

Regional Family Violence Partnership

3 Year Strategic Plan

2011-2014

Executive Summary

1. Background on the Regional Family Violence Partnership

Established in 2007, the Regional Family Violence Partnership (RFVP) is a partnership of organisations committed to working together in the Eastern Metropolitan Region to address family violence. Our goal is to provide an integrated family violence response to support women and children's safety and agency and hold perpetrators of family violence accountable for their behaviour. The RFVP comprises representation from a range of specialist family violence services, support agencies and government department representatives who provide family violence responses to women, children and/or men in the region.

2. Mission & Principles of the RFVP

As per the Memorandum of Understanding for the Regional Family Violence Partnership, our mission is to provide an integrated service response that prioritises:

- safety for women and children
- accountability of those who use violence
- women's right to have control and agency over their lives and future;
- the independent rights and needs of the child; and
- the acknowledgement of cultural context.

To this end, the following key principles underpin the way stakeholders within the RFVP work together:

- Feminist structural framework
- Rights-based service provision
- Social justice approach
- Respect
- Transparency
- Good will
- Sharing resources and responsibility; and
- Continually working towards shared understanding

3. Acknowledgement of the Traditional Custodians

The RFVP wishes to pay respect to the traditional custodians, the Wurundjeri people, their Elders past and present, all Aboriginal and Torres Strait Islander peoples living in the Eastern Metropolitan Region of Melbourne, and all Aboriginal and Torres Strait Islander peoples of Australia. Through the efforts of this strategic plan and ongoing partnership building, the RFVP looks forward to working in solidarity with the EMR Indigenous Family Violence Regional Action Group and affirm our commitment to building a future that is respectful of, values and embraces the heritage and culture of Aboriginal and Torres Strait Islander peoples and provides justice and equality for all.

4. About the Executive Committee

Central to the RFVP is the Executive Committee (RFVPEC). The RFVPEC hold the responsibility for driving and monitoring the implementation of family violence integration at a regional level. The RFVPEC provides the cross-sector leadership required to develop the strategic plan and guide its implementation through meeting monthly and advising the working groups. The monthly meetings are facilitated by an independent Chair whose role is to maintain focus on the mission and principles of committee and guide decision-making by consensus.

The committee is coordinated by the Regional Integration Coordinator and the Independent Chair and is comprised of representatives from the following key sectors within the integrated family violence service system:

- Women's Sector – Maryclare Machen, EDVOS
- Eastern Men's Behaviour Change Consortium – Jim Allen, Anglicare Victoria
- Children's Services Sector – Angela Weller, Australian Childhood Foundation
- Victoria Police Family Violence Advisor – A/Sergeant Romano De Kauwe, Victoria Police
- Ringwood Magistrates' Court – Anthony Gwynne, Senior Registrar
- Indigenous Family Violence Regional Action Group – Melissa Saunders, Regional Coordinator
- DV East Network (Family Violence Crisis Accommodation Sector) – Wendy Austin, Brenda House
- Inner East Integrated Family Services Alliance – Helen Consta, Camcare
- Outer East Integrated Family Services Alliance – Gaby Thomsen, Anglicare Victoria
- Department of Human Services – Cyndi Grant, Manager, Family and Community Services
- Child Protection (DHS) – Peter Toohey, Manager, Child Protection Intake & Community Partnerships
- CALD Services Sector – currently vacant & Disability Services Sector – currently vacant

Persons who are elected as chairs of the working groups at the Annual Membership Forum also sit on the Executive Committee for their one year term.

5. Description of the Strategic Planning Process

Strategic planning time line:

- March-April 2011: Review progress of current strategic plan and Executive Committee members to consult working groups/sectors to gather information and make recommendations leading up to planning day.
- 3 May 2011: Executive Committee Strategic Planning Day.
- May-June 2011: Draft Plan tabled at Executive Committee meeting for final discussions and Executive Committee members to follow up actions to complete the strategic plan (i.e. seeking agreement on strategies, further consultation with working groups/sectors).
- 28 June 2011: Final Strategic Plan endorsed by the Executive Committee
- 21 July 2011: Annual Membership Forum – promotion and launch of the 2011-2014 Strategic Plan including workshop with wider RFVP members to recommend practice outcomes to sit alongside the strategic outcomes developed by the Executive Committee.

Input from multi-agency practitioners:

In this strategic planning process it is important for practitioners across the various sectors involved in responding to family violence to contribute directly to system reform. It is their direct experience and knowledge that informs how we create responses to the issues and gaps in service integration. Throughout the year, practitioners are able to directly contribute to family violence system reform through the working groups, sector groups and by participating at our events including the Annual Membership Forum.

To manage practitioner and service input from across the wide-ranging sectors involved in the RFVP, the Executive Committee were provided with a strategic planning framework to assist them in this process of driving the development of the plan and seeking input from those participating in the RFVP more broadly leading up to planning day.

The Plan was then built on the following inputs:

- Previous 2009/10 RFVP Strategic Plan
- Six key priority areas of the state policy *A Right To Safety & Justice*.
- Analysis of current trends and issues in family violence reform.
- Recommendations from the current RFVP working groups and sector representatives on the Executive Committee
- Feedback from practitioners at the Annual Membership Forum.

