



**Family Safety Victoria**

# **Corporate Plan**

**2019-20**



## **Acknowledgement of Aboriginal Victoria**

Family Safety Victoria proudly acknowledges Aboriginal people as Australia's First Nations Peoples and the custodians of the land and waterways upon which we depend. We acknowledge Victoria's Aboriginal communities and culture and pay respect to their Elders past and present.

Aboriginal culture is founded on a strong social, cultural and spiritual order that has sustained more than 60,000 years of existence. Victorian Aboriginal communities and peoples are culturally diverse, with rich and varied heritages and histories. Aboriginal cultural heritage and the ongoing contribution of Aboriginal people and communities to culture and society is acknowledged as a source of strength and pride to enrich the whole Victorian community.

Family Safety Victoria recognises the long-standing leadership of Aboriginal communities and Elders in Victoria in preventing and responding to family violence and improving outcomes for Aboriginal people, children and families

## **Acknowledgment to Victim Survivors**

We acknowledge all victim survivors of family violence. We remember those who have been killed as a result of family violence. We also keep forefront in our minds all those who are still experiencing family violence today, and for whom we undertake this work.

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# Foreword from the Acting Chief Executive Officer

I am pleased to share the Family Safety Victoria Corporate Plan 2019-20 which outlines our key priorities as we strive to deliver the changes needed to help end family violence and better support families, as identified by the Royal Commission into Family Violence and *Roadmap for Reform: Strong Families, Safe Children*.

The Royal Commission recommendations called for a different approach so we could achieve better outcomes for people.

In its first two years of operation, Family Safety Victoria has focused on working with our partners to build the foundations for change.

Together with our partners we have set the new direction and design of a more responsive system, ensuring it will be built on the principles of self-determination and inclusion, so all Victorians can be supported to live free of violence.

As we move into our third year, we are transitioning to a more established model with a greater focus on system stewardship, measuring outcomes, building evidence and data and strengthening capability.

This is part of a fundamental shift across the service system to create a no wrong door approach that will ensure women, children and families can always get the support they need, wherever they reach out for help.

Family Safety Victoria's 2019-20 priorities reflect this pivot.

At Family Safety Victoria people are at the heart of everything we do. This includes our own people. We seek to live our values in our work every day — empathy, drive, leadership, collaboration and creativity.

In 2019-20, we will continue to work alongside people with lived experience, the sector, government colleagues and the community to make it easier for women and children to get help and support.

We will roll out the next sites of The Orange Door, which provides coordinated and integrated service responses by bringing together family violence, child and family, men's and Aboriginal services.

We will expand systems that support, increased accountability of perpetrators of violence, build evidence about what works and improve the demand and funding modelling to understand how to build a sustainable and enhance the technology systems which support keeping perpetrators in view and capture data.

Other priorities include embedding inclusive practice and responses and providing greater choice, through: the delivery of Aboriginal Access Points to work alongside The Orange Door, Disability Practice Leaders and a new service model for redeveloped refuges so they are more accessible and can help more women and children.

We will continue to focus on initiatives which promote and grow the specialist family violence and prevention workforce, to ensure high quality services are delivered across Victoria by a skilled, professional, diverse and valued workforce.

We will also upskill broader workforces to ensure a consistent and shared understanding of family violence risk and their role in identifying and responding to family violence risk.

And we will work with our partners across government, the sector, and community to challenge and change violent behaviour, to help prevent the cycle of violence.

This is a long-term sustained program of work, so there's a long way to go, but together with our partners we are already beginning to make a difference.

I want to take this opportunity to recognise and acknowledge the work of former Family Safety Victoria CEO, Sue Clifford who led the foundational work to establish Family Safety Victoria and the first five Orange Door sites.

This corporate plan outlines activity for the next 12 months but a number of the reforms will require many more years of dedicated work to implement and embed.

