



Family and Domestic Violence System Reform Plan

Inaugural progress report

Reporting period to 31 October 2024

Improving the ways victim-survivors are supported
and perpetrators are held to account

Acknowledgement of Country

The Government of Western Australia acknowledge the traditional custodians throughout Western Australia and their continuing connection to land, waters and community. We pay our respects to all members of Western Australia's Aboriginal Communities and their cultures; and to Elders both past and present.

We recognise that Aboriginal women and children experience family and domestic violence at far higher rates than other members of the Western Australian Community.

Acknowledgement of Victim-Survivors

We acknowledge the devastating impact of family and domestic violence on individuals, families and communities, and the strength and resilience of victim-survivors who have, and are still, experiencing family and domestic violence. We pay respects to those who did not survive and to their family and friends.

We recognise and respect the human right of everyone to live free from violence and fear. Importantly, we must not just say that we do we must show that we do. Actions, as we all know, speak louder than words. We must show that we respect the human right to live free from violence and fear by ensuring that systems are safe and accountable.

This means building an integrated family and domestic violence system where relevant information is shared so that the system can better identify, assess and manage the risk that perpetrators present to women and children's safety and wellbeing and to prevent further harm and death. Adult and child victim-survivors must never be left to manage a perpetrator's harmful and dangerous behaviours on their own.

In this document, term 'Aboriginal' people is used in preference to "Indigenous" or "Aboriginal and Torres Strait Islander" people, in recognition that Aboriginal peoples are the original inhabitants of Western Australia. The term 'victim-survivor' is inclusive of adults and children who have experienced family and domestic violence.

Background of the System Reform Plan

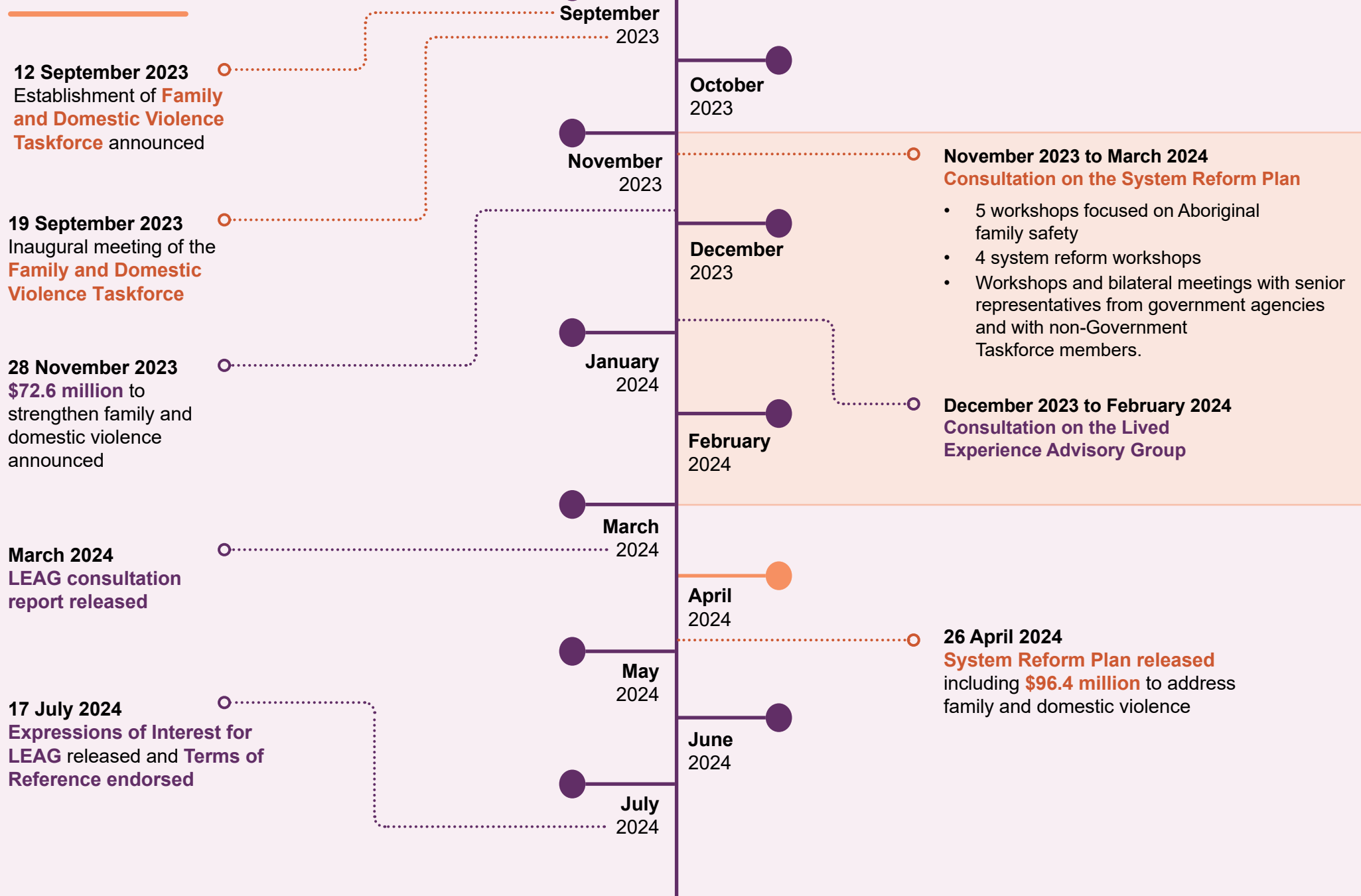
A Family and Domestic Violence Taskforce (Taskforce) was convened between September 2023 and March 2024 to help guide Western Australia's efforts to address family and domestic violence. The Taskforce was a key request of the family and domestic violence sector and lived experience advocates during the Domestic Violence Summit in August 2023.

