

**IN THE MATTER OF THE ROYAL COMMISSION
INTO FAMILY VIOLENCE**

**ATTACHMENT BAP-3 TO THE REVISED STATEMENT OF SENIOR SERGEANT
BRYCE ASHLEIGH PETTETT**

Date of document: 11 August 2015
Filed on behalf of: the Applicant
Prepared by:
Victorian Government Solicitor's Office
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This is the attachment marked '**BAP-3**' produced and shown to **SENIOR SERGEANT BRYCE ASHLEIGH PETTETT** at the time of signing his statement on 11 August 2015.

Before me:



Attachment BAP-3

Request for Quote CRN: 3069-2015
Part B - Requirements

Evaluation of MDCs in Victoria

Part B – Requirements



Department/Project:	Family Violence Command Evaluation of Multidisciplinary Centres in Victoria
Procurement Reference Number:	CRN 3069-2015
Position Title:	Business Consultant
Date of Issue:	Tuesday July 7 th 2015
Response Deadline:	Tuesday 14 th July 2015 5:00 pm
Approximate Scheduled Start Date	3 rd August 2015
Duration of Contract:	4 months
Panel Coordinator:	Jennifer McInerney Procurement Department Victoria Police 0400 152 041 03 9247 6256 Jennifer.McInerney@police.vic.gov.au

1. Position Contact Person

Rena De Francesco
Position: Manager, Sexual Offences and Child Abuse Team
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2. Position Specification

Branch Profile:

Victoria Police recently established a new Family Violence Command to drive the next wave of reform and improvement in policing family violence, sexual assault and child abuse. The areas of early focus for the new Command will be continuing to strengthen our specialist approach to sexual offending and child abuse, education for members, risk assessments and contributing to the Royal Commissions into Family Violence and Royal Commission into Institutional Response to Child Sexual Abuse. The Sexual Offences and Child Abuse Team, within Family Violence Command, is responsible for coordinating and delivering policies, projects, training and education to develop and strengthen Victoria Police's specialist investigation of sexual assault and child abuse. The key focus of this work is the Sexual Offences and Child Abuse Investigation teams (SOCITs), which are located across Victoria, and sexual

offence and child abuse multi-disciplinary centres (MDCs) which co-locate a range of specialist services to provide an integrated response to victims of sexual assault and child abuse. The Family Violence Command is responsible for coordinating the establishment of MDCs.

3. Key objectives of the project:

The key aims of the evaluation are to assess the impact of the MDCs on the practice, working relationships and culture of the agencies who work in them. It will focus particularly on service delivery, interagency collaboration, workplace culture and practice, governance and the impact of adding a family violence function to the MDC model. This information is critical as it will identify the challenges and opportunities for improving the quality of service MDCs deliver to victims.

4. Position deliverables

Position deliverables:	Estimated Time: (no. weeks / date)
1. Evaluation plan including methodology and relevant ethics approval	4 weeks
2. Analysis of data collected, including from interviews and other sources	7 weeks
3. Full draft of evaluation report	3 weeks
4. Final report	2 weeks
Estimated total duration in weeks	16 weeks

5. Scope of Services

Evaluation of Multidisciplinary Centres (MDCs) in Victoria

Introduction:

Victoria Police is committed to strengthening the responses provided by MDCs. In order to ensure that this work is underpinned by a strong and reliable evidence-base, we are coordinating an external evaluation of the existing MDCs on behalf of all partner agencies. Victoria Police is seeking a suitably qualified researcher to develop and undertake an evaluation of MDCs across Victoria. MDCs have been operating in Victoria since 2007 and whilst a preliminary evaluation was undertaken by Deakin University in 2009, the scope and scale of MDCs has changed significantly over the years.

This evaluation is important because it will demonstrate to what extent MDCs provide an improved response to victims of sexual assault and child abuse and how we can build and strengthen them. The evaluation will be managed by the Sexual Offences and Child Abuse Team, Family Violence Command, Victoria Police. All partner agencies will be closely involved throughout the project.

Background:

Multidisciplinary Centres co-locate members from the Victoria Police Sexual Offences and Child Abuse Investigation Teams, child protection practitioners and Centre Against Sexual Assault counsellor/advocates to provide an integrated response to victims of sexual assault.

Victoria Police has undergone significant changes in its response to sexual offences and child abuse over the last 10 years. Following a review of the criminal justice system's response into sexual offences undertaken by the Victorian Law Reform Commission in 2004, Victoria Police was funded to pilot two SOCITs in Mildura and Frankston, combining the dual role of providing support to victims of sexual assault and a specialist investigative response to sexual offences. In addition, Victoria Police also received funding for the establishment of two MDCs in Frankston and Mildura, co-locating the newly formed SOCITs with Centre Against Sexual Assault (CASA) counsellor advocates in the one location to provide an integrated and holistic response to sexual assault victims. Child Protection later commenced co-location at Frankston in 2008.

