

Domestic Violence Victoria
STRATEGIC AND BUSINESS PLANNING FRAMEWORK
2007-2010



Peak body for domestic violence services for women & their children

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DV Vic Strategic and Business Planning Framework

Introduction

This Strategic Planning Framework details Domestic Violence Victoria's (DV Vic's) strategic directions for the period December 2007 to December 2010 and defines the business operations that will achieve these directions. The purpose of the Framework is to provide the governing body and the staff of DV Vic with a map to grow the organisation in a united, strategic and coordinated manner. The Framework is a resource framework and also an accountability tool for DV Vic both internally and externally to key stakeholders, including membership, women who experience family / domestic violence and funding bodies.

DV Vic Vision

We live in a community where all people live free from violence.

DV Vic Purpose

DV Vic is the peak body for family / domestic violence services in Victoria that provide support to women and children to live free from violence. With the safety and best interests of women and children as central, DV Vic provides leadership to change and enhance systems that prevent and respond to family violence.

DV Vic Strategic and Business Planning Mission 2007 - 2010

DV Vic is a robust and well-resourced peak body with a clear and accountable governance structure. DV Vic has strong links with a broad range of stakeholders, including its membership. DV Vic has an identity as the peak body that provides leadership in good practice and advocates for systemic change to prevent violence and enhance responses to women and children experiencing family violence

DV Vic Values

Our core values emerge from an understanding of feminist, human rights and social justice frameworks. Our core values reflect those detailed in DV Vic's Code of Practice for Specialist Family Violence Services and are demonstrated in all areas of organisational policy and practice:

<ul style="list-style-type: none"> • Rights: Family Violence is a fundamental violation of human rights 	<ul style="list-style-type: none"> • Collaborative practice: Women and children benefit from collaborative practices through greater coordination and integration
<ul style="list-style-type: none"> • Safety: The safety of women and children who experience family violence is paramount in any response 	<ul style="list-style-type: none"> • Responsibility: Responsibility for violence rests with the perpetrator of violence and the prevention and eradication of violence is the responsibility of the community as a whole
<ul style="list-style-type: none"> • Diversity: Family Violence is experienced by women and children regardless of class, ethnicity, religion, age, abilities or sexual preference 	<ul style="list-style-type: none"> • Accountability: Perpetrators of violence should be held accountable and challenged to take responsibility for their actions
<ul style="list-style-type: none"> • Empowerment: Responses to women and children who experience family violence should build upon their strengths and enhance their ability to make informed decisions 	<ul style="list-style-type: none"> • Power: Responses to family violence must recognise and address the power imbalance and gender inequality between those using violence (predominately men) and those experiencing violence (predominately women and children)
<ul style="list-style-type: none"> • Access and equity: Services provision to women and children experiencing family violence should be accessible and be delivered in a fair and equitable manner 	<ul style="list-style-type: none"> • Justice: Physical or sexual violence within the family is a crime and warrants a strong and effective justice system response
<ul style="list-style-type: none"> • Advocacy: Advocacy for the rights and interests of women and children is required on an individual and broader societal level 	

Reading the Strategic and Business Planning Framework

The Framework has three areas of focus:

1. **Organisational Development – Building Capacity:** focuses on the internal capacity building required for DV Vic to continue to develop as a sound, viable and accountable organisation.
2. **Stakeholder Engagement – Building Relationships:** focuses on work required to strengthen our collaborative working relationships with key stakeholders.
3. **Advocacy and Representation – Building Better System Responses and Preventing Violence:** focuses on the advocacy, representation, advice and analysis required by DV Vic to identify gaps and provide recommendations, to improve outcomes for women and children experiencing family violence.

Each focus area will be introduced with background information to key issues which will provide context for the strategic directions and the objectives of the business operations.

Implementation and Evaluation of Strategic and Business Planning Framework

The Strategic and Business Planning Framework will operate on a one-calendar-year Planning Cycle. At the end of each Cycle, the previous Planning phase will be reviewed and evaluated to ensure that all aspects of the plan have been discharged. Where milestones and outcomes have not been reached they will be assessed with regard to their inclusion in the next plan. This phase of the Planning Cycle will also evaluate external environmental factors to be considered for inclusion into the next phase of the plan.

Engagement in the Strategic and Business Planning cycle will extend to the DV Vic governing body*, the Executive Officer and other staff nominated by the CEO or governing body. The business operations will inform annual work plans which will be monitored by the CEO via regular supervision, and reported against to the governing body on a monthly basis.

**The language which has been to describe DV Vic's governing body is 'Coordinating Collective', which corresponds with the language of the current constitution. New language will be introduced once a reviewed constitution is passed at the 2008 DV Vic Annual General Meeting. In the interim, and for the purposes of this document, the term 'governing body' will be used.*

Focus Area 1: Organisational Development – Building Capacity

Background

DV Vic has grown from a coalition of services to realise its role as peak body for women's and children's family violence services in Victoria. The new approach to family violence, an initiative of the Victorian government over the past few years, has provided opportunities for DV Vic to forge a stronger identity and further consolidate its role as peak body. The same period of time has seen DV Vic develop from an organisation of only one position (shared part time CEO position and part-time Admin/Finance worker) to a fuller compliment of staff; in 2007 DV Vic recruited a Practice Development Manager, Policy Officer and Media Awards Project Officer. DV Vic has also secured further funding to recruit a project officer to undertake interface development between the FV sector and those services that have been funded to deliver Child First programs in community settings.

While this period of rapid growth has improved the organisation's ability to fulfil its role to membership and relevant stakeholders, work to enhance organisational capacity is essential to support and consolidate this growth and to continue the journey of development, including:

- Governance: strengthening of organisational governance and implementation of relevant policies and processes
- Constitution review, including review of membership eligibility criteria
- Organisational accreditation
- Pursuit of additional resources

Governance

As an unfunded statewide coalition of services, historically the work of the peak was adopted by a range of different services. Since DV Vic was established in 2002, in the absence of adequate staff, the governing body had to be 'hands on' with DV Vic activities. During 2007, DV Vic governance arrangements came under review. It was identified that a review of the governance structure was required to support the ongoing transition of DV Vic from a coalition of services to an organisation which has: robust accountability policies and procedures relevant to its financial and legal responsibilities and; clear delineation of the roles of staff and the governing body. This work has begun and will also include a move from a 'co-ordinating collective' made up of member agencies – to a more structured governance group that will expand to ensure broader representation and skill sets.

Strategic Direction: *To strengthen and consolidate the governance of DV Vic*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Determine language that will be used to describe the model of governance reflected in the constitution 	<p>DV Vic has a clear governance structure that is supported by governance policies, including a code of ethics. The language used to describe the governance of the organisation is consistent with the constitution and reflects the organisational structure. The governing body has a project management plan to oversee the implementation of the governance policies and a plan to broaden their skills base.</p> <p>Governing body members have a clear understanding of their role and responsibilities via an orientation kit and position descriptions.</p> <p>The work of the governing body and the CEO is evaluated annually.</p>	Governing Body / CEO	2008 AGM
<ul style="list-style-type: none"> Develop Governance Policies for roles and responsibilities of the governing body 		Governing Body / CEO	2008 AGM
<ul style="list-style-type: none"> Develop a Code of Ethics for the governing body 		Governing Body / CEO	2008 AGM
<ul style="list-style-type: none"> Develop position descriptions for governing body members 		Governing Body / CEO	2008 AGM
<ul style="list-style-type: none"> Develop orientation package for incoming governing body members 		Governing Body / CEO	2008 AGM
<ul style="list-style-type: none"> Investigate ways of expanding the skill /expertise base of the governing body 		Governing Body / CEO	2009 AGM
<ul style="list-style-type: none"> Annual performance evaluation of the governing body 		Governing Body / CEO	Annually
<ul style="list-style-type: none"> Annual performance evaluation of the CEO 		Governing Body / CEO	Annually

Constitution Review

A new governance structure necessarily requires a constitution review. In light of the new funding introduced in the 2005 Victorian budget which has broadened the types of services providing a response to women and children experiencing family violence, the aim of the constitution review is also to investigate the possibility of broadening membership criteria to ensure that DV Vic is inclusive of the diversity of family violence services, supports the implementation of the DV Vic Code of Practice to those services and ensures DV Vic's relevance as the peak body to women's and children's family violence services.

A constitution review will also require consideration of DV Vic's work to secure Deductible Gift Recipient (DGR) tax status. DV Vic is seeking DGR status to compliment its ability to attract donations and therefore diversify funding. Legal advice has been engaged for this endeavour which also encompasses the review of the DV Vic constitution.

Strategic Direction: *To review the constitution in order to strengthen the governance structure, investigate the possibility of broadened membership and to serve the purposes of DGR requirements.*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Seek legal advice to support the constitution review 	DV Vic has a revised constitution that is instituted and addresses membership eligibility and DGR status. Relevant stakeholders are aware of the new constitution and it is used to inform clear governance processes.	CEO	2008 AGM
<ul style="list-style-type: none"> Develop discussion papers on Membership Eligibility in consultation with membership and for consideration of the governing body 		Policy Officer	2008 AGM
<ul style="list-style-type: none"> Seek agreement from governing body on criterion for membership based on membership consultation and legal advice 		Governing Body	2008 AGM

<ul style="list-style-type: none"> Review constitution to ensure a clear organisational structure that reflects the governance model and to support DGR status 	DV Vic is inclusive of all family/domestic violence service types and plays a key role in promoting a specialist approach to family / domestic violence service delivery.	CEO / Treasurer	2008 AGM
<ul style="list-style-type: none"> Institute the new constitution at the 2008 AGM, in accordance with the current constitution 		CEO	2008 AGM
<ul style="list-style-type: none"> Implement a communication strategy to relevant stakeholders 		Policy Officer	End of 2008

Organisational Accreditation

The Victorian Office of Housing has directed that SAAP funded services will be required to be accredited by Dec 2008. The accreditation process will be an excellent opportunity to support the process of internal capacity building required by DV Vic. As a consequence of accreditation, DV Vic will also instigate a continuous quality improvement process.

Strategic direction: *To seek accreditation for DV Vic and institute a framework for ongoing evaluation and continuous quality improvement processes*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Engage an accreditation provider 	DV Vic is accredited against recognised standards of critical best practice via a coordinated and resourced process that involves the organisation at all levels. DV Vic has a plan in place	CEO	Jan 2008
<ul style="list-style-type: none"> Develop project management framework that details process, responsibilities, timeframes and evaluation 		CEO / staff and Governing Body	Feb 2008
<ul style="list-style-type: none"> Seek ways of building accreditation capacity within DV Vic 		CEO	Feb 2008
<ul style="list-style-type: none"> Undergo assessment review and develop a 3 year 		CEO / staff and	Dec 2009

quality work plan	to address gaps and continue organisational evaluation and quality improvement processes.	Governing Body	
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Pursuit of Additional Resources

(Please note: This strategic direction is closely linked to the government engagement strategy detailed in Focus Area 2 page 11) DV Vic will seek resources for the following positions and initiatives:

- Administration / operational costs
- Children’s Policy Officer
- Communications
- Family Violence in the Media
- Consumer Engagement (Please refer to Focus Area 3; Consumer Engagement Strategy, page 12).
- Office Space

Strategic direction: *Maintain existing, and seek additional resources to support the role and work of DV Vic*

Objectives	Outcome Indicators	Accountability	Timeframe
Develop a rationale and attract funding for: <ul style="list-style-type: none"> • Administration support • Children’s Policy Officer • Recurrent funding for the Policy Officer and Practice Development positions • Communications worker • Statewide media position • Project to ensure DV Vic activities are informed by consumer feedback 	Relevant Ministers and government departments are aware of the work and progress of DV Vic. DV Vic value-adds to the family violence joined-up response agenda. DV Vic uses creative and proactive strategies to resource its strategic directions and is accountable to its funding	CEO / Governing Body	2007 - 2010
<ul style="list-style-type: none"> • Explore creative and strategic approaches to funding 		Treasurer /	2007 - 2010

sources	bodies.	CEO	
<ul style="list-style-type: none"> Investigate options for office space 	DV Vic core funding is increased according to its strategic directions and receives funding from diverse sources. DV Vic has adequate office space.	Treasurer / CEO	2007 - 2010
<ul style="list-style-type: none"> Seek DGR and other charitable tax exemption status 	Achieve DGR & other relevant tax exemption status.	Treasurer / CEO	2007 -2010

Focus Area 2: Stakeholder Engagement – Building Relationships

Background

It is essential for DV Vic to have strong relationships with a number of key stakeholders. This includes but is not limited to:

- DV Vic members
- Victorian Government Ministers who share the portfolio for the new approach to family violence
- Relevant departments of government
- Other key stakeholders providing a response to women and children experiencing family violence in Victoria, particularly those who are advocating for diverse groups of women
- Other peaks, including VCOSS and particularly those also funded by Office of Housing.

There is important work required to strengthen DV Vic's relationship with a number of these stakeholders to improve collaboration and communication. There is also a need to strengthen and clarify DV Vic's role as the peak body to ensure accountability for representation at a statewide level.

Sector engagement Strategy

Since the work on the new joined up approach to family violence has begun in Victoria, DV Vic's workload has rapidly increased, with new resources to help manage this work only being realised relatively recently. As family violence services have had to face a number of challenging hurdles during that time, DV Vic has had to work hard for its membership. However, consistent communication and contact with members has been difficult to maintain in the face of limited resources.

A sector engagement strategy will include:

- Communications
- Consultation
- Website
- DV Vic general meetings
- Networks
- Working parties.

Strategic direction: *To develop a Sector Engagement Strategy*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Draft a communication strategy that details processes for the development, implementation and evaluation of communication with stakeholders 	DV Vic has a strong relationship with the family / domestic violence sector that is based on consistent and clearly articulated processes.	CEO / Policy Officer	2008
<ul style="list-style-type: none"> Communicate final strategy to relevant stakeholders and evaluate annually 		Policy Officer	2008 -2010

Government Engagement Strategy

It is essential for DV Vic to develop and maintain ongoing relationships with Minister’s offices and government departments relevant to the family / domestic violence response in Victoria in order to effectively represent the family /domestic violence sector and advocate for the safety and best interests of women and children experiencing family / domestic violence.

Strategic direction: *To develop a Government Engagement Strategy*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Draft a project management plan that details processes for the development, implementation and evaluation of government engagement activities. 	Relevant Ministers and government departments are aware of the work and progress of DV Vic. DV Vic value-adds to family violence joined up response agenda. DV Vic is used as a conduit between government and the family / domestic violence sector	CEO / Governing Body	2009
<ul style="list-style-type: none"> Communicate final strategy to relevant stakeholders 		CEO	2009 - 2010

Consumer Engagement Strategy

DV Vic needs to ensure ongoing consultation with diverse groups of women who are family violence service system users. As detailed in the DV Vic Code of Practice, consumer feedback and input into organisational planning processes correlates to current standards in good practice; it is also a requirement for accreditation standards. This strategy would ensure that DV Vic work is comprehensively informed by best outcomes for women and children. Funding for a project to explore and recommend ways in which DV Vic could ethically and effectively work with women who have experienced family violence is necessary to ensure women are adequately supported throughout the process and have the information and ability to fully participate and benefit from the process.

Strategic direction: *To ensure DV Vic's activities are informed by consultation with women and children who have experienced family / domestic violence*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Draft a project management framework that details processes for the development, implementation and evaluation of consumer engagement. Ensure framework incorporates strategies for inclusion of diversity. 	Funding is sourced for a project that is based on a structured project management framework. Mechanism established for regular consultation with women and children who experience violence. DV Vic activities and policies reflect the experiences of diverse groups of women and children. Evaluation of the mechanism demonstrates that diverse groups of women feel supported by the consultation experience (demonstrating ethical nature of the mechanism)	CEO	2009
<ul style="list-style-type: none"> Source funding to establish a project to develop a mechanism for ethical and regular consultation with women and children. 		CEO	2009
<ul style="list-style-type: none"> Implement project management plan, including project evaluation. 		Project Officer	2009
<ul style="list-style-type: none"> Ensure mechanism includes strategy to integrate feedback into policy development and member support activities 		CEO / Project Officer	2009

Promoting the role of DV Vic to relevant stakeholders

DV Vic is a relatively young organisation and a variety of services historically fulfilled the peak role in the absence of a funded peak. As such, confusion can at times exist as to DV Vic's purpose and role with membership and external stakeholders. The absence of absolute clarity on the role of DV Vic can create conflict and division. A variety of strategies are therefore required to realise this work and clarify the way in which DV Vic works collaboratively with membership and external stakeholders and is accountable for its advocacy and representation.

