

Strengthening the Foundations: Detailed Action Plan 2019-2022

Strengthening the Foundations: First Rolling Action Plan 2019-22 (Strengthening the Foundations) is the first of three Rolling Action Plans that work towards achieving the long-term vision for the workforces that intersect with family violence, as outlined in *Building from Strength: 10-Year Industry Plan for Family Violence Prevention and Response (Building from Strength)*.

This document contains the detail of the priorities and actions that sit under each of the focus areas outlined in *Strengthening the Foundations*. It is designed to be read as an accompaniment to *Strengthening the Foundations*.

Focus area 1: Building workforce capability

This Plan aims to address immediate upskilling needs as well as set the foundations to embed sustainable capability building approaches. This focus area prioritises:

- Building capability across specialist and non-specialist workforces to support the implementation of MARAM. The aim of MARAM is to increase the safety and wellbeing of Victorians by ensuring all relevant services contribute effectively to the identification, assessment and management of family violence risk, according to their roles and responsibilities.
- Building capability in primary prevention, for practitioners and contributors. Embedding primary prevention in Victoria’s communities is a key piece of prevention infrastructure to support long term shifts in the prevalence of family violence.
- Building capability of entrants to the sector to support the rapid growth in the specialist response and prevention sectors and support the implementation of mandatory minimum qualifications for specialist family violence response practitioners.

Action	Lead and partners
<p>1.1 Roll out MARAM tools and practice guidance for professionals who work with victim survivors</p> <p>The introduction of MARAM for specialist and non-specialist sectors will significantly improve how workforces that intersect with family violence engage in risk assessment and risk management in practice. Initial roll out will be of tools and practice guidance for professionals who work with victim survivors.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Other government departments and relevant peak bodies</p>
<p>1.2 Develop MARAM perpetrator tools and practice guidance for professionals who work with perpetrators of family violence</p> <p>Tools and practice guidance will be developed and rolled out for professionals who work with perpetrators of family violence, and workers across sectors will be trained in their use.</p>	<p>LEAD: Family Safety Victoria</p>
<p>1.3 Deliver MARAM training program to support organisations to understand their roles and responsibilities and act in accordance with their legal obligations</p> <p>Support organisations to understand their roles and responsibilities and act in accordance with their legal obligations. Initial delivery will be unaccredited training provided through a range of mechanisms, including by Family Violence Regional Integration Committees’ Principal Strategic Advisors. Training will be provided to organisational leaders and professionals.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Domestic Violence Resource Centre Victoria, and government departments</p>
<p>1.4 Deliver MARAM Collaborative Practice Training to equip prescribed professionals to collaborate across services and workforces to embed MARAM and ensure the best outcomes for victim survivors</p>	<p>LEAD: Principal Strategic Advisors</p>

Action	Lead and partners
<p>This new training module to complement the existing suite of MARAM unaccredited modules. The training will equip prescribed professionals to collaborate across services and workforces to embed MARAM and ensure the best outcomes for victim survivors. The delivery will be supported by Principal Strategic Advisors who work to drive the local implementation of key family violence reforms in their local areas through Family Violence Regional Integration Committees.</p>	<p>PARTNER: Family Safety Victoria</p>
<p>1.5 Develop learning and assessment resources on working with male perpetrators of family violence</p> <p>A pilot run by No to Violence and supported by the Department of Education and Training, evidence-informed learning and assessment resources will be embedded into qualifications and be used to train workers in the community services, mental health, aged care and homelessness sectors.</p>	<p>LEAD: No to Violence</p> <p>PARTNER: Department of Education and Training</p>
<p>1.6 Further develop The Lookout as a clearinghouse and ‘go to’ source for up to date policy and practice changes and advice on prevention for specialist and non-specialist workforces</p>	<p>LEAD: Domestic Violence Resource Centre Victoria, Domestic Violence Victoria</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>1.7 Build the skills, knowledge and capability of existing and emerging workforces to work effectively with perpetrators</p> <p>This will align to MARAM and the forthcoming Perpetrator Accountability Strategy.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: TBC</p>
<p>1.8 Continue to build specialist capability in primary prevention, including through communities of practice, induction programs for new practitioners, and training for supervisors</p> <p>This includes an induction program for new practitioners entering the prevention sector; training for supervisors of both prevention specialists and contributors (those who work in the prevention sector and in new/ancillary settings). Multiple communities of practice and networks to support new and existing prevention practitioners will also support collective learning.</p>	<p>LEAD: Domestic Violence Resource Centre Victoria</p> <p>PARTNERS: Office for Women (Department of Premier and Cabinet) and the Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>1.9 Deliver training for primary prevention contributors to build capability to prevent family violence and violence against women</p> <p>Women’s Health Services will work with their partners in regional prevention networks to build capability to engage and deliver prevention of family violence and violence against women.</p>	<p>LEAD: Gender Equity Victoria, Women’s Health Services</p> <p>PARTNERS: Office for Women (Department of Premier and Cabinet) and the Centre for Workforce Excellence (Family Safety Victoria)</p>