The evaluation of MDCs undertaken by Deakin University in 2009 (Attachments 1-3) indicated that both SOCITs and MDCs significantly improve the response to sexual assault victims. As a result, Victoria Police established a state-wide specialist response to sexual offences and child abuse which included the rollout of 28 SOCITs across Victoria.

The role of a SOCIT is to:

- Investigate crime
- Apprehend offenders
- Work in partnership with other services to ensure an empathetic, professional and comprehensive response to victims of sexual assault and child abuse.
- Initiate prevention and reduction strategies

In collaboration with partner agencies, the SOCITs deal with a case from the time of disclosure, through the investigation process and then on to court. This model ensures that victims are able to establish an ongoing relationship and trust with a small team of police members and are not required to continually re-tell their personal experiences.

The MDCs aim to:

- Improve and integrate the investigation of sexual offences and child abuse
- Improve the quality of evidence in sexual offences and child abuse cases
- Improve support for victims
- Increase reporting of sexual offences and reduce attrition
- Improve the capacity of agencies to work collaboratively

Since 2007, a further two MDCs have been established, and two more are under development. The MDCs are located as follows:

- Seaford (formerly Frankston) – established in 2007, re-located to Seaford in 2014
- Mildura – established in 2007
- Geelong – established in 2012
- Dandenong – established in 2014
- Bendigo – under development, due to be completed by September 2015
- Morwell – under development, due to be completed by October 2015

In addition to providing and co-locating MDC services, the Dandenong MDC is also the Principal MDC for Victoria. It co-locates forensic medical officers and is intended to have a state-wide role for each of the agencies represented in MDCs including:

- State wide medical triage
- Capacity for real time tele health
- Remote victim counselling
- Capacity for off-site supervision and training
- Training facilities
- On-line training forums.

The Evaluation of MDCs must examine the following:

The key purpose of this evaluation is to assist government to objectively determine the effectiveness of the MDC service delivery model, and if, to what extent MDCs are achieving their aims. The evaluation will focus on the following key themes:

- Interagency relationships, governance arrangements, culture, changes in staff knowledge, skills and attitudes and how MDCs do/or do not support the aims of the MDC model
- The capacity of the model to deliver improved client outcomes as reflected in the aims
- The viability of expanding the MDC model to include family violence.

The evaluation needs to include the views and experiences of each of the agencies that operate on site at MDCs, including SOCITs, DHHS, CASAs and Victorian Institute of Forensic Medicine (VIFM). Other partner agencies also need to be considered, including the Victorian Forensic Paediatric Medical Service (VFPMS), the Department of Justice and Regulation and community health nurses, where appropriate. The evaluation will need to examine the service model at each MDC site as there may be differences, particularly between rural and metropolitan locations.

This information is critical as it will identify challenges, risks and gaps in the current MDC service. It will also suggest opportunities for improving the quality of service MDCs deliver to victims in the short, medium to long term. We envisage this evaluation will address issues related to governance, performance measurement, referral pathways, data and information sharing and joint staff development and education. Clarity and direction on each of these issues is critical if we are to continue to strengthen and expand the MDC network.

This evaluation will be informed by the 2009 Deakin University evaluation of the Frankston and Mildura MDCs which provided a sound basis on which to roll-out further MDCs. However, the model has grown significantly since then. At the time of the Deakin evaluation, the scale of MDCs was much smaller and Child Protection was not operating within the two sites. The intention of the current evaluation is to review the response provided to adults and children from each of the services on site.

This evaluation is also important because it will provide the basis for any planning in relation to existing and future MDCs. This is critical given the increasing focus on MDCs, particularly through the Royal Commission into Family Violence, the Royal Commission into Institutional Responses to Child Sexual Abuse and the inclusion in the most recent budget papers of an MDC in Wyndham. The evaluation will inform consideration of the MDC model in the future. It will provide a strong evidence base to drive policy and resourcing decisions, performance monitoring, and joint work between government departments and agencies. It will also provide some direction in relation to how the model can be expanded to include a family violence function.

This evaluation will need to incorporate both quantitative and qualitative data and thorough consultation with all partner agencies at both the central and local level. Interviews with victims are not in scope for this evaluation due to timeframes. However, the researchers should explore other data sources for identifying the impact of MDCs on victim outcomes.

