Integrated Domestic and Family Violence Services program

Program overview

June 2011
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1. **Purpose of this Overview**

The purpose of this Overview is to provide information about the Integrated Domestic and Family Violence Services Program administered by the Department of Family and Community Services, Community Services.

The Overview is for:

- Organisations which are responsible for projects funded under the Integrated Domestic and Family Violence Services Program, and
- Other organisations which seek by means of an integrated approach to assist individuals and families affected by domestic and family violence to have access to the range of services they require to achieve positive outcomes.
2. Introduction

2.1 The Integrated Domestic and Family Violence Services Program

The NSW Government has committed to an enhanced, strategic approach to tackle domestic and family violence through co-ordinated action linked to statewide, results based priorities that are translated into action at the local level.

Under these new arrangements, the Communities and Early Years Division within the Department of Family and Community Services, Community Services has responsibility for the Integrated Domestic and Family Violence Services Program. This Program is being implemented following the completion of a planning process which included an independent report advising on planning and service modelling. The recommendations from this report ultimately informed the decision-making process in relation to the establishment of the Program.

There are six projects within the Program, which largely originated as time limited projects through the Community Solutions and Crime Prevention Strategy, which concluded in 2006.

The Government realises that domestic and family violence cannot be tackled by any one agency. It is a multi-faceted issue that requires co-ordination across organisations and across the government and non-government sectors. It requires a criminal justice response, as well as a range of support services. At the service delivery level, agencies need to work together to ensure that linkages exist between agencies such as the police, courts, hospitals, women’s refuges, men’s education programs, health and domestic and family violence support services to ensure the seamless delivery of a full spectrum of services.

Under the Integrated Domestic and Family Violence Services Program model, co-ordinated services are seamless and provided to the client through a multi-disciplinary team or are based on clear referral pathways between service agencies such as Police, Health, Housing, Community Services and non-government support agencies.

The Integrated Domestic and Family Violence Services projects are multi-agency responses to domestic and family violence, which attempt to improve outcomes for those affected by violence through:

- Increased and more co-ordinated services to victims and children
- More proactive, intentional and co-ordinated criminal justice responses
- Co-ordination and integration of service systems
- Increased priority and effort dedicated by the key partner agencies
- Taking preventative action by way of community education.

The Integrated Domestic and Family Violence Services Program will contribute to the following State Plan priorities:

- "Stronger Communities" and "Keeping People Safe".
As at June 2011, the Services under the Program are:

- Area Domestic Violence Integrated Care & Education (DV ADVICE) – auspiced by Northern Region, NSW Police Force;
- Canterbury/Bankstown Domestic Violence Response Team (CBDVRT) – auspiced by Community Services;
- Community Partnerships Against Domestic and Family Violence – auspiced by Hastings Women and Children’s Refuge Inc.;
- Green Valley Liverpool Domestic Violence Service – auspiced by South Western Sydney Local Health District;
- Mt. Druitt Family Violence Service – auspiced by Community Services;
- Nowra Domestic Violence Intervention Service – auspiced by YWCA NSW.

Each Service will receive specific annual funding allocations for a fixed term until 30 June 2012.
2.2 *Integrated Domestic and Family Violence Services Program Results*

Consistent with the Results Based Accountability Model\(^1\), the Integrated Domestic and Family Violence Services Program aims to improve outcomes for its target population over the long term by influencing factors that contribute to the high level result.

To illustrate how activities contribute to the high level result sought, Communities and Early Years Division has developed a Results Logic Diagram which depicts the causal linkages between Program components and intended results. A copy of the Diagram and its accompanying Narrative is included as Appendix 1.

2.2.1 *Integrated Domestic and Family Violence Services Program Population Results*

At a population level, the Integrated Domestic and Family Violence Services Program seeks to reduce the rate of domestic and family violence through:

- lowering community tolerance to domestic and family violence
- seeking to ensure that former victims of domestic and family violence and their families are safe.