Reviewing the strategic plan:

The 2011-2014 Strategic Plan is the third plan developed since the inception of the Regional Family Violence Partnership. This Plan will set the agenda for the RFVP over the next three years.

As this Plan is a living document, it needs to be reviewed and updated on an annual basis to check progress and modify as necessary to maintain the plan's relevance and integrity to the family violence reform. The next review of this current strategic plan will be in April 2012.

6. Vision for the Plan

At the strategic planning day on 3 May 2011, the Executive Committee was asked to create their collective vision for the strategic plan.

If the RFVP strategic plan's success could be guaranteed, what would be the results of your efforts?

- Women would be safer.
- Children are not falling through the gaps and we are being proactive to the needs of children.
- Systemic and community commitment is developed to hold perpetrators accountable.
- Child Protection would consistently implement an integrated approach with regards to family violence.
- The criminal justice system would hold perpetrators responsible with the whole partnership supporting that outcome.
- Relationship between the partnership and Victoria Police would be stronger
- The workforce is further developed to handle the issues involved in family violence and confident to work with children and support families experiencing violence.
- Members of the RFVP would have a solid understanding of where that partnership comes from.

7. What's in the Plan?

The strategies developed for this plan are designed to be outcomes-focused, fact-based, measurable, and ongoing. Within the plan, you will find the strategies described within the following parameters:

- **Priority Areas** – the plan is based on the six Priority Areas of *A Right to Safety and Justice*.
- **Strategies** – flowing on from the priority areas the strategies are the goals of the plan which define what the RFVP will do over the next three years.

- **Objectives** – the objectives are statements about what we hope the strategies and the ensuing actions will achieve.
- **Actions** – the actions outline the tasks involved to make the strategies become a reality.
- **Responsibilities** – describes who in the RFVP will take the lead on the strategy and actions and report the progress back to the Executive Committee.
- **Time line** – although this is a three year strategic plan, the time line is currently set for 12 months so that the RFVP can aim to achieve the strategies and review our progress in April 2012 to adjust the plan and time line.
- **Strategic Outcomes** – if the RFVP is successful in achieving the objectives of the plan, these are the outcomes we would like to see in place at a broader strategic level.
- **Practice Outcomes**– if the RFVP is successful in achieving the objectives of the plan, these are the outcomes we would like to see for women, children and men at a practice level.

For further information about the RFVP or this strategic plan, please visit: www.easternfamilyviolencepartnership.org.au

Or contact the Regional Integration Coordinator:

Regional Family Violence Partnership, EMR
PO Box 701
Heathmont, VIC 3135
Telephone: (03) 9259 4200.

Or contact your appropriate sector representative from the list above.

**Regional Family Violence Partnership
Three Year Strategic Plan
2011 - 2014**

PRIORITY AREA #1

Increase the system's capacity to respond earlier and more effectively to all victims of family violence

PRIORITY AREA #1	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Increase the system's capacity to respond earlier and more effectively to all victims of family violence.</i>	Further develop and promote family violence referral pathways in the EMR through the pilot of a referral summary sheet and the promotion of referral pathway flowcharts.	<p>To facilitate easier access for women who have experienced family violence and men who use violence to services in a timely manner</p> <p>To streamline referral process between the participating services</p> <p>To reduce the re-telling of women's stories and personal details during referral processes</p> <p>To contribute to the further development of the family violence induction package and promote referral pathways in the region.</p>	<p>Action 1 – Develop referral summary sheet pilot project including an agreement between the participating agencies.</p> <p>Action 2 – Develop and evaluation framework before the implementation of the pilot project.</p> <p>Action 3 – Review and develop the EMR referral pathways flowchart for inclusion in the Family Violence Induction Package</p> <p>Action 4 – Implement the referral pathways summary sheet pilot for 12 months.</p>	<p>Referral Pathways Working Group (Chair)</p> <p>Involvement in the working group includes but is not limited to:</p> <ul style="list-style-type: none"> • Women's Sector • Victoria Police • Children's Sector • Ringwood Court • Housing/Homelessness Sector • Legal Services 	<p>6 months to develop and implement actions 1 - 3 (Jul 2011–Dec 2012)</p> <p>12 month pilot (Jan 2012 – Jan 2013) for action 4.</p>	<p>Referral pathways that work in line with the Strengthening Risk Management guidelines and other family violence referral tools.</p> <p>Recommendations on further developing the sophistication of family violence referral practices.</p> <p>A position on effectiveness of this approach to referral pathways in the EMR.</p>	<p>Feedback from forum to be developed into practice outcomes by working group:</p> <p>Reduction in clients retelling of their story when referrals are made.</p> <p>A greater perception of a coordinated approach and equity of access to services for clients accessing the integrated family violence system.</p> <p>Consultation with clients on the further development of referral tools and protocols</p> <p>Clients are provided access to a copy of the referral summary sheet for their own records.</p> <p>Increased feedback on referral outcomes from receiving agency worker to the referee.</p> <p>Practitioners understand the links between referral pathways, the CRAF and risk management.</p>

PRIORITY AREA #1

Increase the system’s capacity to respond earlier and more effectively to all victims of family violence