This evaluation will develop and deliver an evaluation framework that answers the following key questions:

Service delivery

- What services are offered by each MDC agency? Do these services complement/strengthen the MDC model?
- MDCs were envisaged as a one-stop-shop for victims of sexual assault accessing services. Has this been effective? Are there challenges posed by incorporating all services onsite?
- How does the MDC meet the differing needs of the various client groups? To what extent have MDCs fostered a safe, supportive and respectful environment for clients?
- Is service delivery consistent across MDC sites?
- What are the gaps in victim service delivery?
- What do we know about improvements to victim outcomes?

- How can victim experiences be measured in future, both in terms of regular performance measurement of an MDC's services and in terms of an independent evaluation of the entire network of MDCs?

Interagency collaboration

- How do agencies collaborate and integrate their services? (i.e. information sharing, training, planning, facility requirements, shared space, staff meetings etc.).
- How is the client pathway through the MDC coordinated/managed in each MDC and is this effective? Are there opportunities for improvement, including joint intake?
- How effective is agency collaboration in supporting positive client experiences and outcomes? How could collaboration and integration be improved?

Workplace culture and practice

- Do MDC staff rate the workplace culture positively? What would they change?
- Has the MDC impacted on knowledge, attitude and skills of staff? How does this impact service delivery?
- Do MDC staff have a shared understanding of each other's roles and of the MDC's role?
- Are there specific qualities required for staff working within an MDC?
- Do workers feel safe within the MDC?
- Has the MDC impacted on the workload of each organisation? Are there opportunities to expand each organisation's service within the MDC?

Governance

- What are the governance arrangements in place? Are these victim focussed? If not how can this be achieved? To what extent do these support the operation of the MDC and the state-wide network?
- How are issues with state-wide implications to the MDC model dealt with? How could MDC governance be improved?
- Are there further opportunities to enable the Principal Centre to achieve its intended aims in providing a state-wide function?
- What data is being collected within the MDC and are there any gaps? What improvements/systems could be considered both at an agency level and overall to capture MDC activity?

Family Violence function

- How would this model work if we added a family violence function? What would be the benefits for existing MDC clients of sexual assault? What would need to change?
- What structures need to be put in place to enable the successful inclusion of family violence? Is it feasible for family violence responses to be integrated into MDCs? What would be the desired outcomes of including family violence in MDCs?

The scope includes:

- Obtaining ethics approval from relevant agencies
- Analysis of existing 4 MDCs (Seaford, Mildura, Geelong, Dandenong)
- Pre and post-implementation analysis of 2 new MDCs (Bendigo & Morwell)
- Travel to 6 MDC sites
- Interviews with staff including SOCIT members, child protection practitioners, CASA counsellor advocates, VIFM, VFPMS, DOJR and relevant community health service stakeholders
- Review and analysis of available data relating to the 6 MDC sites
- Coordination of a reference group with partner agencies
- Ongoing consultation with Sexual Offences and Child Abuse Team, Victoria Police
- Regular verbal reports to the MDC Advisory Committee

- The delivery of an evaluation plan, data analysis report, draft evaluation report and final report (as outlined in position deliverables).

6. Evaluation Criteria:

Candidates please note:

- The candidate responses for this role must include statements addressing the evaluation criteria outlined below.
- Statements addressing the evaluation criteria are to be provided in addition to your curriculum vitae / resume.
- Please ensure that your statements addressing the evaluation criteria reference the role requirements outlined in the above position specification.

Evaluation criteria:

Part 1: Requirements: Criteria weighting 45%

Mandatory Qualifications/Requirements:

1. *Demonstrated experience in conducting whole of government quantitative and qualitative analysis and evaluation.*
2. *Proven experience in stakeholder engagement and consultation in the area of sexual assault and/or MDCs or another related area.*

Highly desirable Requirements:

3. *Previous experience in research and/or analysis involving police and other partner agencies*

*(These criteria will be assessed and candidates who do not meet this criterion **may not** proceed any further in the selection process)*

Part 2 - Capability: Criteria weighting 25%

4. *Provide details of your experience, knowledge and qualifications, which relate to the role requirements.*

Part 3 - Ability to deliver: Criteria weighting 30%

5. *Describe previous projects and/or project activities you have undertaken, including the methodologies and approaches you have used, which relate to the role requirements.*

7. Working in Victoria Police

Objectives

Victoria Police contributes to a high quality of life for individuals in the community by ensuring safe and secure society and underpins the economic, social and cultural wellbeing of Victorians. Since Victoria Police first began providing policing services in 1853, its role has expanded from one focused primarily on law enforcement, to one of community assistance, guidance and leadership. Our mission is to provide a safe, secure and orderly society by serving the community and the law. Victoria Police is a large organisation employing over 14,500 people, including Police, Public Servants and Protective Security Officers, serving a population in excess of 4.6 million. With about 328 police stations and other facilities, Victoria Police provides support to the community 24 hours a day, 365 days of the year.