Led by Professor Colleen Hayward AM and Emily Roper PSM, Director General of the Department of the Premier and Cabinet, the Taskforce consulted across government, the community services sector, Aboriginal Community Controlled Organisations and people with lived experience to inform a comprehensive plan of reform to create more unified and integrated systems and services responses. More information about the membership and activities of the Taskforce can be accessed [here](#).

Through the work of the Taskforce, the WA Government committed to the following key outcomes:

- establishment of a Lived Experience Advisory Group.
- significant investment in specialist services to address gaps and meet need, including \$96.4 million to address family and domestic violence and implement the System Reform Plan, adding to the \$72.6 million in new funding to strengthen responses to family and domestic violence announced in November 2023.
- development of the System Reform Plan for reforming the ways services and systems work together to support and protect victim survivors and respond to perpetrators.

System Reform Plan - development timeline



September 2023

12 September 2023
Establishment of Family and Domestic Violence Taskforce announced

19 September 2023
Inaugural meeting of the Family and Domestic Violence Taskforce

28 November 2023
\$72.6 million to strengthen family and domestic violence announced

March 2024
LEAG consultation report released

17 July 2024
Expressions of Interest for LEAG released and Terms of Reference endorsed

August 2023
Domestic Violence Summit

October 2023

November 2023

November 2023 to March 2024
Consultation on the System Reform Plan

- 5 workshops focused on Aboriginal family safety
- 4 system reform workshops
- Workshops and bilateral meetings with senior representatives from government agencies and with non-Government Taskforce members.

December 2023

January 2024

December 2023 to February 2024
Consultation on the Lived Experience Advisory Group

February 2024

March 2024

April 2024

26 April 2024
System Reform Plan released including \$96.4 million to address family and domestic violence

May 2024

June 2024

July 2024

Overview of the System Reform Plan

Released on 26 April 2024, the Family and Domestic Violence System Reform Plan sets out an unprecedented program of reform for responding to family and domestic violence in Western Australia.

The vision is a family and domestic violence response system that is collaborative, connected and organised around victim-survivor safety, recovery and re-establishment where all parts of the system provide trauma informed, culturally safe and joined-up services to keep victim-survivors safe and hold perpetrators to account. The full System Reform Plan can be accessed [here](#).

The System Reform Plan aims to create a more unified and integrated system and services response, that is easier for victim-survivors to navigate, and more effective at managing risk posed by perpetrators of violence. It is organised around four foundation pillars: workforce development; information sharing; risk assessment; risk management. These priorities recognise the parts of the system that need to change, as informed by the family and domestic violence sector, people with lived experience and the work of the Taskforce. Twenty-one reform projects against 17 reform actions are aligned to these foundation pillars.

During the reporting period, work was undertaken to ensure that reform actions are implemented at the right time and in the right sequence. A phased approach to implementation is planned over the five years, from 2024 to 2029. Not all reform actions can be implemented at the same time as some are dependent on the delivery of others.



