



The Orange Door Sector Update

Briefing pack

March 2019

Royal Commission into Family Violence



The Royal Commission into Family Violence and the Roadmap for Reform: strong families; safe children confirmed we needed to redesign our service system to ensure that women and children are safe from harm and families can easily access the supports they need.



Family Safety Victoria and The Orange Door

227 Recommendations of the Royal Commission accepted

- *Ending Family Violence: Victoria's Plan for Change* (November 2016) committed to establishing Support and Safety Hubs, now known as The Orange Door.
- The 2017-18 State Budget allocated \$448.1 million over four years for the establishment of the Hubs across the state, including a physical premises in each of the 17 DHHS areas by the end of 2021. This is part of a \$1.9 billion investment from the 2017-18 budget and is in addition to an investment of \$572 million in the 2016-17 budget across the reforms.
- Family Safety Victoria (FSV), was established on 1 July 2017. It is dedicated to leading the establishment of the Hubs as well as implementing other key reforms.
- *Support and Safety Hubs: Statewide Concept* was released on 5 July 2017. It described the long-term plan, intent and purpose of the Hubs, sets out government's approach and outlines the principles for the design.
- The Orange Door brand represents the service as warm and welcoming, and where people can access support in a discreet way.



The Orange Door - the plan

- The Orange Door is a new way for women, children and young people experiencing family violence and families in need of support with the care, wellbeing and development of children and young people, to access the services they need to be safe and supported. It does not replace existing specialist services or responses but enables a new entry point.
- The Orange Door is accessible, safe and welcoming to people, providing quick and simple access to support.
- The Orange Door helps to tilt the focus of the whole service system towards tackling the source of the violence, the perpetrator. There is a strong focus on perpetrator accountability, holding them accountable for their actions and changing their behaviour.
- The Orange Door brings together access points for family violence services, family services and perpetrator/men's services. Over the next four years, The Orange Door will replace existing referral points for victims and perpetrators of family violence (including police L17 referral points) and children and families in need of support (Child FIRST). This will not prevent clients from exercising choice over a service agency.
- The Orange Door works in partnership with Local Aboriginal services, organisations and communities to support Aboriginal self-determination and ensure that culturally safe responses are available for Aboriginal people across the state.
- The Community Operations & Victims Support Agency (COVSA) continues to provide a tailored access point for adult male victims of family violence (police L17 referrals for adult male victims will continue to go to COVSA, not The Orange Door).



The Orange Door - implementation

- The Orange Door commenced operations in 2018 in the initial launch areas of Bayside Peninsula, Barwon, North Eastern Melbourne, Mallee and Inner Gippsland.
- Family Safety Victoria (FSV) is currently working on establishing The Orange Door in the next three areas of Central Highlands, Loddon and Goulburn.
- The Orange Door will be rolled out across all 17 Department of Health and Human Services areas by the end of 2022. The schedule for rollout of the remaining areas is yet to be determined.
- When considering the rollout of the remaining areas, the following factors will be considered:
 - a focus on areas of particularly high need
 - alignment with other relevant reforms
 - ensuring that agencies and the broader DHHS area are ready for change or can be supported to change
 - complexity of local arrangements and other factors such as the proximity to the NDIS rollout
 - ensuring a balance between regional and metropolitan locations, and spread of locations across the state, while maximising existing sector partnerships.



Inside The Orange Door



[Introducing Victoria to The Orange Door - Video](#)

[Search "The Orange Door" on YouTube](#)



Insights from practitioners in The Orange Door



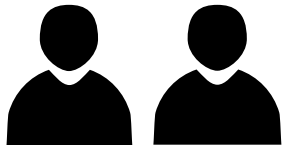
“We are doing some great work with perpetrators. I wasn’t sure how it would work having perpetrators access the service but its working really well and we need to keep doing it. Women want it. We are getting lots of women presenting where the person using violence is their adolescent son and they want to come in together”

Specialist family violence worker



“We thought it was a family violence case so I took the lead, it ended up being more child support. I kept the case and worked closely with the children’s worker. We got seven services involved but because I shared information the woman only needed to tell her story once”

Specialist family violence worker



“Having two workers go out together, (Child FIRST and specialist family violence) is creating a new level of collaboration and practice. It’s great to bounce ideas off each other, and learn from each other. This is what The Orange Door is all about: collaborating around good safety planning and meeting children’s needs.”

Child FIRST worker



Who we are working with

A wide range of statewide and local stakeholders have been engaged to help design, develop and establish The Orange Door. Extensive engagement has informed of The Orange Door, and the ways in which The Orange Door will work together and collaborate with other services to establish partnership arrangements for service delivery.

Local engagement to support establishment of The Orange Door in the three new areas commenced in October 2018. Initial engagement with agencies in the three new areas helps FSV develop deeper awareness of the local context and current service provision in the area. This assists in forming a shared understanding of local conditions and a solid foundation for working in partnership.

Statewide engagement

- Family Violence Steering Committee
- Aboriginal family violence co-design forum
- Dhelk Dja Partnership Forum
- Victim Survivors' Advisory Council
- Diverse Communities and Intersectionality Working Group
- The Orange Door Statewide Reference Group
- Existing key sector and cross-sector forums, including peak bodies

Local engagement

- Hub Leadership Groups
- Operational Leadership Groups
- Local Hub Establishment Groups
- Aboriginal Advisory Groups
- Local communities
- Aboriginal services and organisations
- Community service organisations
- Existing regional committees and alliances
- Front-line workers
- Clients of The Orange Door



Putting people at the centre: a focus on client experience

Client input into the design of The Orange Door

The voices of people who have experienced the service system (including victim survivors, parents and children, and perpetrators) have been a critical input throughout the design of The Orange Door. **Key elements of The Orange Door service have been tested with these groups.** Insights provided about their experience have been incorporated into the design of the model and practice guidance.

Ongoing measurement and improving client experience in The Orange Door

FSV is developing a process to **enable ongoing monitoring and improvement of the experience of people who will access The Orange Door.**

This feedback and design process:

- enables continuous feedback on, and measurement of, the client experience
- enables the iterative design, prototyping and testing of service elements to evolve the service model and improve the client experience
- complements other feedback processes (such as evaluation and performance monitoring) and service design processes (such as operational planning and continuous improvement processes)
- draws on and builds the capability of The Orange Door and FSV staff to gather feedback, measure and continually improve the client experience
- is inclusive, responsive and accessible for clients from diverse backgrounds
- helps to consolidate learnings from the launch areas.



Outcomes

- FSV is committed to measuring and monitoring the outcomes of our services and reforms. This includes the people and system outcomes detailed in the Family Violence Outcomes Framework, as well as those aligned to relevant department frameworks, including the Department of Health and Human Services, Department of Justice and Community Safety, Victoria Police, Courts and the Department of Education and Training.
- Work is underway on an approach to measure and monitor client outcomes for The Orange Door, specialist family violence services, sexual assault support services and perpetrator interventions.
- This long term project recognises that people who regularly use services funded and delivered by FSV are also likely to engage with a broader range of services not funded by FSV, such as child and family services and the justice system.
- Developing a consistent approach to measuring and monitoring outcomes for people who move through these intersecting systems is key to understanding the effectiveness of services that are funded and delivered by FSV.