PRIORITY AREA #1	Strategy #2	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Increase the system’s capacity to respond earlier and more effectively to all victims of family violence.</i>	Through Executive Committee leadership, provide support and guidance for continuous improvement in regional family violence integrated responses and contribute to family violence reform and at a state wide level.	<p>To harness the collective leadership of the Executive Committee in developing the system’s capacity to respond more effectively to family violence in the region</p> <p>To share responsibilities as a leadership group to participate in reforms at a statewide level using the mission and principles of the RFVP as a foundation and share outcomes back to the RFVPEC.</p> <p>To inform the broader RFVP members of opportunities to bring issues and projects to the attention of the Executive Committee for support.</p>	<p>Action 1 – All RFVPEC members are responsible for bringing issues related to regional family violence integrated responses to the committee. Items brought to the attention of the committee must be for the purpose of:</p> <ul style="list-style-type: none"> • <i>Strengthening cross-sector accountability to each other</i> • <i>Sharing information to improve systems and create shifts in practice</i> • <i>Considering linkages to priority areas of the strategic plan</i> • <i>Supporting local grassroots family violence projects and initiatives</i> <p>Action 2 – All RFVPEC members will share responsibilities where appropriate for representing the RFVP at a statewide level to support reform and influence strategic direction.</p>	RFVPEC	Ongoing	<p>Reforms that prioritise safety of women and children, hold perpetrators accountable and create stronger governance structures that contribute to an integrated response.</p> <p>Greater awareness and involvement of the broader RFVP membership in participating in family violence reforms</p> <p>Issues that are about positive change and difficult challenges are brought to the table to be discussed and/or resolved with the intent of a better systemic outcome for women and children responding to family violence</p>	<p>Increased awareness for practitioners about who represents their area on the RFVP Executive Committee and how to raise issues for family violence reform through these representatives.</p> <p>Practitioners in EMR workplaces further develop their own processes for communicating and consulting with RFVP Executive Committee.</p> <p>Greater encouragement and support for practitioners to be involved in RFVP projects and working groups.</p>

PRIORITY AREA #1

Increase the system's capacity to respond earlier and more effectively to all victims of family violence

PRIORITY AREA #1	Strategy #3	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Increase the system's capacity to respond earlier and more effectively to all victims of family violence.</i>	Enhance the cultural accessibility of partnership initiatives in a way that upholds equality and respects the diversity of persons accessing the integrated family violence system in the EMR.	To enhance cultural safety and diversity awareness in the strategies and responses we develop under the RFVP based on the principles that we will: 1. Create relationships through communication and building trust. 2. Meet with people where they gather in the community 3. Take responsibility to learn and find a better way. 4. Be robust in our approach and make the commitment.	Action 1 – Continue to maintain and promote spaces for representation on the Executive Committee for representatives from the Aboriginal & Torres Strait Islander, Culturally & Linguistically Diverse, and Disability support sectors. Action 2 – Partner with the Indigenous Family Violence Regional Action Group and seek points of support and collaboration in work plans. Action 3 – Develop a project to audit RFVP processes (MoU, Strategic Plan and minutes) applying lenses specifically related to Aboriginal & Torres Strait Islander, CALD and women with disabilities.	RFVPEC Project committee including but not limited to: <ul style="list-style-type: none"> • Inner East Family Services Rep • Women's Sector Rep • Developing Better Service Responses for Children Chair • Education and Training Chair 	12 months (Jul 2011 – Jun 2012)	Stronger relationships with community representatives from the Aboriginal & Torres Strait Islander, refugee and migrant, culturally diverse, and women with disabilities Auditing processes built into the work of the RFVP that will support responding more effectively to victims of family violence from diverse backgrounds and with complex needs Improved philosophical statements in the MoU that demonstrate respect and commitment to working across the needs of diverse communities in the region.	Greater understanding and capacity in the RFVP to think of diversity more broadly and how it relates to effective family violence reform. Notable influence of this strategy affecting better responses to issues of cultural diversity and equality across all priorities of the strategic plan. Results of cultural safety and diversity audits could inform ongoing training for practitioners in the region. Increased responsibility by services in the EMR to audit their own services, materials, language, and training.

PRIORITY AREA #1

Increase the system's capacity to respond earlier and more effectively to all victims of family violence