2.2.2 *Integrated Domestic and Family Violence Services Program Interim Results*

In order to achieve those population results, the Integrated Domestic and Family Violence Services Program focuses on achieving the following interim results:

- Clients are empowered to keep themselves and their family safe
- Clients pursue prosecutions with support from the Program
- Clients meet their case plan goals
- Clients and their families are provided with sufficient safety and stability to pursue case plan goals
- Clients are provided with case plans following evidence-based risk and needs assessment of their family situation
- Domestic & family violence victims are referred to lead services and become Program clients
- Perpetrators do not re-offend
- Perpetrators are successfully prosecuted
- Perpetrators are referred to evidence-based education and treatment programs, where available
- The community’s understanding of and response to domestic and family violence improves
- The community is informed about domestic and family violence, including legislation, rights and reporting
- Community members are provided with knowledge and skills for healthy and safe relationships.
2.3 Program Definitions and Principles

The Program defines domestic and family violence in the following way:

**Domestic and family violence:**

- involves repeated violent, threatening, coercive or controlling behaviours
- may extend beyond current domestic relationships to past family, domestic or intimate relationships
- is usually violence by men against women but is not restricted to gender violence – it can occur in any relationship or culture
- has many forms including physical assault, harassment, emotional abuse, sexual assault, deprivation of resources, destruction of property or confinement
- affects all communities and is a profound cause of entrenched, intergenerational disadvantage
- has significant personal, social, health and economic costs.

Other Program definitions, for integrated family violence services, integrated case management and intensive case management, are at Appendix 2.

For the purposes of this Program, the definition of *family* is taken from the Crimes (Domestic and Personal Violence) Act 2007 – S. 5 Meaning of “domestic relationship”:

“For the purposes of this Act, a person has a "domestic relationship" with another person if the person:

(a) is or has been married to the other person, or
(b) has or has had a de facto relationship, within the meaning of the Property (Relationships) Act 1984, with the other person, or
(c) has or has had an intimate personal relationship with the other person, whether or not the intimate relationship involves or has involved a relationship of a sexual nature, or
(d) is living or has lived in the same household as the other person, or
(e) is living or has lived as a long-term resident in the same residential facility as the other person and at the same time as the other person (not being a facility that is a correctional centre within the meaning of the Crimes (Administration of Sentences) Act 1999 or a detention centre within the meaning of the Children (Detention Centres) Act 1987), or
(f) has or has had a relationship involving his or her dependence on the ongoing paid or unpaid care of the other person, or
(g) is or has been a relative of the other person, or
(h) in the case of an Aboriginal person or a Torres Strait Islander, is or has been part of the extended family or kin of the other person according to the Indigenous kinship system of the person’s culture.”
Key Program principles are:

- **Rights** – human right to live free of violence
- **Safety** – of women and children is paramount; children need both protection from harm and opportunities for development
- **Empowerment** – domestic and family violence services build on strengths of women and children and enhance capacity for informed decision making
- **Diversity** – services recognise broad demographic base of domestic and family violence and individuality of experiences
- **Responsibility** – perpetrator is responsible for violence and should be held accountable; the community as a whole has responsibility for eradicating and preventing domestic and family violence.

Appendix 2 also lists the Service principles under the Program.
2.4 Governance Structure

The governance arrangement for the Services will integrate with the Government's new governance state-wide and regional framework for co-ordinated state-wide action on domestic and family violence.

The auspice agency for each Service will have responsibility for implementation, day-to-day management of the Service and achievement of Service results. The auspice agency will also be responsible for ensuring that key milestones and deliverables are achieved.

The Services are to operate as formal partnerships between, as a minimum, Community Services, NSW Health and the NSW Police Force, plus the auspice agency and there will be a joint governance body with authority over key decisions regarding resourcing, strategic planning and review.

Each Service will establish a local service planning group comprising representatives of the local service network, including criminal justice agency representatives.
3. Who does the Integrated Domestic and Family Violence Services Program Assist?

3.1 Client Group

The client group for the Integrated Domestic and Family Violence Services Program is those people affected by domestic and family violence within the service boundaries of the Program.

Services are provided for all victims, including children, whether male or female; for victims with or without children; where a victim has children under their care, the service response must take into account the impacts of domestic and family violence on children and young people and develop and implement strategies to address their needs within the integrated case management model.

The Service will also develop arrangements for the provision of services to people using violence, whether that is through information and referral or brokerage, to enhance accountability and victim safety.

3.2 Client Sub-Groups

Services are to provide priority of access to people from nominated sub-groups experiencing domestic and family violence, who would benefit from additional support and the enhancement of protective factors. Possible sub-groups that may be targeted include:

- People from disadvantaged communities
- People from remote communities
- People with a disability/special needs
- People from an Aboriginal background
- People from Culturally and Linguistically Diverse backgrounds
- Repeat victims of domestic and family violence
- Victims of domestic and family violence who previously refused services.
4 Integrated Domestic and Family Violence Services Program Funding

Treasury has provided an allocation for the Integrated Domestic and Family Violence Services Program for the period 2008/09 to 2011/12 that provides for the Program to operate six services covering ten locations.

The standard Community Services methods of purchase are:

- Expression of Interest (EOI) or Open Tender
- Selective tender
- Direct allocation

All purchasing for Integrated Domestic and Family Violence Services will be undertaken as per NSW Government Procurement Policy 2004 and Community Services’ Funding Policy.

All Integrated Domestic and Family Violence Services Program projects are funded for a fixed term. Their continuation at the end of that fixed term will only occur if the particular project is still identified as a priority in that area for the delivery of the Integrated Domestic and Family Violence Services Program.

4.1 Eligibility Criteria for Integrated Domestic and Family Violence Services

Integrated Domestic and Family Violence Services Program service providers must meet the specific eligibility criteria as set out in the table below:

<table>
<thead>
<tr>
<th>Eligibility Criteria for the Integrated Domestic and Family Violence Services Program</th>
</tr>
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<tbody>
<tr>
<td>1. Applicants have a valid ABN and are:</td>
</tr>
<tr>
<td>- A government agency, or</td>
</tr>
<tr>
<td>- An Incorporated not-for-profit, non-government organisation.</td>
</tr>
<tr>
<td>2. Project applications are received on time.</td>
</tr>
<tr>
<td>3. Project applications are complete and respond to the Project Brief endorsed by Communities and Early Years Division, Department of Family and Community Services, Community Services.</td>
</tr>
<tr>
<td>4. Project applications address:</td>
</tr>
<tr>
<td>- the relationship between the NSW State Plan and the Integrated Domestic and Family Violence Services Program, and</td>
</tr>
<tr>
<td>- the priorities and outcomes for the Integrated Domestic and Family Violence Services Program as outlined in the Project Brief.</td>
</tr>
</tbody>
</table>
4.2 Selection Criteria

- Agencies with expertise in delivering case management services to victims of domestic and family violence.

- Agencies with experience in delivering services in an integrated manner within a formal partnership with other agencies and primary government agencies, such as the NSW Police Force.

- Agencies with a proven record of delivering efficient and effective services with State government funds and the capacity and infrastructure to support an Integrated Domestic and Family Violence Services Program project.

- Agencies with the capacity to engage Aboriginal families and families from Culturally and Linguistically Diverse backgrounds.

- Located in the LGA or Local Area Command.
5  Contracts
The contract for approved Services within the Integrated Domestic and Family
Violence Services Program comprises copies of this Program Overview, as well
as the endorsed Project Brief, the standard Community Services Service
Agreement, and the Integrated Domestic and Family Violence Services
Program Service Specification (Schedule B to the Service Agreement). Any
Additional Requirements will be included in the Service Specification.

5.1  The Community Services Service Agreement
The Community Services Service Agreement is the contractual documentation
between Community Services and a funded service. It covers the obligations of
both parties and the terms and conditions of the contract. The standard Service
Agreement for Community Services can be viewed at:

MENT.PDF

5.2  The Integrated Domestic and Family Violence Services
     Program Service Specification
The Service Specification is a Schedule to the Community Services Service
Agreement. The Service Specification describes the funded project, its
intended results, the service model and its performance measures, as well as
the grant and any Additional Requirements attaching to the grant.

5.2.1  Additional Requirements
Additional Requirements are those requirements applying to the project which
are in addition to the general requirements of funding as set out in the
Community Services standard Service Agreement. Most of the Integrated
Domestic and Family Violence Services Program Additional Requirements
apply to all Integrated Domestic and Family Violence Services projects.
However, sometimes an Additional Requirement may be formulated which is
specific to an individual project. Additional Requirements that are individual to a
particular project will be listed in the Service Specification.

5.2.2  Performance Measures
The Integrated Domestic and Family Violence Services Program uses the
Results Based Accountability (RBA) approach to performance measurement
drawing on the results and interim results specified in the Integrated Domestic
and Family Violence Services Program Results Logic Diagram (see Appendix
1).

The Integrated Domestic and Family Violence Services Program service model
has a Service Activity Description that describes its results, interim results and
performance measures. The model will seek information on project
demographics, the quantity of activity, the quality and its outcomes.
For further detail, refer to the Program’s related Service Activity Description.
6 Project Reporting

The reporting regime for each project will be set out in the Service Specification. While the reporting format and timing will vary according to individual projects, each project will be required to report on:

- Demographic characteristics of their clients
- Outputs or activities
- Service results
- Financial accountability
- Compliance with the Additional Requirements which apply to the project.

Where project reports are not submitted on time, payment may be suspended until the matter is resolved.
7 Performance Monitoring of the Integrated Domestic and Family Violence Services

7.1 Performance Monitoring Framework

Community Services Performance Monitoring Framework for Funded Services is the basis for performance monitoring for all Integrated Domestic and Family Violence Services Program projects.

Information on the Community Services Performance Monitoring Framework can be found at:


All projects will be monitored for compliance with the:

- Service Agreement
- Service Specification
- Additional Requirements; and
- extent to which specified results/outputs are achieved.

7.1.1 Good Practice Guidelines

The Good Practice Guidelines for Community Services Funded Services (the Guidelines) aims to guide and support organisations to promote quality results for clients. These Guidelines will be utilised under the Integrated Domestic and Family Violence Services Program to ensure quality service provision.

The Guidelines is an aid to continuous improvement over and above the mandatory requirements for each project. The Guidelines can be viewed at:

8 Measuring Results for the Integrated Domestic and Family Violence Services Program

The Integrated Domestic and Family Violence Services Program uses the Results Based Accountability (RBA) model as its evaluation framework to measure performance and population accountability at both a program level and project level.

At the program level, performance accountability will measure how well the Integrated Domestic and Family Violence Services Program, as an overall strategy, is working. This means measuring the number and cost of projects funded, the quality of projects and the percentage of projects overall that contributed to achieving the program results.

At the project level, performance accountability will measure how well individual projects funded under the Integrated Domestic and Family Violence Services Program are working and whether the designated results for each project have been achieved.

At the program level, population accountability will measure higher order results. At the project level, population accountability will measure if anyone was better off as a result of the project itself.

8.1 Evaluating the Integrated Domestic and Family Violence Services Projects

Each Integrated Domestic and Family Violence Services Program project will be evaluated for both effectiveness of service delivery and the outcomes (results) achieved. These results will be as set out in the Service Specification, including the performance measures for each funded project. In the RBA model it is not enough to know if a project was delivered successfully, we must also measure if anyone was actually better off as a result.

Organisations will report on progress towards achieving the results in their project reports and on the actual achievement of results in their final report.

8.2 Evaluating the Integrated Domestic and Family Violence Services Program

It is anticipated that subject to the availability of funding, the Integrated Domestic and Family Violence Services Program as a whole will be evaluated on the results achieved by all funded projects. Community Services will report on the impact Integrated Domestic and Family Violence Services have made in regard to the NSW State Plan.

An evaluation of the Integrated Domestic and Family Violence Services Program would include evaluating its business and administration processes (efficiency measures), as well as the results (effectiveness measures).

All organisations which have received funding for projects under the Integrated Domestic and Family Violence Services Program would be required to participate in an evaluation of the Integrated Domestic and Family Violence Services Program as a state-wide program.
9. Glossary

Activities
Activities are the specific tasks that need to be performed to deliver the project strategies.

Communities and Early Years Division
The Communities and Early Years Division provides policy advice, delivers programs, strategies and projects and negotiates with key human services and justice agencies to improve outcomes for children, young people, women experiencing violence, families. This work is done from a whole of government perspective and focuses on improving outcomes at a population level by working with government, non-government, community sector and business.

Culturally and Linguistically Diverse (CALD)
Individuals from a CALD background are those who identify as having a specific cultural or linguistic affiliation by virtue of their place of birth, ancestry, ethnic origin, religion, preferred language, language(s) spoken at home, or because of their parents’ identification on a similar basis. 

Department of Family and Community Services, Community Services
The Department of Family and Community Services, Community Services is the leading NSW Government agency responsible for community services. The Department helps children, young people and families across a continuum of care. Its core work focuses on child protection, starting with early intervention strategies to help build stronger families. In particular, it helps those who are vulnerable and most in need.

Early intervention
Programs and practices that intervene with individuals, families or families at an early stage in the occurrence of a problem or issue in such a way that there is a high probability that the intervention will resolve the problem or issue and stop it from becoming worse.

Evaluation
An evaluation is a systematic process of collecting and using information to assess the value of a program or a project. Evaluations provide an analysis of how well a program/project performed and whether it achieved its targeted results.

Evidence-based
Evidence-based is an approach to policy development and implementation which uses rigorous techniques to develop and maintain a robust evidence base from which to develop policy options. Evidence for policy has three components. First is hard data (facts, trends, survey information), the second component is the analytical reasoning that sets the hard data in context. Third, an evidence base comprises stakeholder opinion on an issue or set of issues.

Indicator
An indicator is a measure that helps quantify the achievement of a result.
Non-Government Organisations (NGOs)
These are not-for-profit non-government bodies. Local government councils are not NGOs.

NSW Government Procurement Policy

NSW State Plan
The NSW State Plan is the fundamental policy document driving performance across the NSW public sector. It sets out the main areas where the community expects improvements, and shows how those improvements will occur.

Objectives
Objectives are what you think should happen in order for a result to be achieved. They are concrete statements that describe the things a project is trying to achieve and need to be clear and concise, measurable, relevant and achievable.

Outcome
An outcome is another word for result.

Performance measure
A performance measure is a measure of how well a program, agency or service system is working.³

Performance Monitoring Framework (PMF)
The Performance Monitoring Framework describes the approach that will be used by Community Services for monitoring the performance of projects funded under the Integrated Domestic and Family Violence Services Program.

Priority Groups (Sub-Groups)
Priority groups are disadvantaged segments of the target group which lack access to fundamental material and social resources and/or are socially excluded. Fundamental material and social resources include things like adequate housing, health care, employment, education, support or financial resources. Individuals are socially excluded if they do not participate to a reasonable degree in certain activities of the community due to reasons beyond their control.

Program Overview
The Program Overview provides information about the Integrated Domestic and Family Violence Services Program, its role and purpose. The Overview is for organisations which are responsible for projects funded under the Program and for people who are interested in building capacity and resilience in families.

Resilience
Resilience is the positive adaptation of an individual or community within the context of significant adversity.
Results

Results are the changes and improvements that you expect to happen as a result of the project. In the words of Mark Friedman “A result is a condition of wellbeing for children, adults, families”.

Results Based Accountability (RBA)

RBA is a structured approach to thinking and taking action that starts with defining the results we want to achieve and works backwards to the means of getting there.

Results Logic Diagram

The Results Logic Diagram is a diagram that helps clarify the aims of a program and shows the link between the activities to be conducted and the short, medium and long term expected results.

Strategies

A strategy is a statement of how you intend to achieve the objectives of the project and consists of a coherent collection of activities.

Whole of government

This is a term that has generally come to mean any aspect of Government agency activity, ranging from planning through to service delivery, in which a number of agencies participate to achieve a common goal or result. The underlying rationale of the whole of government approach arises from the recognition that individual or community needs are complex and can seldom be fully addressed through the efforts of one agency alone. The core objective of whole of government approaches is, therefore, to improve the effectiveness and efficiency of Government service provision through the co-ordinated provision of Government resources.
Appendices

1. *Results Logic Diagram*

2. *Program Definitions and Principles*
Appendix 1 – Integrated Domestic & Family Violence Services Program - Results Logic Diagram

Children, families and communities are healthier, safer and more resilient

The rate of domestic and family violence falls

Communities do not tolerate domestic and family violence

Former victims of domestic and family violence and their families are safe

The community’s understanding of and response to D&FV improves

Perpetrators do not re-offend

Perpetrators are successfully prosecuted

The community is informed about domestic and family violence, including legislation, rights and reporting

Community members are provided with knowledge and skills for healthy and safe relationships

Clients are empowered to keep themselves and their family safe

Clients pursue prosecutions with support from the Program

Clients meet their case plan goals

Clients and their families are provided with sufficient safety and stability to pursue case plan goals

Clients are provided with case plans following evidence-based risk & needs assessment of their family situation

D&FV victims are referred to lead services and become Program clients

Good practice from the Program is promulgated to services outside the Program with an existing interest in D&FV to encourage consistency and working from an evidence-base

DoCS funds, coordinates and evaluates agency and NGO services in 7 sites across NSW to work collaboratively, through formal partnerships, as the local focal point to support D&FV clients and reduce community tolerance of D&FV

Perpetrators are referred to evidence-based education and treatment programs, where available

Community members are provided with knowledge and skills for healthy and safe relationships

Children, families and communities are healthier, safer and more resilient
This narrative provides background information and an explanation of the statements set out in the Integrated Domestic and Family Violence Services (ID&FVS) Program Results Logic Diagram.

What is a Results Logic Diagram?
A Results Logic Diagram is an analytical tool used to show the causal linkages between program components and intended results for client groups or population groups. A Results Logic Diagram includes a results hierarchy in which lower order results are preconditions for achieving higher order results.

What is the Integrated Domestic and Family Violence Services Program?
The Integrated Domestic and Family Violence Services are multi-agency responses to domestic and family violence, which attempt to improve outcomes for those affected by violence through:
- Increased and more co-ordinated services to victims and children
- More proactive, intentional and co-ordinated criminal justice responses
- Co-ordination and integration of the service systems
- Increased priority and effort dedicated by the key partner agencies
- Taking preventative action through community education.

Explanation of statements in the ID&FVS Program Results Logic Diagram

Results
The Results Based Accountability (RBA) Framework developed by Mark Friedman¹ defines results as conditions of well-being for children, adults, families or communities. The Framework distinguishes between population-level results (to which many agencies may contribute, along with external factors like demographic and economic trends) and performance measures for specific programs.

Children, families and communities are healthier, safer and more resilient
This is the overarching higher order result sought for the Department of Family and Community Services, Community Services.

The rate of domestic and family violence falls
This is clearly a population-level result to which the ID&FVS Program can only contribute; there are many other factors involved outside of the control of the Program, including other initiatives aiming to achieve this same result. Nevertheless, ultimately the intention of the ID&FVS Program is to see D&FV decline; and this is consistent with State Plan Priority R1: Reduced rates of crime, particularly violent crime.

Communities do not tolerate domestic and family violence
The interim results below this result show how it is intended that the Program should reach it:
- The community is informed about domestic and family violence, including legislation, rights and reporting
- Community members are provided with knowledge and skills for healthy and safe relationships.

Former victims of domestic and family violence and their families are safe
The interim results below this result progress through key elements in the process from engagement of victims, through to ensuring their immediate safety needs are met, supporting them through the court process and ultimately enabling them to keep themselves and their families safe.

¹ Mark Friedman is a United States consultant who has over 30 years experience in public administration and public policy.
How
This is a description of the means by which it is intended to achieve the results. In this case, it is through the ID&FVS Program, which is a multi-agency, co-ordinated response to prevent the escalation of domestic and family violence. The Program covers ten targeted locations across NSW. As an integrated model its results are expected to extend into the criminal justice system, hence the inclusion of Police as a core partner. It also seeks to promote good practice principles to D&FV services outside the Program.

Client group
This is the group of people targeted by the ID&FVS Program.
2. Program Definitions and Principles

Domestic and family violence
- involves repeated violent, threatening, coercive or controlling behaviours
- may extend beyond current domestic relationships to past family, domestic or intimate relationships
- is usually violence by men against women but is not restricted to gender violence – it can occur in any relationship or culture
- has many forms including physical assault, harassment, emotional abuse, sexual assault, deprivation of resources, destruction of property or confinement
- affects all communities and is a profound cause of entrenched, intergenerational disadvantage
- has significant personal, social, health and economic costs.

Integrated domestic and family violence service
- provides an integrated response to victims of domestic and family violence, including children and addresses the circumstances of perpetrators in so far as ensuring the long term safety of women and children
- provides a co-ordinated response between government and non-government agencies and is guided by a unified approach to service delivery, policies and systems to achieve a common set of goals
- may involve two or more of the following agencies in partnerships which are formalised either through dedicated funding of the service model or through agreements, protocols or memoranda of understanding – or a combination of these mechanisms - the police, courts, hospitals, child protection workers, women’s refuges, men’s education programs, health and domestic and family violence support services.

Integrated case management
- is an advanced form of an integrated response to domestic and family violence. It goes beyond the co-ordination of policies, systems and information sharing to the provision of case management services within a unified service.
- is an approach whereby co-ordinated services are provided in a way that is seamless to the client. It involves key elements such as risk and needs assessment, joint planning of interventions, service delivery by a range of agencies or practitioners but within an overall plan, case ‘tracking’ and formal case closure processes.
- involves services delivered by a number of methods – a multidisciplinary team (specialist service) or through clear protocols between participating agencies and/or supplemented by brokered (purchased third party provider) services. Whether the
services are provided by one agency or numerous, the key characteristic is that it is a seamless delivery to the client and well articulated case management processes provide the unifying feature.
Intensive Case Management

- may be offered by Integrated Domestic and Family Violence Services to some or all of their clients, depending on their model of care, resourcing and capacity of the local service system.

- involves a risk and needs assessment to identify clients in need of intensive case management and a single integrated case management plan, which may involve interventions provided by specialist domestic and family violence services, police, child protection and other specialist community based services.

- the level and nature of involvement by clients with the service is extensive and would be medium to longer term usually. A nominated case manager takes responsibility for co-ordinating all aspects of the case plan.

Program Principles

- **Rights** – human right to live free of violence

- **Safety** – of women and children is paramount; children need both protection from harm and opportunities for development

- **Empowerment** – Domestic & family violence services build on strengths of women and children and enhance capacity for informed decision making

- **Diversity** – services recognise broad demographic base of domestic & family violence and individuality of experiences

- **Responsibility** – the perpetrator is responsible for violence and should be held accountable; the community as a whole has responsibility for eradicating and preventing domestic & family violence.

Service principles

- **Justice system response** – to be effective and swift recognising the criminal basis of domestic & family violence

- **Holistic approaches** – integrating criminal justice interventions and support interventions

- **Power imbalance** – and the gendered nature of domestic & family violence between those using violence (predominantly men) and those experiencing violence (predominantly women and children) to be recognised and addressed in service responses

- **Access and equity** – services to have in place strategies to ensure access by the broad range of victims and provision of services in a fair and equitable manner
- **Client centred delivery and support** – facilitated access; children as clients in their own right; accountability interventions for perpetrators

- **Advocacy** – domestic & family violence services to advance individual rights of victims and act at a broader community level

- **Evaluation** - planned and factored into the service from conception stage, includes mechanisms for ongoing monitoring and review; client outcomes from the client’s perspective

For services addressing the needs of Indigenous individuals and families:

- **Cultural knowledge** - acceptance, respect and valuing of Aboriginal culture

For services addressing the needs of culturally and linguistically diverse (CALD) clients and communities:

- **Cross-cultural competencies** – of staff and system design.

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1 See Mark Friedman at: [http://www.raguide.org/](http://www.raguide.org/)

2 Disadvantaged communities are those which lack access to fundamental material and social resources and/or are socially excluded. Fundamental material and social resources include adequate housing, health care, employment, education, support or financial resources. Individuals are socially excluded if they do not participate to a reasonable degree in certain activities of the community due to reasons beyond their control.

3 Includes those with drug and alcohol and mental health issues

4 Insert specific language/cultural group, if necessary

5 Population accountability concerns the well-being of whole populations


8 Friedman, 2005. Trying hard is not good enough, Page 19

9 Friedman, 2005. Trying hard is not good enough, Page 20