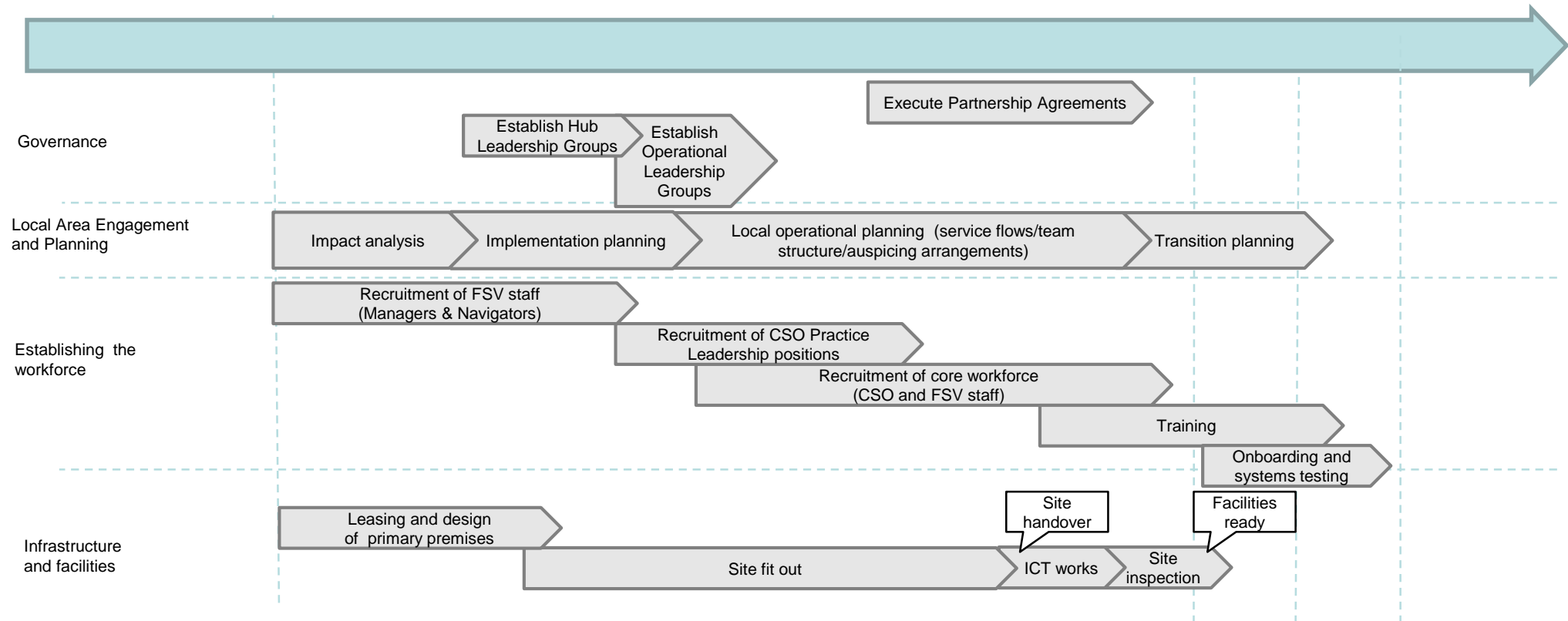
The evaluation of The Orange Door in 2018 - 2019

- The evaluation of The Orange Door in 2018 - 2019 is the first of three evaluations planned under The Orange Door evaluation strategy. It is focused on the establishment, operations and initial service offering of The Orange Door in the first four areas: Barwon, Bayside Peninsula, Mallee and North Eastern Melbourne. The subsequent two evaluations will adopt a broader scope and include The Orange Door areas rolled out from the end of 2018 to 2021.
- The first evaluation commenced in September 2018 and is due to be finalised by mid-2019.
- The evaluation will include interviews with stakeholders, interviews and focus groups with workers in The Orange Door, interviews with service users (where possible); and analysis of service delivery data, guidelines and other sources of information.
- The evaluation is designed to contribute to continuous improvement of The Orange Door and inform the planning and implementation of The Orange Door in the next areas.



Implementation

Implementation of The Orange Door will involve a carefully supported transition over time so that The Orange Door transforms the way people access family violence support services.



Design work will continue through the implementation phase and service design improvements will be informed by service users, workers and services, and formal evaluation processes.



Continuing development

FSV continues to work on expanding the service model design and the further development of key interface arrangements with other services. Development continues on operational enablers, including performance and reporting, governance, practice and procedural support, workforce development, IT and infrastructure. This includes work on the following key components:

Workforce

- Workforce strategy for The Orange Door
- Workforce and industry (Accountability)
- Practice Development Framework

Performance measurement

- Evaluation of The Orange Door
- Client experience measurement
- Reporting framework
- Outcomes orientated performance framework

Systems

- System governance and planning
- Quality and Safety Framework

Service model and operations

- Expanded access
- Inclusion and accessibility
- Connection to services
- Demand management
- Interfaces with key service systems and sectors

IT

- Enhancing the CRM





Key enablers and related reforms

Overarching governance structure

Statewide committees for change

Family Violence Steering Committee
Social Services Taskforce
Dhelk Dja Partnership Forum
Industry Taskforce
Victim Survivors' Advisory Council
Family Violence Housing Assistance Implementation Taskforce
Victorian Children's Council
Aboriginal Children's Forum
Diverse Communities and Intersectionality Working Group
Chief Magistrate's Taskforce
LGBTI Family Violence Working Group

Victorian Government

Family Safety Victoria

Family Violence Steering Committee

The Orange Door Statewide Reference Group

Hub Leadership Groups

Local Hub Establishment Groups

Operational Leadership Groups

Aboriginal Advisory Groups

Pre-existing local governance structures

Existing statewide and local governance structures are closely linked and feed specialist advice into each level of The Orange Door governance through implementation. For example, the FV Regional Integration Coordinator, Dhelk Dja Actions Groups, Child FIRST and Family Services Alliance and Child and Youth Area Partnerships.

Area & regional government presence

FSV works closely with area and regional state and local government.



The Orange Door governance groups

	Purpose	Membership
Hubs Statewide Reference Group	<ul style="list-style-type: none"> • advise the Family Violence Steering Committee and FSV on implementation, evaluation and evolution of The Orange Door • oversight of The Orange Door network of services 	<ul style="list-style-type: none"> • government stakeholders • sector stakeholders • service users
Hub Leadership Groups	<ul style="list-style-type: none"> • provide strategic direction for The Orange Door in the local area • accountable for integrated practice and service delivery • oversight of operations and performance • update FSV, DHHS and other stakeholders (as relevant) on issues and risks 	<ul style="list-style-type: none"> • senior executives from each CSO and Aboriginal services and organisations in The Orange Door • Hub Manager (FSV) • representatives from FSV, key departments and agencies including Victoria Police and DHHS
Operational Leadership Group	<ul style="list-style-type: none"> • support establishment, implementation and ongoing development of The Orange Door • ensure consistency with statewide guidance • focus on operations to ensure consistent, coordinated and efficient service delivery 	<ul style="list-style-type: none"> • Hub Manager (FSV) • Implementation Manager (FSV) • Operational management representative of each CSO and Aboriginal services and organisations in The Orange Door • Operational representatives of key departments and agencies (Victoria Police and DHHS) • Integrated Practice Leader (CSO) • Service System Navigator (FSV)

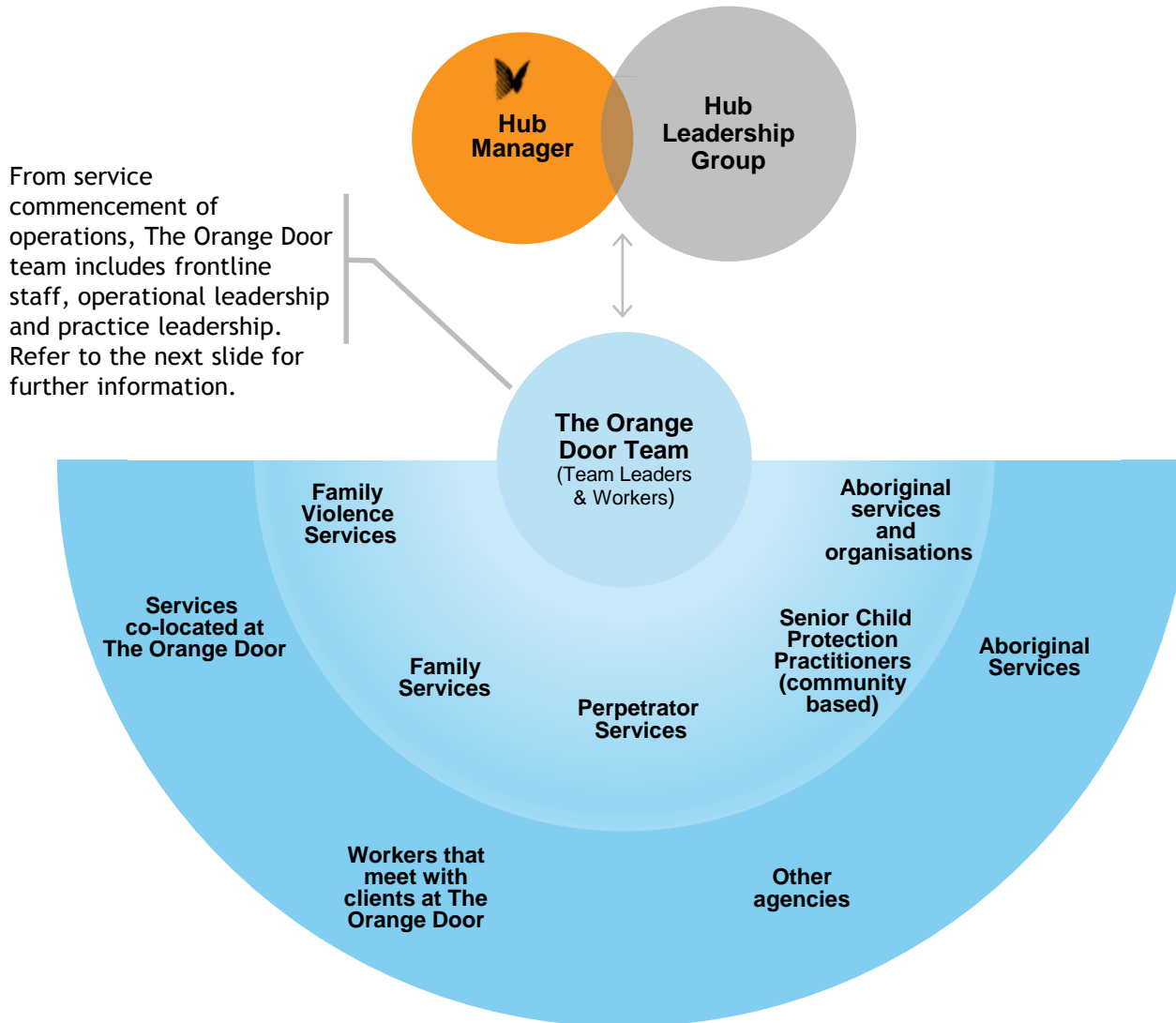


The Orange Door governance groups (cont.)