Vision

A Family and Domestic Violence response system that is collaborative, connected and organised around victim-survivor safety, recovery and re-establishment where all parts of the system provide trauma informed, culturally safe and joined-up services to keep victim-survivors safe and hold perpetrators to account.



Workforce Development

A system-wide workforce where everyone is clear about their roles and responsibilities and have the knowledge and skills to provide safety-focused, family violence informed and culturally appropriate responses to victim-survivors and those using violence.



Information Sharing

The right information is shared at the right time to the right people to keep victim-survivors safe, maintain perpetrators in view and support coordination of service responses.



Risk Assessment

Workers, organisations and agencies are required and supported to assess risk in a consistent way to inform decision making and action. This approach includes the use of specific Aboriginal family safety screening and risk assessment tools.



Risk management

Case coordination and specialist responses are appropriately resourced, with collaborative practices required and embedded. Victim-survivors consistently receive a sensitive and safe response and perpetrators are visible and held to account across all parts of the system.



Foundation

A strong and supported specialist family and domestic violence service sector that includes Aboriginal led responses to family safety.

Changing a system takes time

The Taskforce repeatedly heard that navigating the range of supports and services needed by victim-survivors to support their safety and recovery was complex and onerous. Improving outcomes for victim-survivors and providing appropriate responses to perpetrators, requires each of the services and agencies involved in responding to family and domestic violence to work seamlessly together in an integrated system response. The Taskforce focused on putting the needs of victim-survivors first.

As with any reform program, change takes time. The System Reform Plan is focused on longevity and sustained change. While the first reporting period has focused on laying the foundations for change, future work will include defining and measuring the impact of these changes.

While the reform actions are foundational to improving the way victim-survivors access and navigate supports and services, the direct impact on victim-survivors will take longer to be realised and the difference will take longer to be felt.

Going forward, input from the Lived Experience Advisory Group will be critical for ensuring that the reform program is making the right changes for victim-survivors.

The reform program focused on longevity and sustained change – direct impacts will take longer to be realised



For Victim-Survivors

- I can access the help I need when I need it, to keep me and my family safe and to support recovery and re-establishment.
- Services are locally tailored, culturally safe, family violence and trauma informed.
- Services and the service system take responsibility for managing the risk posed by the perpetrator.
- As a child or young person, I am recognised as a victim-survivor and supported to be safe and recover.



For Perpetrators

- The actions of all services, and service systems hold me to account for my coercive, controlling behaviours and provide pathways to interventions that target behaviour change.
- I have access to culturally safe interventions.



For Community

- I do not tolerate violence or violence supportive attitudes.
- I see stopping family and domestic violence as mine and everyone's responsibility.
- I know how to promote respect and challenge violence supportive attitudes.



For Service Workers

- I understand my role and responsibilities in responding to family and domestic violence and have the tools and skills I need to provide a response that meets the needs of my client.
- I know how to share information in a way that is safe, purposeful and supports the needs of victim-survivors.
- I support continuous quality improvements, including service or program review.

Governance of System Reform Plan

Robust governance and accountability are critical to successful implementation of the reform program and achieving outcomes for victim-survivors. Below provides an overview of the governance framework for implementation of the System Reform Plan and progress during the reporting period.

Family and Domestic Violence Implementation Oversight Group

The Family and Domestic Violence Implementation Oversight Group (Oversight Group) was established in June 2024. The purpose of the Oversight Group is to drive, oversee and monitor implementation of the System Reform Plan to strengthen responses to family and domestic violence in Western Australia. The Oversight Group reports directly to the Minister for Prevention of Family and Domestic Violence.

The Oversight Group is Co-chaired by the Director General Department of Communities, and the Chief Executive Officer Centre for Women's Safety and Wellbeing. Membership of the group includes senior officers from eight government agencies and five non-Government representatives. During the reporting period, the Oversight Group met three times to oversee and establish the reform program and generate momentum for implementation of the reform actions.

Program Working Groups

In July 2024, the Oversight Group endorsed the establishment of four Program Working Groups (working groups), specific to the four pillars of the System Reform Plan: workforce development; information sharing; risk assessment; risk management. Working groups are responsible for designing and implementing the reform actions relevant to their pillar. They provide expert advice and support decision making at a project

level, and regularly report back to the Oversight Group on progress, key achievements and barriers to implementation. Program working groups were established and met for the first time during the reporting period.