Action	Lead and partners
<p>1.10 Deliver training for disability and social service workers to embed primary prevention into their work.</p> <p>The Gender and Disability Workforce Development Program includes training for disability service workers and managers to embed prevention into their work and training for women with disabilities to co-facilitate the training with family violence prevention trainers.</p>	<p>LEAD: Women with Disabilities Victoria</p> <p>PARTNERS: Office for Women (Department of Premier and Cabinet) and the Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>1.11 Deliver the Fast Track Professional Development Program to support the rapid development of practitioners into response and prevention roles</p> <p>Building on the success of the pilot undertaken in 2018, DVRCV will deliver intensive professional development to support mid-level specialist response practitioners and practitioners from other sectors to move into senior or expert levels of practice and entry level specialist practitioners to move in to mid-level roles, across response and prevention.</p>	<p>LEAD: Domestic Violence Resource Centre Victoria</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>1.12 Deliver the Family Violence Practice Social Work Graduate Program in two locations, providing social work graduates with training, professional development and supervision</p> <p>Building on the successful pilot undertaken in 2018 and 2019, this program will provide social work graduates with training, professional development and supervision. Graduates are supported to prepare for family violence reform and new ways of service provision. Additional funding will deliver the program in two locations.</p>	<p>LEAD: Bayside Peninsula Integrated Family Violence Partnership, (other lead TBC)</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>1.13 Build capability in specialist family violence workers to identify legal issues, provide legal information and make timely and appropriate referrals to lawyers and other services</p> <p>Women’s Legal Service will provide training in its Critical Legal Issues Map to bring together the important work of family violence practitioners and lawyers in a mutually reinforcing manner resulting in better outcomes for victim survivors.</p>	<p>LEAD: Women’s Legal Service</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>1.14 Implement minimum qualifications for the specialist family violence response sector from 2020 to strengthen the deep expertise, knowledge and practice wisdom held by the specialist family violence response workforce, and to equip sector entrants with the capability they need for this specialised, complex work</p> <p>In response to Recommendation 209 in the Royal Commission into Family Violence, the staged introduction of minimum qualifications from 2020 will help further strengthen the deep expertise, knowledge and practice wisdom held by the specialist family violence response workforce.</p> <p>Implementation will include consideration of sector and organisational readiness, the development of a toolkit to support organisations to operationalise the recommendations, and the establishment of an advisory specialist response sector reference group to provide advice on minimum qualification implementation throughout the transition period.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>

Action	Lead and partners
<p>1.15 Review and update Victoria’s first capability frameworks for prevention and response to ensure they continue to accurately articulate the skills and knowledge needed to prevent family violence and violence against women</p> <p>The frameworks are intended to be living documents that accurately articulate the skills and knowledge needed to prevent family violence and violence against women, and respond to victims, including children, and perpetrators of family violence.</p> <p>In the third year of this Plan, a comprehensive review and update of the frameworks will be undertaken to ensure currency, in partnership with the specialist sectors.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist family violence prevention and response sectors</p>