	Purpose	Membership
Local Hub Establishment Groups	<ul style="list-style-type: none">• support establishment of The Orange Door in each area• support implementation of referral pathways, protocols and service interfaces between The Orange Door and broader services• contribute to creating shared responsibility for outcomes	<ul style="list-style-type: none">• senior representatives from The Orange Door• government departments• local government• agencies from justice, health, social and community services• representatives from Aboriginal services, organisations and communities
Aboriginal Advisory Groups	<ul style="list-style-type: none">• collectively advise the Hub Leadership Group on implementing the principles of self-determination, service choice and cultural safety in the local area• inform decision making about the ongoing operation of The Orange Door	<ul style="list-style-type: none">• Aboriginal services and organisations• Aboriginal communities



The Orange Door team and a broader network of services

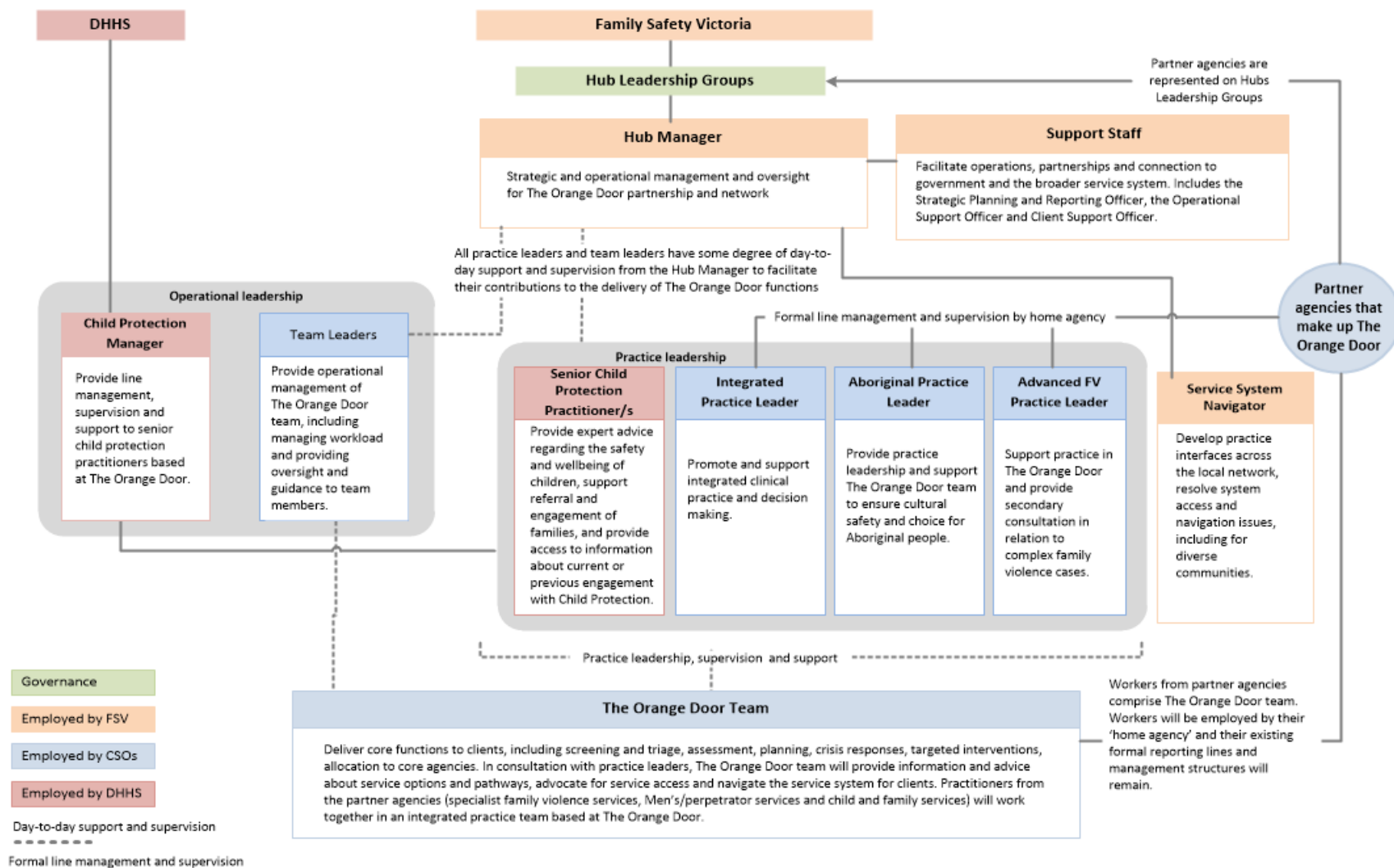


- **Partner services:** These comprise the services in each area who are partnering to make up The Orange Door. This includes organisations that currently receive police referrals (L17s) for women and children who are victim survivors of family violence, and for perpetrators of family violence, organisations that provide Child FIRST services, and Aboriginal organisations that provide family violence and family services in an area.
- **Core services:** These comprise all of the organisations and agencies that provide specialist family violence services, family services, perpetrator services, and Aboriginal services and organisations providing family violence and family services in an area, including those who are partnering to make up The Orange Door.
- **Broader network services:** These comprise the range of health, justice, legal, community and education services in the area.



Workforce

Workforce Roles in The Orange Door



The Orange Door physical locations

A physical premises will be established in each area to support the operation of The Orange Door. These premises accommodate The Orange Door workforce and are accessible to the community for people who wish to self-refer by 'walking in'.

Design and branding of the physical premises has taken into account the need for the buildings to be:

- Welcoming and culturally safe, including for children and young people.
- Accessible for all people, by incorporating physical access features and supporting information and communication access for people with disabilities and people from culturally and linguistically diverse backgrounds.
- Safe by embedding design features to enhance security, along with careful operational planning and security monitoring.
- Comfortable with private spaces and rooms for client interviews and meetings, and dedicated and secure working areas for staff.

The safety of women and children is central to the design and operation of The Orange Door, particularly the physical and face-to-face access methods. Strong safety measures in design and operation, along with careful operational planning and scheduling, ensure risks posed by working with perpetrators are thoroughly managed. Deliberate use of a range of access methods (telephone, outreach, access points) gives professionals in The Orange Door the tools to choose how they work with families, victim survivors, children, young people and perpetrators.



Client Relationship Management (CRM) system

- The Orange Door Client Relationship Management (CRM) system is the case management system that assists with accurate record keeping to ensure a single, accessible source of client information informs service delivery and enhances integration of services (e.g. by allowing information sharing between workers with different expertise).
- The CRM supports and manages client interactions within The Orange Door and aims to facilitate a victim survivor **only needing to tell their story once**.
- The CRM also supports reporting of client and service level outcomes.
- The CRM is part of an iterative and incremental development process and is designed in accordance with the overall strategy, intent and implementation of The Orange Door. Enhancements to the CRM are informed and guided by feedback from The Orange Door workforce. The Orange Door workforce is trained in the use of the CRM and support through change release processes.
- The CRM has strong data security mechanisms to ensure client information is protected. The CRM is integrated with the Central Information Point (CIP), Tools for Risk Assessment and Management (TRAM) and the L17 Portal to support workers to carry out risk assessments and gather information in a seamless manner.