PRIORITY AREA #1	Strategy #4	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Increase the system's capacity to respond earlier and more effectively to all victims of family violence</i>	Support the provision of all levels of CRAF training in the EMR and provide new practitioners in the region with induction for responding to family violence.	<p>To improve coordination of the provision of Identifying Family Violence training</p> <p>To provide family violence-specific induction and training to all new practitioners in the region across a range of sectors.</p> <p>To support the availability of ongoing CRAF preliminary and comprehensive training to all practitioners in the EMR.</p>	<p>Action 1 – Continue to assist with the roll out of CRAF preliminary and comprehensive training as it becomes available in the region</p> <p>Action 2 – Through working with government partners, advocate for the funding of an ongoing CRAF and Identifying Family Violence training in the region.</p> <p>Action 3 – Coordinate with the region's Identifying Family Violence trainers to provide Identifying Family Violence training alongside the RFVP Family Violence Induction Package for workers across the key sectors including family violence services, child protection, family services, and community health.</p>	<p>RIC/RFVPEC</p> <p>RIC/RFVPEC</p> <p>Education and Training Working Group (Chair)</p> <p>Involvement in the working group includes but is not limited to:</p> <ul style="list-style-type: none"> • Women's Sector • EDVOS • EMBCC • Identifying Family Violence trainers • Children's Sector 	<p>12 months (Jul 2012 – July 2013)</p> <p>Induction forums are anticipated for October 2011 and May 2012.</p>	<p>Increased capacity of sectors in the region to identify family violence and respond effectively to risk.</p> <p>Embedding of the CRAF within all primary and tertiary sectors that provide support to women and children.</p>	<p>Feedback from forum to be developed into practice outcomes by working group:</p> <p>Practitioners across a broad range of services and sectors are able to access CRAF training and increase capacity to respond to family violence.</p> <p>Services are able to connect practitioners to CRAF training on an ongoing basis (such as online delivery) to account for the high level of staff turnover across the sectors involved in family violence reform.</p> <p>Practitioners find that induction forums help them better negotiate the family violence system.</p>

PRIORITY AREA #2

Emphasise the rights, needs and safety of children and young people

PRIORITY AREA #2	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Emphasise the rights, needs and safety of children and young people.</i></p>	<p>Form a regional Children’s Sector Consultative Group with linkages to each RFVP working group.</p>	<p>To understand, communicate, and respond to specific issues and needs relevant to children in the EMR who have experienced family violence.</p>	<p>Action 1 – Form a consultative group of professionals working with children in the EMR including membership from family violence and sexual assault services, family services, child & youth mental health, community health and child protection.</p> <p>Action 2 – Representatives from the Children’s Sector Consultative group will join each of the RFVP working groups.</p> <p>Action 3 – Develop a paper for RFVPEC endorsement outlining the Children’s Sector Consultative Group’s position on responding to the needs of children with areas of focus for each RFVP working group, including reference to the UN Convention on the Rights of the Child.</p>	<p>Children’s Sector Representative & Consultative Group</p>	<p>12 months (Jul 2011- Jun 2012)</p> <p>Children’s Sector Consultative Group to continue to meet ongoing with regular reports to the RFVPEC.</p>	<p>The Children’s Sector Consultative Group is well established and a representative is posted on every working group in the RFVP.</p> <p>A position paper on responding to the needs of children in the integrated family violence system is developed and promoted.</p> <p>Relationships between the region and statewide initiatives to enhance services for children are developed.</p>	<p>No specific feedback documented at the membership forum – to be developed by the Children’s Sector Consultative Group.</p>

PRIORITY AREA #2

Emphasise the rights, needs and safety of children and young people

PRIORITY AREA #2	Strategy #2	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Emphasise the rights, needs and safety of children and young people.</i>	Develop an education package based on the trauma-informed recovery framework which intersects with CRAF, Best Interests Framework, Strengthening Risk Management guidelines.	<p>To improve responses and outcomes for children who have experienced family violence related trauma.</p> <p>To further develop the theoretical and practical trauma-based response framework for application in working with children and families who have been subjected to family violence.</p> <p>To further develop a common understanding of family violence related trauma across various sectors who work with children.</p> <p>To showcase this framework statewide as a best practice service delivery model.</p>	<p>Action 1 – Undertake a three month project to develop the education package based on the trauma-informed recovery framework</p> <p>Action 2 – Conduct a forum to launch the education package and make it accessible on the RFVP website</p>	<p>Developing Better Service Responses to Children Working Group (Chair)</p> <p>Involvement in the working group includes but is not limited to:</p> <ul style="list-style-type: none"> • Children’s Sector • Family Services • Women’s Sector • Victoria Police • Housing/Homelessness • Community Health 	<p>July to Oct 2011 for project development</p> <p>Nov 2011 anticipated launch date</p>	<p>Education package developed and accessible to practitioners working with children responding to violence in the region.</p> <p>Feedback from stakeholders and participant’s attending forum as to value of the material.</p> <p>Recommendations to consider methods of delivering ongoing training on the trauma informed framework.</p> <p>Considering the uptake of the material and its efficacy for practice outcomes by future stakeholder’s survey and consultation.</p>	<p>Feedback from forum to be developed into practice outcomes by working group:</p> <p>Care is taken with interventions that respond to children’s traumatic experience with family violence particularly amongst practitioners in family violence and family law court jurisdictions, police and child protection.</p> <p>Increased ability for services to raise awareness about the impacts of family violence on children.</p>

PRIORITY AREA #3

Ensure that perpetrators stop their violence and are held to account.