Lived Experience Advisory Group

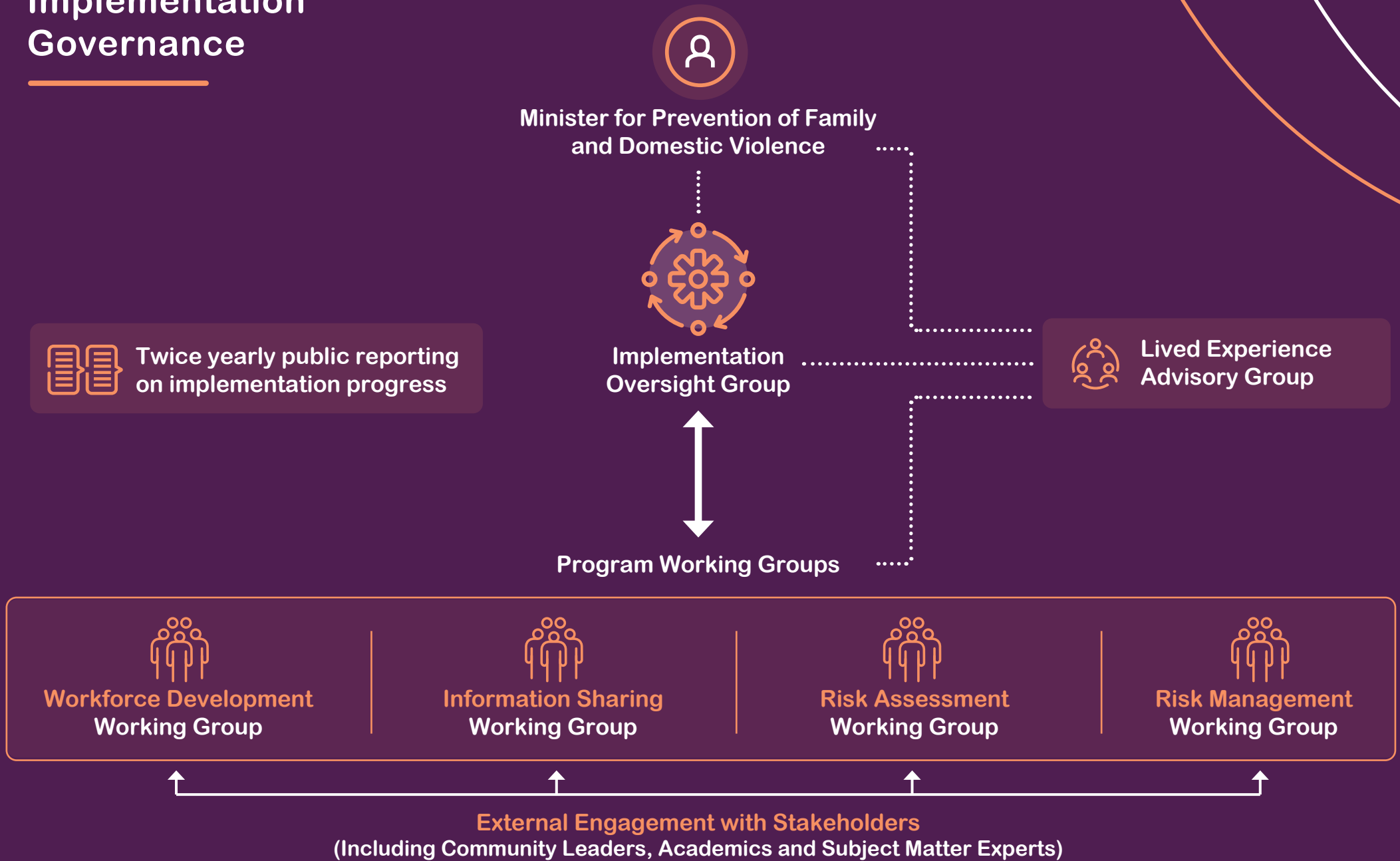
Work to establish the Lived Experience Advisory Group (LEAG) occurred during the reporting period. The first of its kind for the family and domestic violence sector in Western Australia, the LEAG provides an opportunity for people with lived experience of family and domestic violence to share their valuable insights and perspectives to help shape Western Australian policies and programs relating to the prevention of family and domestic violence.

