as to maximise confidentiality.

Operational Procedures Manual (QPS)

- 9.14 Members are to keep confidential the contact details of a victim of domestic and family violence (the aggrieved), named person and respondent and are not to disclose their details verbally, written or electronically unless it is a requirement by law.

However, due to the legislated requirements of police officers, as outlined in the above section, [Legislative and procedural requirements](#), this confidentiality may be breached in the event of disclosure to a police officer who, following the disclosure, reasonably suspects domestic and family violence to have occurred and must cause an investigation to ensue. By order, all members are to keep the contact details of a victim, perpetrator and named persons confidential.

QPS responses to employee disclosures of domestic and family violence

Member awareness, understanding and application of supports available to employees affected by domestic and family violence is evident in the following analysis of de-identified cases. These cases, submitted in July 2021 from five of the six policing regions (EBK, P15-22), outline the response provided by QPS members to employees who disclosed being a victim of domestic and family violence.

An analysis of qualitative responses (represented graphically in Figure 7 and in EBK, P27) revealed that overwhelmingly, the response to employees was both in alignment with legislation, policy and procedural provisions; supportive and victim-centric; and resulted in positive outcomes for victims and their families. Full responses are available in EBK (P21-26) with key analysis findings detailed in the following list.

- In 100% of cases, the member who supported the affected employee:
 - applied legislation, policy and procedures, including:
 - Section 100 of the *Domestic and Family Violence Protection Act 2012*
 - Section 6 and 7 of the *Police Service Administration Act 1990*
 - Chapter 9 of the Operational Procedures Manual
 - Directive 03/20, Supporting Employees Affected by Domestic and Family Violence
 - Supporting members affected by domestic and family violence (Policy)
 - Provided the employee with internal and external support options, most of which were taken up by the affected employee.
- In 90% of cases:

- a manager or supervisor was involved, provided oversight of the process, and in most cases, kept in regular communication with the affected employee
- a risk assessment and/or safety plan was conducted
- the affected employee was offered and accessed DFV leave and/or flexible working arrangement and/or relocation.
- In over 60% of cases, the member managing the response:
 - liaised directly with either the District Domestic and Family Violence Coordinator (DFVC), and/or an officer from their District Domestic, Family Violence and Vulnerable Persons Unit (DFV&VPU), and/or engaged with a District High Risk Team (HRT).

Figure 7: QPS responses to member disclosures of domestic and family violence

External support accessed	100.00%
Internal support accessed	100.00%
Employee accessed DFV leave/flexible working arrangement/relocation	90.00%
Risk assessment/Safety plan	90.00%
DFVC/DFV&VPU/HRT involved	63.63%
Manager/supervisor involved	100.00%
Referred to legislation/policy/procedure	90.90%

A comprehensive list of supports used by QPS members in the de-identified cases, which includes court related and accommodation supports, is shown in Table 19.

Table 19: Supports accessed by members identified as victims of DFV in de-identified cases

Internal support	
• Review of domestic violence incident	• Engagement with District DFV Coordinator
• Risk assessment	• Engagement with High Risk Team
• One-on-one meetings with supervisor	• Provision of a dedicated support person
• Referral to internal support services	• Ongoing support from the District DFVC
• Consultations with Human Services Officer	• Ongoing support from the Police Chaplain
• Referral to external support services	• Referral to external psychological support
• Referral through the Police Referrals network.	
External support	
• Early Intervention Treatment Program	
Leave provisions	
• Access to domestic violence leave	
• Access to flexible working arrangements to support attendance at court	
• Access to flexible working arrangements to accommodate child custody arrangements	

<ul style="list-style-type: none"> • Access to flexible working arrangements to support child visitation 	
<ul style="list-style-type: none"> • Access to flexible working arrangements - employee rostered for day shifts only to support care of children, minimise financial loss, and achievement of financial independence 	
Court related support	
<ul style="list-style-type: none"> • Assistance with legal support 	<ul style="list-style-type: none"> • Support at court appearances
<ul style="list-style-type: none"> • QPS Representation in court appearances 	<ul style="list-style-type: none"> • Monitoring of court appearances
<ul style="list-style-type: none"> • Assistance with monitoring of Police Protection Notice 	
<ul style="list-style-type: none"> • Advice on available options for variation to a domestic violence order 	
Accommodation support	
<ul style="list-style-type: none"> • Assistance from local police who attended residence to keep the peace and support employee while removing personal belongings. 	
<ul style="list-style-type: none"> • Assistance with emergency accommodation 	<ul style="list-style-type: none"> • Transfer to another location
<ul style="list-style-type: none"> • Support with accommodation needs 	

EVIDENCE

- Evidence Booklet K: Response to victims and perpetrators
- Evidence Item 10: QPS response to victims of domestic and family violence
- Evidence Item 11: Supporting members affected by Domestic and Family
- Evidence Item 12: Investigating domestic and family violence
- Evidence Item 13: 1800 4QPS DFV
- Evidence Item 14: 1800 ASSIST
- Evidence Item 13: Who Should I Talk To?

[GLOSSARY](#)[CONTENTS](#)

STANDARD THREE: RESPONSES TO VIOLENCE AGAINST WOMEN

CRITERION 3.2 RESPONSE TO PERPETRATORS

When an employee is alleged to have perpetrated violence within the bounds of the Workplace, the Organisation has clear procedures for referral to the police where the allegation is a criminal matter, and actions to be taken in non-criminal matters.

EXPLANATION

There are clear policies and processes in place to manage incidents of violence against women which occur within the bounds of the Workplace. This includes using tools of the trade to perpetrate criminal acts inside or outside the Workplace.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet K: Response (referenced as EBK).

"I expect the highest standards of my officers and the community rightly shares these high expectations. If anything, expectations are and should be even higher." **Commissioner Katarina Carroll, 17 July 2020**

In line with the high standards expected of police officers, any person applying for a position with the QPS undergoes a rigorous assessment of past conduct, including a full criminal history check and vetting of their application, to ensure future employees hold a high level of integrity prior to joining the Service. Where an applicant shows involvement in current or past domestic and family violence, they are subject to an exclusion period and may be deemed ineligible or excluded from the service for a significant period at a minimum of five years.

Once employed with the QPS, all members are required to act in accordance with a number of legislative obligations and Service and Government policies, including the Code of Conduct for the Queensland Public Service, and those shown in Table 20, some of which are explained further in this response. This responsibility extends to understanding how to respond to either (a) employees who use violence or abuse, or (b) reports of inappropriate behaviour and conduct in the workplace.