PRIORITY AREA #3	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Ensure that perpetrators stop their violence and are held to account</i></p>	<p>Continue to support and monitor the implementation of the coordinated High Risk Response Strategy pilot.</p>	<p>To convene urgent co-case management, including mandatory case conferences to minimise the risk of imminent and future violence and maximise the safety of women and children.</p> <p>To track and improve responses to the perpetrator at all stages of the intervention with the aim of increasing accountability.</p>	<p>Action 1 – Sign off of the High Response Strategy Memorandum of Understanding by pilot project agencies</p> <p>Action 2 – Launch a 12 month pilot project with ongoing review and monitoring by the project team and the RFVPEC</p> <p>Action 3 – Conduct an end of pilot review including a regional stakeholder workshop and pilot evaluation report.</p>	<p>RFVPEC and the pilot project team including the Victoria Police Family Violence Advisor, EDVOS, and Child Protection.</p>	<p>12 month pilot (Jul 2011 – Jun 2012)</p> <p>Updates from the project team to the RFVPEC on a quarterly basis.</p>	<p>Timely reduction in escalating risks and improved safety for women and children experiencing family violence.</p> <p>Recommendations for enhancing a coordinated criminal and civil justice response to perpetrators of family violence</p> <p>Recommendations for further establishing multi-agency risk management and wrap around support for women and children.</p>	<p>Client experiences a coordinated system that is timely, mobilises a response to perpetrator’s violence, and keeps women and children safe.</p> <p>Practitioners within the coordinated response demonstrate shared understanding of risk and shared responsibility to respond to the risk until it diminishes.</p> <p>Justice system partners coordinate with community service practitioners in the pilot to hold perpetrators accountable for their violence.</p>

PRIORITY AREA #3

Ensure that perpetrators stop their violence and are held to account

PRIORITY AREA #3	Strategy #2	Objectives	Actions	Responsibility	2011/12 Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Ensure that perpetrators stop their violence and are held to account</i></p>	<p>Continue to support and monitor the implementation of the Enhanced Men’s Intake (EMI) program</p>	<p>To contact women prior to contacting perpetrators to ascertain safety concerns.</p> <p>To contact perpetrators and provide information about men’s behavior change programs, court process and consequences of breaching intervention orders, and offer referrals.</p>	<p>Action 1 – EMBCC to consider outcomes of pending statewide evaluation of the Enhanced Men’s Intake program and create responses to any recommendations.</p> <p>Action 2 – EDVOS to track data outcomes of perpetrators movement through the program.</p> <p>Action 3 – EDVOS to collect information about the impact of the program on administration resources, related increases in AFM faxbacks and women’s responses to safety concerns related to EMI protocols.</p>	<p>Eastern Men’s Behaviour Change Consortium EDVOS</p>	<p>12 months (Jul 2011-Jun2012)</p>	<p>A coordinated intake response for perpetrators of violence which enables the risks to women and children to be more clearly identified and managed.</p> <p>Increased opportunities for perpetrators to be referred for voluntary men’s behavior change programs shortly after the incident.</p>	<p>Practitioners in services using the active referral protocols in the Enhanced Men’s Intake program are able to better coordinate service responses based on perpetrators engagement or non-engagement in behaviour change programs.</p>

PRIORITY AREA #3

Ensure that perpetrators stop their violence and are held to account

PRIORITY AREA #3	Strategy #3	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Ensure that perpetrators stop their violence and are held to account</i>	Increase understanding of family violence perpetrator accountability through the development of an RFVP position paper	<p>To use the development of the position paper as an opportunity to engage partners in exchanging ideas and developing shared understanding of the complexities of perpetrator accountability.</p> <p>To utilise the position paper as a resource to improve responses to perpetrators that uphold the safety and agency of women and children.</p> <p>To advocate for stronger regional and statewide accountability initiatives.</p>	<p>Action 1 – Create a proposal outlining the process to develop a position paper on perpetrator accountability.</p> <p>Action 2 – Develop the paper for promotion in the region and statewide.</p>	<p>Sub-committee lead by the Women’s Sector Representative with members including, but not limited to:</p> <ul style="list-style-type: none"> • Victoria Police Family Violence Advisor • Courts Representative • Eastern Men’s Behaviour Change Consortium Representative <p>Other members in the region may wish to participate in the paper development.</p>	12 months (Jul 2011 to Jun 2012)	<p>Improved understanding about perpetrator accountability amongst the various sectors involved with the RFVP.</p> <p>Stronger relationships with justice system partners such as Corrections through collaboration on the position paper.</p> <p>Recommendations to use the RFVPEC position on perpetrator accountability as a platform for an “Accountability Conference” in 2013-2014.</p>	<p>Practitioners in the EMR integrated family violence system understand the link between the safety for women and children and perpetrator accountability.</p> <p>Recognition by services and practitioners that responsibilities to hold the perpetrator accountable rests with the community and not with individual victims of violence.</p>

