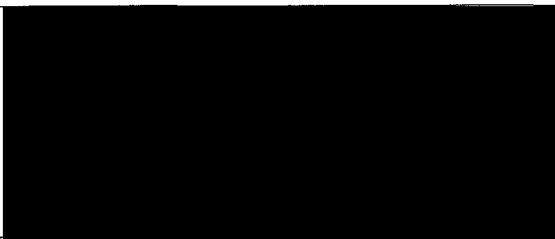


**IN THE MATTER OF THE ROYAL COMMISSION  
INTO FAMILY VIOLENCE**

**ATTACHMENT CM-3 TO STATEMENT OF CLARE FRANCES MORTON**

Date of document: 3 August 2015  
Filed on behalf of: the Applicant  
Prepared by:  
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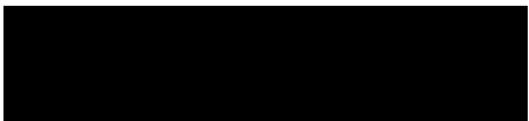


This is the attachment marked 'CM-3' produced and shown to **CLARE FRANCES MORTON** at the time of signing her Statement on 3 August 2015.

Before me:



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*Clare Morton*

An Australian legal practitioner  
within the meaning of the  
Legal Profession Uniform Law (Victoria)

Attachment CM-3

# Standards for the Provision of Services to Victims of Crime in Victoria



Supporting the Victorian Government's commitment to assisting victims of crime in Victoria  
September 2011



Published by Victims Support Agency, Department of Justice, Victoria.

First published September 2007, Revised 2011.

Authorised by the Victorian Government, 121 Exhibition Street, Melbourne.

Printed by the Victims Support Agency, Department of Justice, 121 Exhibition Street, Melbourne.

Also available from: [www.justice.vic.gov.au/victimsofcrime](http://www.justice.vic.gov.au/victimsofcrime)

Acknowledgements: The Victims Support Agency gratefully acknowledges the valuable assistance of the following people during the 2011 review of the Standards: Jan Donaldson, Heather Mather, Pauline Gilbert, Kerri Burns, Tina Kallifidas, Alison MacDonald, Yasmin Green, Noel McNamara, and Jenna Tuke.

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ISBN 1921028394

If you have any comments or suggestions about these Service Standards, email the Victims Support Agency on [vsa@justice.vic.gov.au](mailto:vsa@justice.vic.gov.au)

Disclaimer: Whilst every effort has been made to ensure its accuracy at the date of publication, the information contained in this book is in the nature of general comment and guidance only. It should not be interpreted as legal advice, nor should it be taken as being complete or free of any error or omission. The State of Victoria, its servants and agents, expressly disclaim liability to any person in respect of any loss, damage or injury of any kind which may be caused by or result from reliance on, use of or dissemination of any of the information contained in this book.

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## FOREWORD

Supporting victims of crime is a key priority for the justice portfolio.

When the *Standards for the Provision of Services to Victims of Crime in Victoria* were first developed in 2006, supports available to victims of crime primarily focussed on the provision of counselling and limited information or practical support. The Department of Justice commissioned a review of the service model by Mann Judd in 2007 that delivered a series of recommendations. A key reform from this review was the redevelopment of the service system from 2008 that involved a move away from a medical model, and the introduction of a robust case management framework.

The case management model introduced in Victoria in 2009 allows victims of crime to receive the practical, criminal justice and therapeutic supports they require on a continuum to manage the affects of being a victim of crime. The model is underpinned by a strengths based, early intervention approach.

The *Standards for the Provision of Services to Victims of Crime* draw on research and were redeveloped following extensive consultation with key stakeholders in 2011 and now align with practice principles that guide the current service model. They are designed to promote and protect the rights of Victims Assistance and Counselling Program (VACP) clients, providing staff and agencies with an overarching guide to implementing quality services.

Government priorities and key legislative changes with regard to Victim Impact Statements, Personal Safety Intervention Orders and Family Violence will continue to shape the development of the state-wide Victims Assistance and Counselling Program to ensure quality support services are delivered to victims of crime against the person. The VACP agencies remain committed to providing clients with a comprehensive range of client centred supports as they navigate the criminal justice system.

I am confident that the *Standards for the Provision of Services to Victims of Crime* will provide a high quality framework through which services to victims of crime in Victoria will be developed, implemented and reviewed.



**PENNY ARMYTAGE**  
Secretary

DEPARTMENT OF JUSTICE

October 2011

## **INTRODUCTION**

There are many agencies in Victoria that offer a variety of responses to victims of crime, ranging from more immediate practical support, referral, advocacy and information, through to therapeutic interventions including counselling. These services can range from immediate care to long term assistance for clients.