The screenshot displays the Hub CRM system interface. At the top, there is a navigation bar with the text "Hub CRM support: 1800 290 821" and a dropdown menu for "Service". Below this, a breadcrumb trail shows "Cases > CaseAutomation_hhkdkorzgqxvvhmjiil". The main header area contains several tabs: "ADD ACTIVITY", "ADD RISK AND NEEDS", "CONNECT", "NEW", "WORD TEMPLATES", "ADD TO QUEUE", "QUEUE ITEM DETAILS", "ASSIGN", "EMAIL A LINK", and a search icon. The case details section shows the case name "CaseAutomation_hhkdkorzgqxvvhmjiil" and its status "Open". A progress bar at the bottom indicates the case flow: Overview, Assessment, Service Plan, Closure, and Duration (Active for 15 hours). The "Case overview" section is expanded, showing fields for "Presenting need", "Hub Worker notes", "Case ID" (CAS-20386-B5L4R4), "Primary hub involved" (FSV Central Team), "Case title" (CaseAutomation_hhkdkorzgqxvvhmjiil), "Client" (PersonAutomation_halfaidkizzdnapipe LastAuto_smlwhynsibdnvnt), "Role for primary client" (Perpetrator), "Preferred phone number", and "Safe to leave a message".



The Victorian Family Violence Multi-Agency Risk Assessment and Management Framework

- The Family Violence Multi-Agency Risk Assessment and Management (MARAM) - Framework previously known as the common risk assessment framework or 'CRAF' - has been redeveloped. This was a key recommendation of the Royal Commission into Family Violence.
- The MARAM Framework has been established in law under a new Part 11 of the *Family Violence Protection Act 2008* (Vic). This requires organisations that are prescribed through regulations to align their policies, procedures, practice guidance and tools to the MARAM Framework.
- The MARAM Framework provides policy guidance on how organisations prescribed under the regulations should align under four pillars:
 - shared understanding of family violence
 - consistent and collaborative practice
 - responsibilities for risk assessment and management, and
 - systems, outcomes and continuous improvement.
- The MARAM Framework describes a range of supporting resources including practice guidance and risk assessment tools to support professionals.



The MARAM Framework - Tools for Risk Assessment and Management

- **The MARAM Framework includes a suite of risk assessment tools.** The suite of MARAM assessment tools includes screening, brief, intermediate and comprehensive assessment tools for adult victim survivors, and a comprehensive assessment tool for children.
- **This has been developed into an online platform called Tools for Risk Assessment and Management (TRAM).** TRAM is used by workers in The Orange Door to undertake family violence **comprehensive assessment (for adults and children)**. During the pilot stage the tools were known as the Interim Comprehensive Risk Assessment Tool (ICRAT).
- TRAM includes questions linked to the updated family violence risk factors, as well as questions on presentation of risk factors specific to Aboriginal people, and people from diverse communities and at-risk age groups (children, young people, older people), as well as family and relationship types.
- MARAM practice guidance is now available and it is being supported by training roll out to relevant agencies.
<https://www.vic.gov.au/maram-practice-guides-and-resources> <https://www.vic.gov.au/training-for-information-sharing-and-maram>



Information sharing - overarching legal framework

The Orange Door operates under an established suite of laws and principles which relate to information sharing and privacy, including:

- ***Privacy and Data Protection Act 2014*** (including Information Privacy Principles)(PDPA)
- ***Health Records Act 2001*** (including Health Privacy Principles)(HRA)
- ***Child Wellbeing and Safety Act 2005*** (including Child Information Sharing Scheme (CIS Scheme))
- ***Children, Youth and Families Act 2005*** (CYFA), and
- ***Family Violence Protection Act 2008*** (FVPA) (including Family Violence Information Sharing Scheme (FVIS Scheme) and new Part 5B (information sharing within the Hubs, which are now known as The Orange Door)).

There are a range of legal bases for collecting, using and disclosing a person's confidential personal and health information, including:

- where the person has consented (PDPA and HRA)
- where sharing information is believed to be necessary to lessen or prevent a serious threat to someone's safety (PDPA and HRA)
- where relevant for assessing a risk of family violence (FVIS Scheme)
- between workers in The Orange Door for the purposes of delivering Hub services (Part 5B FVPA)
- to promote the safety or wellbeing of a child (CIS Scheme), and
- where managing a referral about a significant concern for the wellbeing of a child (CYFA).

[Training and online resources for information sharing can be found here.](#)



Information sharing - internal to The Orange Door

The Orange Door needs to collect, use and disclose information to support service delivery, and does so in line with Victorian laws.

Internal use and disclosure is facilitated by Part 5B of the *Family Violence Protection Act 2008* (FVPA). (External collection and disclosure is subject to the broader existing information sharing and privacy framework - see next slide).

Part 5B creates a simple permission for flexible collection, use and disclosure of confidential information between **authorised Hub entities** if the collection, use or disclosure is for a purpose related to the **provision of Hub services**.

The Minister has declared the following to be **authorised Hub entities**:

- all community service organisations (CSOs) funded to provide The Orange Door services
- the Department of Health and Human Services
- Family Safety Victoria, and
- officers, employees and contracted service providers of these entities.

Hub service is defined broadly to be a service provided in relation to or for the purposes of The Orange Door - either by FSV/DHHS, or by a CSO through a contract with the Victorian Government. Some examples include:

- a worker in The Orange Door providing assessment and planning for a client
- a worker in The Orange Door consulting with other workers, practice leaders and Senior Child Protection Practitioners as part of an assessment
- an Integrated Practice Leader being involved in a case discussion to promote and support integrated clinical practice and decision-making
- a Client Support Officer creating a person record in the Client Relationship Management (CRM) system, and
- a Hub Manager's involvement in a critical incident as part of operational management.

Effectively, The Orange Door can operate like a single organisation for information sharing purposes.



Information sharing - external to The Orange Door

External collection and disclosure of confidential information at The Orange Door is subject to the broader existing information sharing and privacy framework.

External collection

The Orange Door collects information from outside of The Orange Door to enable it to better understand the risks and needs for clients. Potential sources of information include:

- engagement with clients
- referrals (e.g. from Victoria Police)
- reports from the Central Information Point (CIP)
- professionals and other services in the community, including information sharing entities (ISEs) under FVIS Scheme and CIS Scheme, and
- Child Protection.

External disclosure

The Orange Door may also disclose confidential information to external persons and organisations, including:

- as part of an allocation or referral to a community service organisation
- to an ISE to inform their family violence risk assessment or to manage family violence risk (under the FVIS Scheme) or to promote a child's wellbeing (under the CIS Scheme).

There are a number of legal bases for external collection and disclosure of confidential information. This includes consent, serious threat, the allowances for child wellbeing referrals, and the new family violence and child information sharing schemes.

The Orange Door must be satisfied in each instance of external collection and disclosure that there is an appropriate basis for sharing information.



Information sharing - The Orange Door

Use & disclosure within The Orange Door (PART 5B FVPA)

Authorised Hub entities (i.e.: CSOs, FSV and DHHS) in The Orange Door may use and disclose a person's confidential information internally as part of providing The Orange Door services.

External Collection

Sources of info

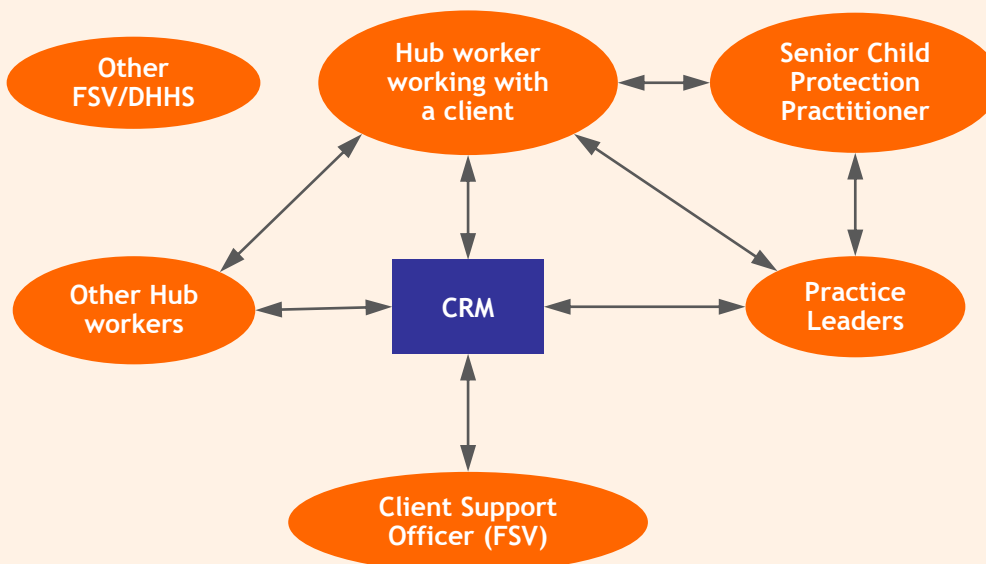
- client
- referrer
- community service
- CIP
- CP