PRIORITY AREA #3

Ensure that perpetrators stop their violence and are held to account

PRIORITY AREA #3	Strategy #4	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Ensure that perpetrators stop their violence and are held to account</i></p>	<p>Work with statutory and community partners to improve accountability through justice responses.</p>	<p>To improve support and justice outcomes for women and children</p> <p>To improve accountability of perpetrators by establishing a men’s respondent worker at court and protocols between services</p> <p>To further develop the partnership between Victoria Police, Courts, and family violence services</p> <p>To provide greater consistency in response to perpetrators who disregard or fail to comply with police, court and corrections responses.</p>	<p>Action 1 –Ongoing collaboration to support family violence integration work at Ringwood Magistrates’ Court.</p> <p>Action 2 - Advocate for Ringwood Magistrates’ Court to be included in the Family Violence Court Division of the Magistrates’ Court of Victoria by consulting with local magistrates and the administration of Magistrates Court of Victoria.</p> <p>Action 3 – Support the EMBCC as necessary to work with Courts and Corrections in making and monitoring referrals to men’s behaviour change programs and implementing a respondent worker at Ringwood Court.</p> <p>Action 4 – Strengthen police capacity to apply for criminal charges for multiple breaches of Family Violence Intervention orders.</p> <p>Action 5 – Support the Victoria Police Family Violence Advisor in creating a business case for a Family Violence Response Unit in the EMR.</p>	<p>RFVPEC members currently involved in justice initiatives:</p> <ul style="list-style-type: none"> • Courts representative • Victoria Police Family Violence Advisor • Women’s Sector representative • EMBCC representative 	<p>12 to 24 months (Jul 2011 – Jun 2013)</p>	<p>Increased referrals and support for women from the justice system to specialist family violence services</p> <p>Stronger relationship established between Courts, Corrections and MBCPs in the region through referral protocols and the implementation of a men’s worker at Ringwood Court.</p> <p>Legislated and resourced inclusion of Ringwood in the Family Violence Court Division.</p> <p>Implementation of a police Family Violence Response Unit for the region with co-located specialist family violence services</p> <p>Increased charges and sentencing of perpetrators who have breached intervention orders in the region.</p>	<p>Victims of family violence receive acknowledgement of their experiences and have greater faith in the justice system to prioritise safety.</p> <p>Practitioners in the integrated family violence services have access to resources and information in the justice system to better support clients.</p> <p>Respondent worker assists to put interventions in place for respondents that prioritise the safety of victims of family violence and maintain focus on perpetrator accountability</p> <p>Persons working in the services that make up the justice system (police, magistrates, registry, legal services, corrections) receive training and resources to prioritise safety and accountability when making decisions related to family violence matters.</p>

PRIORITY AREA #4
Ensure Victorian communities do not tolerate violence against women

PRIORITY AREA #4	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Ensure Victorian communities do not tolerate violence against women.</i>	Establish partnerships across government and non-government agencies and accountable leadership structures in the EMR for sustainable prevention.	<p>In alignment with the goals of A Right to Respect: Victoria's Plan to Prevent Violence against Women, the objectives are to promote:</p> <p>A significant reduction in violence against women</p> <p>Non-violent and non-discriminatory social norms</p> <p>Gender-equitable, safe and inclusive communities and organizations</p> <p>Equal and respectful relationships between women and men</p>	<p>Action 1 - Actively contribute to the activities of the Inner East Local Government Preventing Violence against Women project and the Outer East Preventing Violence against Women Alliance.</p> <p>Action 2 - Liaise with Vic Health to identify ways of building capacity in the EMR around preventing violence against women</p>	<p>Preventing Violence against Women Working Group (Chair)</p> <p>Involvement in the working group includes but is not limited to:</p> <ul style="list-style-type: none"> • EDVOS • ECASA • Women's Health East • Local council prevention workers • Primary Care Partnerships • Children's Sector • EMBCC 	12 months (Jul 2011 – Jun 2012)	<p>Increased awareness in the EMR around the gendered nature of violence and the impact on women and children.</p> <p>Increased number of workers in the health and community sector will better understand the gendered nature of violence against women and will respond appropriately.</p> <p>Working group and prevention sector will have a greater understanding of preventing violence against women and use consistent language.</p>	<p>Feedback from forum to be developed into practice outcomes by working group:</p> <p>Creates safer environment for women to be empowered to make supported safe decisions with a non-blaming response.</p> <p>Better relationships with NGOs to achieve collaborative practice</p> <p>Allows services to act rather than the early work of justifying decisions.</p>

PRIORITY AREA #4

Ensure Victorian communities do not tolerate violence against women.

PRIORITY AREA #4	Strategy #2	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Ensure Victorian communities do not tolerate violence against women.</i></p>	<p>Strengthen community leadership to drive change.</p>	<p>In alignment with the goals of A Right to Respect: Victoria’s Plan to Prevent Violence against Women, the objectives are to promote:</p> <p>A significant reduction in violence against women</p> <p>Non-violent and non-discriminatory social norms</p> <p>Gender-equitable, safe and inclusive communities and organizations</p> <p>Equal and respectful relationships between women and men</p>	<p>Action 1 – Provide media advocacy training for both women who have experienced violence and prevention workers to support their continued commitment to speaking out and consider a related initiative for the 16 Days of Activism against Gender Violence (Nov 25 – Dec 10, 2011).</p> <p>Action 2 – Explore options for using participatory theatre (Theatre of the Oppressed) techniques as a strategy for change.</p> <p>Action 3 – Develop a brief outlining the RFVP position on a gendered analysis to preventing violence against women.</p>	<p>Preventing Violence against Women Working Group (Chair)</p> <p>Involvement in the working group includes but is not limited to:</p> <ul style="list-style-type: none"> • EDVOS • ECASA • Women’s Health East • Local council prevention workers • Primary Care Partnerships • Children’s Sector • EMBCC 	<p>6 months (Jul – Dec 2011) to develop and implement actions 1 & 2</p> <p>12 months (Jul – Jun 2012) to develop and implement actions 3 & 4</p>	<p>A family violence prevention advocacy campaign is established and proactive in responding to issues as they arise.</p> <p>Changes in community attitudes toward violence against women.</p> <p>Appropriate media representation of the gendered nature of violence against women.</p>	<p>Feedback from forum to be developed into practice outcomes by working group:</p> <p>Women and children are more able to report safely with a shift in community attitudes and reduced barriers/stigma to seeking help</p> <p>Increased reporting, positive images and visibility about violence against women in the media</p> <p>Greater understanding of the meaning of violence against women for women in general and women impacted by family violence.</p> <p>Position statement could be used between agencies to have a common language and take action</p> <p>Local government workers would have increased confidence to take action.</p> <p>Acknowledges challenges to make links with gender equity</p>