Focus area 2: Enhancing training architecture

This Plan focusses on three fundamental pieces of architecture for a sustainable training approach:

- Increasing accredited training options to help ensure that consistency and quality is maintained while the scale of delivery increases.
- Ensuring training is available to workforces that intersect with family violence across the state. To be successful, there is a need to increase the pool of trainers with family violence prevention and response expertise.
- Increasing access to training by reducing the barriers that prevent workers from accessing education and training, including cost.

Action	Lead and partners
<p>2.1 Develop accredited units of competency in family violence response and prevention to meet the skill and capability requirements for the future specialist workforces and the broader workforces that intersect with family violence to support alignment to MARAM</p> <p>Accredited units will be developed to meet the necessary skill and capability requirements for the future specialist workforces and the broader workforces that intersect with family violence. This includes units of competency to address key skills and knowledge under the MARAM Framework.</p> <p>Content will be available for existing workforces as professional development and will be embedded into other pre-service training for new workers in relevant fields.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNERS: The Centre for Workforce Excellence and Risk Management and Information Sharing (Family Safety Victoria), Industry Steering Committee as required by the Victorian Registrations & Qualifications Authority</p>
<p>2.2 Develop accredited units of competency in gender equity and prevention of violence against women to meet the industry needs of a current and emerging primary prevention workforce</p> <p>Women's Health Victoria, supported by the Department of Education and Training, will develop accredited units of competency to meet the industry needs of a current and emerging workforce in gender equity and prevention of violence against women.</p>	<p>LEAD: Women's Health Victoria</p> <p>PARTNERS: Local government, Adult and Community Education Victoria, RMIT University, Women with Disabilities Victoria, Coonara Community House and Yarrowonga Neighbourhood House, Department of Education and Training</p>
<p>2.3 Enhance the accredited course in working with perpetrators for Men's Behaviour Change facilitators to increase access to the qualification while maintaining integrity and quality</p> <p>No to Violence, supported by the Department of Education and Training, will review, redevelop and evaluate the VET Graduate Certificate tailored for Men's Behaviour Change facilitators to increase access to the qualification while maintaining integrity and quality.</p>	<p>LEAD: No to Violence</p> <p>PARTNERS: Swinburne TAFE, Department of Education and Training</p>
<p>2.4 Develop a whole-of-institution TAFE approach to primary prevention of violence against women, complemented by a model to enhance TAFE capability for early identification and intervention in family violence</p> <p>This work will improve TAFE capability in delivering family violence training, strengthen organisational support to TAFE workforces and students, upskill TAFE workforces on the MARAM Framework and the family violence information sharing scheme and enhance data collection through TAFE/specialist sector partnerships.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria), TAFE Family Violence Working Group</p>