Legal basis for collection

- FVIS Scheme
- CIS Scheme
- FVPA
- CYFA
- PDPA, HRA (eg: consent, serious threat)

Key information flows within The Orange Door

(note: not all potential flows of information depicted)



External Disclosure

Recipients of info

- community service (eg: as part of referral / allocation)
- client
- Professional

Legal basis for disclosure

- FVIS Scheme
- CIS Scheme
- FVPA
- CYFA
- PDPA, HRA (eg: consent, serious threat)

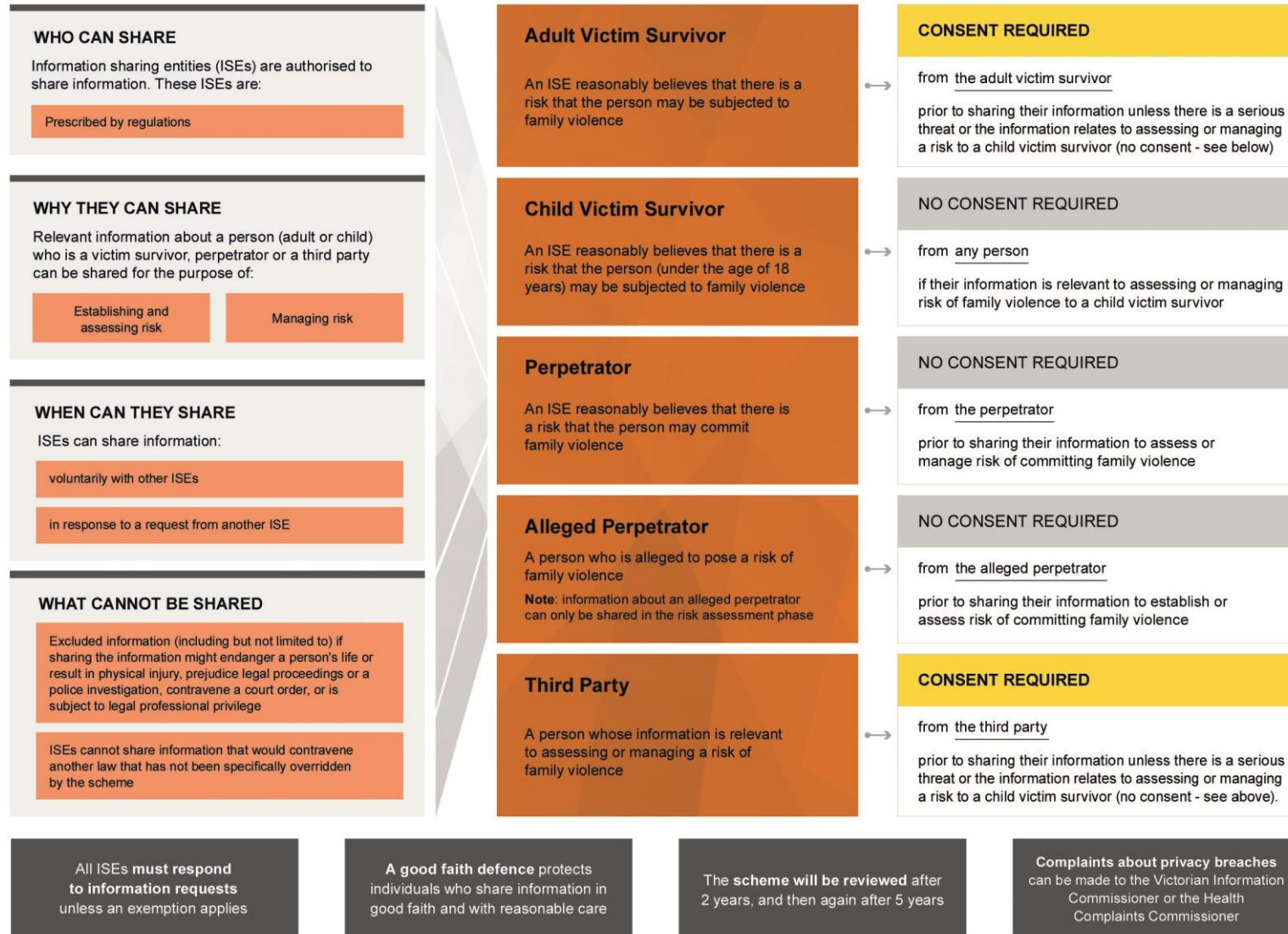


Information sharing - the Family Violence Information Sharing Scheme (FVIS Scheme)

- The Family Violence Information Sharing Scheme (FVIS Scheme) commenced on 26 February 2018.
- The scheme, enabled by the new Part 5A of the *Family Violence Protection Act 2008*, authorises a select group of ISEs including The Orange Door to share information relevant to family violence risk between themselves for risk assessment and risk management.
- On 27 September 2018, additional organisations and services were prescribed under the family violence information sharing scheme.
- Victorian privacy legislation was also amended so that a serious threat to an individual no longer needs to be imminent before information can be lawfully shared without consent in order to lessen or prevent that threat. This applies generally, not just in the context of family violence.
- The FVIS Scheme does not interfere with existing legislation that allows information to be shared, for instance in the existing privacy legislation or children, youth and families legislation.
- All workers in The Orange Door have received FVIS Scheme training as part of their induction.
- [Further information about the FVIS Scheme can be found here.](#)



Information sharing - the Family Violence Information Sharing Scheme (FVIS Scheme)



Excerpt from the [Family Violence Information Sharing Guidelines: Guidance for Information Sharing Entities](#)



Information sharing - the Child Information Sharing Scheme (CIS Scheme)

Hub entities are prescribed under the CIS Scheme from 27 September 2018

Who

Who can share information

If the scheme's threshold is met, prescribed information sharing entities can request and disclose confidential information about any person with each other.*

Why

Threshold part 1: Promoting child wellbeing or safety

An information sharing entity can **request** or **disclose** information about any person for the purpose of promoting the wellbeing or safety of a child or group of children.

What

Threshold part 2: Sharing to assist another information sharing entity

The **disclosing** information sharing entity must reasonably believe that sharing the information may assist the receiving information sharing entity to carry out one or more of the following activities:

- i. making a decision, an assessment or a plan relating to a child or group of children
- ii. initiating or conducting an investigation relating to a child or group of children
- iii. providing a service relating to a child or group of children
- iv. managing any risk to a child or group of children.

Threshold part 3: Excluded information

The information being **disclosed** or **requested** is not known to be 'excluded information' under Part 6A of the *Child Wellbeing and Safety Act 2005* (and is not restricted from sharing by another law).

When

When should information be shared

If the threshold of the scheme is met, an information sharing entity:

- can **share proactively** with other information sharing entities
- can **request information** from another information sharing entity
- must **respond to requests for information** from another information sharing entity and provide relevant information.



Central Information Point (CIP)

The **Central Information Point (CIP)** allows frontline workers to access more timely, consolidated and up to date information to make more informed assessments of family violence risk and identify safety needs.

- The CIP is a new service operated by Family Safety Victoria that consolidates critical information about a perpetrator or alleged perpetrator of family violence into a single report for The Orange Door workers to assist with family violence risk assessment and management.
- The consolidated information available in a CIP report is provided by a co-located team of data custodians from Victoria Police, the Magistrates' Court of Victoria, Corrections Victoria, and the Department of Health and Human Services (Child Protection).
- CIP requesters within The Orange Door make CIP requests through the CRM. Workers in The Orange Door can share information from CIP reports with broader services in line with appropriate legislation, including the FVIS Scheme. Generally, a report is delivered to the requester within 24 hours of the request being made.
- Over time, with increased capacity, the CIP will be able to respond to an increasing number of requests from a broader range of requesters.
- Workers in The Orange Door have been trained in requesting and utilising CIP reports, including accurate completion of the CIP request form and understanding the nature and content of CIP reports provided.



Meeting the needs of Aboriginal people

Aboriginal representation in The Orange Door governance

- Local Aboriginal services and organisations are part of the Hub Leadership Groups and Local Hub Establishment Groups, and Aboriginal Advisory Groups for The Orange Door have established.
- Local Aboriginal services, organisations and communities advise on the relationship between Local Aboriginal services, organisations, communities and The Orange Door.
- Hub Leadership and Establishment Groups recognise the strengths of existing local Aboriginal services working with women, men, children, young people and families.
- Aboriginal people provide feedback and input into service design and evaluation, and help shape the mechanisms for providing this input.