Table 20: Policies and procedures

• Code of Conduct for the Queensland Public Service	• Anti-Discrimination Act 1991
• Standard of Practice – Professional Conduct (2012/33)	• Crime and Corruption Act 2001
• 2013/05 Procedural Guidelines for Professional Conduct	• Human Rights Act 2019
• Queensland Police Service Complaint Resolution Guidelines	• Police Service Administration Act 1990
• Queensland Police Service Discipline Policy 2019	• Police Service Discipline Regulations 1990
• Queensland Police Service Integrity Framework	• Public Sector Ethics Act 1994
• Queensland Police Service Workplace Behaviours Policy 2019	• Public Service Act 2008
• Queensland Police Service Operational Procedures Manual	• Queensland Civil and Administrative Tribunal Act 2009

All members, including those who use violence, have access to the same supports as listed in [Criterion 3.1 Response to victims](#), with the exception that alleged perpetrators of domestic and family violence can only access domestic violence leave to participate in a behavioural change program. In this instance, a minimum of ten days paid leave per calendar year is available.

Workplace behaviour

The QPS values and promotes a workplace that is diverse, inclusive, sociable, professional, caring and connected, where all employees are valued, included, and treated fairly and respectfully. To realise this vision, the Service takes a zero tolerance approach to negative workplace behaviours, which is not only a requirement by law under the [Workplace Health and Safety Act 2011](#), but the right and proper thing to do at a basic human right level.

The elimination of negative workplace behaviours, which includes bullying, unlawful discrimination and sexual harassment, is essential for the psychological wellbeing of members and the fostering of a positive and inclusive workplace culture and is supported by the QPS Workplace Behaviours Policy.

Through the QPS Workplace Behaviours Policy, members are provided with pertinent information to ensure their confidence and capability in responding to unacceptable workplace behaviours, including those that amount to misconduct, a breach of discipline, workplace bullying, unlawful discrimination, sexual harassment, and breaches of the [Code of Conduct for the Queensland Public Service](#) (Code of Conduct). The policy also provides clarity on reporting obligations under the [Police Service Administration Act 1990](#) and the Code of Conduct.

Discipline

Pursuant to the *Police Service Administration Act 1990* and the *Public Service Act 2008*, the Commissioner is responsible for the efficient and proper administration, management and functioning of the Police Service, including the discipline of members, with guidelines relating to the disciplinary process outlined in the QPS Discipline Policy and associated QPS Complaint Resolution Guidelines.

The discipline system provides for robust, transparent and effective management of conduct and performance, which is paramount to:

- maintain public confidence in the Service
- maintain the self-esteem of members of the Service
- maintain confidence in the ability of the Service to fulfil its statutory functions
- maintain proper standards of conduct for members of the Service
- maintain the efficiency of the Service
- protect the reputation of the Service.

Additionally, it is used to record and deal with conduct which reaches the threshold to become a disciplinary complaint, and through policy and guidelines, provides for:

- fair and timely resolution of complaints
- a system which identifies instances of unacceptable conduct
- swift actioning to correct behaviours
- engagement of management intervention strategies to prevent a repeat of the conduct.

Any member of the Service who becomes aware of a matter which reaches the threshold for reporting, that is, where there is a reasonable suspicion a member has committed a breach of discipline or misconduct, must report the matter, in accordance with the *Police Service Administration Act 1990* and the QPS Complaint Resolution Guidelines.

Managers and supervisors are involved in the drafting and implementing of professional development and management strategies to correct inappropriate behaviours, as identified through the discipline process. These are recorded in the individual Performance Development Agreement log of the member to ensure that leaders are provided with the information required to effectively manage their staff and that improvements in behaviour are achieved.

As part of the internal discipline processes, members may also be subject to suspension with or without pay, stand down, and where there is enough evidence, the commencement of criminal charges.

Misconduct

Any member who knows or reasonably suspects another member of misconduct, including domestic violence, must report it to Ethical Standards Command (ESC) using the online form *Complaint against a member of the Police Service** (EBK, P38), pursuant with sections 6 and 7 of the *Police Service Administration Act 1990* and in accordance with the QPS Complaint Resolution Guidelines.

** Prior to the instigation of an online form, misconduct complaints were commonly referred to as a 466, a term still widely used within the Service, noting the form number was QP0466.*

All complaints are directed to ESC for management through the Police Integrity and Professional Standards System (EBK, P39). The Crime and Corruption Commission (CCC) also receives a copy of reports of misconduct for their oversight, management and action.

Members of the public can report misconduct using one of the following options: (a) online – submit a Make a Complaint about a QPS Member form on the QPS website, (b) phone or mail to Policelink, or (c) in person at any police station (EBK, P40).

In addition to the Queensland Police Service specific directions and responses to members who use violence or engage in misconduct, all members are bound by the [Code of Conduct of the Queensland Public Service](#), and the ethics, principles and values in the [Public Sector Ethics Act 1994](#).

Domestic and family violence

As outlined in [Criterion 3.1 Response to victims](#), all Queensland police officers are legislatively bound to thoroughly investigate any allegation of domestic violence and, if appropriate, take action, pursuant to Section 100 of the *Domestic and Family Violence Protection Act 2012* (DFVPA), and in accordance with Chapter 9 of the OPM. A synopsis of these investigative obligations and the overall response process is outlined in the fact sheet: Investigating domestic and family violence (Evidence Item 12 and EBK, P8) with the myriad of responsibilities that relate specifically to members who commit domestic violence outlined in the Fact sheet: QPS response to perpetrators of domestic and family violence (Evidence Item 19 and EBK, P34-35).

An officer investigating a domestic violence incident involving another member of the Service, including police officers, recruits, and staff members, is to fully investigate the allegations and, if appropriate, take action under the *Domestic and Family Violence Protection Act 2012*. Additionally, all QPS members, including police officers and civilian members, are to report any incident where they suspect DFV has been perpetrated by a QPS member, whether it be in the community or at the workplace.

Allegations of domestic violence are investigated and prosecuted, as per the Domestic and Family Violence Protection Act 2012 and Chapters 3 and 9 of the OPM. Additional layers of scrutiny and oversight are enacted, pursuant with the above instruments, in cases where members of the Service are named as the Respondent (perpetrator) in an application for a domestic violence order (EBK, P36-37). This includes the direct order for the member's officer in charge (senior manager) to report full details of the matter through their chain of command to the relevant Assistant Commissioner.

To negate the perception of police protectionism, and in the interest of public confidence and transparency, where the applicant for a protection order is a police officer, and the named Respondent is also a police officer, the application can only be withdrawn following approval from an officer of the rank of assistant commissioner or above.

In the case of misconduct reported against a police officer, and where a protection order or temporary protection order is made against a police officer, the officer is temporarily assigned to non-operational duties and their authority to carry a weapon is removed. Consideration is also given to the member being stood down without police powers or suspended from duty whilst a determination is made regarding misconduct.

Where an employee disclosure allows for early intervention, and a request for support is made, referral to behaviour change programs or other assistance may form part of a wholistic and constructive response.

Employees who are found to have committed domestic violence are also subject to criminal investigation and proceedings where sufficient evidence exists.

Queensland Government support

Information and resources to assist managers, supervisors and members with navigating issues related to misconduct, workplace complaints and the disciplinary process are readily available from the Queensland Government [Working in the public service – conduct and performance](#) webpage (EBK, P32).