Additional information about Victoria Police and our role in the community can be obtained by visiting our website at <http://www.police.vic.gov.au>

Functions

The organisation's strategic focus is to deliver a safer Victoria by providing intelligent and confident policing focussed on the development of partnerships and a community capacity that empowers individuals. Aligned managerial leadership at every level is central to delivery of the strategy.

All positions within Victoria Police will support the achievement of our strategy. Dealing successfully with our colleagues, stakeholders and the community requires all employees to act in accordance with the organisation's code of ethics and stated values and behaviours.

An employer or person with a delegated responsibility shall provide and maintain so far as is practicable, for employees, a working environment that is safe and without risk to health in accordance with Section 21(1), Occupational Health and Safety Act 2004.

Policy & Standards

Contractors are third parties engaged by Victoria Police to perform a contract relating to the provision of goods or services to Victoria Police. Contractors who have been granted direct access to Victoria Police law enforcement data repositories, as part of their engagement, will be required to comply with Victoria Police policy and standards, including:

- Victoria Police Code of Conduct and Code of Ethics
- The Victoria Police Manual
- The Commissioner for Law Enforcement Data Security's Standards for Victoria Police law enforcement data security

Security Requirements

Special Conditions

The contractor engaged in the provision of services under any resultant Agreement, shall be subject to a Victoria Police security clearance, which includes fingerprinting. In the case of individuals who have lived overseas in the last five years, an Interpol check will also be conducted. The conduct of the security audit will require accessing personal and commercial information that is of a confidential and sensitive nature. Based on the outcome of the Victoria Police security clearance, offers of employment will be at the discretion of Victoria Police. All personnel involved will be required to execute a 'Deed of Confidentiality' Form.

Victoria Police will arrange for physical security access to the Victoria Police Premises and security access to Victoria Police data where appropriate and/or necessary.

Information

The Contractor shall at all times protect information against unauthorised access, intentional or unintentional modification or erasure, or disclosure to unauthorised personnel.

Under no circumstances shall information from Victoria Police files (regardless of the storage media) be taken from Victoria Police office/premises without the prior written permission of the Project Manager or nominated representative.

Systems

The Contractor shall not disclose computer security or arrange computer access procedures to access Victoria Police IT systems offsite via remote access without prior written authority.

The contractor engaged in the provision of services under any resultant Agreement, shall be subject to a Victoria Police security clearance, which includes fingerprinting. The conduct of the security audit will require accessing personal and commercial information that is of a confidential and sensitive nature. All personnel involved will be required to execute a 'Deed of Confidentiality' Form.

Victoria Police will arrange for physical security access to the Victoria Police Premises and security access to Victoria Police data where appropriate and/or necessary.

Privacy Notification

Victoria Police requires declarations and personal information relevant to your employment. The collection and handling of the information will be consistent with the requirements of the Information Privacy Act 2000.

Victoria Police Values**Integrity**

- Act with honesty, respecting the right of fair process for all
- Maintain confidentiality and respect those we deal with
- Demonstrate moral strength and courage
- Behave with honour and impartiality

Leadership

- Are approachable and consistent when dealing with colleagues, partners and the community
- Apply fair process
- Strongly commit to the values of the organisation
- Guide, trust, develop and empower colleagues
- Make timely decisions that are guided by both values and evidence
- Inspire participation and commitment through a shared vision

Flexibility

- Are open minded and adaptive to change
- Adopt an attitude of continuous improvement
- Encourage creativity
- Build partnerships with our community
- Welcome difference
- Practise tolerance

Respect

- Accept diversity with tolerance and understanding
- Listen with patience, value opinions and provide feedback
- Are appreciative of and acknowledge the efforts of others
- Consider our internal and external customers
- Inspire confidence through ethical and fair treatment of others

Support

- Recognise and reward service of members
- Provide empathy in a timely and genuine manner
- Promote professional and career development
- Care for the wellbeing of colleagues

Professionalism

- Accept responsibility, show commitment and lead by example
- Achieve and contribute to the professional knowledge pool
- Are accountable to both our internal and external customers
- Maintain high personal standards, taking pride in our appearance and conduct
- Communicate openly, honestly and consistently

- Are transparent in our delivery and strive for service excellence