Action	Lead and partners
<p>2.5 Develop innovative education and professional development options aligned to the Responding to Family Violence Capability Framework, commencing with foundational family violence e-learning to complement face-to-face training</p> <p>This includes a new eLearning package to complement face-to-face training: aligned to the Responding to Family Violence Capability Framework, a new package of comprehensive and targeted eLearning will combine up-to-date online learning solutions with the latest foundational family violence content.</p>	<p>LEAD: Domestic Violence Resource Centre Victoria</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>2.6 Increase the number of experienced trainers with family violence response and prevention content and training delivery expertise by partnering with peak bodies to support practitioners to complete a Certificate IV in Training and Assessment</p> <p>Partnering with peak bodies in family violence response and prevention, prevention and response practitioners will be supported to undertake a Certificate IV in Training and Assessment and form part of a specialised Community of Practice. Future work will include consideration of co-assessment models.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNERS: The Centre for Workforce Excellence (Family Safety Victoria), Gender Equity Victoria (other partners TBC)</p>
<p>2.7 Develop and deliver a train-the-trainer program in partnership with the specialist sector, to grow the pool of family violence trainers to deliver unaccredited training</p> <p>To grow the pool of family violence trainers equipped to deliver unaccredited training, an innovative train-the-trainer approach will be developed and delivered.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist family violence peak bodies and services, Department of Education and Training</p>
<p>2.8 Provide supplementary professional development on the reformed family violence system (including MARAM and information sharing) for newly qualifying and existing holders of the Certificate IV in Training and Assessment</p> <p>This professional development would support specialist family violence practitioners to transition into training roles, as well as build capability in existing trainers.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNERS: The Centre for Workforce Excellence (Family Safety Victoria), Specialist family violence peak bodies and services</p>
<p>2.9 Undertake research to develop ‘best practice’ teaching and assessment approaches in VET family violence training to inform effective design and delivery strategies for TAFEs, Learn Locals and other Registered Training Organisations</p> <p>The project will inform effective design and delivery strategies for both accredited and pre-accredited training in family violence prevention and response.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNERS: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>2.10 Undertake action research to monitor and progressively enhance outcomes across the suite of vocational family violence training projects, to provide early advice on what is working and where improvements can be made in relation to trainer capability, learning resources, access to appropriate training for students from diverse backgrounds, and workforce development outcomes</p> <p>This project will work with TAFEs, Learn Locals and industry representatives to collectively build the evidence base on the effectiveness of a range of current initiatives.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNERS: The Centre for Workforce Excellence (Family Safety Victoria), TAFEs, Learn Locals, Specialist family violence peak bodies and services</p>

Action	Lead and partners
<p>The project will provide early advice on what is working and where improvements can be made in relation to trainer capability, learning resources, access to appropriate training for students from diverse backgrounds, and workforce development outcomes.</p>	
<p>2.11 Establish prevention officers in TAFE settings to build capability across the training sector</p> <p>Two TAFEs and one dual sector university will be supported to implement whole-of-setting approaches based on existing successful workplace models for preventing family violence. A framework will be established to undertake a rigorous cross-site evaluation.</p>	<p>LEAD: Office for Women (Department of Premier and Cabinet)</p> <p>PARTNERS: The Centre for Workforce Excellence (Family Safety Victoria), TAFEs, Department of Education and Training</p>
<p>2.12 Introduce eligibility exemptions: To increase student participation in family violence risk assessment and risk management courses, exemptions from upskilling and commencements eligibility requirements apply to the accredited Course in Identifying and Responding to Family Violence Risk delivered by Skills First-funded training providers.</p>	<p>LEAD: Department of Education and Training</p>
<p>2.13 Embed family violence response and prevention in relevant pre-service courses and professional development for a range of professions that intersect with family violence, so that graduates are ‘work-ready’</p> <p>Work will be undertaken with TAFEs, universities and professional associations to embed family violence response and prevention content into relevant pre-service courses and professional development content for a range of professions that intersect with family violence, so that graduates are ‘work-ready’.</p>	<p>LEAD: Department of Education and Training</p> <p>PARTNERS: The Centre for Workforce Excellence (Family Safety Victoria), TAFE Family Violence working group, universities, TAFEs, professional bodies, Industry Taskforce, and relevant government departments</p>

Focus area 3: Recruiting and retaining specialist workforces

To ensure work on recruiting and retaining specialist workforces is built on a deep understanding of specialist family violence prevention and response work in a reformed family violence system, this Plan focusses on initiatives that:

- Improve workforce data to create the foundation on which the design and delivery of actions to recruit and retain specialist workforces can be based.
- Identify future workforce requirements, providing the basis for work on attraction, recruitment, capability building and retention in the specialist prevention and response sectors.
- Focus on immediate and short-term attraction and recruitment.