The LEAG will provide advice directly to the Minister for Prevention of Family and Domestic Violence to ensure their voices inform policies, services and programs. The model for the LEAG was informed by consultation with more than 500 people around the State, led by Kwobap Consultancy. More information about the consultation on and development of the LEAG model can be accessed [here](#).

The LEAG will play a critical role in informing implementation of the System Reform Plan. During the reporting period, an expressions of interest process was undertaken, attracting a total of 190 nominations. The recruitment process for membership of the LEAG was overseen by the Implementation Oversight Group and included independent and Aboriginal representation on the selection panel.



Implementation Governance



Implementing the System Reform Plan

The first six months of implementation of the System Reform Plan focused on establishing the foundations on which the reform program will build - establishing robust governance, building strong and collaborative partnerships and devising a plan for implementation of the reform actions.

Given the scale and breadth of reform actions, the five-year program of work requires a significant degree of collaboration and coordination to ensure cross-portfolio visibility and the effective management of reform action interdependencies. A clear and sequenced approach to delivery is essential to support effective and timely implementation of the system reform plan.

A key focus during the reporting period was the development of an approach to implementation for government agencies to sequence the work and commitments for delivery over the financial year. Going forward, a year-by-year approach will focus efforts on the delivery of immediate priorities, underpinned by a longer-term whole-of-program view.

The visual on page 10 provides an overview of the progress status of each reform project as at 31 October 2024, most reform projects are in the project planning stage. Pages 11 - 15 details implementation progress and key achievements during the reporting period and the focus areas for the next reporting period across workforce development, information sharing, risk assessment and risk management pillars.

As at 31 October 2024, most reform projects are in the planning stage

Status of reform projects – as at 31 October 2024



Key

-  Workforce Development
-  Information Sharing
-  Risk Assessment
-  Risk Management

Project Stage Descriptions

Design: The process of conceptualising and scoping approach.

Planning: Outlining tasks, timelines, and milestones, incorporating research, reviews, and strategy to guide implementation.

Delivery: Ongoing implementation as per defined scope.

***Different elements of this reform project span across several project stages.**



A skilled and knowledgeable workforce is fundamental to achieving a coordinated and collaborative family and domestic violence response. Below outlines progress across the workforce pillar during the reporting period and focus for the next reporting period. Key achievements during the reporting period include engaging consultants for the development of a family and domestic violence workforce capability framework and a dedicated family and domestic violence workforce entity and commencing consultation on these important bodies of work.

Reform action	Progress during reporting period	Focus for next reporting period
Develop a Family and Domestic Violence Workforce Capability Framework (Framework)	<ul style="list-style-type: none"> Established project team and allocated work. Undertook preliminary scoping, jurisdictional scan and research. Developed stakeholder engagement plan. Delivered 3 workshops to over 70 participants across government, community sector and Aboriginal Community Controlled Organisations and 11 consultation sessions to key stakeholders. 	<ul style="list-style-type: none"> Co-design and test draft Framework.
Establish a dedicated family and domestic violence workforce entity (workforce entity)	<ul style="list-style-type: none"> Established project team and allocated work. Undertook preliminary scoping and jurisdictional scan. Developed stakeholder engagement plan. Delivered 3 workshops to over 70 participants across government, community sector and Aboriginal Community Controlled Organisations and 11 consultation sessions to key stakeholders. 	<ul style="list-style-type: none"> Finalise workforce entity specifications. Commence sector-wide consultation. Develop detailed design of workforce entity model.
Establish minimum training standards	Reform action dependent on the establishment of the workforce entity.	
Embed family and domestic violence workforce capabilities	Reform action dependent on the establishment of the workforce entity and the development of workforce capability framework.	
Appropriate responses for employees who are experiencing or using family and domestic violence	<ul style="list-style-type: none"> Undertook jurisdictional scan and reviewed existing guidance for public sector agencies on responses for employees experiencing family and domestic violence. Developed discussion paper on options for improving support offered to Communities' staff experiencing or using violence, with recommendations for broader agency responses. 	<ul style="list-style-type: none"> Communicate existing responses for employees experiencing family and domestic violence to promote available supports. Progress options for additional responses in preventing and responding to family and domestic violence across the public sector.