The next three-year Rolling Action Plan under Ending Family Violence: Victoria's 10 Year Plan for family violence for reform will be released in 2020. Family Safety Victoria's strategic planning processes for 2020 will respond to this plan with release of a multi-year strategic plan in 2020.

Annette Lancy  
Acting Chief Executive Officer

# Family Safety Victoria

## Our vision

To create a future where all Victorians are safe and where children grow up in environments that are built on gender equality and respectful relationships.

## Our purpose

Family Safety Victoria is the first government agency dedicated to ending family violence. We deliver key initiatives to help protect, support and identify risk for those impacted by family violence and hold perpetrators to account. We also coordinate access to services that support vulnerable children and families and victims of sexual assault.

## Roles and responsibilities

Key responsibilities within the remit of Family Safety Victoria include:

- Lead policy development and deliver key reforms arising from the 2016 Royal Commission into Family Violence
- Work in partnership across government and the service sector to reform services and establish practices to make it easier for people to get the help, protection and support they need
- Lead collaboration and engagement for Victoria's family violence response to ensure victim survivors remain at the heart of reform and that services are safe, accessible and culturally appropriate

## Our values

Aligned to the Victorian Public Sector and Department of Health and Human Services values, Family Safety Victoria's values are a shared understanding of what we stand for as an organisation:

### Empathetic

Everything we do starts from the perspective of the person. Our people understand the complex nature and drivers of family violence and treat those affected with dignity and respect.

### Driven

We have a sense of purpose and a drive to make positive change. Our services are responsive, innovative and effective.

### Leadership

Our people actively engage across government to lead the family violence agenda and are committed to support reforms which promote and achieve gender equality.







### Collaborative

Our people proactively develop and maintain purposeful relationships across government and with the family violence, sexual assault, family services and broader social services.

### Creative and Engaging

We are committed to doing things differently, opening up thinking and considering new possibilities and we use a range of innovative engagement approaches to help end family violence.

# 2018–19 in review: Our year in numbers

Accessible and coordinated help and support	
 <p>OPENED <b>The Orange Door</b> NOW OPERATING IN <b>LOCATIONS 5</b></p>	<p>Received more than <b>50,000 referrals</b> to The Orange Door since commencement</p> 
<p>Funded <b>26</b> therapeutic demonstration projects</p> 	<p>Provided funding for more than <b>29,000</b> case management services to support victim survivors of family violence</p>
<p>Provided for sexually abusive behaviour treatment services to <b>1,050 children and young people</b></p>	 <p>Secured sites for <b>14</b> of the <b>19</b> new core and cluster refuges and <b>started construction at four</b></p>
<p>Delivered more than <b>3,000</b> Central Information Point reports</p>	<p>Funded the delivery of around <b>6,500 flexible support packages</b></p>
More inclusive support	
<p>Supported <b>28</b> organisations to achieve <b>RAINBOW TICK ACCREDITATION</b> which enhances LGBTI inclusive practice and service delivery</p> 	<p>Supported <b>46</b> Aboriginal family violence prevention projects</p>
<p>Launched <b>Everybody Matters: Inclusion and Equity Statement</b></p>	
People who use violence	Workforce
<p>Funded case management services for <b>MORE THAN 1,300 PEOPLE</b> using violence</p>	 <p>Supported delivery of leadership intensives to <b>240</b> sector leaders</p>
<p>Provided funding for <b>4,000</b> places in men's behaviour change programs</p>	<p>Trained <b>1,000</b> people in <b>MARAM</b> and more than <b>4,650</b> in the <b>Family Violence Information Sharing Scheme</b></p>

# Our organisation: Overview

## Our Role

Family Safety Victoria has stewardship of the delivery of a strengthened family violence response system and to build family violence literacy, awareness and understanding across all parts of the system.

Everything Family Safety Victoria does starts from the perspective of the person and our work is built on the principles of inclusion, Aboriginal self-determination and shared decision making.

We work collaboratively with partner agencies to design a crisis service model that means victims survivors experience a more seamless service system where they don't have to keep telling their story, are supported to remain safe and provided with both practical and emotional support to help them get back on their feet.