Action	Lead and partners
<p>3.1 Deliver the Workforce Estimates project to improve understanding of the size and location of the specialist response and prevention workforces, and inform strategic planning, training and development initiatives</p> <p>Aimed at improving our understanding of the size and location of the specialist response and prevention workforces, the data will be used for strategic workforce planning, training and development initiatives, targeted recruitment activities, future Rolling Action Plans and the development of the next workforce census.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Government departments</p>
<p>3.2 Undertake the 2019 Census of Workforces that Intersect with Family Violence</p> <p>The 2019 Census will focus on workforce demographics, family violence prevention and response capabilities, working conditions, employment arrangements (including remuneration), career pathways and workforce health and wellbeing. A further Census will be undertaken in 2021.</p> <p>The Centre for Workforce Excellence will engage with the Community Services Industry Research Expert Panel to be established under the first Rolling Implementation Plan (2019-20) of the Community Services Industry Plan. Subject to ethics requirements, data will be made available to support sector-specific workforce planning.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Victorian Council of Social Service, Domestic Violence Victoria, No to Violence, Gender Equity Victoria, Centre for Excellence in Child and Family Welfare, specialist and non-specialist workforces</p>
<p>3.3 Undertake research on role design in the specialist sectors and develop options for current and future system requirements. This research will consider related pieces of work including the review of case management, perpetrator interventions and the Orange Door service model, as well as workforce diversity and employment opportunities to embed lived experience of victim survivors.</p> <p>This work will underpin future work on supply and capability for the specialist sectors. This research will also inform future updates to the capability frameworks and will ensure education and training are based on more in-depth evidence about the unique skills and capabilities required in a broad range of family violence roles. Working conditions, employment conditions and career pathways would also be considered through this work.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Family violence peak bodies</p>

Action	Lead and partners
<p>3.4 Undertake research into the size, skills and qualifications, location and background of the specialist primary prevention workforce. This research will support the design of actions to address the particular and unique workforce supply, capability and other workforce issues experienced by the prevention workforce.</p> <p>The 2019 Census of Workforces that Intersect with Family Violence will be a key part of this work.</p> <p>This work could also consider professionalisation opportunities for this sector, noting that implementation of opportunities would need to be informed by the implementation of mandatory minimum qualifications for the specialist response sector.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Office for Women (Department of Premier and Cabinet), prevention sector peak bodies and services</p>
<p>3.5 Undertake a study into remuneration and conditions across the specialist family violence sector and (where appropriate) related community services to form an evidence base for industry's future work</p> <p>This study will build on the 2019 Census of Workforces that Intersect with Family Violence and provide an overview of the industrial landscape for the specialist sectors and (where appropriate) related community services to form an evidence base for the industry's future work.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Unions, peak bodies and specialist services</p>
<p>3.6 Continue to deliver the Enhanced Pathways to Family Violence Work project, which facilitates student placements in community services sector organisations, including specialist family violence services, and investigate opportunities to extend its reach into the prevention sector</p> <p>This project will facilitate student placements in community services sector organisations, including specialist family violence services. It will also provide supervision training for workers to enhance their competence and confidence in working with students and practice entrants, and support for graduates and practice entrants transitioning to family violence roles.</p> <p>Capability building coordinator (CBCs) roles embedded in the sector will provide a dedicated resource for participating organisations to plan and deliver student placements, develop formal partnerships with education providers and enhance organisational learning culture.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Victorian Council of Social Service</p>
<p>3.7 Undertake a targeted recruitment campaign for specialist family violence response and prevention workforces</p> <p>This data-led campaign will include attraction strategies, a digital recruitment campaign, a centralised and sector-specific job portal and promotion of education pathways and jobs. This campaign will target students as well as those professionals who seek to change careers.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist family violence and primary prevention peak bodies and services</p>