Disciplinary outcomes

The QPS relies on its high levels of integrity and is committed to maintaining a culture of the highest professional standards. As of February 2019, de-identified disciplinary outcomes have been published in the Police Bulletin (an internal QPS publication) to provide members with increased visibility and confidence in the internal discipline system. Additionally, some disciplinary outcomes are communicated (and on-shared) via service wide emails and Workplace posts from Senior Executive members, namely, Assistant Commissioners, Deputy Commissioners and the Commissioner.

Employee disciplinary outcomes are provided for the information of all QPS employees to improve organisational and individual performance, encourage all members to take responsibility for their actions, and to become more aware of some of the professional consequences they may face for acts of inappropriate conduct. Examples of outcomes should not be used to benchmark similar issues as disciplinary outcomes will always reflect the facts, circumstances and submissions relevant to the individual officer involved (EBK, P46).

“Our most valuable asset is our professional and ethical reputation and we are always taking proactive approaches to protect it. By allowing greater insight into the discipline system, all staff will be able to reflect upon the various discipline approaches that have been implemented and consider ways of maintaining integrity. The key elements in being able to deliver quality and effective policing services to Queensland is being able to operate with fairness and integrity. Ultimately, this new proactive strategy of publishing complaints and disciplinary outcomes will contribute to our ability to do this”

Commissioner Ian Stewart, February 2019.

Disciplinary outcomes may include, but are not limited to, those shown in Table 21, noting that these outcomes are not listed in any set order.

Table 21: Disciplinary outcomes

Disciplinary outcomes	
<ul style="list-style-type: none"> Engage with QPS support services 	<ul style="list-style-type: none"> Reprimand
<ul style="list-style-type: none"> Complete online training products 	<ul style="list-style-type: none"> Deferment from progression to next rank
<ul style="list-style-type: none"> Demotion 	<ul style="list-style-type: none"> Undertake behavioural change program
<ul style="list-style-type: none"> Stand down 	<ul style="list-style-type: none"> Suspension
<ul style="list-style-type: none"> Participate in mentoring program with senior officer for 12 months focusing on: ethical decision making, identifying and dealing with potential conflicts of interest as a police officer, and developing leadership skills. 	<ul style="list-style-type: none"> Monetary sanction Dismissal

QPS responses to members who have perpetrated domestic and family violence

As stated in the previous section, [QPS responses to employee disclosures of domestic and family violence](#), member awareness, understanding and application of supports available to employees affected by domestic and family violence is evident in the de-identified cases submitted by policing regions in July 2021, with the response to members who used violence outlined in EBK, P24-25.

In specific relation to cases where members were identified as the Respondent (perpetrator of domestic violence), and further to the analysis of qualitative responses previously provided in Figure 7 and EBK, P27, the following was noted:

- In all cases, internal and external supports were engaged, including legal, workplace, health and accommodation support.
- The Manager (OIC) was provided with support in responding to the perpetrator of domestic violence.
- In the instance where both the Aggrieved (victim) and Respondent (perpetrator) were QPS employees, internal support services were engaged to manage workplace based conflict that related specifically to the domestic violence.
- The reporting of misconduct resulted in a domestic violence order and stalking orders being made.

A comprehensive list of supports provided to members identified as perpetrators of domestic violence in the de-identified cases, is shown in Table 22.

Table 22: Supports accessed by members identified as users of DFV in de-identified cases

Internal support	
• Regular contact with manager	• Collegial support with navigation of challenges
• Access to internal supports	• Union support
• Ongoing support from Police Chaplain	• Support from Senior Psychologist/Social Worker
• Support with strategies to prevent escalation and harm	
External support	
• Legal	
Leave provisions	
• Access to flexible working arrangements and leave to permit access to children and attendance at Family Court matters.	
Court related support	
• Assistance with legal support	
Accommodation support	
• Support with accommodation needs	

Sexual harassment

Sexual harassment in the workplace is not tolerated by the Service, is unlawful, and may result in disciplinary action in accordance with the *Anti-Discrimination Act 1991*. Furthermore, any member who engages in this behaviour may be found to be in breach of the Code of Conduct, which can result in the actioning of civil and legal proceedings against them. Whilst sexual harassment is not tolerated within the organisation, it does not fall under the category of compulsory reporting, and it remains the prerogative of the aggrieved employee to choose how the matter is dealt with.

Training

Members have access to an extensive suite of training products related to ethics, discipline, inclusivity, human rights, values, and workplace behaviours, through the QPS Education and Training Services (Operational Policing and Leadership, People Capability Command) many of which are detailed in Table 23.

Table 23: Training products (non-DFV)

Course Code	Course Name	Delivery mode
QC0075_02	• Ethics	Facilitated
QC1022_02_A	• Ethics and Ethical Decision-making	Online
QC1098_02	• Managing Challenging Situations	Facilitated
QC1135_01	• The Operational Impact of Behaviour - Foundations Topic 1	Facilitated
QC1136_01	• The Discipline System - Foundations Topic 2	Facilitated
QC1137_01	• Protecting Our Values - Foundations Topic 3	Facilitated
QC1138_01	• Staff Member Behaviour and Discipline - Foundations Topic 4	Facilitated
QC1144_02	• Workplace Management and Discipline Investigations Course	Facilitated
QC1145_02	• Discipline Resolution Strategies	Facilitated
QC1153_02	• Values, Discipline and Behaviour	Facilitated
QC1471_01	• Building Inclusive Leadership	Facilitated
QC1523_01	• QPS Discipline System	Facilitated
QC1623_01	• Human Rights	Online
QC1760_01	• QPS Ethics and Professionalism Foundations OLP	Online

EVIDENCE

- Evidence Booklet K: Response to victims and perpetrators
- Evidence Item 12: Investigating domestic and family violence
- Evidence Item 19: QPS response to perpetrators of domestic and family violence

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STANDARD THREE: RESPONSES TO VIOLENCE AGAINST WOMEN

CRITERION 3.3 EVALUATION AND CONTINUOUS IMPROVEMENT

Organisational culture and procedures are regularly examined, informing ongoing refinement of the Organisation's policies and procedures.

EXPLANATION

Current strategies must be evaluated to ensure the Organisation is providing a safe working environment for all staff whatever their gender.

QPS RESPONSE

Note: this response should be read in conjunction with Evidence Booklet M: Evaluation and Continuous Improvement, referenced as EBL.