Access to information at the right time is critical for integrated responses to family and domestic violence to support good decision making, keeping victim-survivors safe and perpetrators in view. Below outlines progress across the information sharing pillar during the reporting period and focus for the next reporting period. Key achievements during the reporting period include engaging consultants for supporting better information sharing within existing legal frameworks and enhancing information sharing between specialist services, finalising a proof of concept for a data sharing dashboard and establishing a working group to lead the establishment of a central information point.

Reform action	Progress during reporting period	Focus for next reporting period
Support better information sharing within existing legal frameworks	<ul style="list-style-type: none"> Engaged Centre for Women’s Safety and Wellbeing to develop practice guidance and training content, deliver sessions to the family and domestic violence sector and explore opportunities to strengthen information sharing. Reviewed current legislation, regulations and policy frameworks that support and enable information sharing arrangements in the context of family and domestic violence. 	<ul style="list-style-type: none"> Commence stakeholder consultation. Develop guidance material to support better information sharing within existing legal frameworks. Engage and share guidance material with family and domestic sector.
Enhance information sharing between specialist Family and Domestic Violence services	<ul style="list-style-type: none"> Engaged Centre for Women’s Safety and Wellbeing to lead sector engagement on opportunities to upgrade Specialist Homelessness Information Platform 	<ul style="list-style-type: none"> Commence stakeholder consultation. Prepare specifications to trial any changes to the Specialist Homelessness Information Platform.
Enable data sharing between Police, Communities and Justice	<ul style="list-style-type: none"> Proof of a concept finalised to share data between Police and Communities. Defined data specifications. 	<ul style="list-style-type: none"> Scope next steps and options to operationalise dashboard.
Establish a central information point (CIP)	<ul style="list-style-type: none"> Established CIP working group. Undertook data discovery exercise to assess feasibility of data sharing. 	<ul style="list-style-type: none"> Undertake jurisdictional scan and consultation. Prepare CIP memorandums of understanding. Commence development of operating model.
Consider a dedicated disclosure scheme for victim survivors	<ul style="list-style-type: none"> Conducted a comprehensive review on the efficacy of dedicated disclosure schemes. Explored options for early reporting and disclosure, including digital capabilities. 	<ul style="list-style-type: none"> Refine options for early reporting and disclosure.



Appropriate risk assessment practices are an essential part of identifying, supporting and responding to victim-survivors. Given that victim-survivors intersect with a range of family and domestic violence services at different times, it is important for risk assessment practices to be applied consistently across the service sector to inform good decision making and action. Below outlines progress across the risk assessment pillar during the reporting period and focus for the next reporting period. Key achievements during the reporting period include engaging consultants for work on the Family and Domestic Violence Common Risk Assessment and Risk Management Framework and Aboriginal Family Violence risk assessment tool, reviewing current practice relating to screening and risk assessment and better understanding best practice related to family and domestic violence risk assessment specific to Aboriginal people.

Reform action	Progress during reporting period	Focus for next reporting period
Create a Family and Domestic Violence Common Risk Assessment and Risk Management Framework (CRARMF)	<ul style="list-style-type: none"> Established project team and allocated work. Completed CRARMF current state analysis. Commenced review of screening and risk assessment current practice across agencies and jurisdictions. 	<ul style="list-style-type: none"> Develop project plan. Test, validate and finalise updated Family and Domestic Violence CRARMF.
Develop an Aboriginal Family Violence risk assessment tool	<ul style="list-style-type: none"> Established project team and allocated work. Undertook jurisdictional analysis and research on best practice in family and domestic violence risk assessment for Aboriginal people. 	<ul style="list-style-type: none"> Develop stakeholder engagement plan. Commence stakeholder consultation. Develop and test draft Aboriginal Family Violence risk assessment tool.
Embed risk assessment in policy and practice	Reform action dependent on the development of the risk assessment framework and associated screening and tools.	
Explore alternative response pathways	Reform action dependent on the development of the risk assessment framework and associated screening and tools.	<ul style="list-style-type: none"> Define scope of work. Identify opportunities to strengthen Family and Domestic Violence helpline.





Well-resourced case coordination and specialist responses are critical to ensuring that victim-survivors consistently receive a response from across the service system that is sensitive and safe. Collaboration within the system creates greater visibility of victim-survivors and perpetrators and enables more effective intervention. Below outlines progress across the risk management pillar during the reporting period and focus for the next reporting period. Key achievements during the reporting period include recruiting 20 Family Safety Case Officers for coordinated case management and 5 Adult Community Correction Officers at selected locations for implementation of Justice enhancements to the Family and Domestic Violence Response Teams (FDVRT).