Action	Lead and partners
<p>3.8 Reduce workforce entry barriers to increase workforce diversity, working towards achieving a workforce that reflects the community</p> <p>In partnership with the Diverse Communities and Intersectionality Working Group, initiatives will be developed to work towards achieving a workforce that reflects the diversity of the community, in organisational leadership as well as service delivery. This will be a joint action under <i>Strengthening the Foundations</i> and <i>Everybody Matters</i> to include representatives from LGBTIQ and CALD communities and people with disability.</p> <p>Building upon work already occurring in the sector, this initiative will also support the implementation of Recommendation 209 (the introduction of mandatory minimum qualifications for specialist family violence workers) which recognises the cultural experience and knowledge individuals bring to their work.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Diverse Communities and Intersectionality Working Group</p>
<p>3.9 Develop a workforce forecasting model for the specialist sectors</p> <p>To support workforce planning and the development of educational pathways for sector sustainability.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: TBC</p>
<p>3.10 Develop and implement initiatives to address workforce supply challenges in regional areas</p> <p>Workforce supply issues are felt particularly acutely in regional areas. Work will be undertaken to develop tailored initiatives in key regional areas.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: TBC</p>
<p>3.11 Work across the community services sector over the life of this Plan to develop qualifications and training that support mobility across specialist community services areas</p> <p>This work will support the need to boost the workforce pipeline for the whole community services sector.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Department of Health and Human Services, Department of Education and Training, Victorian Council of Social Service</p>

Focus area 4: Strengthening leadership in the specialist sectors

This Plan takes a two-fold approach to this area:

- Developing leadership capability for current sector leaders through initiatives that acknowledge and build upon existing leadership capability.
- Developing evidence to support leadership development that is tailored for the specialist prevention and response sectors.

Action	Lead and partners
<p>4.1 Deliver leadership intensives that bring together public sector thought leaders, academia and the specialist sectors and broader social service sector to explore managing change in a complex environment</p> <p>Six additional metropolitan and regional Leadership Intensives will be delivered to sector leaders throughout 2019. The intensives will bring together public sector thought leaders, academia and the social service sector to explore managing change in a complex environment.</p> <p>The program will build on the learnings identified in the evaluation of the 2018 Leadership Intensives. Evaluation findings from the 2019 Leadership Intensives will be used to determine future directions in leadership development.</p>	<p>LEAD: Future Social Service Institute</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>4.2 Establish a Leadership Intensive Alumni network to enable participants to continue to build on their learnings in relation to contemporary practice</p> <p>Led by the Future Social Service Institute for the 2018 and 2019 and future Leadership Intensive Alumni.</p> <p>The alumni network will include an online platform that will be moderated by an experienced facilitator to enable participants to continue to build on their learnings from the Leadership Intensive program in relation to contemporary leadership practice. It will also allow the Alumni to explore and share with colleagues within the sector approaches to leadership challenges and opportunities they are facing in their organisation.</p>	<p>LEAD: Future Social Service Institute</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>4.3 Undertake an action research project on contemporary feminist leadership practice in the family violence and primary prevention sectors</p> <p>Emerging from the 2018 Leadership Intensives, this research project is to be undertaken by the Future Social Service Institute and will engage leaders from the sector to act as co-researchers to explore contemporary feminist leadership practice in the family violence sector.</p> <p>The research will explore what leadership and management practices occur in organisations that operate under a feminist framework, what distinguishes these practices from traditional leadership and management approaches and what makes them effective in delivering services to victims and their children.</p>	<p>LEAD: Future Social Service Institute</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>4.4 Identify and deliver targeted initiatives relating to building capability in contemporary feminist leadership practice</p> <p>Using the evidence base from the research and in consultation with sector leaders, development opportunities will be identified, designed and delivered to build leadership capability and effectiveness.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>

Action	Lead and partners
<p>4.5 Build capability for specialist sector leaders to engage in cultural leadership</p> <p>Working with the sector to identify capability needs, develop and deliver initiatives to support sector leaders to lead culture change within the broader community.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>

Focus area 5: Prioritising health, safety and wellbeing

This focus area prioritises initiatives that enhance the health, safety and wellbeing of specialist prevention and response workforces. Research on the specific family violence-related needs of non-specialist workforces in the third year of this Plan will inform work in future Rolling Action Plans.