The QPS has dedicated governance processes, performed regularly across numerous divisions and commands depending on the nature of the policy or procedural documentation, a number of which were outlined in [Criterion 2.1 Policies, Procedures and Documentation: Review](#). These processes support ongoing evaluation and continuous improvement of WRAP related priorities and activities. Additionally, the newly established DFV&VPC will facilitate examination and refinement of policies, procedures, resources and strategies to support gender equality, respectful relationships and the zero tolerance of violence against women via the following instruments and measures:

- QPS White Ribbon Accreditation Operational Plan (implementation, monitoring and review of deliverables)
- DFV Advisory Group:
 - promote understanding of domestic and family violence within the QPS through engagement, education, training, policies and practices
 - collaborate in open discussion and exchange of ideas regarding policy and operational challenges and experiences to drive reforms across the DFV system
 - governance, oversight, implementation, and evaluation of new initiatives
- White Ribbon Baseline survey (WRBS) and Working for Queensland survey (WfQ): key mechanisms for measuring change in attitudes and behaviours of members
- QPS Intranet: availability and currency of WRAP related information
- QPS Website: availability and currency of information related to domestic and family violence awareness, prevention and supports
- Workplace

White Ribbon Baseline Survey (WRBS)

The White Ribbon Baseline Survey was made available to all members of the Service from Monday 15 March to Friday 26 March 2021. The survey was supported by a multimodal communication plan (EBL, P20-29 and Evidence Item 20) which commenced with direct communications from Commissioner Carroll, including: whole of Service email (Table 24 and EBL, P26), whole of Service Workplace post (EBL, P22), and whole of Service Workplace video announcement.

The Commissioner's messaging was further supported by chain of command promotions, disseminated to Strategy and Performance Officers (Commands), District Officers (Regions), and OICs, DFVCs and HRTs (Districts) by Acting Inspector SDFV&VPU for localised support, engagement and on-sharing.

Survey promotions included a survey announcement, survey reminder and last chance message, distributed via email and Workplace posts (EBL, P23-25, 27-29), with participants invited to enter a White Ribbon Survey cupcake draw following validation of survey completion (EBL, P24-25). Additionally, a screensaver was loaded on all QPS computers for the duration of the survey release (EBL, P21). Despite these frequent and multi-faceted promotions, only 1,274 members, completed the survey and as such, it's important to note that the analysis below represents the perceptions of 8% of the organisation. It is also important to note the QPS were responding to an unfolding and unprecedented response to COVID-19.

Table 24: Announcement of White Ribbon Survey – a segment from Commissioner's whole of Service email

"... I have committed to the continuation of the Workplace Accreditation program with White Ribbon Australia. Participation in this program will enhance our commitment to building a safe and respectful workplace for our members.

As part of our work with White Ribbon Australia we want to identify what we can do differently to enhance the recognition, prevention and response for our members that have been affected by domestic and family violence.

To help us improve, I encourage you to be part of the process and participate in the [White Ribbon survey](#). This is your opportunity to be heard and to have a say. You know what goes on in your workplace, you see and hear what happens and you experience the outcomes from the application of policies and procedures.

The survey takes about five minutes, is voluntary and completely confidential. Your identity and responses are protected. All forms of violence, both inside and outside of your workplace, are unacceptable. We have numerous support services available to you and I encourage anyone needing these services to reach out and make us to them. To read more about the support services available to everyone, please visit: <https://qldpol.workplace.com/groups/203606724188297/permalink/374511287097839/>.

If you would like further information regarding the White Ribbon Australia survey please contact Senior Policy Officer [Annette Richardson](#)."

Commissioner Katarina Carroll, 16 March 2021 (EBL, p26)

Overall, the results of the White Ribbon Baseline survey, are very positive and demonstrate the capability and commitment of the QPS in addressing violence against women in the workplace and communicating this to QPS members and the community. An analysis of these findings is summarised below with full details available in Evidence Item 21: QPS WAP Gap Analysis.

WRBS: Domestic and family violence policy awareness (EBL, P16)

Over 90% of survey respondents have a relatively high awareness of domestic and family violence policies, representing an increase of more than 20% from the 2017 WRBS.

WRBS: Workplace respect and Gender equality (EBL, P15-16)

70% of survey respondents identified that violence against women is common in Australia, with 80% indicating that it is not common in their workplace. Furthermore, over 65% indicated that women in their workplace are treated with respect and dignity and over 90% indicated a relatively high awareness of QPS bullying policies.

WRBS: Sexual harassment (EBL, P17-19)

Whilst relatively large numbers of survey respondents thought it was (a) sometimes okay to tell a sexually explicit (38.19%) or sexist joke (31.11%) in the workplace, (b) okay to use sexist language (9.97%) or sexually explicit language (8.44%) to describe women, over 90% of survey respondents have a relatively high awareness of sexual harassment policies, with 99% indicating it is never ok to make repeated, unwanted advances towards a colleague.

Results from the survey have informed the QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024 (Evidence Item 3).

Working for Queensland Survey (WfQ)

The Working for Queensland survey is a Queensland Government initiative undertaken annually to measure Queensland public sector employee perceptions of their work, manager, team, and organisation in the areas of employee engagement, job satisfaction and leadership within the organisation. Survey responses are anonymous, affording staff with a confidential platform through which to provide honest and forthright feedback, with results measuring how the QPS is progressing towards goals, positive workplace change, and the integration of public service values. (EBL, P5-13)

Commissioner Katarina Carroll promotes the survey each year (EBL, P7) and actively encourages member participation, both directly and through chain of command communication dissemination. The survey addresses many areas of the WRAP, including employee perceptions on anti-discrimination; bullying and sexual harassment; organisational fairness; organisational leadership; and safety, health and wellness. More specifically, section nine includes the following domestic and family violence related questions:

- Are you aware of any policies, in your workplace, designed to support employees affected by DFV in the workplace or the community?
- In the past 12 months, have you been in a situation where you have responded to an employee/colleague affected by DFV?
- Rate your confidence to sensitively communicate with employees affected by DFV.
- Rate your confidence in your ability to support an employee affected by DFV.

All members have access to information about the survey, and survey response reports direct from the QPS intranet. Managers are required to share and analyse survey results with their team or work group to celebrate success, identify areas for improvement, and help drive positive workplace change with support available to them from the QPS Communications, Culture and Engagement Division.

A comparative analysis of the 2017, 2018, 2019 and 2020 WfQ surveys, is outlined below, with a breakdown of demographic data for this period shown in EBL, P3. With employee response rates of 49% (2017), 48% (2018), 70% (2019) and 72% (2020), these results provide a clearer picture of employee perceptions than the WRBS.

WfQ: Domestic and family violence policy awareness (EBL, P8)

Member awareness of policies designed to support employees affected by domestic and family violence has remained consistently high. Managers are more aware of these policies than non-managers (at 86% and 67% respectively) but both represent an increase from 2019.

The difference between managerial and non-managerial awareness of policy is viewed positively for the following reasons:

- Managers have a significant role in ensuring appropriate advice and support is provided to employees who disclose domestic and family violence.
- On average, 20% of managers reported responding to an employee/colleague affected by domestic and family violence in the past 12 months, in comparison to only 7% of non-managerial members.

WfQ: Responding to employees affected by domestic and family violence (EBL, P9-10)

Over the past four years, more than 90% of managers have consistently indicated confidence in being able to respond appropriately and with sensitivity to employee disclosures of domestic and family violence. Given that QPS members are three times more likely to disclose being affected by domestic and family violence to managers than non-managers, manager confidence and sensitivity is crucial in working towards a positive outcome.

Whilst most disclosures are made to managers, more than 76% of non-managerial staff have consistently indicated their confidence in (a) responding appropriately and with sensitivity to disclosures of domestic and family violence by colleagues, and (b) being able to refer a colleague to appropriate support.