Reform action		Progress during reporting period	Focus for next reporting period
Authorise and embed models for case coordination	Develop and embed model(s) for coordinated case management to be authorised and implemented across agencies, community sector services and ACCOs	<ul style="list-style-type: none"> Recruited 20 Family Safety Service Officers. Established processes for multi-agency case management of high risk, high harm cases. Considered opportunities to enhance case coordination to support children and young people. Commenced the Thriving Families clinically-led intervention pilot in partnership with Ngala. 	<ul style="list-style-type: none"> Onboard remaining Family Safety Services officers to all FDVRTs.
	Enhance FDVRT to include Justice and increase operation to 7 days per week.	<ul style="list-style-type: none"> Onboarded five Adult Community Correction Officers. Commenced development of 7 day model. Awarded contracts for coordinated responses services for 7 days operations. Explored options for quality assurance model. 	<ul style="list-style-type: none"> Commence 7 days operations. Develop workforce supports and monitoring framework to oversee and evaluate implementation of quality assurance model.
	Trial victim survivor advocates in the justice system	<ul style="list-style-type: none"> Developed project plan. Commenced environmental scan of victim-survivor advocates in the justice system. 	<ul style="list-style-type: none"> Analyse PeopleWA data to inform perpetrator responses. Establish project team and allocate work.
	Trial out of hours social workers and socio-legal supports in health settings	<ul style="list-style-type: none"> Conducted current state assessment of social work and socio-legal services and developed options for future state. Developed a project proposal. 	<ul style="list-style-type: none"> Implementation approach dependent on resourcing options.



Reform action		Progress during reporting period	Focus for next reporting period
More investment in perpetrator responses	Develop a dedicated perpetrator response framework and review practice standards	<ul style="list-style-type: none"> Progressed procurement for: <ul style="list-style-type: none"> review and update of existing practice standards for responding to perpetrators. men's behavioural change programs, including breathing spaces. evaluation of existing men's behaviour change programs. 	<ul style="list-style-type: none"> Establish project team and allocate work to update Practice Standards and commence consultation. Progress development of Perpetrator Response Framework.
	Undertake a data linkage project to track perpetrator pathways using PeopleWA data	<ul style="list-style-type: none"> Developed consultant scope of work. Progressed development of data request for PeopleWA. 	<ul style="list-style-type: none"> Analyse PeopleWA data to inform perpetrator responses. Establish project team and allocate work.
Safe accommodation initiatives		<ul style="list-style-type: none"> Continued to deliver existing commitments relating to increasing crisis accommodation capacity. Awarded contract to Ruah for a new refuge at the Ruah Centre for Women and Children. Progressed design work for Katanning Refuge. Awarded architect contract for Stirling Refuge. Progressed review of 24/7 lead refuge model. 	<ul style="list-style-type: none"> Continue to progress delivery of existing committed initiatives. Define scope of work. Review current landscape in WA. Undertake stakeholder mapping. Conduct analysis of demand.



Implementation context

While the System Reform Plan provides a blueprint for transforming the way family and domestic violence services are designed and delivered, its implementation will not occur in isolation. Alongside the release of the System Reform Plan, a new \$96.4 million funding package was announced by Government to strengthen responses to family and domestic violence in Western Australia. This funding, along with \$72.6 million funding boost to help stop family and domestic violence in Western Australia, takes total government investment for preventing and addressing family and domestic violence to \$169 million since November 2023.

This significant investment has provided necessary funding for the design and delivery of a range of important initiatives that are critical to achieving outcomes for victim-survivors. These initiatives span across the spectrum of family and domestic violence services including education and

prevention, accommodation, services and supports for victim-survivors, perpetrator intervention and system reforms. Importantly \$100 million will be invested for the community sector, with over \$66 million awarded in grants and contracts as at 31 October 2024.

The System Reform Plan builds on and helps drive implementation of State strategies including Path to Safety: Western Australia’s Strategy to Reduce Family and Domestic Violence 2020-2030 and the Aboriginal Family Safety Strategy 2022-2032. At the same time, a significant program of legislative reform is being progressed that will impact the experience of victim-survivors and perpetrators in the justice system.

Over \$66 million has been awarded in contracts and grants for the community sector

\$169 million approved by State Government, announced in November 2023 and April 2024. Of this:

