



Government of **Western Australia**
Department of **Communities**

Family and Domestic Violence Workforce Entity

Proposed Operating Model



Table of contents

Executive summary	3
Introduction.....	8
FDV in WA	8
WA’s System Reform Plan	9
Approach	10
The Entity’s role in supporting workforce development	11
Challenges facing the FDV workforce in WA	11
Strengths and gaps in WA’s FDV workforce development landscape.....	14
The Entity’s operating model.....	18
Vision and objectives	19
Functions and activities	19
Governance	26
Implementation of the Entity.....	29
Implementation approach	29
Implementation risks	32
Appendix 1: Organisations consulted in development of the Entity’s operating model.....	33
Appendix 2: Interjurisdictional workforce development entities	35
Appendix 3: FDV workforce development initiatives in other jurisdictions	40

Executive summary

The government has committed to funding a dedicated family and domestic violence (FDV) workforce entity under the System Reform Plan

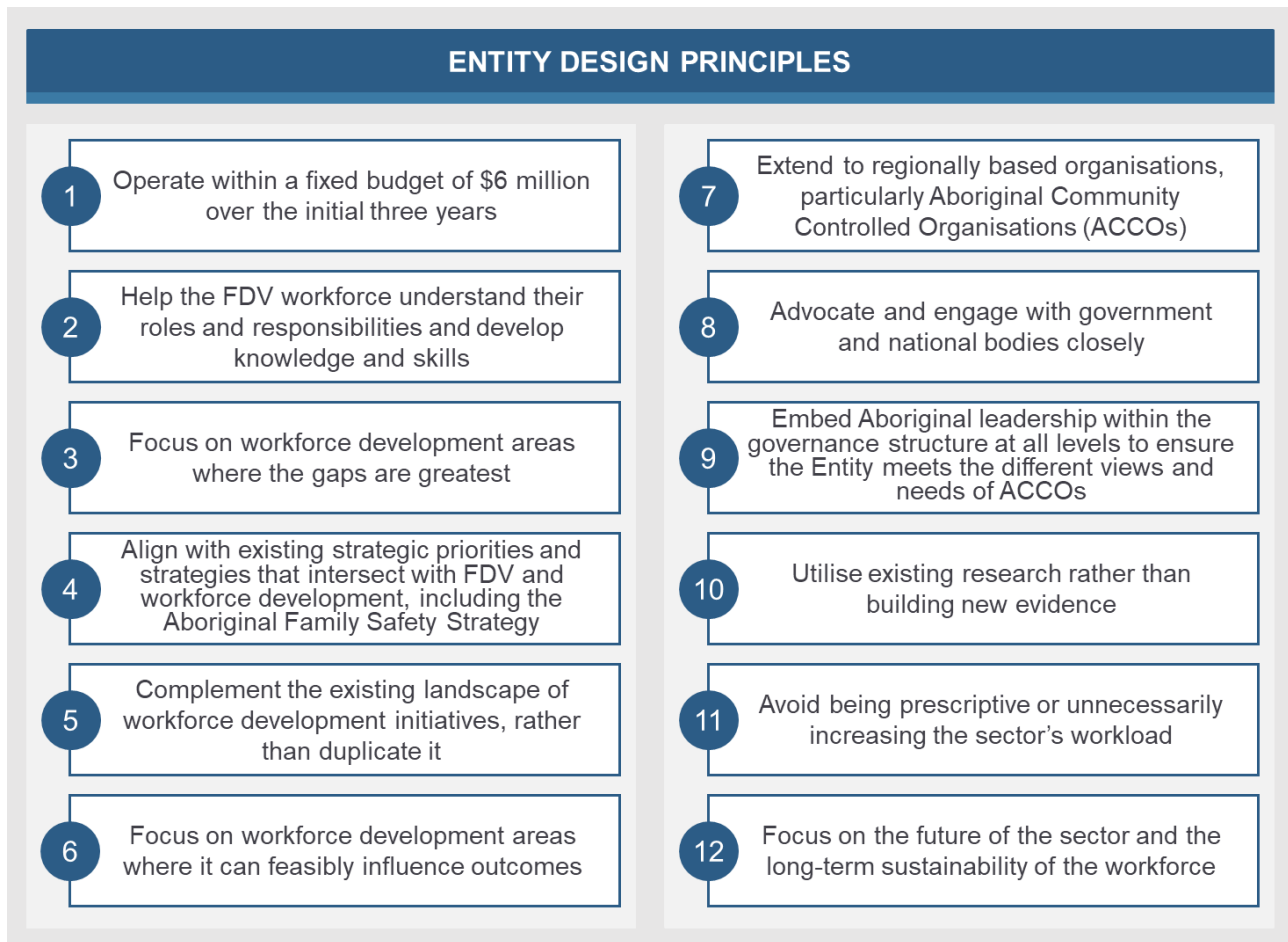
In June 2024, the Department of Communities (Communities) published *Strengthening Responses to Family and Domestic Violence System Reform Plan 2024-2029* (the System Reform Plan), a state-wide vision for improving FDV responses.¹ It identified workforce development as a key pillar, with a goal to establish a workforce with the skills and knowledge to deliver safety-focused, informed and culturally appropriate responses to victim-survivors², and users of violence. To this end, the government has committed to establishing a dedicated FDV workforce entity (the Entity) with a budget of \$6 million over three years from 2025-26 to 2027-28. The System Reform Plan and the government's commitment to the Entity reflect a broader trend in FDV workforce development across Australia, bringing Western Australia (WA) in line with other jurisdictions that are leading this space.

Communities has worked closely with the Workforce Development Program Working Group made up of sector and government stakeholders, and engaged broader stakeholders to define requirements for the Entity and design an operating model which has received endorsement from the Implementation Oversight Group and Minister for Prevention of FDV.

This report presents the recommended operating model for the Entity, including key elements required to commence implementation. It provides an overview of the challenges facing WA's FDV workforce; recommendations for the operating model including governance and detailed functions to address the workforce challenges; and an implementation approach outlining the activities required to establish the Entity. The Entity operating model presented in this report is informed by design principles identified through extensive consultation and good practice, detailed in **Error! Reference source not found.** below.

¹ Government of Western Australia, *Strengthening Responses to Family and Domestic Violence: System Reform Plan 2024-2029*, 2024.

² The term 'victim-survivor' is used to refer to individuals who are experiencing or have experienced family and domestic violence, recognising children and young people are victim-survivors in their own right.

Figure 1 – The Entity’s design principles

The vision, objectives and functions of the Entity must address challenges facing the FDV workforce and fill critical gaps, supported by robust governance arrangements

Workers from many different services and sectors have an important role in responding to FDV and providing holistic services for people impacted by FDV.³ Specialist FDV workers are estimated to account for only around 1 per cent of the total workforce nationally, with the response and broader supporting workforces making up the majority of the FDV workforce.⁴ The response and broader supporting workforces include some of WA’s largest sectors such as allied health, teachers and medical professionals, as well as legal professionals and police, together accounting for over 180,000 workers – with workers in these sectors having varying levels of interaction with victim-survivors, and users of violence.⁵

³ Our Watch, *Change the Story – a shared framework for the primary prevention of violence against women in Australia*, p58, 2021.

⁴ Domestic, Family and Sexual Violence Commission, *2024 Yearly Report to Parliament*, 2024.

⁵ ABS, *Census of Population and Housing*, 2021.

It is critical that these workforces are equipped with the right skills and knowledge to effectively respond to and prevent FDV. Various reviews and inquiries over the past five years have highlighted critical workforce issues including uncoordinated and inconsistent practice, the need for training and capacity building, strengthening the role of ACCOs, and prioritising staff wellbeing. Further challenges and gaps were identified through extensive consultation with the sector and government, including a lack of system-wide coordination, potential to improve consistency of practice across workers and organisations, and uplifting the quality, consistency and availability of training. These are critical across each of the specialist, response and broader supporting workforces.

Regional and remote FDV workforces face even more acute challenges, and the Entity must ensure these are addressed. Many of WA's regional and remote communities face significantly higher rates of FDV than Perth but have smaller workforces compared to their populations, creating additional pressure for the FDV service system. There are also unique challenges relating to the availability of resources such as training and the complexities of working in small communities.

Reflecting the challenges and gaps in WA, initiatives delivered in other jurisdictions, and WA's workforce development landscape, there are opportunities across the workforce development pipeline that the Entity could focus on. Currently, the biggest workforce development gaps in WA are strategic workforce planning and monitoring implementation, while strengths include developing the evidence base, building capability, and raising awareness and advocacy. The Entity's recommended vision, objectives and high-level functions, detailed in Figure 2 below, build on these strengths and address existing gaps.

Figure 2 – The Entity's vision, objectives and high-level functions

VISION	FUNCTIONS
<p>To develop and support the FDV sector's diverse workforce at the individual, organisation, and system level to fulfil their roles and responsibilities in responding to and reducing FDV in WA.</p>	<p>1. Setting the workforce standard</p> <p>Define the roles, responsibilities, and required capabilities of the FDV workforce.</p>
<p>OBJECTIVES</p>	<p>2. Undertaking strategic workforce planning</p> <p>Develop a state-wide strategic workforce plan for the whole FDV workforce.</p>
<p>Help the FDV workforce understand their roles and responsibilities at an individual, organisation and system level.</p>	<p>3. Building the capability of workers and organisations</p> <p>Provide workers and organisations with the tools to build capability.</p>
<p>Build an understanding of the strengths, gaps and opportunities of the workforce and use this to drive workforce development.</p>	<p>4. Supporting shared stewardship for the broader workforce</p> <p>Collaborate with existing organisations to provide stewardship to the workforce.</p>
<p>Support capability building through setting standards and facilitating access to high quality training.</p>	<p>5. Monitoring and uplifting practices towards the standard</p> <p>Support organisations to meet practice standards and monitor workforce development.</p>
<p>Collaborate with other organisations to support implementation and improve ways of working.</p>	

The Entity must have a robust governance model to ensure it fulfils its functions efficiently and effectively and delivers on its vision and objectives. The recommended governance model is designed to be adaptable over the phased implementation of the Entity, cement its authority and credibility through expertise, support alignment with government reform, and enable representative input from the sector. The governance model defined in this report is intended to set out requirements, with some flexibility for Delivery Partners to adapt it as needed. Key requirements for the Entity's governance include:

- The Entity being delivered by Delivery Partners and their staff who are responsible for managing the Entity's functions — it is anticipated that multiple Delivery Partners will be needed to provide the breadth of expertise required.
- Communities' having a role in both oversight and delivery, particularly in interfacing across government agencies and ensuring alignment of the Entity's activities with government policy.
- A Governance Board providing governance, accountability and strategic direction to the Entity, and representing the Delivery Partners, Communities, specialist FDV services, intersecting sectors, government agencies, and people with lived experience to provide broad representation.
- A mechanism for ongoing engagement with representatives across the diverse sector and experts in workforce development, such as established Advisory Groups, as well as more intensive engagement to inform projects as required.

Implementation must be progressed carefully and efficiently to support the workforce and deliver on the government’s commitment

The government has committed to fund the Entity for \$6 million for an initial three years, from 2025-26 to 2027-28. Efficient implementation will be key to setting the Entity up to successfully deliver on its vision, objectives and functions in this three-year period. A two-phase implementation approach is recommended to enable this, summarised in Figure 3 below.

Figure 3 – Overview of the implementation approach

PHASE 1 – PRE-ESTABLISHMENT	PHASE 2 – INITIAL OPERATING PERIOD
<ul style="list-style-type: none"> • Communities will award the contract to form the Entity. • Communities will commence foundational activities while the Entity is being established and before it brings on staff to set it up for success. • The Delivery Partners, through the Governance Board, can begin to: <ul style="list-style-type: none"> • Establish the Entity’s role. • Define its detailed implementation plan. • Define the ongoing engagement plan. • Build buy-in from government and the sector. 	<ul style="list-style-type: none"> • The Delivery Partners will on-board staff, and potentially additional members of the Governance Board. • The Delivery Partners and Governance Board will set and refine the Entity’s strategic plan, identifying key priorities. • The Entity will likely prioritise certain functions and activities in its initial operating period and scale up over time. • The Governance Board will review and evaluate progress, identifying areas for improvement and refining the strategy and workplan.

Several risks and challenges could emerge through implementation that Communities and Delivery Partners must manage. Some key risks are that the Entity:

- Does not sufficiently address the needs and priorities of the specialist, response and broader supporting workforces.
- Lacks credibility, authority, or buy-in across the sector due to poor communication of its value proposition and role.
- Duplicates services already provided by existing organisations, such as developing the evidence base for FDV responses, raising awareness and advocacy for the sector, and delivering training where it is already available and accessible.
- Does not adequately represent the sector through its governance model and therefore does not provide equitable service delivery, especially for ACCOs and regional workforces.

Introduction

This section outlines the background and context for this report and the approach taken to design the Entity’s operating model and implementation plan.

FDV in WA

FDV is a pattern of behaviours intended to coerce, control and create fear within an intimate of familial relationship. It can take many forms including emotional, physical, sexual, social, financial and spiritual violence.⁶ FDV is experienced by people of all cultures, ages (including children, young people, and senior citizens), sexual orientations, gender identities and geographical areas. For Aboriginal communities, FDV includes violence that occurs in broader familial kinship systems as well as between intimate partners and immediate family, and is inter-related with broader social issues.⁷

In WA, roughly one in five women and one in 18 men have experienced physical and/or sexual violence by a current or previous partner since the age of 15.^{8,9} Individuals living in regional communities are 2.5 times more likely to experience FDV than metropolitan counterparts.¹⁰ Aboriginal women are the most disproportionately impacted. They are 45 times more likely to be victim-survivors of FDV and 32 times more likely to be hospitalised due to FDV, compared with non-Aboriginal women.^{11,12}

The impacts of FDV have long-term consequences on the physical, mental and socioeconomic wellbeing of victim-survivors, and users of violence. It is linked to development of mental health disorders such as depression, anxiety, and suicide, and use of alcohol and other substances.¹³ The socioeconomic consequences of FDV can be direct such as the costs associated with moving, legal action and health treatments. However, they can also be indirect, or be seen longer-term, particularly when they limit a person’s education and employment outcomes.¹⁴ Children who see, hear or experience FDV are more likely to use FDV in adulthood. This is sometimes referred to as intergenerational transmission of violence.¹⁵

Workers from many different services and sectors respond to people impacted by FDV and people using violence. Some key workforces include specialist FDV services, child

⁶ Department of Communities, Common Risk Assessment and Risk Management Framework (CRARMF) Fact Sheet 1 - Forms of family and domestic violence, 2016.

⁷ Department of Communities, Aboriginal Family Safety Strategy 2022–2032, 2022.

⁸ Department of Communities, 2022 Women’s Report Card, 2022.

⁹ Australian Institute of Health and Welfare (AIHW), FDSV summary, 2024.

¹⁰ Department of Communities, Path to Safety: WA’s strategy to reduce family and domestic violence 2020-30, Perth, 2019.

¹¹ Department of Communities, 2022 Women’s Report Card, 2022.

¹² Department of Communities, Path to Safety: WA’s strategy to reduce family and domestic violence 2020-30, Perth, 2019.

¹³ AIHW, Australian Burden of Disease Study: Impact and causes of illness and death in Australia, 2018.

¹⁴ AIHW, Family, domestic and sexual violence – economic and financial impacts, 2024.

¹⁵ AIHW, Family, domestic and sexual violence – family and domestic violence, 2024.

protection, police, courts, and corrections, as well as workers in intersecting sectors such as healthcare and broader social services. The involvement of a variety of workforces is needed to deliver holistic, safe and accountable responses to victim-survivors, users of violence and the community. However, when the segments of the FDV service system do not work together in an integrated, coordinated and collaborative way, it can exacerbate risk and increase the vulnerability of people at risk of FDV.

WA's System Reform Plan

In June 2024 Communities published the System Reform Plan, a state-wide vision for improving FDV responses.¹⁶ The System Reform Plan aims to foster a service system that is collaborative, connected and organised around victim-survivor safety, recovery and re-establishment. It does so across four pillars:

1. Pillar One: Workforce development

Establish a FDV workforce with the skills and knowledge to deliver safety-focused, informed and culturally appropriate responses to victim-survivors, and users of violence.

2. Pillar Two: Information sharing

Enable timely and targeted information sharing across the system to keep victim-survivors safe, maintain users of violence in view, and support coordination of service responses.

3. Pillar Three: Risk assessment

Facilitate safe and consistent risk assessment across all workers, organisations and agencies. This includes the use of Aboriginal family safety screening and risk assessment tools.

4. Pillar Four: Risk management

Support collaborative and well-resourced case coordination and specialist responses such that victim-survivors consistently receive sensitive and safe responses, and users of violence are visible and held to account across all parts of the system.

Implementation of the System Reform Plan is overseen by an Implementation Oversight Group, made up of senior government officers and sector representatives. The Implementation Oversight Group is responsible for driving activity, addressing barriers and creating accountability for the System Reform Plan's initiatives against set timeframes. Each pillar is also overseen by a Program Working Group, supported by Communities' Office for Prevention of FDV. The implementation of the System Reform Plan will be phased over 2024 – 2029.

Under Pillar One, the WA Government has committed to establishing a dedicated workforce Entity with a budget of \$6 million over three years. The Entity is intended to support workforce development to enable the FDV service system to deliver safety-focused, informed and culturally appropriate support for victim-survivors, and users of

¹⁶ Government of Western Australia, Strengthening Responses to Family and Domestic Violence: System Reform Plan 2024 to 2029, 2024.

violence. It will also implement key initiatives identified in the System Reform Plan. The Entity will support all workers involved in the FDV service system, not just specialist FDV workers, including those within government, the community sector and ACCOs.

Approach

Communities worked closely with the Workforce Development Program Working Group and broader sector and government stakeholders to further define the requirements for the Entity, and design and test its operating model. The operating model is outlined at a high level to allow flexibility for the Delivery Partners (organisations that will deliver the Entity) to shape it further, and includes only the vision, objectives, functions and activities, and governance model needed to guide procurement. This model has been endorsed by the Implementation Oversight Group and the Minister for Prevention of Family and Domestic Violence.

Engagement in developing the operating model included regular meetings and feedback from the Workforce Development Program Working Group, and interviews and workshops with stakeholders including peak bodies, specialist FDV service providers and ACCOs (across Perth and regional and remote WA), key government departments and interjurisdictional counterparts. A detailed list of stakeholders engaged in the design of the Entity is provided in Appendix 1.

The operating model design is also informed by comparable FDV workforce entities in Australia, in particular:

- WorkUP Queensland, which delivers support to the specialist FDV workforce, with a key focus on growing the Aboriginal and Torres Strait Islander workforce. WorkUP Queensland primarily focuses on supporting workers to use evidence to improve their practice, strategic workforce planning, and professional development including a capability framework. WorkUP Queensland is a partnership of two non-government organisations (NGO) funded by the Queensland Government.¹⁷
- Safe and Equal, which is the peak body for Victorian FDV organisations, supports the specialist FDV workforce across the entire service continuum. Its key focus areas include research, workforce development including workforce surveys and supporting wellbeing, and capability building such as establishment of a Code of Practice and Communities of Practice. Safe and Equal is primarily funded by grants from the Victorian Government.¹⁸

Further information about these organisations including their vision and objectives, governance, functions, and key learnings are provided in Appendix 2.

¹⁷ WorkUP, About Us, 2019.

¹⁸ Safe and Equal, Our Purpose, 2024.

The Entity's role in supporting workforce development

This section outlines why the Entity is needed to support development of the FDV workforce in WA, including the challenges facing the workforce and how the Entity could address these.

Challenges facing the FDV workforce in WA

The FDV workforce includes diverse services and sectors

Workers from many different services and sectors interact with victim-survivors or users of violence. These workers each have an important role in the continuum of FDV responses, from prevention to recovery, and in providing holistic services for people impacted by FDV.¹⁹ When different parts of the FDV service system do not work together in an integrated, coordinated and collaborative way, it can exacerbate risk and put people who are at risk of, or experiencing, FDV in unsafe situations. It is critical that these workforces are equipped with the right skills and knowledge to effectively respond to and prevent FDV.

At a high level, the FDV workforce is made up of the specialist workforce, response workforce, and the broader supporting workforce, which this report defines as:

- The specialist workforce includes those who respond to FDV as a core part of their role and have highly specialised skills, knowledge and experience. Examples include FDV response teams within WA Police and Communities, FDV counsellors, advocates, and men's behaviour change facilitators.
- The response workforce includes those who respond to FDV as an explicit part of their role, however it is not their core role. Responding to FDV is among a suite of broader responsibilities and may be a statutory obligation. Examples include police officers, child protection workers, social workers, general practitioners, teachers and early childhood workers.
- The broader supporting workforce includes mainstream workers who have a duty of care to ensure the safety, health and wellbeing of their clients but do not respond to FDV as an explicit part of their role. Examples include support workers, pharmacists, sport and recreation coaches, and bank tellers.

The response and broader supporting workforces make up the majority of the FDV workforce both in WA and nationally, with specialist FDV workers estimated to account for only around 1 per cent of the total workforce.²⁰ Figure 4 compares several key sectors which have a large proportion of workers in the specialist, response or broader supporting

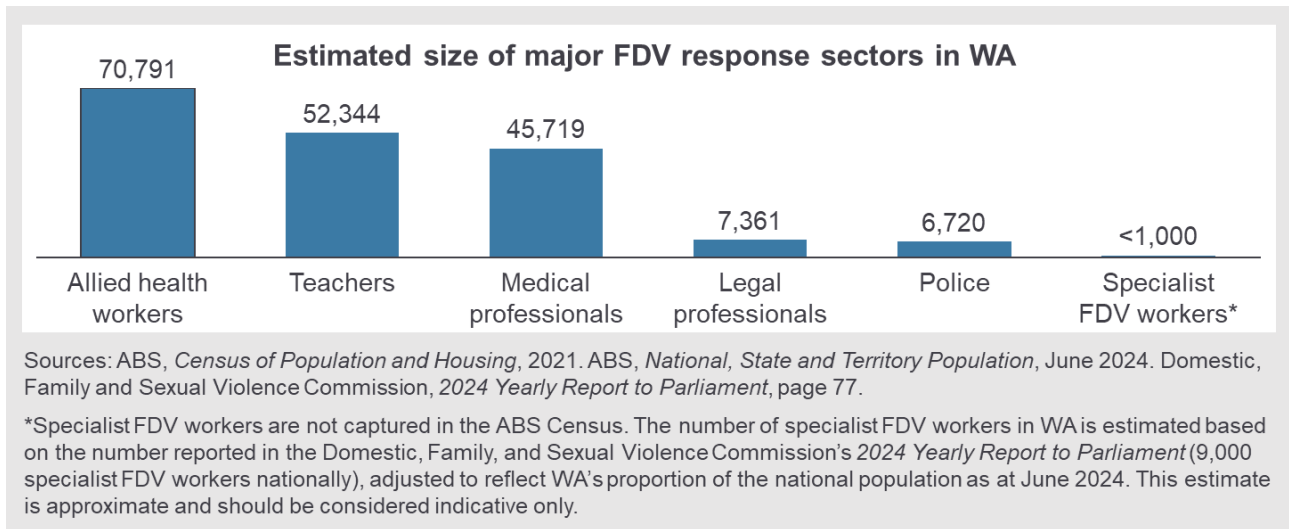
¹⁹ Our Watch, Change the Story – a shared framework for the primary prevention of violence against women in Australia, p58, 2021.

²⁰ Domestic, Family and Sexual Violence Commission, 2024 Yearly Report to Parliament, 2024.

workforce, noting that not all workers within a given sector are part of the FDV service system. The allied health and social support workforce is estimated to be the largest, followed by teachers and medical professionals.

The importance of the response and broader supporting workforces has been increasingly recognised in policy in recent years as victim-survivors can seek help from various services. For example, data shows that a full-time general practitioner is likely to see around five women who have experienced FDV every week.²¹ Capacity building and collaboration across all sectors that intersect with FDV is necessary to ensure there is no wrong path for those seeking support.

Figure 4 – Estimated size of major FDV workforces in WA



WA’s FDV workforce faces a range of gaps and challenges

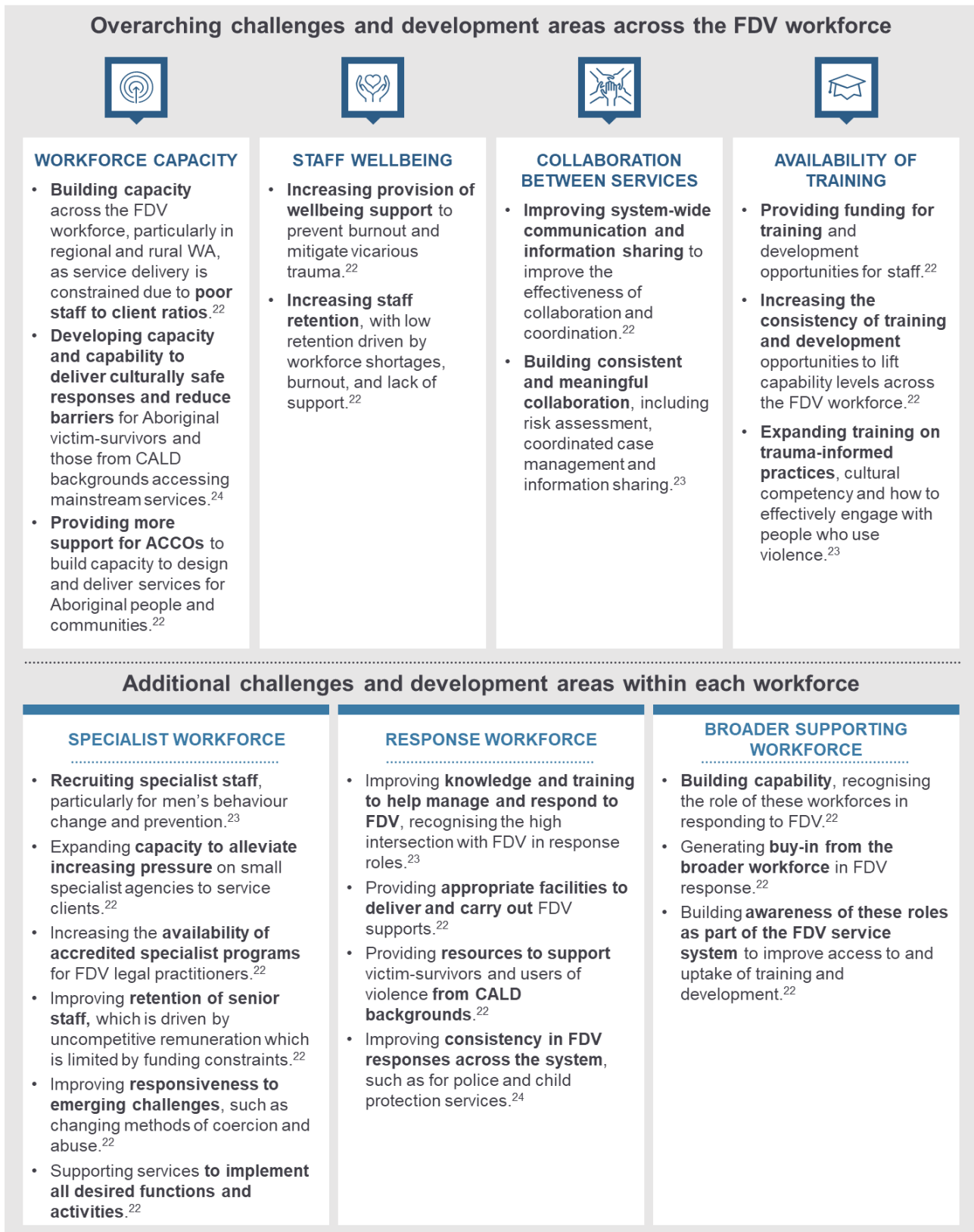
Critical gaps and challenges across the entire FDV workforce must be addressed to support better FDV responses. There are some gaps and limitations that are unique to parts of the FDV workforce, and some that are evident throughout. These issues reduce the sector’s ability to support and respond to victim-survivors, and users of violence.

Priority areas for workforce development include improving system-wide coordination, building the consistency of practice across workers and organisations, and improving the quality, consistency and availability of training. In particular, the Domestic, Family and Sexual Violence Commission’s *2024 Yearly Report to Parliament* emphasised the importance of foundational training and ongoing learning and workforce development for the broader FDV workforce such as police, justice systems, health care and frontline services.

Further gaps and challenges are detailed in Figure 5 below. Workforces in regional and remote areas face further challenges, which are detailed the following section.

²¹ AIHW, FDSV workforce, 2024.

Figure 5 – Challenges and development areas across the FDV workforce^{22, 23, 24}



²² Identified through stakeholder consultations.

²³ Department of Communities WA analysis, 2024.

²⁴ Department of Justice, Legislative responses to coercive control in Western Australia, 2022.

Regional and remote workforces face additional challenges

Regional and remote workforces face additional challenges – including those that are unique to the regions and those that are similar to metropolitan challenges but amplified.

Many of WA's regional and remote areas face significantly higher rates of FDV than Perth but have smaller workforces compared to their populations, creating additional pressure for the FDV service system. Regional areas accounted for 46 per cent of reported FDV offences in 2023-24, despite having only 22 per cent of WA's population in 2021.²⁵ The Perth metropolitan area has around 7,300 workers in intersecting sectors per 100,000 people, whereas the Pilbara, for example, has only 3,800 workers per 100,000 people.²⁶

As well as additional pressure on the service system, regional workforces also face additional challenges relating to the availability of resources such as training, and complexities of working in small communities. Some key challenges include:

- Difficulty recruiting capable and locally based staff due to smaller populations, and attracting staff from other regions.
- Limited access to training and development due to isolation, and limited availability to participate due to understaffing.
- Increased need for tailored approaches including Aboriginal-led approaches, genuine engagement with communities, and place-based supports and resources, with additional consideration to worker safety in small communities.