Action	Lead and partners
<p>5.1 Complete and roll out the new Family Violence Health, Safety and Wellbeing Framework a guide for specialist family violence organisations to proactively manage practitioner health and wellbeing and inform practices that are specific to the needs of specialist workforces</p> <p>The Framework will provide a guiding structure for individuals and organisations to proactively manage practitioner health and wellbeing and inform practice that is specific to the needs of specialist workforces. The Framework outlines relevant knowledge, skills and behaviours and establishes best practice in workforce health and wellbeing, including supervision. It includes specific considerations for practitioners with lived experience, Aboriginal practitioners and practitioners from diverse backgrounds, and mechanisms for organisations to benchmark themselves and monitor progress.</p> <p>The Centre for Workforce Excellence will work with specialist peak bodies to consider how the Framework can be implemented in a way that supports widespread use, including embedding the Framework in relevant guidance, including Domestic Violence Victoria's Code of Practice.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Domestic Violence Victoria, No to Violence</p>
<p>5.2 Design and deliver professional development for organisational leaders in the specialist sectors around supporting health, safety and wellbeing. This will align with the Family Violence Health, Safety and Wellbeing Framework and the Responding to Family Violence Capability Framework.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>
<p>5.3 Undertake research in best practice supervision to determine agreed definitions of clinical supervision, current practices within the sector (including funding arrangements), suitable models of supervision for the specialist sector, outline best practice standards of clinical supervision including minimum requirements for workforces and provide advice regarding successful implementation</p> <p>The research will consider targets, training needs and will include consideration of the fit or overlap between supervision, communities of practice and reflective practice.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: TBC</p>
<p>5.4 Roll out online health, safety and wellbeing resources hosted on the redeveloped The Lookout site to help organisations to manage their workforce's health, safety and wellbeing and reduce the impact of vicarious trauma and potential burn out</p> <p>Online health, safety and wellbeing resources will be hosted on the redeveloped The Lookout site to support organisations in managing their health, safety and wellbeing of their workforce and reducing the impact of vicarious trauma and potential burnout.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Domestic Violence Resource Centre Victoria, Domestic Violence Victoria</p>

Action	Lead and partners
<p>5.5 Identify and implement initiatives to enhance the health, safety and wellbeing of the primary prevention workforce</p> <p>In partnership with the prevention sector, initiatives will be identified and trialled to support the health and wellbeing of prevention workers.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Office for Women (Department of Premier and Cabinet), Primary prevention peak bodies and organisations</p>
<p>5.6 Trial peer support initiatives for specialist prevention and response practitioners</p> <p>Identify and trial peer support initiatives, building on the prototypes developed with the specialist family violence sector (as part of the Peer Academy work undertaken to inform Building from Strength).</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist family violence organisations</p>
<p>5.7 Undertake research into supporting the health, safety and wellbeing of specialist and broader workforces that intersect with family violence</p> <p>In the third year of this Plan, research will be carried out on best practice health and wellbeing support for specialist and broader workforces specifically related to their particular role in preventing or responding to family violence. This includes a review of existing strategies that support broader workforces.</p> <p>This timing allows for family violence prevention and response work to be embedded across non-specialist workforces, particularly those prescribed for the MARAM Framework.</p>	<p>LEAD: The Centre for Workforce Excellence</p> <p>PARTNERS: TBC</p>

Focus area 6: Building sector and organisational capability

The focus of this Plan is to support specialist and non-specialist sectors to adapt and respond to family violence reform. This includes:

- Building capability in specialist sectors and organisations to support new ways of working, including increased awareness of the need to deliver services that are culturally safe and respond to diversity and intersectionality.
- Building capability in non-specialist sectors and organisations to ensure they can work to prevent and respond to family violence.