Choice for Aboriginal people to seek support through The Orange Door or an Aboriginal service or organisation

- The foundational model provides for a local Aboriginal service or organisation to employ two Aboriginal workers, including an Aboriginal Practice Leader and a worker, as part of The Orange Door team.
- Aboriginal workers help to shape the design and implementation of The Orange Door by building relationships and partnerships to support culturally appropriate and safe pathways to services.
- Referral pathways have been developed in each area to support Aboriginal people to access the specialisation of Aboriginal services.
- The Orange Door and local Aboriginal services and organisations share information, provide advice and coordinate responses where relevant.
- Information materials for community members about the supports they can access will be developed in partnership with local Aboriginal services, organisations and communities.
- Existing Koori Family Violence Police Protocols are maintained.
- Local Aboriginal services and organisations will be supported to build workforce capabilities, opportunities and career pathways.
- Funding has been provided to develop three Aboriginal Access Points.

Embedding cultural safety across The Orange Door, informed by local culture and community

- The Orange Door physical premises aim to be culturally safe.
- All organisations partnering to deliver The Orange Door are required to deliver culturally safe services to Aboriginal people as part of their Service Agreements.
- Aboriginal self-determination and cultural safety is a requirement in the Integrated Practice Framework and position descriptions for all workers in The Orange Door.
- Cultural safety issues for Aboriginal workers are monitored and addressed.
- The Orange Door has procedures in place to support Aboriginal clients in a culturally safe way.
- Local Aboriginal services, organisations and communities have, or will, deliver ongoing and sustained training to The Orange Door workers.
- Local Aboriginal services, organisations and workers provide expert practice advice in delivering culturally safe and appropriate triage, assessment and support responses.



Meeting the needs of Victoria's diverse communities

A number of principles underpin The Orange Door commitment to providing inclusive and responsive services to diverse communities including:

- **Access and equity** - actively and systematically working to ensure that everyone has equal access and opportunity to utilise The Orange Door, and feel safe doing so,
- **Inclusion** - The Orange Door takes a human rights approach, and is underpinned by empathy to ensure that everyone is included. The Orange Door attitudes, behaviours, policies and systems enable full and equal participation for everyone,
- **Responsiveness** - The Orange Door is aware of, and adaptive to, the diverse and intersecting needs of all individuals and communities and is not rigid or tailored to a single population group. The Orange Door builds relationships and pathways with local services and networks to support clients (e.g. Aboriginal services and organisations, services, services for older people, LGBTI networks, ethno-specific organisations and migrant resource centres),
- **Empowerment and self-determination** - The Orange Door recognises the strengths and the lived experience of clients and enable them to make decisions about how they engage with services. The Orange Door workforce and governance structures aim to reflect the diversity of the community.

The Orange Door uses an **intersectional** practice approach that:

- views a person, or a family as a whole
- recognises the many layers that make up a person's needs, experiences and identity
- recognises the overlapping, intersecting forms of discrimination and stigma that they may be exposed to within our society and service system
- recognises that a person's identity affects the way they experience family violence or issues with the care, development and wellbeing of children, how willing they are to report it or to seek help and the type of support they may require from The Orange Door
- recognises the multiple, overlapping, intersecting factors that contribute to the complexity of a child or family's needs and issues.

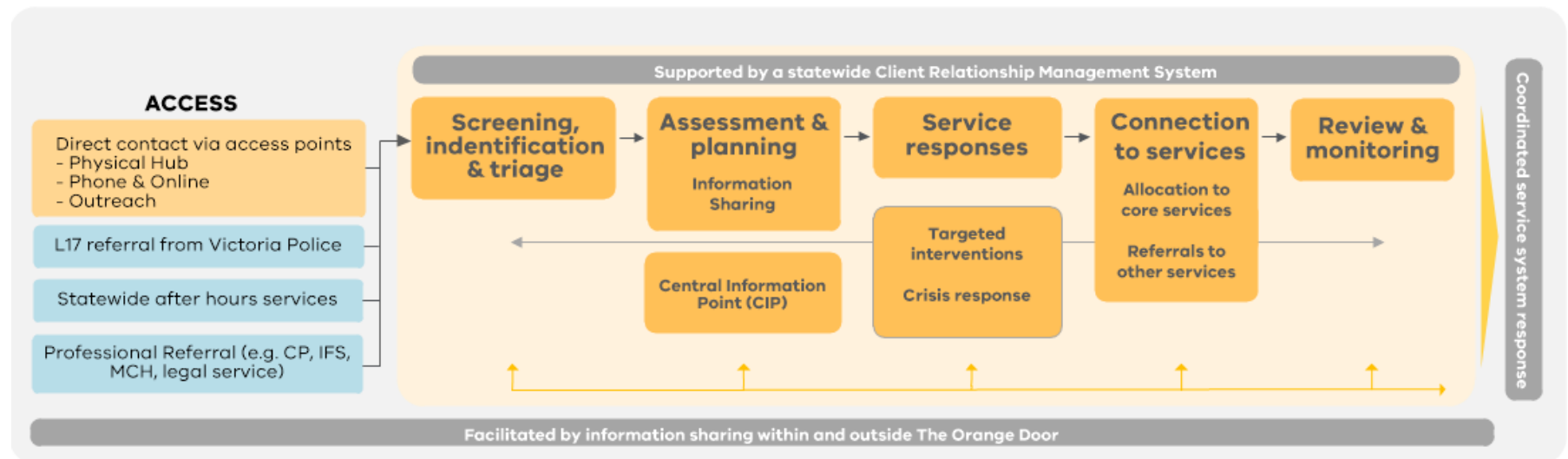




The Service Model

The Orange Door Service Model

The *Service Model* builds on the vision and aspirations for The Orange Door articulated in the *Statewide Concept*.



Purpose and Scope of the Service Model

- The *Service Model* detailed the baseline requirements, processes and operational specifications for the establishment of The Orange Door in the five launch areas (Barwon, Bayside Peninsula, Inner Gippsland, Mallee and North Eastern Melbourne).
- Elements of The Orange Door Service Model will change over time. Future developments will be informed by evaluation findings, local practice and experience, and the process of continuous improvement as The Orange Door is rolled out and matures to better meet community need.
- The [Service Model](#) is part of a suite of supporting documents and protocols, including:
 - [Service specifications](#), which underpin the Service Agreements and outline the requirements service providers must conform to in the delivery of The Orange Door.
 - **Partnership Agreements**, which act as the legal mechanism for the collective leadership of The Orange Door.
 - [Interim Integrated Practice Framework](#), which provides the foundation for a common language, shared understanding, and consistent approach to practice in The Orange Door.
 - **Operational guidelines**, which describe the operating procedures, processes, and protocols that safeguard, support and govern the operations of The Orange Door.





Access

The Orange Door access network includes:



telephone (toll-free, one in each of The Orange Door areas, operating initially during standard business hours)



online access options (including a website and generic email, with digital accessibility expanding over time)



a primary physical premises (operating initially during standard business hours)



a limited number of alternative access points to ensure geographic access and to provide people choice about where they receive services



outreach or mobile workers, who can engage with people where they feel comfortable

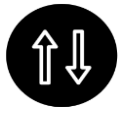
These channels are used by a range of people, including:

- people self-referring
- concerned friends, family or community members
- referrals from other professionals and community organisations, including police referrals (L17s) and referrals from Child Protection, as well as universal services (e.g. GPs and teachers).

If an individual 'self-refers' directly to a core service, the service may provide a direct entry point to the service system:

- where a client presents to one of the core services with an immediate need that must be assessed and managed (i.e. crisis or high risk), and/or
- where a client has expressed a preference to be assessed by that core service, rather than The Orange Door





Screening, Identification and Triage

The Orange Door determines whether:

- a. the enquiry is about something that The Orange Door can help with (**initial screening**), and
- b. there are immediate safety issues, child wellbeing issues or risks that need to be addressed, and the priority or urgency of the action required (**triage**).

The Orange Door uses a consistent process, and workers are skilled in identifying family violence and child safety and wellbeing issues, and quickly determine the priority and urgency of people's risks and needs.

At **screening, identification and triage**, The Orange Door:

- identifies whether an emergency response or Child Protection is needed, and activates the response
- identifies the affected adults and children connected to the initial referral to consider their risk and needs individually, and in the context of their family
- determines whether The Orange Door is the most appropriate service to work with the person, child and their family
- prioritises the response required from The Orange Door or another service
- provides adults, children and families with information, resources and advice
- supports people to make contact where they are referred to another service
- identifies whether there could be underlying issues behind the 'presenting need'
- Makes contact to support engagement of the person and their families
- reaffirms that violence is not tolerated.