PRIORITY AREA #5

Strengthen the Integrated Family Violence System including governance and workforce capacity

PRIORITY AREA #5	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Strengthen the Integrated Family Violence System including governance and workforce capacity</i></p> <p>Please Note: This area of the strategic plan is still in draft and is pending endorsement by the Executive Committee.</p>	<p>Strengthen service relationships and joint practice approaches between family violence, child protection and integrated family services in responding to family violence.</p> <p>Refer to the FV/CP/IFS Partnership Agreement template (2008) for detail on the principles of this strategy.</p>	<p>To use opportunities within the structure of the RFVP to bring practitioners from Family Violence, Child Protection and Family Services sectors together according to the principles of the Partnership Agreement template.</p> <p>To aim for the development of local relationships and enhancing skills to respond to family violence across Family Violence, Child Protection and Family Services sectors.</p> <p>To discover where joint practice across the Family Violence, Child Protection and Family Services sectors is happening well, what it looks like and what factors of success can be promoted more broadly.</p>	<p>Action 1 - Ensure that the Statements of Purpose for Family Services articulate accountability to the principles of the Partnership Agreement template through representation on the RFVP Executive Committee.</p> <p>Action 2 - Include that the principles of the Partnership Agreement template within the RFVP Memorandum of Understanding.</p> <p>Action 3 – Executive Committee representatives from Family Violence, Child Protection and Family Services will facilitate greater participation of practitioners in the working groups and other structures of the RFVP, such as training and membership forums.</p>	<p>RFVPEC with leadership from: Child Protection rep Family Services reps Children’s Services rep Family Violence services (women’s and men’s)</p>	<p>12 months (July 2011 to June 2012)</p>	<p>Increased participation of Child Protection and Family Services practitioners in the working groups and continued representation at the Executive.</p> <p>The principles of the Partnership Agreement template are taken up through the strategic plan and the Memorandum of Understanding.</p> <p>Stakeholders in the region’s Family Violence, Child Protection and Family Services develop greater capacity to engage in joint practice opportunities.</p>	<p>More creativity in service models that breaks down the silos between different sectors</p> <p>Recognition by services in the region as to the value of integration to enhance practice by clarifying roles, increasing client access to services and developing a common understanding of family violence, risk factors, crisis, and recovery.</p> <p>Increased engagement of child protection practitioners in partnership work to develop improved responses for children.</p> <p>Increased joint work/care team approaches and fewer responses done in isolation from other sectors.</p>

PRIORITY AREA #5
Strengthen the Integrated Family Violence System including governance and workforce capacity

PRIORITY AREA #5	Strategy #2	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Strengthen the Integrated Family Violence System including governance and workforce capacity</i>	Provide practitioners in the region with family violence educational forums.	To provide practitioners across various sectors with the opportunity to network and increase their understanding of family violence.	Action 1 – In addition to the two Identifying Family Violence & Induction training forums, develop at least two family violence educational forums for practitioners in the region.	Education & Training Working Group (Chair) Involvement in the working group includes but is not limited to: <ul style="list-style-type: none"> • Women’s Sector • EDVOS • EMBCC • Identifying Family Violence trainers • Children’s Sector 	12 months (Jul 2011 – Jun 2012) One of the forums may be reserved for the Developing Better Responses for Children Working Group	Innovative and effective knowledge available in the region for practitioners to enhance their capacity to respond effectively to family violence.	<p>Feedback from forum to be developed into practice outcomes by working group:</p> <p>Practitioners receive information and education about family violence system that contributes to the development of their praxis</p> <p>Practitioners are supported to work within an advocacy framework at a individual and systemic level</p> <p>Practitioners make visible women’s safety and perpetrator accountability and are enabled to raising these issues to RFVP leadership with the purpose of reforming the system.</p>

PRIORITY AREA #5

Strengthen the Integrated Family Violence System including governance and workforce capacity