In creating a web of accountability that ensures perpetrators are kept in view, Family Safety Victoria is working with people who use violence through new approaches that maximise engagement. These approaches consider how diverse and complex backgrounds present as risk factors and prevent perpetrators from engaging and taking responsibility for their actions. This work is ultimately concerned with the safety and recovery of victim/survivors through focusing on the source of the violence.

# Function

Family Safety Victoria was established on 1 July 2017 to provide a continued and dedicated focus on the delivery of the Victorian Government’s family violence reform commitments, including key family violence service delivery reforms and intake functions into child and family services.

Family Safety Victoria reports to the Minister for Prevention of Family Violence and provides advice across Ministerial portfolios on specialised family violence programs, including to the Minister for Housing, Minister for Aboriginal Affairs and Minister for Child Protection.

## Delivering coordinated and accessible services

Family Safety Victoria is working to deliver responses which are experienced in a seamless way, even as the service response expands over time and as more organisations become involved to meet the range of a person’s specific needs.

We have started this work as part of the roll out of The Orange Door in the first five areas, which bring together family violence, child and family, men’s and Aboriginal services to support people who are experiencing or have experienced family violence and families who need extra support with the care of children.

This is complemented by the roll out of a new after hours service model and the redevelopment of family violence refuges to allow for greater privacy and independence, while also providing on-site support to those in need of crisis accommodation.

## Informed and guided by lived experiences

The reform acknowledges people are experts in their own situation and relies on their input to shape responses which will make a difference, and meet people’s individual needs.

People should feel like they’ve been listened to, understood and respected and Family Safety Victoria’s works in partnership with the Victims Survivor’s Advisory Council is focused on ensuring client voices are informing and guiding how we deliver and design services.

## Equitable access and inclusive services

This reform work is focused on removing barriers to seeking help and support, which for some people are compounded by additional factors such as ability, culture, age, sexuality or location.

Family Safety Victoria is working to bring shared decision making and Aboriginal self determination to life through formal collaboration and leadership of the Dhelk Dja Partnership Forum and embed an understanding of intersectionality in the design and accessibility of services which are tailored to meet diverse needs.

# Women, children & families

## Perpetrators held to account

Family Safety Victoria is leading the delivery and building on evidence to better assess and manage the risks posed by perpetrators.

This work will help services to hold perpetrators to account, provide opportunities for them to engage and change their behaviour and work together to manage perpetrator risk.

This is supported by better evidence, informed risk assessment practice and the ability to share information, including through enhanced technology, to improve safety planning and risk management for victim survivors.

## Joined up systems

To effectively prevent and address family violence and better support families, a wide range of services will know what the signs are and what to do in response if someone is experiencing family violence, and information needs to be shared at the right time.

Family Safety Victoria is leading whole-of-government reform to develop new services and practices that ensure collective responsibility for family violence risk assessment and management; to make it easier for people to get the help and support they need.

This involves connecting systems through a consistent and shared understanding of family violence risk, the ability to share information and a multi disciplinary approach to assessing risk.

## Growing and supporting the workforce

Family Safety Victoria is supporting the growth and retention of the specialist family violence and primary prevention workforces to ensure that high quality services are delivered across Victoria by a skilled, professional, diverse and valued workforce.

Family Safety Victoria is also working to build family violence prevention and response capability across a broad range of workforces to support earlier identification and intervention and more effective risk assessment and management, to ensure perpetrators are kept in view and to maximise opportunities for primary prevention of family violence.



# Building towards our vision

To create a future where all Victorians are safe and where children grow up in environments that are built on gender equality and respectful relationships, we are progressively reforming all parts of the family violence, sexual assault and related services systems.

We are working with our partners to create a service system, built on the foundation of Aboriginal self-determination that can support every Victorian, irrespective of their gender, sexuality, ethnicity, age, culture, religion or background.

We are building a system that focuses on prevention and early help, strengthens the quality of all services, pivots the focus to the perpetrator of violence, and bring services together across sectors.

**We will continue to transform the service system connections across specialist family violence services; health and human services; justice; police; corrections; and related services - into a coordinated system that:**

1. Provides a seamless pathway for women, children, young people and families through a joined-up service system.
2. Delivers high quality, accessible and person-centred specialist family violence and sexual assault services that are inclusive for all Victorians – that is also supported by non-specialist workforces that are skilled and capable of identifying and responding to family violence.
3. Delivers a web of accountability that ensures perpetrators of family violence and sexual assault are held to account for their behaviour and kept in view.
4. Is underpinned by a specialist family violence, primary prevention and sexual assault workforce that is sufficient in size and has the appropriate skills and knowledge to effectively support victim survivors and engage with perpetrators.
5. Is sustainable and evidence-driven, with systems in place to help monitor and improve performance, build a solid evidence base to inform program design and service delivery, and funding structures that incentivise services to deliver better client outcomes and prevent family violence from occurring in the first place.

**Family Safety Victoria cannot do this alone. It requires collaboration across government, justice, police, community services sectors and the broader community to affect the system change we need to keep women and children safe from family violence.**

# Our partners

Other portfolios are critical partners to deliver integrated family violence reform, and also have their own sector specific reform agendas.

**Key partners that are pivotal in helping us achieve our vision include:**

- **The Victim Survivors' Advisory Council**
- **Dhelk Dja Partnership Forum**
- **Partners in The Orange Door**
- **Service providers**
- **Family Violence Steering Committee**
- **Industry Taskforce**
- **Reference group and advisory bodies across reform areas**
- **Peak bodies, including:**
  - Domestic Violence Victoria
  - CASA Forum
  - No to Violence
  - Centre for Excellence in Child and Family Welfare

**Government partners, and their associate key focus areas of reform, include:**

- **Department of Health and Human Services**
  - Alcohol and Other Drugs
  - Children and families including Child Protection
  - Disability
  - Health and community health
  - Housing and homelessness
  - Maternal and Child Health
  - Mental health
  - Other portfolios
- **Respect Victoria**
- **Department of Justice and Community Safety, including Corrections**
- **Magistrates' Court of Victoria**
- **Victoria Police**
- **Department of Education and Training**
- **Department of Premier and Cabinet, including Family Violence Reform Branch, Aboriginal Affairs, Office for Women and Fairer Victoria, Aboriginal Victoria, Fairer Victoria**
- **Treasury and Finance**

# Our outcomes

Family Safety Victoria's priority areas of focus are aligned with the whole of Victorian Government Family Violence Outcomes Framework, which keeps us accountable for our actions and provides evidence about how our work is achieving a future where Victorians live free from family violence.

The Framework was designed to help government understand what works, what doesn't and why, in a way that measures quality outcomes for people, instead of just focusing on counting activity.

Organising our work according to these outcomes allows us to think differently and focus our efforts on tangible changes with meaningful impact.

## 1 FAMILY VIOLENCE AND GENDER INEQUALITY ARE NOT TOLERATED

**All Victorians experience respectful relationships underpinned by human rights and gender equality**—healthy relationship behaviours are celebrated and promoted.

**Victorians do not tolerate family violence**—family violence reporting rates reflect increased confidence in the system and intolerance of family violence, and eventually reflect sustained effort in prevention.

**Victorians hold beliefs and attitudes that reject gender inequality and family violence**—people recognise and reject all forms of family violence and gender inequality, and know how to challenge it when they see it. Individuals and systems do not minimise or deny family violence or blame victims, and stigma and discrimination is addressed.

**Women and men, and girls and boys are equal**—gender inequalities where people live, work, learn and play are diminished.

## 2 VICTIM SURVIVORS, VULNERABLE CHILDREN AND FAMILIES, ARE SAFE AND SUPPORTED TO RECOVER AND THRIVE

**Early intervention prevents escalation**—people, including children and young people, at risk of witnessing or experiencing family violence are identified early and provided with effective early interventions.