As of 2020, the percentage of non-managerial staff who indicated their confidence in (a) responding appropriately, and (b) referring a colleague to appropriate support, was at its highest to date at 80% and 79% respectively.

WfQ: Gender equality (EBL, P11)

Over the past four years, the percentage of members who indicated that gender was not a barrier to their success in the QPS has continued to increase. As of 2020, this percentage stands at 53% and represents an increase of 6% from 2017.

Similarly, over the past four years, the percentage of members who indicated that women and men have equal access to work experiences that support career progression has increased, and as of 2020 stands at 55%. This percentage represents an increase of 8% from 2017.

WfQ: Workplace respect (EBL, P12)

In each year from 2017 – 2020, over 70% of members have consistently indicated that (a) people in their workgroup treat each other with respect, and (b) their manager treats employees with dignity and respect.

This result is of significant note given the critical role of respectful behaviours in (a) creating a culture of gender equality, (b) reducing drivers of violence against women, and (c) demonstrating commitment to zero tolerance of violence against women.

In 2020, the percentage of members who reported that management model the behaviours expected of all employees stood at 46% and represents an increase of 7% from 2020. An indication that the leadership commitment required to change negative workplace culture is progressing in the right direction.

WfQ: Sexual harassment (EBL, P13)

The percentage of members who have been subjected to sexual harassment has remained consistently low, with a fluctuation of 1% to 2%. However, given the responses to the White Ribbon Survey where a high proportion of members felt it was okay to tell sexually explicit jokes and/or use sexist or sexually explicit language within the workplace, this is an area that needs to be addressed (EBL, P17-18).

EVIDENCE

- Evidence Booklet L - Evaluation and Continuous Improvement
- Evidence Item 21: QPS WAP Gap Analysis
- Evidence Item 3: QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024

ANNEXURE 1: GLOSSARY

Term / Acronym	Definition
AC	Assistant Commissioner
Aggrieved (Agg)	Person experiencing domestic and family violence, the victim .
BPCC	Brisbane Police Communications Centre
CCC	Crime and Corruption Commission
Commissioned Officer	Police Officer at rank of Inspector or above, that is: Inspector, Superintendent, Chief Superintendent, Assistant Commissioner, Deputy Commissioner, Commissioner
Con/SCon	Constable/Senior Constable
CoP	Commissioner of Police
CRASF	Common Risk Assessment and Safety Framework (also known as the Level 2 Domestic Violence Protective Assessment)
DC	Deputy Commissioner
DDO	District Duty Officer
DFV	Domestic and Family Violence
DFVC	Domestic and Family Violence Coordinator
DFVPA	<i>Domestic and Family Violence Protection Act 2012</i>
DFV&VPC	Domestic, Family Violence and Vulnerable Persons Command
DFV&VPU	Domestic, Family Violence and Vulnerable Persons Unit
DPC	Department of Premier and Cabinet
DV	Domestic Violence
DVO	Domestic Violence Order
DV-PAF	Domestic Violence Protective Assessment Framework
EDFV	Ending Domestic and Family Violence: Guidance for Government Buyers
ESC	Ethical Standards Command
ETO	Education Training Officer
FRH	First Response Handbook
FYC	First Year Constable
HRT	High Risk Team
HSO	Human Services Officer (now known as a QPS Senior Psychologist or Senior Social Worker)
Ignite	QPS Learning Management System
MAIG	Multi-Agency Implementation Group
MPF	Mobile Police Facility
MPA	Media and Public Affairs (QPS)

Term / Acronym	Definition
OIC	Officer in Charge
OPM	Operational Procedures Manual
OSA	Operational Shift Allowance
PIPS	Police Integrity and Professional Standards
PPM	Professional Practice Manager
PPN	Police Protection Notice
PSAA	<i>Police Service Administration Act 1990</i>
PSC	Public Service Commission
PSG	Procurement Services Group
PSO	Peer Support Officer (QPS employee)
QP 0466	Electronic form: <i>Complaint against a member of the Police Service</i>
QPS	Queensland Police Service
QRPIME	Queensland Police Records and Information Management Exchange
Respondent (Resp)	Person using domestic and family violence, the perpetrator .
RRR	Recognise Respond Refer (online training package)
SDFV&VPU	State Domestic, Family Violence and Vulnerable Persons Unit
Service	Queensland Police Service
Sgt/SSgt	Sergeant/ Senior Sergeant
SDCC	State Disaster Coordination Centre
SPOC	State Police Operations Centre
SUPT	Superintendent
TPO	Temporary Protection Order
VAW	Violence Against Women
VPU	Vulnerable Persons Unit
WfQ	Working for Queensland
Workplace	An online platform, like Facebook, that provides a simple and secure way for people to communicate, collaborate and connect at work with features like chat, video calling and groups.
WRA	White Ribbon Australia
WRAP	White Ribbon Accreditation Program
466	Electronic form: <i>Complaint against a member of the Police Service</i> (formerly known as a QP 0466 / 466)

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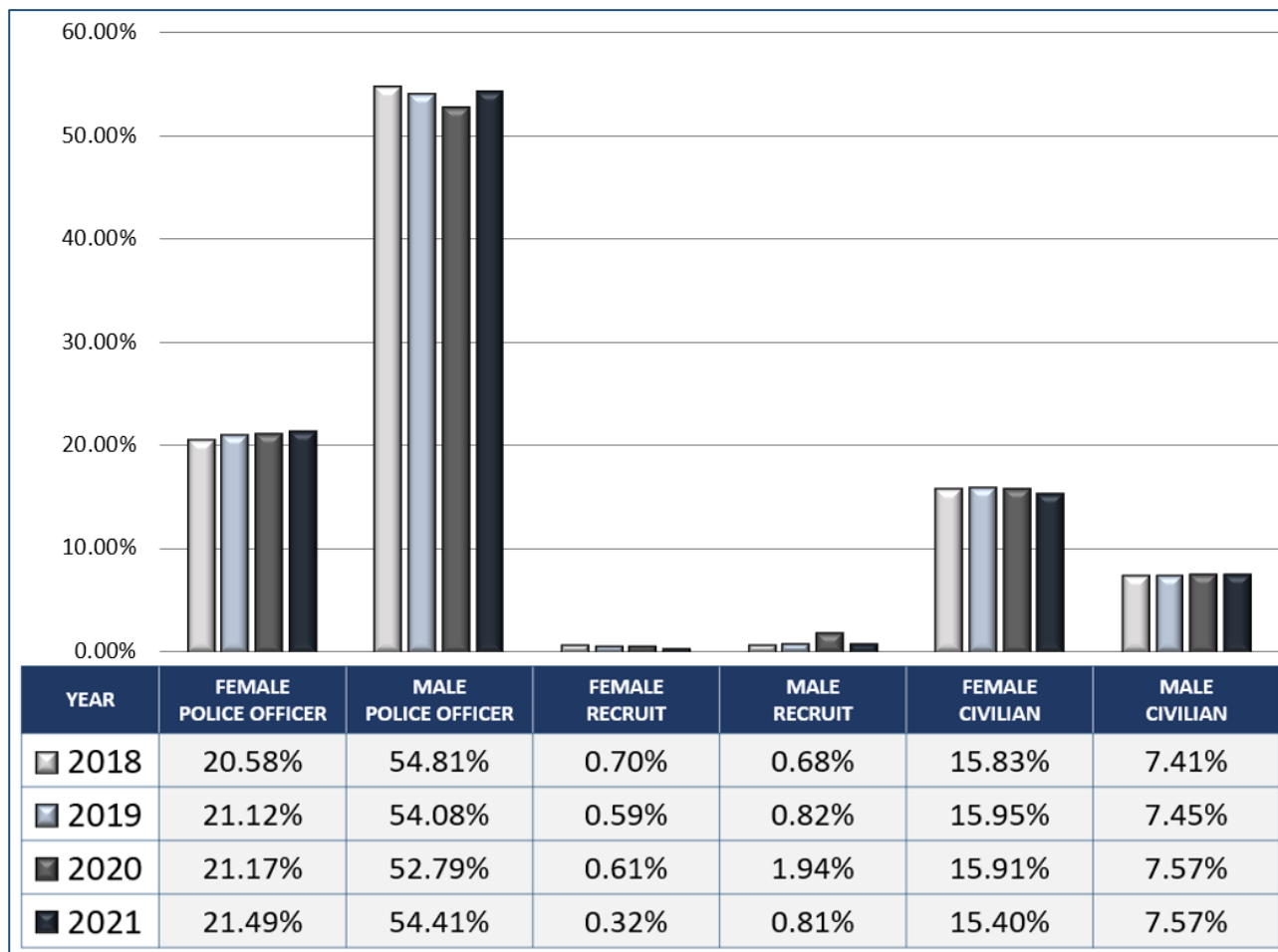
ANNEXURE 2: EVIDENCE TABLE

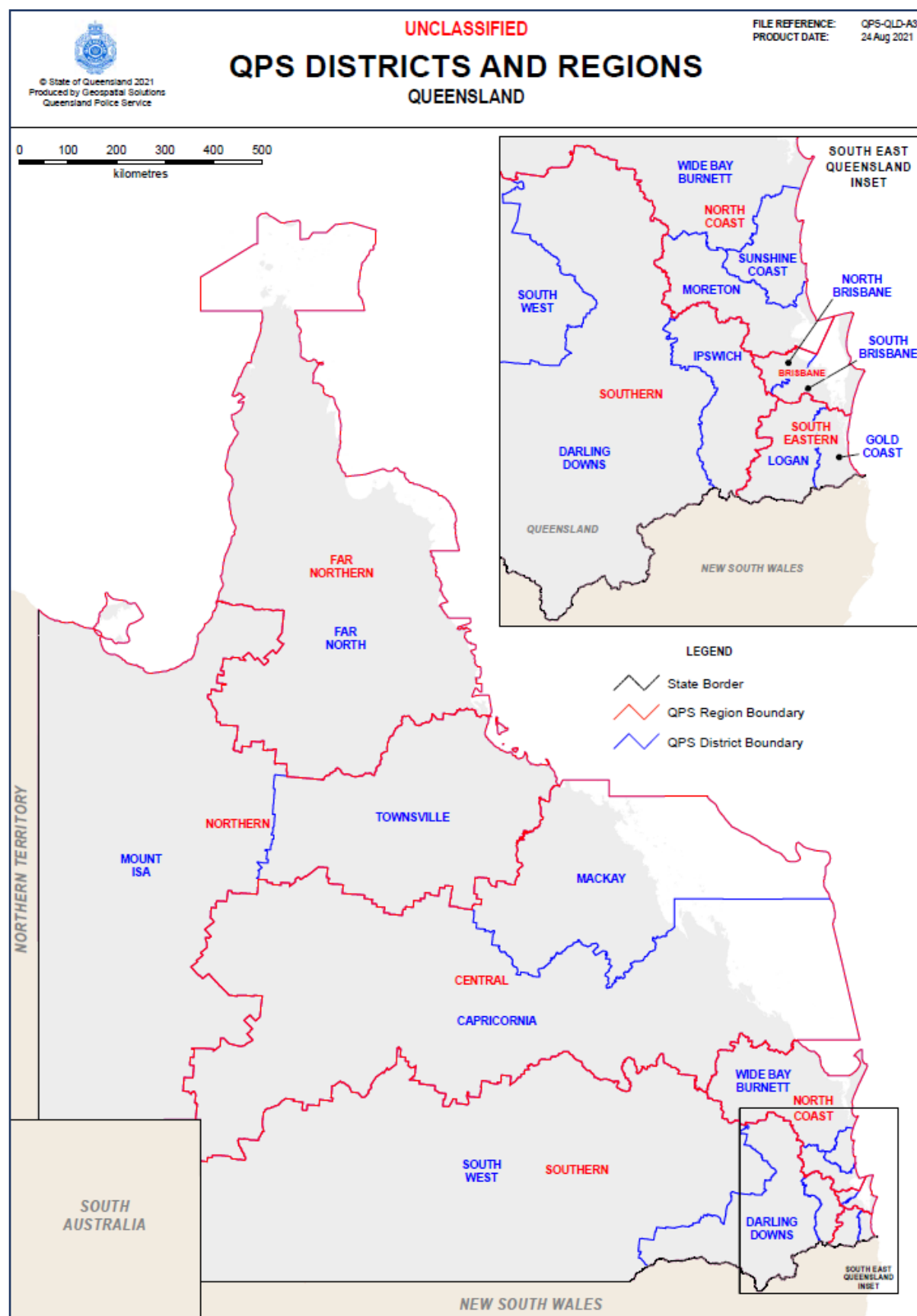
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Evidence booklet A – Leadership Commitment	○	○	○	○	○	○	○	○					○	○	○
Evidence booklet B - Commitment of Resources	○	○	○	○	○								○		
Evidence booklet C - Internal Communication	○	○	○		○	○	○	○			○		○	○	
Evidence booklet D - External Communication	○	○		○	○	○							○	○	
Evidence Booklet E - Collaboration	○		○	○	○	○	○		○	○			○	○	
Evidence Booklet F - Engagement	○	○	○	○		○							○	○	
Evidence Booklet G - Policies-Procedures-Documentation							○	○					○	○	
Evidence Booklet H - Communication of Policies and Procedures			○	○			○	○	○	○					
Evidence Booklet I - Training			○		○		○	○	○	○					
Evidence Booklet J - Risk Assessment			○				○	○			○				
Evidence Booklet K – Response to Victims and Perpetrators			○	○			○	○			○	○	○	○	
Evidence Booklet L - Evaluation and Continuous Improvement	○	○	○				○	○	○	○			○	○	○

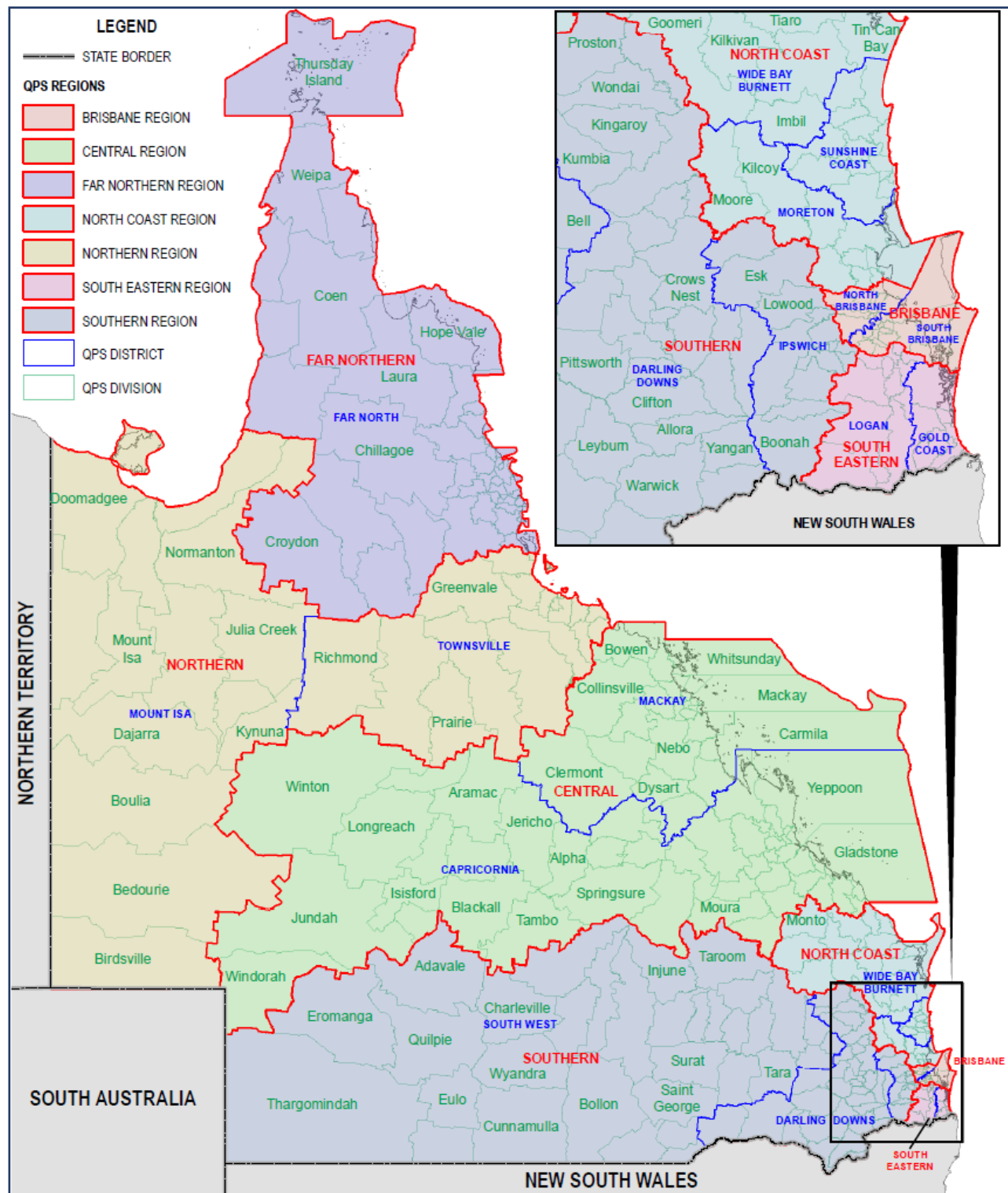
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Evidence Item 1: Queensland Police Service Strategic Plan 2021–2025															
Evidence Item 2: Queensland Police Service Operational Plan 2021–2022															
Evidence Item 3: QPS White Ribbon Workplace Accreditation Operational Plan 2021–2024															
Evidence Item 4: Leading Women Network Snapshot 2021	○	○	○		○										
Evidence Item 5: QPS Standard: Induction and Orientation							○								
Evidence Item 6: Policies-Procedures-Documentation							○								
Evidence Item 7: Domestic and Family Violence Conferences	○	○			○	○			○	○					
Evidence Item 8: Domestic Violence Protective Assessment Framework (DV-PAF)							○				○		○		
Evidence Item 9: QPS DFV Risk Assessment Guide and Workplace Safety Plan							○				○		○	○	
Evidence Item 10: QPS response to victims of domestic and family violence							○				○		○		
Evidence Item 11: Supporting members affected by domestic and family violence		○	○				○	○					○	○	
Evidence Item 12: Investigating domestic and family violence							○				○		○	○	
Evidence Item 13: 1800 4QPS DFV		○						○					○	○	
Evidence Item 14: 1800 ASSIST		○						○					○	○	
Evidence Item 15: Who Should I Talk To?		○						○					○	○	
Evidence Item 19: QPS response to perpetrators of domestic and family violence							○							○	

Evidence item	○	Primary criterion evidenced						○	Secondary criterion evidenced						
	1.1 LEADERSHIP COMMITMENT	1.2 COMMITMENT OF RESOURCES	1.3 INTERNAL COMMUNICATION	1.4 EXTERNAL COMMUNICATION	1.5 COLLABORATION	1.6 DEMONSTRATED ENGAGEMENT IN THE PREVENTION OF VAW	2.1 POLICIES, PROCEDURES AND DOCUMENTATION	2.2 COMMUNICATION OF POLICIES AND PROCEDURES	2.3 MANAGER/SUPERVISOR TRAINING	2.4 STAFF TRAINING	2.5 RISK ASSESSMENT	2.6 EXPECTATIONS OF CONTRACTORS	3.1 RESPONSE TO VICTIMS	3.2 RESPONSE TO PERPETRATORS	3.3 EVALUATION AND CONTINUOUS IMPROVEMENT
Evidence Item 20: WRA Survey-Communication Plan-2021	○	○	○												
Evidence Item 21: QPS WAP Gap Analysis															○
Evidence Item 22: DFVPM2021 - communication plan			○	○		○		○					○		
Evidence Item 23: MPA report DFV Prevention Month 2021				○											
Evidence Item 24: MPA report DFV Prevention Month 2020				○											
Evidence Item 25: External communications				○											

ANNEXURE 3: QPS EMPLOYEE DEMOGRAPHICS 2018 – 2021



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[GLOSSARY](#)[CONTENTS](#)[RETURN TO ORGANISATIONAL STRUCTURE](#)**ANNEXURE 5: QPS REGIONS, DISTRICTS, DIVISIONS**

[GLOSSARY](#)[CONTENTS](#)[RETURN TO IMPACT OF COVID-19](#)**ANNEXURE 6: SUSPENSION OF NON-ESSENTIAL TRAINING**

From: DEPUTY COMMISSIONER SOUTHERN QUEENSLAND
Sent: Wednesday, 18 March 2020 17:27
To: QPS ALL POLICE OFFICERS; QPS ALL STAFF MEMBERS
Subject: Changes to OST and non-essential training for COVID-19

To all QPS members,

Training Suspension

As a result of a need to both operationally reassign some of our staff to meet planned demand, and a thorough risk assessment against our current operating practices and the potential health and safety risks to our people **effective Thursday 19 March 2020 the delivery of Operational Skills Training (OST) will be suspended and non-essential training will be ceased. This advice will remain in place until further notice.**

This will enable the potential reassignment of some roles involved with non-essential training and OST delivery to our frontline and will bring us in line with other jurisdictions who are taking similar precautions to protect their people.

I would like to make it clear that these changes are not expected to have any adverse impact on our operational readiness or capacity, and this decision would not have been made if we didn't have immense confidence in the current capabilities of our people.

This decision was comprehensively considered and assessed for potential risks, with the health and safety of all QPS members and the community at the forefront of our ultimate determination.

Steve Gollschewski
DEPUTY COMMISSIONER | Overall Commander | Task Force Sierra Linnet & State Disaster Coordinator

From: A/C People.Capability Command[PCAP]
Sent: Wednesday, 23 December 2020 07:09
To: ALL ACs; ALL DCs; Chief of Staff COP
Subject: Temporary Suspension of Non-essential Training

Good morning,

Due to the operational demand on the Queensland Police Service in supporting the whole of Government response to COVID-19, a decision has been made in support of the immediate suspension of non-essential training across the service, until Friday 26 March 2021.

The temporary suspension of this training enhances the services capacity and capability to respond to COVID-19 and ensures a continued disaster management readiness and response.

Non-essential training incorporates all in-service training facilitated by or through People Capability Command (e.g. Investigative and Intelligence training and staff member training).

Recruit Training and in-service OST training are considered essential training and will not be impacted by this decision.

People Capability Command have developed a Training Recovery Plan that will support the efficient and effective resumption of non-essential training in April 2021. Priority will be given to those members who were enrolled or partially completed courses, prior to the suspension of training.

There is no doubt that we are experiencing an extraordinary time in history, but I am confident that we will adapt to this current challenge.

Regards
Charysse Pond | Assistant Commissioner | People Capability Command

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From:
Sent: Monday, 2 August 2021 10:25
To:
Subject: Temporary Suspension of Non-essential Training

Hi,

We've been advised that PCAP have instigated a tier 2 suspension of training until Friday 10 September. This means it's pretty much only the recruit training that is still being conducted and everything else is on hold.

Kind regards,

Senior Sergeant
Workforce Planning | Taskforce Sierra Linnet | Queensland Police Service

From: COMMISSIONER
Sent: Wednesday, 25 August 2021 16:09
To: QPS ALL POLICE OFFICERS; QPS ALL STAFF MEMBERS; QPS Chaplains
Subject: Commissioner's message - Rescheduling of non-essential activities due to organisational demand

Dear colleagues

2021 has been an extremely challenging year for our organisation as we balance our ongoing response to COVID-19 with other organisational priorities. Our operating environment is complex, constantly changing and often ambiguous, and requires us to take an adaptive approach to managing demand. Our COVID-19 response currently includes managing more than 20 hotel quarantine facilities, strengthening and enforcing border closures, compliance activities, managing airport arrivals, and as we have seen on the weekend, the policing of associated protest activity.

To increase our organisational capacity ahead of attrition and assist with meeting demand, I have increased our police officer, Protective Security Officer and staff member recruitment. Additionally, with demand increasing, I asked members of the Executive Leadership Team (ELT) to look at their portfolios and reschedule any non-critical work so we can continue our important COVID-19 response, whilst minimising fatigue and ensuring the welfare of our workforce.

Training

All non-essential training will be rescheduled for the next three months. However, essential training including recruit intakes, operational skills and tactics and related instructor courses will continue. Last week advice was provided to your respective areas regarding the specific courses which are exempt from this decision.

KATARINA CARROLL APM
COMMISSIONER

[GLOSSARY](#)[CONTENTS](#)[RETURN TO TRAINING](#)**ANNEXURE 7: DOMESTIC AND FAMILY VIOLENCE TRAINING PLAN**

QPS DFV Training Plan

IMMEDIATE	Operational Advisory Note
	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Determining whether to grant or refuse bail for a Domestic Violence Offence ➤ Recording DFV incidents as a relevant DFV occurrence and recording decision-making process ➤ The use of body worn cameras in receiving DFV reports
SHORT TERM	District led cultural interventions supported by DFV&VP Command
	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Bespoke district leadership workshops aimed at enhancing DFV capability within individual districts, in partnership with the DFV&VP Command
MEDIUM TERM	DFV Policing Enhancement Training (June 2021) ★
	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Develop an improved understanding of the complex nuances and dynamics of DFV ➤ Refresh legislative, policy and procedural requirements and considerations when investigating DFV
	Coercive Control Training – Tranche 1 (July 2021) ★
	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Embed and reinforce existing knowledge of and attitudes towards DFV ➤ Build members' knowledge and understanding of coercive control ➤ Strengthen knowledge and skills of DFV processes, including investigating and evidence gathering techniques related to coercive control
LONG TERM	Cultural Enhancement Program (August 2021) ★
	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Explain why behaviours and attitudes towards DFV matter and how this impacts outcomes for people experiencing DFV ➤ Understand what workplace culture is and the factors that contribute to QPS DFV culture ➤ Identify localised culture around managing and responding to DFV ➤ Explain the need to continually improve the policing response to DFV ➤ Confidently exercise individual responsibility to enhance the culture and policing response to DFV
	DFV Victim Video Statement Training ★
LONG TERM	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Reinforce importance of police actions, attitudes and behaviours when interacting with victims of DFV ➤ Develop enhanced communication and investigation strategies when interviewing victims of DFV ➤ Train officers in the taking of a contemporaneous statement by way of video
	Coercive Control Training – Tranche 2
LONG TERM	TRAINING OBJECTIVES <ul style="list-style-type: none"> ➤ Identify barriers that entrap women in violence & recognise perpetrator tactics ➤ Infuse trauma-awareness and trauma informed practice within policing DFV ➤ Recognise differences between situational acts of violence and on-going patterned behaviour to identify the 'person most in need of protection' ➤ Implement the recommendations from the Women's Safety and Justice Taskforce
	End-to-end examination of DFV processes & systems
LONG TERM	<ul style="list-style-type: none"> ➤ Embed learnings from DFV&VP Command led review of DFV processes & systems

★ Dependent upon PCAP capability

★ Dependent upon legislation amendment

**DOMESTIC, FAMILY VIOLENCE AND VULNERABLE PERSONS COMMAND**

24/05/2021

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END OF SUBMISSION

THIS CERTIFICATE CONFIRMS THAT

QUEENSLAND POLICE SERVICE

has successfully met the Standards to
achieve accreditation as a White Ribbon
Australia Workplace.

28 October 2021

ACCREDITED FROM