PRIORITY AREA #5	Strategy #3	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Strengthen the Integrated Family Violence System including governance and workforce capacity</i></p>	<p>Re-develop the 2007 Memorandum of Understanding so that the agreement reflects the current status of the RFVP and statewide family violence reform policy</p>	<p>To strengthen RFVP governance through the agreement set out in the MoU and ensure it reflects the family violence system reform moving into 2011 to 2014.</p> <p>To consolidate the policies and procedures of the RFVP developed since its inception.</p>	<p>Action 1 – Separate from the MoU, create a Policy & Procedures manual outlining the policies developed to govern the RFVP.</p> <p>Action 2 - Update the MoU with current statewide policy and include updated references to Victorian Charter of Human Rights and Responsibilities and UN Convention on the Rights of the Child.</p> <p>Action 3 – All RFVPEC members to advise on updating and revising the RFVPEC Terms of Reference and Membership Criteria</p> <p>Action 4 – Consult with the RFVPEC and signatories to the MoU to finalise the new documents.</p>	<p>RIC/Chair/RFVPEC</p>	<p>6 months (Jul – Dec 2011)</p>	<p>A newly developed MoU that reflects the current status of the RFVP and details the objectives and requirements of successful integrated family violence service delivery.</p> <p>A Policy & Procedures Manual that provides stronger guidance to the RFVP on the functions of its governance.</p>	<p>The MoU attracts to participate in the RFVP offering varying levels of commitment for members to contribute to family violence reform and integration.</p> <p>The MoU invites in participation that reflects the diversity of the region.</p> <p>Practitioners and services are able to use the MoU as guidance to responding more effectively to clients accessing the integrated family violence system.</p>

PRIORITY AREA #5

Strengthen the Integrated Family Violence System including governance and workforce capacity

PRIORITY AREA #5	Strategy #4	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<p><i>Strengthen the Integrated Family Violence System including governance and workforce capacity</i></p>	<p>Continue to improve communication across the RFVP.</p>	<p>To improve the flow of information about local and state family violence initiatives, resources, policies and professional development opportunities.</p> <p>To raise the profile of the work of the RFVP, the Executive Committee, the working groups and other related activities.</p>	<p>Action 1 – Develop a communication strategy for the RFVP to ensure that information from the state and within the RFVPEC is disseminated appropriately in the region.</p> <p>Action 2 – Continue to refine and promote the RFVP website as a resource for the region.</p> <p>Action 3 – Continue to deliver a quarterly newsletter throughout the region.</p>	<p>RIC/RFVPEC</p>	<p>6 months (Jul – Dec 2011) for Action 1.</p> <p>12 months for Actions 2 & 3</p>	<p>Services and practitioners in the region are more informed about what is happening in the RFVP and in the family violence sector more broadly.</p> <p>Services and practitioners are better equipped to use knowledge gained through RFVP communications to achieve better outcomes for women and children responding to family violence.</p>	<p>Stronger communication and information sharing about the RFVP (between agencies, working groups, Executive) assists practitioners become more involved in actively contributing to family violence reform.</p> <p>Practitioners are able to receive communications about family violence integration that assists them to more effectively support and respond to the needs of their clients.</p>

PRIORITY AREA #6

Improve research and data systems to measure progress of reform and reform outcomes

PRIORITY AREA #6	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Improve research and data systems to measure progress of reform and reform outcomes</i>	Develop a report of a regional analysis of published family violence data sources from sectors involved in family violence integration	<p>To develop a report for the RFVP identifying available data to create a picture of family violence issues and the EMR</p> <p>To identify gaps in available data for the region and provide recommendations for improvements in measuring family violence.</p>	<p>Action 1 – Develop a sub-committee to research the availability of published family violence-related data and identify data gaps in the EMR.</p> <p>Action 2 – Create a report to present back to the RFVP on available family violence data and gaps in the EMR.</p>	<p>Sub-committee of: EMBCC Representative Inner East Family Services Alliance Rep RIC DHS Representative Courts Representative Victoria Police Representative</p>	12 months (Jul 2011 – Jun 2012)	For the RFVP to promote greater understanding of family violence issues in the EMR and advocate for resources where gaps are identified.	<p>The report contributes to evidence based practice by developing a deeper understanding of the effectiveness of family violence responses, accessibility for disadvantaged groups, and client experiences.</p> <p>The report enables identification of gaps in the integrated family violence system to more effectively plan service provision to the benefit of the people described in the data.</p>

PRIORITY AREA #6

Improve research and data systems to measure progress of reform and reform outcomes

PRIORITY AREA #6	Strategy #1	Objectives	Actions	Responsibility	Timeline	Strategic Outcomes	Practice Outcomes
<i>Improve research and data systems to measure progress of reform and reform outcomes</i>	Develop an agreed and respectful process to evaluate the Regional Family Violence Partnership.	<p>To identify a process for evaluating the RFVP that consolidates and progresses the work of the partnership.</p> <p>To use this process to guide the evaluation of the RFVP with the purpose of ensuring that integration processes are advocating for and improving the safety of women and children and holding perpetrators of violence accountable.</p>	<p>Action 1 – Establish a sub-committee of Executive and non-Executive RFVP members to develop the evaluation process.</p> <p>Action 2 – Bring a report on the agreed evaluation process back to the RFVPEC for approval</p> <p>Action 3 – Engage an evaluator to conduct the evaluation of the RFVP.</p>	Women’s Sector Rep and sub-committee	June 2011 to Mar 2012	<p>A process of evaluation that is respectful of the varying positions and perspectives in the RFVP is developed.</p> <p>The process serves as a platform to evaluate the RFVP integration processes.</p> <p>Outcomes of the evaluation demonstrate strengths, gaps and recommendations for improving the safety of women and children and holding perpetrators accountable.</p>	Practitioners are able to identify how effective the system reform, at a regional level, is in contributing to the safety of women and children and the accountability of perpetrators.