Improving FDV responses in the regions requires greater support in building workforce capacity, accessing high-quality training to build capability, and addressing the unique challenges faced in different regions.

Strengths and gaps in WA's FDV workforce development landscape

There are clear gaps in the workforce development landscape that the Entity must address as well as strengths that can be built on, reflecting the challenges outlined above and initiatives delivered in other jurisdictions (see Appendix 3 for detail). Strategic workforce planning and monitoring implementation are the biggest gaps, while existing strengths include developing the evidence base, building capability, and raising awareness and advocacy. In particular:

- Organisations in WA and nationally undertake significant work to develop the evidence base for FDV responses, including the Centre for Women's Safety and Wellbeing (CWSW) and Australia's National Research Organisation for Women's Safety (ANROWS), and their work can be built on through support in building awareness, translating evidence into practice, and setting standards.

²⁵ WA Police Force, Incident Management System, 2024. ABS TableBuilder. Census of Population and Housing, 2021.

²⁶ Ibid.

- Strategic workforce planning is a gap at the system-wide level, particularly in building the workforce pipeline and supporting organisations with workforce planning.
- Training to build workers’ capability is broadly available, but quality assurance is needed and there may be opportunities to augment this by facilitating access to training or delivering certain training.
- Existing organisations in WA focus on raising awareness and advocacy for the sector, for example the WA Government organises the 16 Days in WA campaign and other awareness campaigns, and the CWSW undertakes advocacy for the sector by responding to government policy, advocating for reform, and providing submissions to inquiries such as the Australian Law Reform Commission inquiry into justice responses to sexual violence.
- Monitoring and implementation are broadly a gap, including monitoring implementation of training, monitoring the effectiveness of service delivery, and supporting organisations to implement and comply with policies.

A summary of the strengths, gaps and opportunities in the WA FDV workforce development landscape against broad types of workforce development initiatives is provided below. In addition to these, overall system coordination could be strengthened by improving collaboration and information sharing across services.

Table 1 – Summary of strengths, gaps and opportunities in the FDV workforce development landscape²⁷

Developing the evidence base to support FDV workforce development	
<p>Strengths</p> <ul style="list-style-type: none"> • The CWSW conducts and publishes FDV research in WA. This includes collecting insights from people with lived experience to inform workforce responses to FDV. 	<p>Gaps and opportunities</p> <ul style="list-style-type: none"> • The sector needs consistent approaches to practice across all parts of the system, and a benchmark for service delivery to drive quality and improvement. • There could be greater collaboration with other organisations and government to build awareness of evidence for practice, including support hubs. • There is potential to improve the evidence base for practice in Aboriginal communities and regional issues.

²⁷ Strengths, gaps and opportunities in the FDV workforce development landscape have been identified through desktop research and stakeholder consultations.

Undertaking strategic workforce planning	
<p>Strengths</p> <ul style="list-style-type: none"> • Undertaking strategic workforce planning is a significant gap. • Organisations that intersect with FDV often have overarching strategic workforce plans that are applied in the context of attracting and recruiting FDV specialist and non-specialist staff. 	<p>Gaps and opportunities</p> <ul style="list-style-type: none"> • There is currently no state-wide FDV strategic workforce plan in WA. A strategic plan is needed to build the workforce pipeline to meet demand. • There are currently no retention strategies specific to the FDV workforce. Most FDV-related organisations have general retention strategies. However, these are not tailored to the specific demands and challenges of the FDV workforce. • Organisations require support in workforce planning and management. • There is potential to work with tertiary educators to improve FDV training in qualifications.
Developing the workforce by building capability	
<p>Strengths</p> <ul style="list-style-type: none"> • There are many FDV workforce training providers in WA. • Training is also offered by government departments such as Communities (Safe and Together), Department of Health (Sexual Assault Resource Centre) and the North Metropolitan Health Service (Women’s Health Strategy and Programs Unit). • Providers also offer resources such as guidelines, policies and procedural documents to facilitate greater compliance with practice standards. 	<p>Gaps and opportunities</p> <ul style="list-style-type: none"> • Quality assurance of training or a list of endorsed training providers could improve consistency of practice across organisations, which could be developed through offering accreditation or developing universal practice standards. • Access to training can be limited by organisations’ funding constraints, particularly in regional areas where training is less available. • More diverse capability development and learning pathways other than training would be beneficial for diverse workforces (e.g. apprenticeships and learning on the job).

	<ul style="list-style-type: none"> Supporting training to address cultural competency and be culturally safe and relevant would be beneficial.
<p>Raising awareness and advocating for improved FDV responses</p>	
<p>Strengths</p> <ul style="list-style-type: none"> Awareness campaigns are run by both state government and independent entities. Other advocacy campaigns are run by independent entities such as Stopping Family Violence, CWSW, and WACOSS. 	<p>Gaps and opportunities</p> <ul style="list-style-type: none"> ACCOs and regional communities can lack the support and resources to lead and solve problems at a local level. The sector would benefit from greater collaboration to focus efforts on the most needed areas.
<p>Monitoring the implementation of workforce development opportunities</p>	
<p>Strengths</p> <ul style="list-style-type: none"> Monitoring the implementation of workforce development opportunities is a significant gap. 	<p>Gaps and opportunities</p> <ul style="list-style-type: none"> There is no mechanism to assess the effectiveness of workforce development initiatives such as training. Some FDV-related organisations have individual approaches to monitoring. However, it is not consistent across the FDV sector. Organisations require support to monitor and improve the effectiveness of service delivery, and to implement and comply with policies such as the Capability Framework and CRARMF. Strategic workforce planning would be supported by ongoing monitoring of the workforce, to respond to emerging capability development needs.

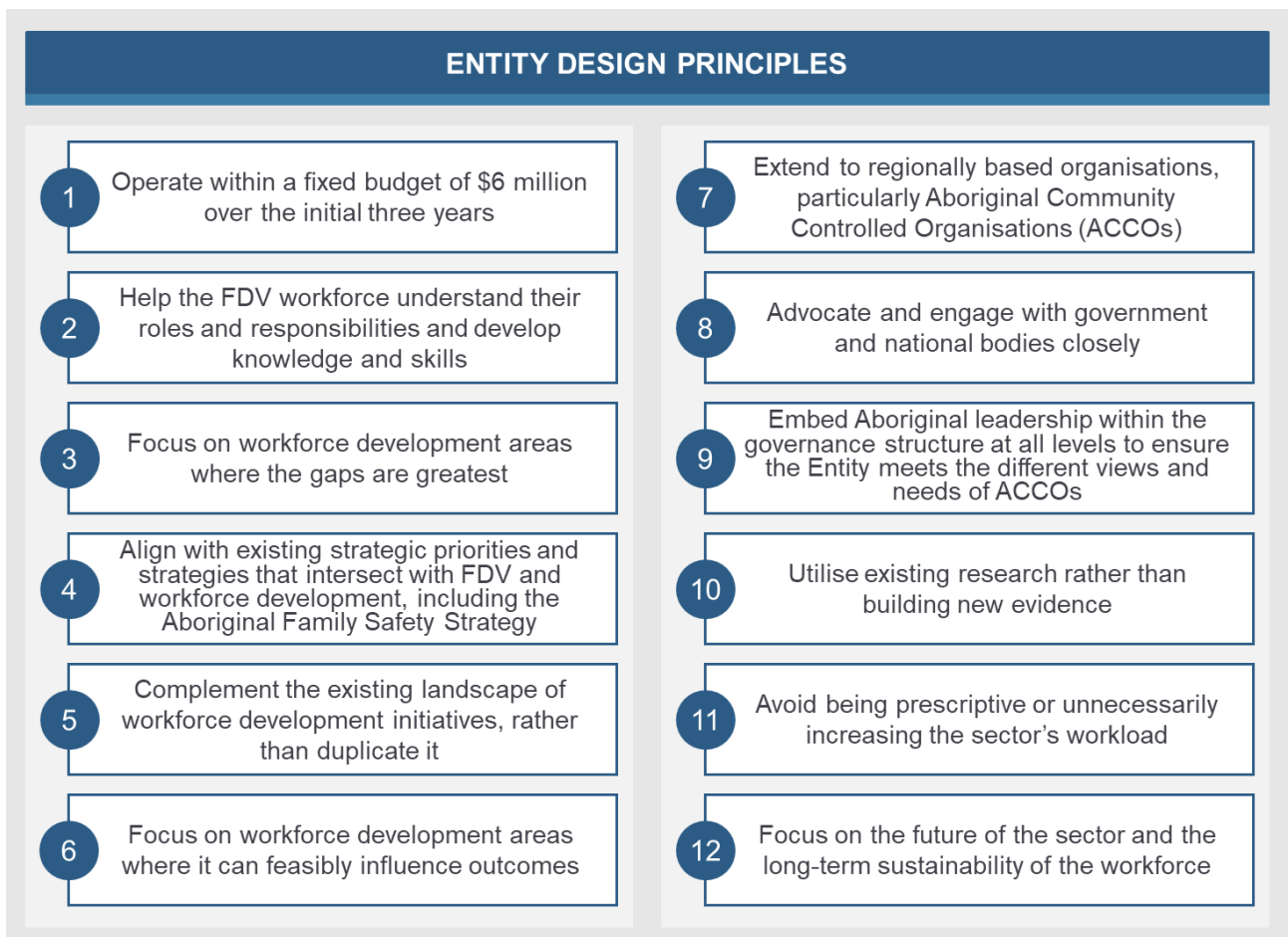
The Entity’s operating model

This section sets out recommendations for key elements of the Entity’s operating model, underpinned by design principles and informed by the strengths and gaps.

This section sets out the key elements of the Entity’s operating model including its vision and objectives, functions and activities, and governance. The Entity’s operating model is defined at a high level to support the establishment and implementation of the Entity. This is intended to provide flexibility for Delivery Partners (the organisations involved in delivering the Entity) to shape it further, including, for example, designing other elements such as processes and its operational structure.

The recommendations for each key element of the Entity’s operating model as described in the following sections are underpinned by design principles identified in the System Reform Plan, desktop research and stakeholder engagement outlined in previous sections. The design principles are detailed in Figure 6 below.

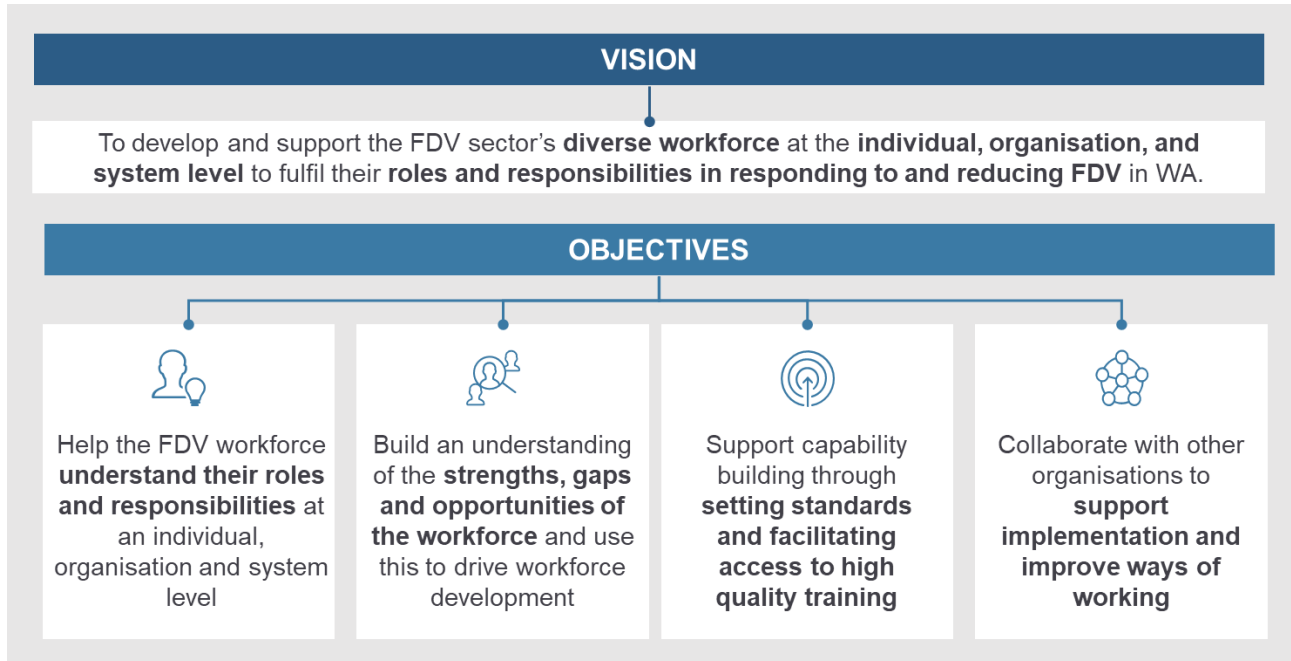
Figure 6 – The Entity’s design principles



Vision and objectives

The Entity's vision sets out what it seeks to achieve and its overall reason for existing. Its objectives set out the high-level goals which will contribute to realising the vision.

Figure 7 - The Entity's vision and objectives



Functions and activities

Five functions are recommended for the Entity to address challenges across the FDV workforce. The recommended functions and activities are based on the requirements from the System Reform Plan and the analysis of existing strengths and gaps outlined in the previous section, and refined with the stakeholder input. The functions are interdependent, each informing the approach to the others, and all five functions must be delivered by the Entity for it to be effective.

A summary of the five recommended functions is provided in Figure 8 overleaf, and Table 2 provides additional detail including recommended focus areas within the FDV workforce and expected delivery requirements.

Figure 8 – Overview of the Entity's functions

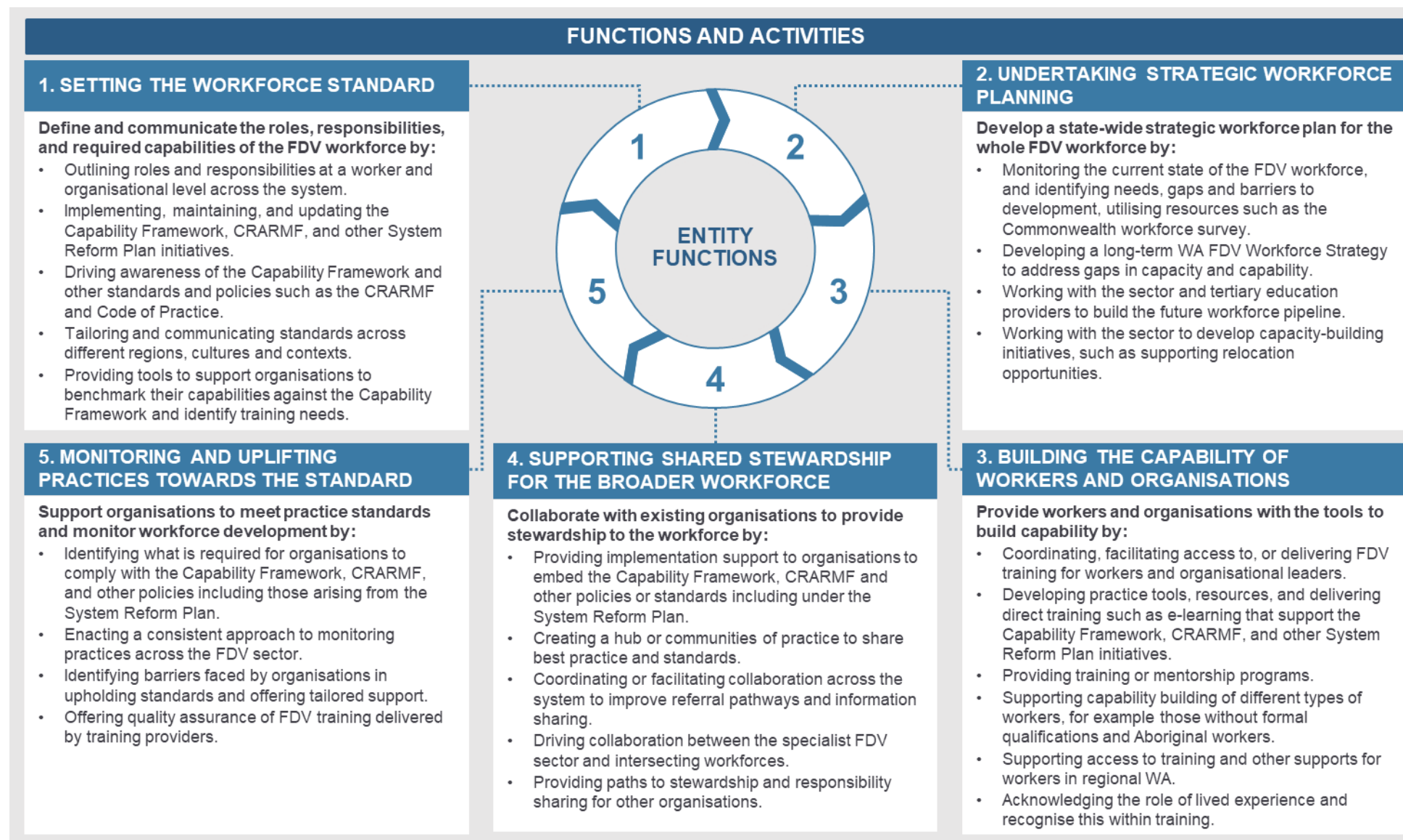


Table 2 – Functions, activities and delivery considerations

Activity	Focus areas	Expected required capabilities
1. Setting the workforce standard – Define and communicate the roles, responsibilities, and required capabilities of the FDV workforce		
Outlining roles and responsibilities at a worker and organisational level across the system.	Whole system, potentially with additional guidance for the specialist workforce	<ul style="list-style-type: none"> • Deep understanding of best practice and latest research. • Understanding of the WA FDV landscape. • Understanding organisational management for non-government FDV service providers.
Implementing, maintaining and updating the Capability Framework, CRARMF and other System Reform Plan initiatives.	Whole system	<ul style="list-style-type: none"> • Effective engagement and communication with the sector.
Tailoring and communicating standards across different regions, cultures and contexts.	Whole system, especially ACCOs and regional organisations	<ul style="list-style-type: none"> • Understanding of the Capability Framework. • Understanding of the WA FDV landscape and requirements across diverse services.
Providing tools to support organisations to benchmark their capabilities against the Capability Framework and identify training needs.	Whole system	<ul style="list-style-type: none"> • Understanding organisational management for non-government FDV service providers. • Effective engagement and communication with the sector.
Driving awareness of the Capability Framework and other standards and policies such as the Code of Practice.	Whole system	

Activity	Focus areas	Expected required capabilities
2. Undertaking strategic workforce planning – Develop a state-wide strategic workforce plan for the whole FDV workforce		
Monitoring the current state of the FDV workforce, and identifying needs, gaps and barriers to development, utilising resources such as the Commonwealth workforce survey.	Whole system	<ul style="list-style-type: none"> • Experience in strategic workforce planning. • Understanding of the WA FDV landscape, and ability to conduct further research and analysis of the workforce. • Collaboration with key organisations representing the broader workforce.
Developing a long-term WA FDV Workforce Strategy to address gaps in capacity and capability.	Specialist workforce	<ul style="list-style-type: none"> • Effective engagement and communication with the specialist sector.
Working with the sector and tertiary education providers to build the future workforce pipeline.	Whole system	<ul style="list-style-type: none"> • Experience in workforce development. • Understanding of the FDV workforce strategy and FDV workforce capability needs.
Working with the sector to develop capacity-building initiatives, such as supporting relocation opportunities.	Specialist workforce, especially ACCOs and regional organisations	<ul style="list-style-type: none"> • Knowledge of FDV training and education curriculums (in university and TAFE settings). • Effective engagement and building relationships with educational institutions. • Effective engagement with the specialist sector.

Activity	Focus areas	Expected required capabilities
3. Building the capability of workers and organisations – Provide workers and organisations with the tools to build capability		
Coordinating, facilitating access to, or delivering FDV training for workers and organisational leaders.	Whole system predominantly specialist workforces	<ul style="list-style-type: none"> • Understanding of the WA FDV workforce and the needs of different workers.
Providing training or mentorship programs.	Whole system, especially ACCOs and regional organisations	<ul style="list-style-type: none"> • Understanding of the WA FDV training landscape.
Supporting capability building of different types of workers, for example those without formal qualifications and Aboriginal workers.		<ul style="list-style-type: none"> • Knowledge of best practice for FDV training across different workforce segments.
Supporting access to training and other supports for workers in regional WA.		<ul style="list-style-type: none"> • Effective engagement and communication with the specialist sector.
Acknowledging the role of lived experience and recognise this within training.		
Developing practice tools, resources, and delivering direct training, such as e-learning, that support the Capability Framework, CRARMF and other System Reform Plan initiatives.	Whole system	<ul style="list-style-type: none"> • Knowledge of the Capability Framework and best practice. • Practical understanding of applying training content. • Effective engagement and communication with the whole sector.

Activity	Focus areas	Expected required capabilities
4. Supporting shared stewardship for the broader workforce – Collaborate with existing organisations to provide stewardship to the workforce		
<p>Providing implementation support to organisations to embed the Capability Framework, CRARMF, and other policies or standards including under the System Reform Plan.</p>	<p>Whole system, predominantly specialist workforce</p>	<ul style="list-style-type: none"> • Understanding of the Capability Framework. • Operational knowledge of specialist services. • Collaboration with broader services. • Effective engagement and communication with the whole sector.
<p>Creating a hub or communities of practice to share best practice and standards.</p>	<p>Whole system, focusing on the specialist workforce</p>	<ul style="list-style-type: none"> • Understanding of the WA FDV system, roles and responsibilities. • Effective engagement and communication with the whole sector. • Relationships and expertise in cross-government coordination.
<p>Coordinating or facilitating collaboration across the system to improve referral pathways and information sharing.</p>		
<p>Driving collaboration between the specialist FDV sector and intersecting workforces.</p>		
<p>Providing paths to stewardship and responsibility sharing for other organisations.</p>	<p>Specialist workforce</p>	

Activity	Focus areas	Expected required capabilities
5. Monitoring and uplifting practices towards the standard – Support organisations to meet practice standards and monitor workforce development		
<p>Identifying what is required for organisations to comply with the Capability Framework, CRARMF, and other policies including those arising from the System Reform Plan.</p> <p>Enacting a consistent approach to monitoring practices across the FDV sector.</p>	Whole system	<ul style="list-style-type: none"> • Understanding of the Capability Framework and compliance requirements for organisations. • Operational knowledge of FDV services to inform monitoring. • Relationships and expertise in cross government coordination. • Community and cultural outreach and engagement.
<p>Identifying barriers faced by organisations in upholding standards and offering tailored support.</p> <p>Offering quality assurance of FDV training delivered by training providers.</p>	<p>Whole system</p> <p>Specialist workforces</p>	<ul style="list-style-type: none"> • Understanding of best practice for FDV workers, including training requirements. • Understanding of the WA FDV training landscape and curriculums.

Governance

The Entity must have a robust governance model to ensure it fulfils its functions efficiently and effectively. Key aspects of governance include defining decision-making and accountability, cementing the authority and credibility of the Entity, and enabling representative input from the sector. The governance model presented here is intended to set out the firm requirements for the Entity to deliver this, whilst leaving flexibility for it to be shaped by the organisations delivering it.

Several considerations informed the design of the governance model. Governance of the Entity must:

- Be adaptable with arrangements changing as the Entity is established and then matures, as it is likely to be implemented in a phased approach.
- Enable inclusive and representative input across the FDV sector, rather than concentrating influence within a small group of organisations.
- Support alignment with the cross-government reform agenda to help build buy-in across government agencies.
- Ensure the right expertise informs decisions at the strategic and operational level. This may be through ongoing arrangements as well as on an as-needed basis.

To deliver on these requirements the governance model includes several components, including Delivery Partners and staff to undertake the functions, Communities having a role in both oversight and delivery, a Governance Board providing governance and accountability, and a mechanism for ongoing engagement with the sector, such as through Advisory Groups. These components are further detailed below.

Delivery Partners

It is anticipated that the Entity will be formed by a partnership of Delivery Partners which undertake the day-to-day operations of the Entity and have a role in setting the direction through the Governance Board (see the following section). A partnership approach is recommended for forming the Entity as it will be able to draw on the expertise of several organisations to achieve the capacity and capabilities required to fulfil all functions.

It is anticipated that the Delivery Partners may appoint an Executive Director (or similar) to lead staff in day-to-day operations and report to both the Governance Board and the Delivery Partner employing them.

In order to effectively deliver the functions of the Entity, the Delivery Partners and their nominated staff should demonstrate:

- Deep expertise of specialist FDV services and the needs of the workforce, including understanding of best practice and the latest research.
- Understanding of the WA FDV landscape and organisational management for non-government FDV service providers.
- Understanding and ability to engage with the response and broader FDV workforces.

- Aboriginal leadership and cultural understanding of the nature of FDV for Aboriginal communities, with one or more Delivery Partners being an ACCO.
- Workforce development specialist knowledge, including strategic workforce planning, training and other capability building.
- Communications and experience developing tools and resources for service delivery.
- Representation of the regional workforce, or the ability to partner to represent the specific context and needs of regional service delivery.

Communities

Communities' role will be to provide oversight of the Entity through the contract and as part of the Governance Board, to support the Entity's authority with government agencies and across the public sector, and to collaborate in the delivery of the functions. It will ensure that the Entity has support from government, including briefing relevant Ministers on the Entities' priorities and work, and liaising with senior government officials of key departments which respond to FDV. Communities will also ensure that the work of the Entity is aligned with broader FDV reform activities and other projects, such as the CRARMF and the Aboriginal Family Violence Risk Assessment Tool (AFVRAT).

Governance Board

A Governance Board is recommended to provide accountability over operations and set the strategic direction for the Entity in line with its vision and objectives. The strategic role of the Governance Board would be to set the Entity's strategy and workplan and create the mandate for the Entity's work across government and the sector, along with its operational responsibilities such as overseeing appointments and performance. The Governance Board could include Communities, the Delivery Partners, and representatives from specialist FDV services, intersecting sectors, government agencies, and people with lived experience to provide broad representation.

Mechanisms for ongoing engagement

It is critical that the Entity undertake meaningful ongoing engagement with key stakeholder groups in the sector. This will enable input from the wider sector into the work of the Entity and build buy-in, which will be critical to increasing its impact. Meaningful mechanisms for ongoing engagement should:

- Provide the Entity with insight so it is informed and responsive to challenges and trends within the workforce.
- Ensure engagement and buy-in for the work of the Entity from the response and broader supporting workforces, and supporting the authorising environment within government agencies and other service providers.
- Ensure the work of the Entity is conscious of the context of regional and remote service delivery.
- Provide targeted advice to the Governance Board, for example regarding priorities and strategic direction.

- Provide ad-hoc advice on projects and input into operations, as needed.

To provide expert, balanced and representative advice, it is expected that ongoing engagement will involve:

- Diverse workforce groups outlined in the Capability Framework including the specialist, response and broader supporting workforces, across government agencies and NGOs.
- Expertise across the workforce development pipeline, for example strategic workforce planning, training and other capability development, as well as individuals representing the views of workers, managers and organisational leaders.
- Different population groups such as Aboriginal people, people from CaLD backgrounds, people with lived experience, and people living in different regions.

A suggested model for ongoing engagement is to create Advisory Groups with defined membership which are embedded in the Entity's governance model.

Implementation of the Entity

This section sets out the proposed implementation approach for the Entity, including a pre-establishment period and the initial three years of operations.

Implementation approach

The suggested implementation approach will establish the operating model and service delivery of the Entity over two phases. In the pre-establishment phase, Communities and the Delivery Partners will form the Entity and commence foundational projects to set it up for success. In the initial operating phase the Entity will stand up and commence delivery of functions. It is expected that the Entity will scale up delivery of functions over the three years as it becomes more established, guided by a strategic plan set by the Governance Board. Figure 9 outlines indicative activities and timing expected to be required to implement the Entity over the first four years.

Figure 9 – Implementation roadmap

Activities	2025	2026	2027	2028
Implementation activities				
Phase 1				
Form the partnership and complete procurement	■	■		
Finalise governance and engagement arrangements	■	■		
Prepare for service delivery	■	■		
Commence foundational projects	■	■		
Phase 2				
On-board staff		■	■	
Develop a strategic plan		■	■	
Review progress and refine the strategy			■	■
Evaluate performance and review operating model and governance arrangements				■
Potential expansion of delivery by function				
Setting the workforce standard		■	■	
Undertaking strategic workforce planning		■	■	
Building the capability of workers and organisations			■	■
Supporting shared stewardship for the broader workforce				■
Monitoring and uplifting practices towards the standard				■

A detailed implementation plan is provided in Table 3 overleaf.

Table 3 – Implementation plan

Year 0 (2025)	Year 1 (2026)	Year 2 (2027)	Year 3 (2028)
Phase 1 – Pre-establishment	Phase 2 – Initial operating period		
Implementation activities			
<p>Form the partnership and procure the Entity</p> <ul style="list-style-type: none"> Communities awards the contract to form the Entity. The Delivery Partners work with Communities to formally establish the Governance Board. <p>Finalise governance and engagement</p> <ul style="list-style-type: none"> Confirm governance arrangements. Define the ongoing engagement plan, and commence high-level engagement to build buy-in. Identify other interfaces for the Entity or opportunities to be involved across the sector. <p>Prepare for service delivery</p> <ul style="list-style-type: none"> Develop a monitoring and evaluation plan for the Entity. 	<p>On-board staff and others (such as additional Governance Board members)</p> <ul style="list-style-type: none"> Transfer or hire staff. Identify and on-board any additional Governance Board members. Establish mechanisms for ongoing engagement. <p>Develop a strategic plan</p> <ul style="list-style-type: none"> Identify key priorities drawing on the Entity’s vision, purpose and functions. Confirm role of the Entity. Identify priority activities for the first three years and detailed work plan for the first 12 months. 	<p>Review progress and refine the strategy</p> <ul style="list-style-type: none"> Assess delivery and effectiveness, including key areas for improvement or growth. Refine the Entity’s strategy and workplan for Years 2 and 3. 	<p>Evaluate performance and review operating model and governance arrangements</p> <ul style="list-style-type: none"> Evaluate the Entity’s performance over the first three years.

Year 0 (2025)	Year 1 (2026)	Year 2 (2027)	Year 3 (2028)
Potential delivery priorities – to be determined by Governance Board in the Entity’s strategic plan			
<p>Commence time-sensitive foundational projects (led by Communities)</p> <ul style="list-style-type: none"> • Create a capability development strategy. • Identify supporting resources for implementation of the Capability Framework, CRARMF and AFVRAT. • Commence strategic workforce planning. • Develop branding, communication strategy and digital presence. • Design a monitoring and evaluation framework informed by the contract. 	<p>Build on foundational projects from pre-establishment phase</p> <ul style="list-style-type: none"> • Setting the Workforce Standard – Take ownership of the Capability Framework and commence implementation. • Undertaking Strategic Workforce Planning – Commence activities identified in the Strategic Workforce Plan. 	<p>Scale up Year 1 activities and commence</p> <ul style="list-style-type: none"> • Building the Capability of Workers and Organisations – Support access to, or deliver, training and other capability building initiatives such as practice tools. • Supporting Shared Stewardship for the Broader Workforce – Provide implementation support for the Capability Framework. • Monitoring and Uplifting Practices Towards the Standard – Provide quality assurance of FDV training. 	<p>Scale up Year 1 and 2 activities and commence</p> <ul style="list-style-type: none"> • Supporting Shared Stewardship for the Broader Workforce – Support sector collaboration. • Monitoring and Uplifting Practices Towards the Standard – Identify barriers and requirements and support organisations to comply with standards.

Implementation risks

Several risks and challenges could emerge through implementation that Communities and the Delivery Partners must manage. Some key risks are that the Entity:

- Does not sufficiently address the needs and priorities of the specialist, response and broader supporting workforces.
- Lacks credibility, authority, or buy-in across the sector due to poor communication of its value proposition and role.
- Duplicates services already provided by existing organisations.
- Does not adequately represent the sector through its governance model and therefore does not provide equitable service delivery, especially for ACCOs and regional workforces.

Appendix 1: Organisations consulted in development of the Entity's operating model

Workforce Development Program Working Group

- Council of Aboriginal Services Western Australia
- Department of Communities
- Department of Education
- Department of Health
- Department of Justice
- Department of Training and Workforce Development
- Mental Health Commission
- WA Police
- Desert Blue Connect
- Gawooleng Yawoodeng
- The Lucy Saw Centre

Stakeholder interviews

- Aboriginal Family Legal Service
- Centre for Women's Safety and Wellbeing
- Centre for Workforce Excellence, Victorian Department of Families, Fairness and Housing
- Council of Aboriginal Services Western Australia
- Department of Health
- Noongar Family Safety and Wellbeing Council WA
- Patricia Giles Centre (see note)
- Stopping Family Violence
- Waratah Support Centre (see note)
- WorkUP Queensland

Note: Additional interviews were conducted to capture the views of stakeholders who were unable to attend a workshop.

Workshops

- ACCOs
 - Aboriginal Males Healing Centre
 - Community Focus National
 - Council of Aboriginal Services Western Australia
 - Djarindjin Aboriginal Corporation
 - Ebenezer Aboriginal Corporation

- Jungarni Jutiya Indigenous Corporation
- Kalumburu Women's Refuge
- Noongar Family Safety and Wellbeing Council
- Wungening Aboriginal Corporation
- Yorgum Healing Services Aboriginal Corporation
- Regional
 - Anglicare WA
 - Desert Blue Connect
 - DV Assist
 - Finlayson House (Goldfields Women's Refuge)
 - Goldfield's Women's Health Care Centre
 - Hedland Well Women's Centre
 - Newman Women's Shelter
 - Nintirri Centre
 - Pilbara Community Legal Services
 - South Coastal Health and Community Services
- Metropolitan
 - Aboriginal Health Council of Western Australia
 - Allambee Counselling Services
 - Centre for Women's Safety and Wellbeing
 - Community Legal WA
 - DART Group Australia
 - Department of Communities
 - Department of Education
 - Department of Justice
 - Department of Training and Workforce Development
 - Fremantle Women's Health Centre
 - Ishar Multicultural Women's Health Centre
 - Legal Aid WA
 - Northern Suburbs Community Legal Centre
 - Ovis Community Services
 - Patricia Giles Centre for Non-Violence
 - Phoenix Support & Advocacy Service
 - Relationships WA
 - Ruah Community Services
 - Stopping Family Violence
 - Sudbury Community House
 - The Lucy Saw Centre
 - WA Family Law Pathways Network
 - WA Police
 - Women's Legal Service WA

Appendix 2: Interjurisdictional workforce development entities

Figure 10 – FDV workforce development case study: WorkUP Queensland





 <p>WorkUP Queensland</p> <p>HOW DOES WORKUP QUEENSLAND SUPPORT FDV WORKFORCE DEVELOPMENT IN QUEENSLAND?</p> <p>Established in 2019, WorkUP Queensland supports workforce capacity and capability for specialists in FDV, sexual violence and women’s health. They also have a key focus on growing the Aboriginal and Torres Strait Islander workforce in the sector and developing the sector’s capacity to provide culturally-safe responses.</p>	<p>ACTIVITY</p> <p>CONNECTING WITH EVIDENCE</p>	<p>INITIATIVE EXAMPLES</p> <p>Knowledge Translation supports the sector to increase evidence informed practice. WorkUP Queensland’s knowledge translation plan creates opportunities for workers to engage, adopts a collocative practice and builds capacity to implement evidence.</p> <p>Practice studios, as part of Knowledge Translation, give organisations the opportunity to ‘road test’ evidence-based resources and strategies and refine them for implementation. Lessons learned and resources developed are then shared across the sector by WorkUP Queensland.</p>
	<p>WORKFORCE PLANNING</p>	<p>WorkUP Queensland collaborates closely with organisations to undertake strategic workforce planning for the sector to build a strong and sustainable workforce. These evidence-based workforce plans guide WorkUp Queensland’s delivery. They have a broad focus that is themed across the workforce spectrum including growing, retaining, developing, supporting, connecting, and sustaining the workforce.</p>
	<p>VISION</p> <p>To be the sexual violence, women’s health and FDV sector’s partner in supporting a strong and skilled workforce, supporting growth, retention, development, and connection in the workforce.</p>	<p>PROFESSIONAL DEVELOPMENT</p> <p>The Workforce Capability Framework sets out baseline capability requirements for FDV workers across sectors and role levels. The framework is supported by various implementation tools and resources to help organisations apply the framework in practice.</p> <p>Workforce development scholarships valued up to \$15k are offered to FDV workers who wish to undertake accredited training or higher education. This is subject to eligibility.</p> <p>Learning programs that are designed to teach various topics and to support the development of a learning culture that can be applied within organisations for lasting benefit.</p>
	<p>OBJECTIVE</p> <p>To address workforce-related challenges and opportunities to grow the workforce and better support current and future workers.</p>	<p>GOVERNANCE AND RELATIONSHIPS</p> <p>WorkUP is operated in partnership by two NGOs, The Healing Foundation and ANROWS, who came together by an Expression of Interest and competitive tender process by the Queensland Government. WorkUP is funded by the Queensland Government through a tender agreement.</p>
<p>STAFF</p> <p> Staff members: 6 (core)  Board members: 6</p>	<p>FUNDING</p> <p> \$2m per year for 5 years from the state government.</p>	

Figure 11 – FDV workforce development case study: Safe and Equal

<p>SAFE + EQUAL Safe and Equal</p> <p>HOW DOES SAFE AND EQUAL SUPPORT FDV WORKFORCE DEVELOPMENT IN VICTORIA?</p> <p>Safe and Equal was established in 2021 as the peak body for Victorian FDV organisations to build capability and inform better practice. They support specialist FDV workforces across a continuum of services, including primary prevention, early intervention, response and recovery.</p>	<p>ACTIVITY</p> <p>PUBLIC AND POLICY INFLUENCE</p>	<p>INITIATIVE EXAMPLES</p> <p>Safe and Equal have partnered with the Monash Gender and Family Violence Prevention Centre on various occasions to develop and publish research outputs to improve FDV workforce practices. Output examples include the Best Practice Guidelines: Supporting the Wellbeing of Family Violence Workers During Times of Emergency and Crisis, <i>Gender-based violence and help-seeking behaviours during the COVID-19 pandemic report</i>, and <i>The prevalence of acquired brain injury among victims and perpetrators of family violence report</i>.</p>
	<p>WORKFORCE DEVELOPMENT</p>	<p>Wellbeing, self-care and professional sustainability is a key function of Safe and Equal. It offers resources to help FDV workers identify the signs of vicarious trauma and burnout, steps they can take to address mental health and wellbeing issues, and how employers can safeguard their staff's mental health and wellbeing.</p> <p>Safe and Equal conducted a Demand and Capacity Survey to develop a clearer, statewide picture of if and how the FDV system meets victim survivors' needs; if services are resourced adequately to respond to demand; and whether and how supports contribute to safe outcomes. The results of the survey informed future workforce development.</p>
	<p>SPECIALIST SECTOR SUPPORT</p>	<p>The Code of Practice: Principles and Standards for Specialist Family Violence Services for Victim Survivors is provided to the specialist family violence service sector by Safe and Equal. It is an essential industry resource and guide to inform service design and continuous quality improvement.</p> <p>Safe and Equal provide Communities of Practice for specialist providers that cover important elements of specialist family violence service provision including reform implementation, practice development, service coordination and inclusion.</p>
	<p>VISION</p> <p>A world beyond family and gender-based violence, where women, children and all people from marginalised communities are safe, thriving and respected.</p>	<p>GOVERNANCE AND RELATIONSHIPS</p> <p>Safe and Equal is an NGO and the peak body for Victorian organisations that specialise in FDV across the continuum. Safe and Equal is made up of individual and organisation members for which it leads, organises, and advocates. It also provides practice leadership and collaborates with the government on industry standards.</p>
<p>OBJECTIVE</p> <p>To prevent and respond to violence, building a better future for adults, children and young people experiencing, at risk of, or recovering from family and gender-based violence.</p>	<p>STAFF</p> <p> Staff members: 90</p> <p> Board members: 10</p>	
<p>FUNDING</p> <p> \$8m from the state government in FY22-23.</p> <p> \$0.1m from donations in FY22-23</p>		

Table 4 – Summary of interjurisdictional workforce development entities

Entity	Key functions	Structure	Operations
<p>WorkUP – Queensland</p> <p>Vision To be the sexual violence, women’s health and domestic and family violence sector’s partner in supporting a strong and skilled workforce, supporting growth, retainment, development and connection in the workforce.</p> <p>Objectives To address workforce-related challenges and opportunities to grow the workforce and better support current and future workers.</p>	<ul style="list-style-type: none"> • Regional and statewide workforce plans • Professional development • Practice studios 	<ul style="list-style-type: none"> • Partnership between two NGOs funded by the Queensland Government • Six staff • Board of six members • Led by a Steering Committee • Advice and sector lead support provided by a twelve-person Reference Group 	<ul style="list-style-type: none"> • Strategic workforce planning. • Training delivered by contractors. • Collaborative workforce grants. • Scholarship program for professional development. • Collect workforce data through an annual survey.
<p>Safe + Equal – Victoria</p> <p>Vision A world beyond family and gender-based violence, where women, children and all people from marginalised communities are safe, thriving and respected.</p> <p>Objectives To prevent and respond to violence, building a better future for adults, children and young people experiencing, at risk of, or recovering from family and gender-based violence.</p>	<ul style="list-style-type: none"> • Lead and provoke change and influence policy, systems and the public agenda • Drive practice excellence and workforce development • Bolster an enduring specialist sector and peak 	<ul style="list-style-type: none"> • Peak body (NGO) • 90 staff • Board of ten members 	<ul style="list-style-type: none"> • Monitor, evaluate and share sector progress. • Public advocacy of its strategic priorities. • Deliver tools and knowledge for system reform. • Build connections and partnerships across the sector.

<p>No to Violence – National</p> <p>Vision Leading the change to end male violence in Australia, collaborating and partnering with likeminded organisation across Australia to enable genuine change and improved safety for victim-survivors.</p> <p>Objectives To understand the experiences and backgrounds of people from across the world, and to understand the most effective ways to end male family violence.</p>	<ul style="list-style-type: none"> • Advocacy • Training • Sector development 	<ul style="list-style-type: none"> • Largest FDV peak body in Australia • Comprises of individual and organisation members • Board of nine members • Leadership team of eight 	<ul style="list-style-type: none"> • Media releases, policy submissions and position papers. • Online training and events that can be tailored for specific organisation-needs. • Sector and practice resources for members. • Men’s referral service.
<p>The Centre for Workforce Excellence – Victoria</p> <p>Vision Supporting and strengthening the capability of workforces that intersect with family violence is critical to the success of this endeavour.</p> <p>Objectives To support workers and organisations who interact with victim-survivors and perpetrators of family violence.</p>	<ul style="list-style-type: none"> • Building FDV prevention and response capability across workforces • Strengthening the specialist FDV and primary prevention sectors • Identifying and researching FDV prevention and response capabilities • Supporting the health, safety and wellbeing of specialist FDV workers 	<ul style="list-style-type: none"> • Within the Department of Families, Fairness and Housing • Works in partnership with specialist FDV and primary prevention services, community services, Department of Health, Department of Education and the Department of Justice 	<ul style="list-style-type: none"> • Oversee the implementation of the Building from Strength: 10-year Industry Plan for Family Violence Prevention and Response. • Conduct regular censuses of workforces that intersect with family violence.

<p>Health Education Centre Against Violence (ECAV) – NSW</p> <p>Vision Developing the specialist areas of prevention and response to violence, abuse and neglect.</p> <p>Objectives To create a diverse and inclusive workforce that is safe and comfortable for all people and communities, including Aboriginal communities, people from migrant, refugee and asylum seeker backgrounds, people with disability and LGBTQI community.</p>	<ul style="list-style-type: none"> • Face to face and online worker training • Community awareness and development programs • Agency and policy consultation • Clinical supervision and resource development for NSW Health, other government and non-government organisations 	<ul style="list-style-type: none"> • Director, Management Support and Operations team of fifteen 	<ul style="list-style-type: none"> • Manages a number of state-wide NSW Health workforce development initiatives such as: <ul style="list-style-type: none"> ○ The Adult Sexual Assault Medical & Forensic Care. ○ Violence, Abuse and Neglect Specialist Support and Counselling. ○ Aboriginal Family Wellbeing & Violence Prevention Network; Domestic Violence Routine Screening Implementation and Child Protection Facilitator Training.
<p>Australia’s National Research Organisation for Women’s Safety (ANROWS) – National</p> <p>Vision Influencing evidence-based developments in policy and practice design for the prevention of and response to violence against women, and its impacts on their children, nationally.</p> <p>Objectives To build the national evidence base that supports ending violence against women and children in Australia.</p>	<ul style="list-style-type: none"> • Set the national agenda for research on violence against women • Build the evidence base to respond to violence against women • Translate, disseminate and promote knowledge on violence against women • Develop evaluation capacity among service practitioners 	<ul style="list-style-type: none"> • Board of seven members • Established as an independent company limited by guarantee and a registered harm prevention charity and deductible gift recipient (DGR) • All nine Australian Governments are members of ANROWS 	<ul style="list-style-type: none"> • Publish research reports. • Conduct evaluations and action research projects. • Holds focus groups with victim-survivors. • Holds co-design workshops with victim-survivors, FDV service providers and practitioners and academics and researchers.

Appendix 3: FDV workforce development initiatives in other jurisdictions

Initiatives undertaken to support the FDV workforce in other jurisdictions have been mapped to the workforce development pipeline, highlighting opportunities for the Entity. Table 5 presents each of these types of initiatives, along with examples from different jurisdictions.

Table 5 – Workforce development initiatives delivered by interjurisdictional organisations

Initiative type	Description	Interjurisdictional examples
Developing the evidence base to support FDV workforce development	Undertaking research to ensure workforce development reflects contemporary evidence and best practice. This is done primarily by universities, research institutes and peak bodies.	<ul style="list-style-type: none"> WorkUP Queensland translates research and evidence to support the sector and increase evidence informed practices.²⁸ Australia’s National Research Organisation for Women’s Safety (ANROWS) produced the Australian National Research Agenda (ANRA) which identifies the specific changes to policies, processes and competencies required to reform FDV services and how this evidence should be produced.²⁹
Undertaking strategic workforce planning	Identifying and planning the skills and capabilities that the workforce needs to effectively prevent and respond to FDV, both now and in the future.	<ul style="list-style-type: none"> WorkUP Queensland collaborates closely with organisations to undertake strategic workforce planning for the sector to build a strong and sustainable workforce. They have a broad focus that is themed across the workforce spectrum including growing, retaining, developing, supporting, connecting, and sustaining the workforce. The NSW Health Education Centre Against Violence’s Integrated Violence Abuse and Neglect (IVAN) Portfolio provides strategic workforce development for workers across NSW Health with integrated, collaborative, trauma and violence informed responses to FDV.³⁰

²⁸ WorkUP, Knowledge Translation, 2019.

²⁹ ANROWS, The Australian National Research Agenda to End Violence Against Women and Children, 2023.

³⁰ NSW Health Education Centre Against Violence, Integrated Violence Abuse and Neglect (IVAN) Team, 2021.

<p>Developing the workforce by building capability</p>	<p>Equipping the workforce with the knowledge, skills and tools needed to deliver services that meet best practice. This is done through delivering training or setting the imperatives for workforce capability development.</p>	<ul style="list-style-type: none"> • DV-Alert (national) offers 2-day workshops that cover foundational skills and knowledge for frontline workers who specifically work in the context of First Nations communities.³¹ • Women’s Safety Services (South Australia) delivers foundational, intermediate and advanced level courses that address the core knowledge and skills required to respond to families affected by FDV.³²
<p>Raising awareness and advocating for improved FDV responses</p>	<p>Setting the wider reform agenda for FDV that grows public knowledge, sets policy, and strengthens the systems and services that address FDV. This role is largely carried out by peak bodies.</p>	<ul style="list-style-type: none"> • The NSW Health Education Centre Against Violence helps workers understand and communicate relevant violence, abuse and neglect statistics and research accurately and succinctly and to dispel myths, mistakes and misinformation about them.³³ • Safe and Equal (Victoria) offer peer-learning workshops for community organisations across the FDV sector.³⁴
<p>Monitoring the implementation of workforce development opportunities</p>	<p>Working with key stakeholders across the sector to ensure they are held accountable and can improve their provision of development activities. Monitoring can extend to government, community sector organisations and ACCOs.</p>	<ul style="list-style-type: none"> • WorkUP Queensland conducts an annual FDV workforce survey to understand the workforces’ emerging needs and strengths, tailor workforce strategies and support advocacy.³⁵ • Family Violence Centre for Learning (Victoria) reviews education programs for new police recruits and is currently conducting a training needs analysis to construct an evidence-based curriculum for Victoria police employees.³⁶

³¹ DV-Alert, Workshops and Courses, 2024.

³² Women’s Safety Services, Training, 2024.

³³ NSW Health Education Centre Against Violence, Integrated Violence Abuse and Neglect (IVAN) Team, 2021.

³⁴ Safe and Equal, Primary Prevention Communities of Practice, 2024.

³⁵ WorkUP, Annual Workforce Survey, 2023.

³⁶ Victorian Government, Victoria Police establish a Family Violence Centre of Learning, 2020.