Strategic direction: *Promote and strengthen stakeholder understanding of DV Vic's role*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Develop a strategy to promote DV Vic as peak body and develop MOU with statewide member services as the basis for policy development and to enhance relationships 	<p>The role of the peak is clearly identifiable from other organisations.</p> <p>Relevant policies and MOUs articulate the way in which DV Vic works collaboratively with members and other stakeholders.</p> <p>Expectations of the peak are clarified, and ongoing evaluation of our role is supported by explicit FASAs and an annual evaluation mechanism.</p> <p>Community representation on the governing body enhances the understanding of a peak role.</p> <p>The role of the peak is understood by a broad range of stakeholders.</p>	Policy Officer / CEO	Late 2008
<ul style="list-style-type: none"> Contribute to revised and comprehensive FASAs with relevant government departments which clearly articulate our role and responsibilities 		CEO	2008
<ul style="list-style-type: none"> Ensure regular meetings with all relevant Govt departments and minister's offices 		CEO	2007 – 2010
<ul style="list-style-type: none"> Develop policies to clarify roles and processes for collaborative relationships, including a Policy Development policy; Representation policy; Consultation policy and; a DV Vic Guiding Vision for Family Violence Response 		Policy Officer / CEO	2007 - 2010
<ul style="list-style-type: none"> Ensure governing body membership includes community representation 		Governing Body	2009
<ul style="list-style-type: none"> Conduct an annual survey of both membership and other stakeholders to evaluate the role and work of 'the peak'. 		Policy Officer	2008- 2010

Focus Area 3: Advocacy and Representation – Building Better System Responses and Preventing Violence

Background

DV Vic will continue its core business of representation of the family / domestic violence sector on issues affecting women and children experiencing family violence at a statewide level and of providing high level analyses of these issues. It can be argued that this work can have greater credibility and, more importantly greater impact, if informed by consultation with both members and consumers and by current documented evidence. DV Vic also needs to provide transparency and accountability in the type of advocacy it provides. Therefore, a policy document that details the processes by which DV Vic arrives at policy positions is required. A DV Vic vision for a statewide system response to women and children experiencing family violence, inclusive of the diversity of women who experience family violence, would direct advocacy priorities. (Please refer to Focus Area 2, page 10 for further information)

The initiatives already committed to for the life of this Strategic and Business Planning Framework include:

Family Violence Legislation reform

This project has been an important focus of DV Vic’s work since the release of the Victorian Law Reform Commission’s ‘Family Violence Laws’ report. DV Vic has partnered with the Federation of Community Legal Centres, VCOSS and other key NGOs to facilitate a campaign to see the legislative and non-legislative recommendations of the report realised.

Strategic Direction: *To ensure the legislative and non-legislative recommendations of the VLRC report are realised*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Continue to work in collaboration with campaign partners and DV Vic members 	The family / domestic violence sector has a voice in the progress of law reform process. Recommendations of the report are progressed.	Policy Officer	2007-2010
<ul style="list-style-type: none"> Communicate progress to broader membership 		Policy Officer	2007-2010

Housing Sector Reform

The housing sector reform is an initiative of the Office of Housing and has significant implications for the family/domestic sector. Aspects of the reform include:

- Accreditation
- Registration and regulation
- Housing Provider Framework
- Homelessness Assistance Funding and Accountability Model
- Statewide Homelessness Assessment and Referral Framework
- Workforce Strategy

Registration has become a major campaign of DV Vic's because of the potential risks to women and children needing to access family violence crisis support accommodation services. DV Vic will continue to give this issue the priority it requires.