**Families are safe and strong**—the system intervenes early to prevent harm to children and young people and enables families to access effective support services when they need them.

**Victim survivors are safe**—the system takes responsibility for managing risk, instead of placing the onus on victim survivors, including children and young people.

**Victim survivors are heard and in control**—victim survivors, including children and young people, are always listened to, believed and understood, and supported to take control of their immediate situation and make decisions about their future.

**Victim survivors rebuild lives and thrive**—disruption is minimised for victim survivors, including children and young people, with safe and secure housing, finances, employment, education and recovery from trauma available for as long as people need it.

## 3 PERPETRATORS ARE HELD TO ACCOUNT, ENGAGED AND CONNECTED

**Early intervention prevents escalation**—people, including children and young people, at risk of using family violence are identified early and provided with effective early interventions.

**Perpetrators are accountable for their behaviour**—people are supported to recognise factors contributing to their violent behaviours and provided with tools and strategies to act differently, preventing reoffending.

**Perpetrators are held to account**—perpetrators of family violence face timely and appropriate consequences.

**Perpetrators are in view**—perpetrators are engaged and connected to relevant agencies. Collaborative approaches and information sharing infrastructure support systemic responsibility for holding perpetrators to account.

## 4 PREVENTING AND RESPONDING TO FAMILY VIOLENCE IS SYSTEMIC AND ENDURING

**Initiatives to respond to family violence are accessible and available in the right place at the right time. Prevention activities are coordinated and universal**—the support system is easy to navigate and services are available to people when and where they need them, at all times of the day and night. Prevention activities occur across all key settings.

**Initiatives to respond to family violence are person-centred**—services are personalised, flexible, culturally relevant and reflect individual and family choices, need and circumstances, particularly for diverse communities and those with complex needs.

**The system is united, integrated and joined-up**—services work together and share information to provide a coordinated quality response to people and families, informed by dynamic risk assessment and sensitive to people's diverse needs. The system supports effective and evidence based prevention efforts.

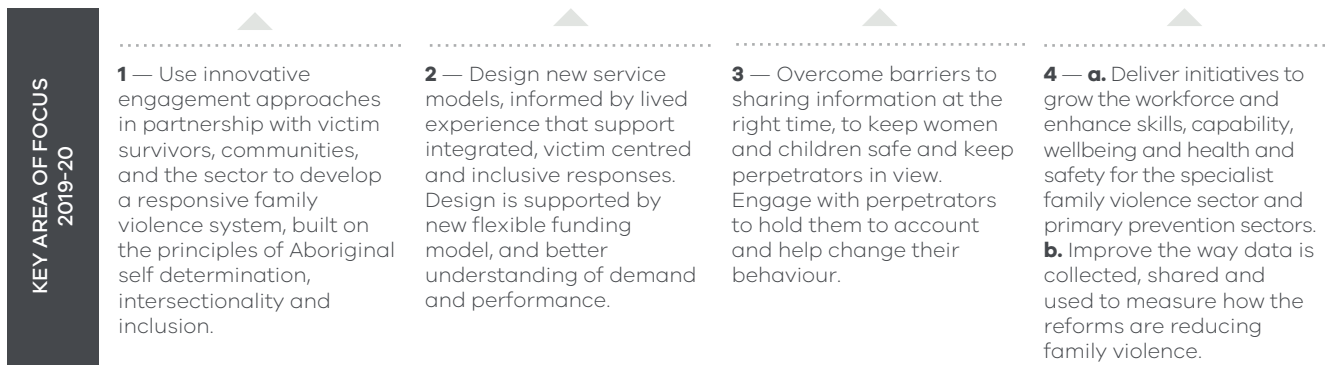
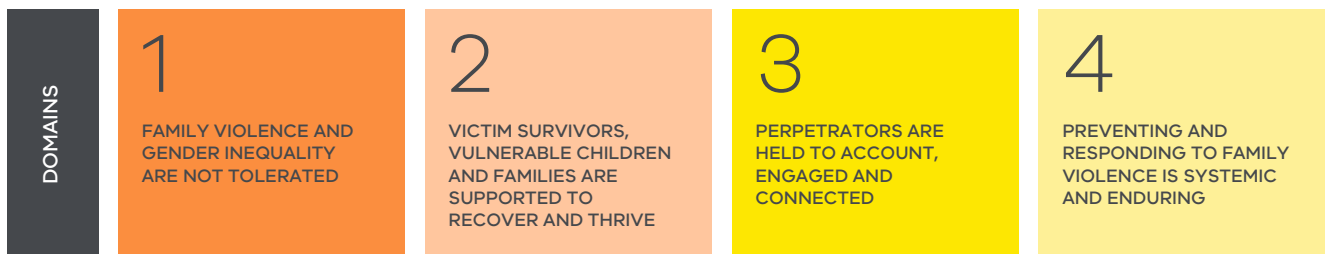
**The workforce is properly recognised and effectively responds, understands risk and need and is skilled to prevent family violence**—the workforce is supported through new career pathways, fair conditions and a commitment to enhanced wellbeing and safety, and is skilled to meet people's diverse needs.

Source: Three years on from the Royal Commission into Family Violence (pg. 8).

# Our planning approach

## OUR VISION

To create a future where all Victorians are safe and where children grow up in environments built on gender equality and respectful relationships.



## REFORM DIRECTIONS



# 1 Family violence and gender inequality are not tolerated

Family violence continues to be prevalent and pervasive within our society. This shatters lives, families and communities across Victoria and is driven by underlying inequalities both in social and economic power amongst different groups of people. To combat this, Family Safety Victoria is committed to working with Respect Victoria and other partners on a sustained and enduring focus on challenging the attitudes and behaviours that foster and condone family violence within our society.

Key Area of Focus	Priority Action
<b>1.1 Utilise innovative engagement, consultation and co-design in partnership with victim survivors, community and sector voices to develop a responsive family violence system.</b>	1.1.1 Implement recommendations from the Valuing Lived Experience Project Report to further embed voices of lived experience across the reforms.
	1.1.2 Review and refresh family violence reform governance structures.  Develop Memorandum of Understanding between Family Safety Victoria and Domestic Violence Victoria.  Enhance the Strategic Engagement Framework to reflect evolved journey of the reform and to leverage already established and effective partnerships.
<b>1.2 Working in partnership with Aboriginal communities and support services to develop Aboriginal led responses underpinned by Aboriginal self-determination.</b>	1.2.1 Develop the Dhelk Dja: <ul style="list-style-type: none"> <li>– Three-Year Action Plan</li> <li>– Family Violence Industry Strategy</li> <li>– Aboriginal led monitoring, evaluation and accountability plan</li> </ul> Implement the Aboriginal Holistic Healing Framework.  Implement recommendations of the review into the Indigenous Family Violence Regional Action Group.  Continue delivery of primary prevention programs - Aboriginal Community Initiatives Fund and the Preventing the Cycle of Violence Aboriginal Fund.
	1.2.2 Establish and support Aboriginal Advisory Groups in each of The Orange Door areas.
<b>1.3 Principles of inclusion and intersectionality underpin our reforms so that all Victorians can receive the response they need.</b>	1.3.1 Develop the first three-year blue print for Everybody Matters: Inclusion and Equity Statement. Deliver an Inclusion Action Plan for The Orange Door.  Deliver LGBTIQ family violence capacity building initiatives  Commence establishment of Disability Practice Leader positions in an Orange Door area, with further roles in subsequent years.

\*NB: denotes agency action that is included in DHHS Strategic Plan 2019-20.