Screening, Identification and Triage (cont.)

Information may be gathered at **screening** and **triage** through:

- direct enquiries with the individual/affected family members (with consent where appropriate)
- information provided through a referral (L17 or professional referral)
- history of previous contact with The Orange Door (from the CRM)
- discussion with another worker or professional (both within and external to The Orange Door)
- direct request for information from another agency (e.g. maternal and child health services, information holders under the CYF Act)
- the Central Information Point (CIP).





Assessment

Assessment is built on the information gathered at screening and triage, and further considers:

- the risks and safety of the person, child or family, including the risks posed by a perpetrator of family violence, and the impact of cumulative harm on children
- the family and social context, which may include direct observation (e.g. of children and families in the home environment)
- the holistic range of needs, such as housing, legal and financial, education and health, including those appropriate to a child's age and development and need for stability
- the person or family's strengths
- the goals and wishes of the person (where appropriate), the child's best interests, or the person's motivation and readiness for change (for perpetrators)
- the services and supports that have been, or are being provided, across universal and specialist services.

The Orange Door workers tailor their assessment approaches to the needs of the clients and where appropriate utilise the skills and knowledge of their colleagues, other professionals and agencies through:

- secondary consultation
- joint assessment (e.g. through joint visits or appointments)
- coordination of information gathering (e.g. including requesting and receipt of a CIP report) and seeking information from core services to help formulate risk and needs assessment
- multi-disciplinary analysis and assessment (e.g. through a case discussion or meeting)
- use of assessment tools and frameworks, including the MARAM Framework, TRAM and application of the Best Interests Case Practice Model.





Planning

Initial **planning** for clients identifies:

- the presenting issue, risk or need to be addressed
- the proposed type of service, support or action to be implemented to address the identified issue, risk or need, including need for any case coordination/management
- the anticipated intensity of service response required to meet the need or address the issue
- the priority of service response, and identifying any critical risk should this response be unable to be provided within an identified timeframe.

This information is used to **connect** women, children, young people and men to services and will help form the basis for more detailed and comprehensive assessment and case planning to be undertaken by core or broader services.





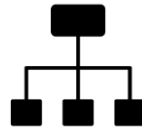
Connecting people to the right services

The Orange Door prioritises and matches services to meet the needs of people and families as identified through screening, assessment and planning.

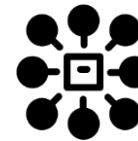
The Orange Door connects people to services by:



Delivering service responses to clients directly (crisis responses, targeted interventions and brokerage)



Providing the entry point for family violence services, family services and perpetrator services (allocation into core services)



Linking people to broader services and supports they require (referrals to other services)





Crisis response

- The Orange Door makes sure that support is provided to meet people's immediate safety and wellbeing needs in crisis situations.
- The Orange Door does not replace existing emergency services or Child Protection.



The Orange Door directly provides or facilitates the provision of practical help needed in the short-term to address immediate safety and wellbeing issues.

For example:

- making repairs and improving security so that victims of family violence can stay safe in their homes
- facilitating transport and communication
- assisting with essential caring responsibilities and accessing medical treatment and care
- providing essential personal items, consumables or medical supplies.



The Orange Door facilitates access to crisis accommodation for victims of family violence to ensure their safety, as well as for families in crisis. Where possible The Orange Door also assists with the identification of accommodation options for perpetrators where this helps victims to stay safe in their homes.

After hours responses continue to be delivered or coordinated by the existing services. In most instances, The Orange Door workers will follow up with the person or family who received an after hours crisis response once the situation has been stabilised to undertake further assessment and planning for the next stage of responses.





Targeted interventions

Targeted interventions are relatively short-term service responses that are delivered directly by The Orange Door to meet a client's presenting needs. These interventions are able to be provided to any client of The Orange Door: women, children, young people and families, and perpetrators of family violence and will be largely dependent on the objective of intervention.

Help people/
families self-manage

Stabilise a situation

Support and engage
people

Targeted interventions are delivered by workers in The Orange Door and can be accessed via the primary physical premises, other locations or as part of outreach.

Possible interventions include:

- providing information and advice
- basic assessment and planning
- coordinating services for people who are generally able to self-support (e.g. navigating the legal system, making appointments, linking people to the universal service system, providing advice on local services)
- goal directed, discrete interventions that supports behaviour change and/or harm minimisation (e.g. a basic safety plan)
- material aid and supplies (e.g. SIM cards, toiletries, repairs).





Brokerage

The Orange Door has access to a new type of brokerage, with two main functions:

1. Immediate brokerage funding to help people to stabilise and/or divert from the system that is not connected to a case plan.
2. Brokerage support that is linked to the person or family's case planning.

Brokerage will be used to:

- address the immediate needs of victim survivors, children, young people and families
- enhance safety, stability and development
- provide practical support earlier, such as at access and intake
- divert them from entering further into the service system if this is not needed
- proactively engage them to enter the service system where required.

Depending on the type, brokerage can be used to arrange specific supports as part of crisis and longer-term responses, including:



housing and accommodation, such as private rental assistance, relocation costs and furniture needs



child development and safety requirements, including education items, school uniforms or books, therapeutic supports



safety and security supports, such as lighting, alarms, CCTV and mobile phones



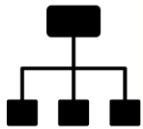
independence support, such as education and training courses, care for dependents (including pets) and outings, financial planning and legal advice



health and wellbeing supports, such as counselling, specialist assessments and medical costs

Further information can be found in the [Program Requirements for The Orange Door brokerage](#).





Allocation to core services

The Orange Door is the entry point for women's and men's family violence services, and family services. These services often provide the core specialist supports for women, children and young people experiencing family violence, perpetrators, and families in need of support with the care, development and wellbeing of children and young people.

As the entrypoint for these core services, The Orange Door:

- identifies the appropriate service and, where appropriate, considers the views of the individual or family
- confirms that the individual and/or family is eligible for the service and determines their priority of access to the core service, relative to other cases
- checks the current capacity and availability of the service, and
- connects the individual and/or family to the core service for longer term intervention.

The Orange Door:

- Aims to allocate urgent or priority cases within one day, with all other cases allocated within one week
- Assigns the role of active engagement and risk monitoring where a core service response is delayed
- Shares information about risk to inform further assessment, planning, decision making and intervention

Core services:

- Provides service responses to individuals and families, as determined by the allocation mechanism
- Deliver active engagement and risk monitoring to individuals and families transferred to core services through the allocation mechanism
- Build on The Orange Door information as a basis for client engagement
- Participate in the allocation process

Further work will be undertaken with core services in the areas to develop the required processes and mechanisms to support the allocation function.





Referrals to other services

- The Orange Door helps people to navigate and connect with the broader range of services that may be required to meet a persons needs.
- Some pathways have been developed and agreed at a statewide level, while others are at an area level.
- Referrals are facilitated by The Orange Door where necessary by phoning the service for the person, explaining the situation (and passing on information to the service with the person's consent), and in some cases where people need more support, helping them to navigate the service system.

The Orange Door is developing pathways and arrangements with key services at statewide and local area levels, such as:

- early childhood, including maternal and child health services
- Aboriginal services and organisations
- courts and tribunals, including court programs such as Court Integrated Services Program, Koori programs and family violence practitioners in specialist family violence courts
- legal services
- financial counselling
- multicultural services
- homelessness and housing services
- tenancy services
- LGBTI services
- youth services, including services that work with young people in contact with the criminal justice system
- health services, including mental health, and alcohol and other drug services, forensic services, community health, and hospitals
- disability services
- Centres Against Sexual Assault and sexual assault support services centres
- Victims of Crime Helpline and Victims Assistance Program
- schools
- training and employment services
- Centrelink
- Consumer Affairs Victoria
- services for older people
- Corrections Victoria
- services that support families where adolescents use violence in the home





Review and monitoring

The Orange Door has systems and functions that go beyond being merely a ‘frontdoor’ to a siloed service system.

In partnership with other justice, health, social and community services, The Orange Door is a catalyst for more integrated and effective services throughout a person or family’s experience.

The Orange Door contributes to effective services and ensuring that outcomes are achieved. In particular, The Orange Door:

- increases the information and understanding available about all family members and their needs and their previous or current engagement with services (especially perpetrators of family violence)
- provides a ‘feedback loop’ about people’s engagement with services in and beyond The Orange Door to support continuous improvement at the practice, local area and system level
- identifies barriers to achieving the client’s goals or sustaining engagement with services, and provides strategies to overcome the barriers
- brings services together so that clients have greater agency over the supports they receive, and provide clearer, more collaborative responsibilities for the different specialist services working with an individual or family.