Strategic Direction: *To support the family / domestic violence sector in responding to Office of Housing reforms*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> • Continue to liaise with the Office of Housing and members on various aspects of the reform 	DV Vic members are regularly consulted. Office of Housing is informed of issues concerning the sector and potential risks. Innovative solutions are identified to address stumbling blocks.	CEO / Policy Officer	2007 - 2010
<ul style="list-style-type: none"> • Regularly communicate progress to membership 		CEO / Policy Officer	2007 – 2010
<ul style="list-style-type: none"> • Provide ongoing analyses of impact / opportunities / risks to relevant stakeholders 		CEO / Policy Officer	2007 - 2010

Support for Practice Development and Continuous Quality Improvement

Accreditation is one of the initiatives of the housing sector reform. As aspects of the DV Vic Code of Practice have been used to contextualise the HASS standards by which services are being accredited, accreditation is an important tool for the implementation of the Code. DV Vic has been provided with resources (until June 2010) to support the SAAP sector through the accreditation process where standards relate to family violence service delivery and to support the implementation of the DV Vic Code of Practice.

The DV Vic Code of Practice is a key foundational document for the joined-up approach to family / domestic violence in Victoria. Its core values and principles underpin DV Vic's activities and policies. As such, the implementation of the Code is a key component of each of the positions of DV Vic and that of the governing body.

As accreditation has initialised a continuous quality assurance process, DV Vic will also advocate for resources to support reflective work practice as ongoing DV Vic core business.

Strategic Direction: *To provide leadership in good practice standards in the delivery of family / domestic violence services*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Advocate for funding to continue to support the family / domestic violence sector in reflective practice processes informed by HASS standards and the DV Vic Code of Practice 	Family / domestic violence services and key stakeholders use the Code as the basis of collaborative practice and mutual accountability. DV Vic website is up-to-date and accessed by a broad range of relevant services.	Practice Development Manager	2007 – 2009
<ul style="list-style-type: none"> Provide advice / information and practical tools on good practice standards via the DV Vic website 		Practice Development Management	2007 – 2010
<ul style="list-style-type: none"> Continue the implementation of the DV Vic Code of Practice 		Practice Development Management	2007 – 2010

Access for marginalised groups of women

DV Vic is committed to advocating on behalf of all groups of women who experience family / domestic violence and to ensure the needs of diverse groups of women are included and represented in each aspect of DV Vic core business.

Strategic Direction: *To identify and act to eliminate barriers to marginalised groups*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Seek Representation of diverse groups on the governing body 	<p>There is evidence of meaningful engagement of key stakeholders in diversity on the governing body and in other DV Vic activities.</p> <p>Needs of marginalised groups of women are reflected in all DV Vic activities.</p> <p>Diversity is evident in the Victorian joined-up approach.</p> <p>DV Vic provides leadership to members on inclusive practice.</p>	CEO/Governing Body	2008-2010
<ul style="list-style-type: none"> Develop a diversity strategy that identifies how DV Vic incorporates diversity into its every-day practice and strategic planning and implementation 		Policy Officer	2009
<ul style="list-style-type: none"> Ensure the diversity of women is always included in DV Vic policies, including vision and advocacy framework 		CEO	2007-2010
<ul style="list-style-type: none"> Continue to participate in the Victorian Women with Disabilities family / domestic violence Framework implementation 		Practice Development Manager	2007-2010

FV Media Awards project

DV Vic, in partnership with No to Violence, received funding from VicHealth in 2007 for a Family Violence Media Awards Project. The project will present media awards for excellence in reporting on the issue of family violence in a variety of different mediums, as a strategy to improve the way in which the issue is reported in the media. The project concludes in June 2008.

The project is one of a number of strategies determined in the Family Violence in the Media Framework, the implementation of which is being assumed by a coalition of services. In addition to the FV Media Awards project, DV Vic has also agreed to seek funding for a statewide media position which would resource family / domestic violence services and proactively work with the media on the issue of family / domestic violence

Strategic Direction: *To work collaboratively with other key stakeholders to improve the way in which family / domestic violence is reported in the media*

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> In partnership with No to Violence, implement the FV Media Awards project and seek funding for sustainability of awards 	Media Awards project successfully implemented and evaluated and innovative solutions for sustainability are identified.	Project Officer	2007 - 2008
<ul style="list-style-type: none"> Seek funding to resource statewide media resource position in line with Family Violence in the Media Framework recommendations 	A statewide media resource position builds capacity within the sector to work with the media and takes a proactive approach to raise awareness within the community.	CEO	2007 - 2010

FV History project

DV Vic has been working in collaboration with RMIT on a three year project which will document the history of the family violence sector. The research forms the basis of a PhD and part of an Australian Research Council linkage grant and is funded as an industry-based scholarship, with DV Vic acting as industry partner. The project will conclude in Dec 2009.