Action	Lead and partners
<p>6.1 Enhance sector capability to work in outcomes-focused ways. This may include through development activities and development of architecture related to collecting, interpreting and using outcomes data and evidence in decision making and service delivery</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>
<p>6.2 Undertake a survey of specialist response and prevention sector leaders to understand the sustainability needs and pressure points of the sectors. This survey will build on data collected through the Census of Workforces that Intersect with Family Violence to contribute to a strengthened evidence base for specialist sector planning.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>
<p>6.3 Provide change management support for the rollout of MARAM to government departments, peak or representative bodies and key funded organisations to lead, develop and deliver tailored support initiatives. Framework organisations and professionals will be supported to align their policies, procedures, practice guidance and tools and use the MARAM assessment tools and practice guides.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Relevant government departments, peak bodies, framework organisations, and specialist and non-specialist workforces</p>
<p>6.4 Deepen family violence capability in the youth alcohol and other drugs sector to support the complex needs of young people accessing youth AOD services, by building family violence capability will be built through staff training, support and supervision, and support for organisational change. This work will build on work undertaken by YSAS in 2018-19 to consider how the Responding to Family Violence Capability Framework could be embedded in its practice.</p>	<p>LEAD: YSAS</p> <p>PARTNER: The Centre for Workforce Excellence (Family Safety Victoria)</p>
<p>6.5 Embed the capability frameworks across sectors through grants to support workforces that intersect with family violence to undertake demonstration projects for translating and embedding the family violence capability frameworks for prevention and response into sector and community-specific contexts</p> <p>The Centre for Workforce Excellence will develop an evaluation framework to draw together learnings from sector specific implementation, and work will be undertaken to ensure fidelity of implementation.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist and non-specialist services</p>
<p>6.6 Develop and implement initiatives to build capability in workforce planning for executives and boards across the specialist sectors</p> <p>In consultation with the sector, capability building initiatives will be delivered to support sector sustainability.</p>	<p>LEAD: The Centre for Workforce Excellence (Family Safety Victoria)</p> <p>PARTNERS: Specialist peak bodies and services</p>

Focus area 7: Working in a connected and cohesive system

The following initiatives aim to support the development and formalisation of partnerships across sectors, to build consistency in cross-sectoral approaches. This Plan aims to build on good local practice and learnings from existing partnerships and collaborations.

Action	Lead and partners
<p>7.1 Respond to the Family Violence Regional Integration Project: Strengthening the case for the future of regional integration that analyses the future role of Family Violence Regional Integration Committees, their Principal Strategic Advisors and the work of regional integration.</p>	<p>LEAD: Family Safety Victoria</p>
<p>7.2 Develop and deliver professional development to build capability in cross-sectoral practice, building partnerships and understanding of intersecting service systems.</p> <p>Working with specialist and non-specialist sectors to understand their capability needs, and good practice in developing organisational and sector cultures that support information sharing. This work would include consideration of how cross-sectoral partnerships can support effective prevention.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Relevant peak bodies</p>
<p>7.3 Review workforce-related impacts, opportunities and risks associated with the potential integration of family violence and sexual assault services (recommendation 32 of the Royal Commission).</p> <p>A review will be undertaken to consider the impacts, opportunities and risks associated with the potential integration of family violence and sexual assault services, as per recommendation 32 of the Royal Commission, to determine whether and, if so, how family violence and sexual assault responses should be unified.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Specialist family violence and sexual assault sector peak bodies</p>
<p>7.4 Continue to advance and invest in specialist family violence response for victims and perpetrators.</p> <p>Encourage continuous improvement in the sector by using new evidence as it is generated from research and evaluation. Initially, focus will be on programmatic and practice improvements based on the work of the Expert Advisory Committee on Perpetrator Interventions and the evaluation of the innovative trials of therapeutic interventions for victims.</p>	<p>LEAD: Family Safety Victoria</p> <p>PARTNERS: Specialist sector peak bodies and organisations</p>