In tandem with the FVIS Scheme, CIS Scheme, MARAM and TRAM, The Orange Door creates an opportunity to improve the ways we collect, share and review information - including client and service data - to inform practice, service planning, policy and reform.





Relationship with Child Protection

Referral pathways

- The Orange Door is supported by the Senior Child Protection Practitioner (community-based) who provides expert advice regarding the safety and wellbeing of children to The Orange Door team, including assistance with determining whether a report to Child Protection needs to be made.
- In instances where The Orange Door receives a referral where they believe that a report should be made to Child Protection they advise the referrer or worker to make a report to Child Protection directly and support them to do so, and/or consider whether they need to make a report on the basis of the information received (consulting with the the Senior Child Protection Practitioner (community-based) as appropriate).
- Where Child Protection intake identifies that a report made to them is related to concerns about child wellbeing, they may make a referral to The Orange Door, or support the person/referrer to contact The Orange Door directly.

Information sharing

- A Child Protection Practitioner may seek information from The Orange Door, e.g. during the process of investigation, or when preparing a case plan.
- Information sharing is supported by the CIP, but can also take place through direct relationships and requests between The Orange Door and Child Protection, including through the Senior Child Protection Practitioner (community-based) based at The Orange Door.

Case coordination

- The Orange Door and Child Protection collaborate and coordinate responses where:
 - referrals are received by both The Orange Door and Child Protection simultaneously (e.g. L17 referrals following a family violence incident)
 - where Child Protection case planning identifies the need for family supports accessed through The Orange Door (e.g. family violence services, perpetrator services and family services).
- Where Child Protection has developed a case plan for a child, they maintain responsibility for leading and managing its implementation.

Further information can be found in the [Operational Guidance on the interface with Child Protection and Integrated Family Services](#).





Interface with Court system

Referral and outreach

- Courts can refer people to The Orange Door before their first court date or at any other time during their experience in the Court.
- The Magistrates' Courts and The Orange Door in the launch areas have nominated liaison points to facilitate these referrals.
- The Courts will be a particular outreach point for The Orange Door workers to engage with perpetrators face-to-face.

Coordinated assessment and connections to services

- The Orange Door coordinates connections to services, including legal services.
- The Orange Door workers coordinate with Court based staff when undertaking risk and needs assessment, planning, and the coordination of supports and services when there are common or related clients.

Information sharing

- The Orange Door is able to provide the court registry with information to support safety planning for Court appearances.
- Court staff may share critical information and observations with The Orange Door to inform risk assessment and management.
- The Orange Door is able to access information about the outcomes of Court proceedings.
- Information sharing is supported by the CIP, but can also take place through direct relationships and requests between The Orange Door and Courts.

Further information can be found in the document [Interim Operational Guidance between Support and Safety Hubs and the Magistrates' Court of Victoria](#).





Interface with Victoria Police

The Orange Door receives almost all police family violence referrals (except for adult male victims, reports to Child Protection, and where Koori Family Violence Police Protocols are in place for L17s).

The Orange Door works with police to:

- establish **information feedback loops** to ensure that when police make a referral, they know if and how The Orange Door, or another service, has responded to it
- **share information** to ensure The Orange Door risk management and safety plans are based on accurate and up-to-date police information
- undertake **joint risk management and case coordination** for high-risk or recidivist cases.

The Orange Door workers encourage and assist victims (or potential victims) to report incidents of violence and breaches of intervention orders to police. Reporting is centred on support rather than mandatory reporting.

Further information can be found in the [Operational Guidance between The Orange Door and Victoria Police](#).





Interface with Community Operations and Victims Support Agency

- Police referrals for adult male victims of family violence are directed through the L17 portal to the Community Operations and Victims Support Agency (COVSA). Associated referrals for the perpetrator of violence against an adult male and referrals for any children are directed through the L17 portal to The Orange Door.
- Where male victims of family violence directly contact The Orange Door for support, or are identified, The Orange Door offers them the choice to be connected to the COVSA for support. Where this is not the choice of the client, The Orange Door can seek advice and expertise from the COVSA about working with male victims.
- The Orange Door and COVSA share information and review individual incidents against the pattern of violence to inform identification of the primary aggressor.
- Where The Orange Door and COVSA are both involved with a family, they share information and coordinate actions as required to avoid duplication.

Further information can be found in the [Interim Operational Guidance on the interface with Community Operations and Victims Support Agency](#).





Interfaces with multidisciplinary Centres and sexual assault services

The Orange Door, sexual assault services and multidisciplinary centres (MDCs) work closely to ensure that clients who have experienced sexual assault, family violence or both, have clear entry points into the service system, and receive timely and appropriate support.

- The Orange Door workers will be trained in identifying and supporting victims of sexual assault.
- If it is identified that sexual assault has occurred, The Orange Door refers the client to the local sexual assault support service and/or MDC, where they operate in that area.
- In close consultation with sexual assault support services, The Orange Door workers will encourage and assist victims (or potential victims) to report incidents of sexual assault.
- If sexual assault by an adult against a child under 16 years is identified or suspected, The Orange Door makes a report to police.
- Where both The Orange Door and a sexual assault support service or MDC are working with the same client, these services work collaboratively to support the client.
- Co-case management and support arrangements are determined on the basis of the preference and best interest of the client, and family members, where appropriate.



Interface with safe steps

The Orange Door and safe steps work closely to ensure seamless referral processes and the provision of timely support for women, children and young people who are experiencing, or at risk of family violence.

- safe steps continue to be responsible for coordinating afterhours family violence crisis responses statewide and maintaining a statewide lens on refuge vacancies
- The Orange Door works with safe steps to ensure effective and timely handover occurs at key points (start and end of business days) for referrals in and out of The Orange Door
- The Orange Door receives referrals from safe steps during business hours, including referrals for clients requiring a crisis response and emergency accommodation

The effectiveness of the working relationship between The Orange Door and safe steps is underpinned by information sharing and feedback loops.



Interface with the Men's Referral Service

The Orange Door works with the Men's Referral Service (MRS) to ensure male perpetrators of family violence receive an appropriate response:

- MRS continues to receive police referrals (L17s) for male perpetrators of family violence after hours, weekends and public holidays and direct contact from perpetrators through their statewide counselling and information line
- MRS attempts to engage the perpetrator with a view to assess their risk, engagement and suitability for services
- The next business day, MRS provides The Orange Door with details of contact and assessments conducted in relation to L17s received on the weekend and afterhours, and for any other self referrals so The Orange Door can undertake more detailed risk assessment of the perpetrator and victim(s), and attempt to engage the perpetrator and connect them to appropriate services (where appropriate)
- The Orange Door and MRS will share information through established feedback loops to ensure perpetrator risk is managed

Workers in The Orange Door who undertake initial contact and screening with perpetrators are supported by colleagues with specialist expertise in working with perpetrators.

Further information can be found in the [Interim operational guidance on the interface between The Orange Door and the Men's Referral Service](#).



Interface with Risk Assessment and Management Panels (RAMP)

The first response in managing family violence risk for a victim is not a RAMP response. Assessment and risk management strategies should always be put in place as the first response.

As an entry point for services in the area, The Orange Door is a first screening point for referrals to RAMPs **except** those which are already being case managed and referred by a specialist family violence agency. Where The Orange Door identifies high risk which may warrant a referral to the RAMP:

- a CIP Report is requested
- an immediate safety plan is developed and implemented, and a crisis response activated if required
- a comprehensive family violence risk assessment is conducted (where it is safe to do so).

The Advanced Family Violence Practitioner (AFVPL), together with Team Leaders, assesses the referral for a RAMP response and consults with the RAMP Coordinator

- If agreed with the RAMP Coordinator, the AFVPL lodges the RAMP Referral on RAMP Information Sharing System (RISS)
- If not deemed suitable the AFVPL will provide advice and secondary consultation to the lead worker regarding risk assessment and management strategies.

In all high risk cases, workers in The Orange Door continue to conduct required assessment, risk management and initial planning, and monitor the case until the relevant services are fully engaged.

Further information can be found in the [Interim arrangements between The Orange Door and Risk Assessment and Management Panels](#).





Additional information

Online resources

Further information can be found on the following websites

Family Safety Victoria

www.vic.gov.au/familyviolence/family-safety-victoria.html

The Orange Door

www.orangedoor.vic.gov.au