Strategic Direction: To support research on the family / domestic violence sector

Objectives	Outcome Indicators	Accountability	Timeframe
<ul style="list-style-type: none"> Continue to provide support to the history of the family / domestic violence sector research 	DV Vic provides an avenue of communication between the research and the sector.	CEO / Policy Officer	2007 - 2009

Every Child Every Chance

DV Vic will keep abreast of the implementation of the objectives of the Every Child Every Chance Reforms and will continue to advocate for resources for work that interfaces with the work of the family / domestic violence sector.

Strategic Direction: To ensure collaborative practice and mutual accountability between family violence, family services and child protection systems

Objectives	Outcome Indicators	Accountability	Timeframe
Continue to provide information / analyses on opportunities and gaps between collaborative practice between Family / Domestic Violence services, Family services and Child Protection	There are stronger regional links and improved collaborative practice between Family / Domestic Violence services, Family services and Child Protection.	CEO / Policy Officer	2007 - 2010
Implement a project to support the local implementation of the state-wide protocol	Capacity is built for improved referral pathways when working with children. There is greater clarity on standards of service delivery to children experiencing family / domestic	Project Officer	2008 –2009

	violence.		
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Family Violence Prevention

The focus of the joined-up approach in Victoria has to date largely been on improving crisis responses to women and children experiencing family / domestic violence. The next phase will direct energies to primary prevention, which provides opportunities for closer linkages with other sectors responding to violence against women. The Framework for the Primary Prevention of Violence against Women developed by VicHealth provides a structure for action in preventing violence against women, which DV Vic supports.

Strategic Direction: to support and promote critical best practice in family violence prevention

Objectives	Outcome Indicators	Accountability	Timeframe
Support the development of a State Violence against Women Prevention Plan that raises public awareness of family violence and supports best practice violence prevention strategies.	DV Vic participation in the development of a state prevention plan.	CEO/Policy Officer	TBC
Develop a Guiding Vision for the domestic/family violence sector in Victoria that details critical best practice in violence prevention.	Guiding Vision developed informed by consultation with members and current evidence on the resources, policies, strategies and recognised standards of critical best practice required to improve outcomes for women and children experiencing family violence and prevent violence within our community.	Policy Officer	2008 - 2009

Sector Sustainability

The family violence sector is experiencing issues of critical importance to the overall sustainability of the sector, including the significant numbers of exiting workers, salaries and conditions not commensurate with other sectors, and lack of career progression opportunities. As we are an ageing workforce (average age mid 40's) and because organisations are reporting difficulty in attracting and retaining new staff, this is a long-term issue that requires attention from DV Vic. Other sectors are reporting a similar trend which points to the possibility of working collaboratively on a common issue – the sustainability of the community sector. This issue has been raised in both state and federal arenas as an issue that had implications for government funding bodies, and the community sector alike. However, while there is work that can be achieved jointly, there is also work required separately, particularly on the significantly lower rates of pay within the community sector and particularly within the family violence sector.

Strategic Direction: to continue to advocate for the critical needs of the family service system

Objectives	Outcome Indicators	Accountability	Timeframe
Undertake collaborative work with key stakeholders to improve the capacity and ensure the sustainability of the family violence sector within the broader community/human services sector.	Improved capacity and secure sustainability of the Victorian family violence service sector into the future.	CEO	2007 - 2010
Ongoing DV Vic advocacy to state and federal governments on the critical needs of the D/FV sector and the risks to women and children of an inadequately resourced and supported service sector.		CEO	2007 - 2010

Analysis and advocacy on the safety and best interests of women and children who experience family / domestic violence

Advocacy on behalf of women and children who experience family / domestic violence and representation of the family /domestic violence will continue to be DV Vic core business and permeates all the work of the peak.