## 2 Victim survivors, vulnerable children and families are safe and supported to recover and thrive

Family Safety Victoria will enhance the ways we support and respond to those who are experiencing, or at risk of experiencing, family violence to ensure that early warning signs are identified and effectively responded to as well as providing appropriate support and safety in times of crisis. This includes being receptive to the individual circumstances of each victim by having the capacity, capability and flexibility to adequately and appropriately respond to the individual needs of women, children and young people escaping family violence or families seeking support through The Orange Door with the care, development and wellbeing of children.

Key Area of Focus	Priority Action
<b>2.1 Reform of specialist service models that support more integrated, inclusive and victim-centred responses.</b>	2.11 Establish The Orange Door Central Highlands and The Orange Door Loddon including service commencement at the primary premises and access points in these areas, and then across the remaining nine areas by 2022.
	2.12 Deliver a roadmap to get to state-wide coverage of the Orange Door.
	2.13 Increasing capacity for crisis accommodation, by redeveloping and beginning operations of the first four new core and cluster refuge model.
	2.14 Continued implementation of the Multiagency Risk Assessment and Risk Management Framework (MARAM) and information sharing reforms across the current prescribed workforces of over 800 organisations.
	2.15 Evidence based therapeutic interventions to be rolled out across the state to improve the emotional wellbeing and help promote recovery for people who have experienced family violence, particularly children.
	2.16 Redesign family violence and crisis and case management services, with partner agencies, so that people receive more consistent and evidenced based responses. Evaluate family violence flexible support packages and develop a business case for government consideration.
	2.17 Develop practice guidance and tools for services to respond to adolescents using violence in the home.

Key Area of Focus	Priority Action
2.2	<p data-bbox="199 862 470 922"><b>Reform of service system setting and enablers.</b></p> <p data-bbox="512 862 1455 958">2.2.1 Establish a demand management framework to promote and enable a consistent way of capturing data and responding to demand across family violence, child and family services and sexual assault service delivery.</p> <p data-bbox="512 974 1455 1034">2.2.2 Deliver a performance framework for The Orange Door which supports the shift of measuring performance based on output to collective responsibility for outcomes.</p> <p data-bbox="512 1059 1455 1171">2.2.3 Deliver a plan to improve funding structures for activities across The Orange Door, specialist family violence, and sexual assault services. Design a trial of pooled funding for family violence services.</p> <p data-bbox="512 1189 1455 1279">2.2.4 Develop a strategic approach to sexual assault responses in consultation with the sector as part of alignment with family violence reform and stewardship of the family violence system.</p> <p data-bbox="512 1305 1455 1366">2.2.5 Continued oversight and program management of perpetrator interventions, specialist family violence and sexual assault services.</p> <p data-bbox="512 1391 1455 1442">2.2.6 Review and redesign area-based governance in partnership with the Department of Health and Human Services and stakeholders.</p>

### 3 Perpetrators are held to account, engaged and connected

In addressing the impact and incidences of family violence, it is imperative that perpetrators are held to account for their actions. It is also equally important to have systems and structures in place that identify early intervention points and also ensure that appropriate information is available to service providers and the justice sector to intervene to prevent the escalation of violence and put in place remedial actions.

Key Area of Focus	Priority Action
<b>3.1 Overcome barriers to achieve timely information sharing across the service system for earlier identification, assessment and response.</b>	3.1.1 Develop perpetrator behaviour and risk assessment tools and practice guidance, with a focus on workforces identified by the Royal Commission, including mental health, alcohol and drugs, housing and homelessness and child protection, to enable them to better manage perpetrator risk in coordination with specialist perpetrator services.
	3.1.2 Establish the partial data automation of the Central Information Point (CIP), which collates information about perpetrator into one report using data from across Victoria Police, Corrections Victoria, the Department of Health and Human Services and Court Services Victoria.  Explore expanded access to the CIP beyond The Orange Door to high risk Family Violence practitioners, for example Risk Assessment and Management Panels (RAMPS).  Delivery and evaluation of the business case for a viable and sustainable CIP model.
<b>3.2 Engage perpetrators to challenge and change their behaviour and keep them in view.</b>	3.2.1 Develop a planned approach to perpetrator accountability, including building the evidence for effective interventions which challenge and change violent behavior, based on Expert Advisory Committees report on Perpetrator Interventions.
<b>3.3 Oversight of program and service delivery.</b>	3.3.1 Continued oversight and program management of perpetrator interventions, specialist family violence and sexual assault services.



## 4 Preventing and responding to family violence is systemic and enduring

A reformed system needs strong foundations to effectively prevent and respond to family violence. This means enhancing workforce capability and ensuring appropriate processes, information systems and funding arrangements are in place, supported by clear performance standards. This will lead to more accessible, holistic and efficient service delivery and in turn, better outcomes for those at risk or experiencing family violence.

Key Area of Focus	Priority Action
<p><b>4.1 Implement workforce initiatives to build sector capability.</b></p>	<p>4.1.1 Deliver the first rolling action plan for Building from Strength: 10 Year Industry Plan for Family Prevention and Response which focuses on growing excellence, attraction and retention in the specialist family violence and primary prevention workforces, building capability to support the implementation of the MARAM framework and developing family violence training capacity.</p> <p>Deliver and implement a health, safety and wellbeing framework for the specialist family violence sector.</p> <p>Contribute to a sustainable workforce pipeline by engaging over 80 organisations to provide 1000 community services placements through the Enhanced Pathways to Family Violence Sector Roles project.</p> <p>Deliver a recruitment and attraction advertising campaign to grow the specialist family violence and primary prevention sectors.</p> <p>Deliver the 2019 census of workforces that intersect with family violence.</p> <p>Commence implementation of mandatory minimum qualifications for the specialist family violence sector.</p> <p>Develop and deliver train the trainer approaches to increase the number of family violence workers equipped to deliver accredited training. In partnership with the Office for Women and sector partners, deliver training to build specialist capability in primary prevention.</p> <p>Support leadership and change management capability in the family violence sector through leadership intensives.</p>
	<p>4.1.2 Provide ongoing practice and operational support to deliver high quality and safe services consistent with The Orange Door service model.</p>
	<p>4.1.3 Finalise regulations for the next phase of prescribed organisations required to align policies and procedures to the MARAM and family violence information sharing scheme, with training provided for up to 10,000 practitioners.</p>
	<p>4.1.4 Implement The Orange Door workforce strategy to address the unique workforce challenges and opportunities presented by The Orange Door, as part of broader work to grow the workforce as per the Industry Plan.</p>

Key Area of Focus	Priority Action
<b>4.2 Strengthen the ability of Family Safety Victoria to deliver on its remit.</b>	4.2.1 Development of the Family Safety Victoria people and culture strategy and a capability framework which embeds human centred design thinking, intersectionality and self-determination, to enhance the interface and engagement with services and strengthen the design of service delivery.
	4.2.2 Embed best practice performance monitoring and management practices to improve Family Safety Victoria accountability standards. Including risk management framework, benefits realisation and management plans, and Family Safety Victoria strategic plan 2020-2024.
	4.2.3 Establish review schedule to improve corporate governance and compliance with regulatory and legislative requirements.
<b>4.3 Better use of data and evidence.</b>	4.3.1 Improve key systems that support The Orange Door model, including Client Relationship Management system, L17 portal and CIP. Enhancements include capturing service delivery reporting and building service hours into the CRM, to better understand and manage demand.
	4.3.2 Improve use of evidence, data quality, and linkages across Family Safety Victoria and agencies, including by: <ul style="list-style-type: none"> <li>- Developing a minimum data set</li> <li>- Auditing data against the Family Violence Data Collection Framework</li> <li>- Delivering evidence policy, as it applies to family violence and sexual assault</li> </ul>
	4.3.3 Evaluate and continuously improve the MARAM reforms, including tools and practice guides.