While no two people respond in exactly the same way to trauma, most people experience some negative impact from exposure to violent or criminal behaviour. Victims of violent crime often report that their sense of normality has been disrupted and they experience a lasting sense of violation as a result of experiencing a traumatic event. Victims often also feel a loss of control over their lives. The impacts of trauma may include physical, behavioural, emotional, psychological and social changes.

Victims of crime must live with the effect of a threat to their safety, which may in turn impact on their ability to work or maintain everyday relationships. Some crime will be once-off and may have lasting consequences. Other crime may be a repeated pattern of violence over time, and may be an ongoing risk to the victim. Victims may sustain financial and material loss over the short and long term. Those victims who know the offender frequently report an added sense of betrayal and a deep loss of trust.

Victims of violent crime have a range of needs which may include health and counselling, information, practical support and advocacy when interacting with police, courts and legal processes. In order to reduce the impact of the crime and regain a sense of control in their lives, the availability of appropriate supports including counselling may be beneficial.

## **PROVIDING A RESPONSE**

Increasing awareness of the negative effects of criminal behaviour has led to the development of a range of flexible services for victims of crime throughout Victoria.

The Victims Support Agency (VSA) is a Department of Justice (DOJ) business unit that coordinates a whole-of-government approach to services provided to victims of crime in Victoria. The Victims of Crime Helpline at the DOJ is the gateway to services and aims to assist victims by initially providing telephone support, information and referral to victims and other support services where needed.

The VSA funds a network of locally based Victims Assistance and Counselling Programs (VACP) that are contract managed by the DOJ. The VACP is located in community based organisations in each of the eight whole of government regions across Victoria.

Development of partnerships between government and community based organisations aims to achieve timely and the most appropriate responses to assist victims of crime against the person.

## **THE STANDARDS**

The Standards provide a framework for the delivery of Victims Services to ensure that each client who comes into contact with the Victims Assistance and Counselling Program (VACP) or the Victims of Crime Helpline is provided with a consistent and high quality service.

The twelve Standards cover important aspects of service delivery by agencies that respond to victims of crime as follows:

- information
- timely and prompt response
- access to services
- privacy and confidentiality
- service delivery approach
- safety and security
- community connections
- interagency collaboration
- human resources, learning and training
- quality assurance
- feedback and complaint procedure
- agency management.

Each Standard sets out a number of indicators that provide a checklist for agencies to ensure that services provided are meeting standards. The Standards may also be used to assist in the establishment of new services, agency policy, procedures, protocols, or to review existing services.

They were developed and later reviewed through a consultation process with a range of victims of crime practitioners, victims of crime advocates and are endorsed by the Victims Support Agency Standards Reference Group, comprising representatives of government and non-government agencies.

In addition to monitoring breaches of the Victims' Charter, the Victims Support Agency will continue to monitor and respond to feedback in relation to standards of service delivery for victims of crime.

## VICTIMS RIGHTS

Victims of crime have the right to free and equal access to victim support services that are confidential and staffed by highly trained professionals.

On 1 November 2006 the Victims' Charter Act 2006 became law in Victoria.

The Victims' Charter sets out principles governing the response to victims of crime by investigatory agencies, prosecuting agencies and victims' services agencies, including the VSA.

The over-arching principle of the Victims' Charter provides that victims of crime have the right to "be treated with courtesy, respect and dignity by all criminal justice and victims support services".

## VICTIMS' CHARTER PRINCIPLES

### Who Is A Victim Of Crime?

The Declaration of Basic Principles of Justice for Victims of Crime and Abuse of Power states that a victim of crime is a "person who, individually or collectively, has suffered harm, including physical or mental injury, emotional suffering, economic loss or substantial impairment of their fundamental rights, through acts or omissions that are in violation of criminal laws operative within Member States, including those laws proscribing criminal abuse of power".

Crime can harm not only the primary victim/s, but their family, extended family and, in some cases, the broader community, as well as persons who witness any act/s of crime, especially children.

Many of the principles contained in the Victims' Charter relate only to victims/witnesses who report the crime to police and are involved in the criminal justice system. Eligibility for the provision of some entitlements and services is also prescribed by legislation and program guidelines. Some victims do not report the crime/s to the police. This does not negate their right to be treated with respect, to be offered services and support and to be provided with information to assist them to recover from the effects of the crime/s. As far as practicable, the provisions of the Victims' Charter are intended to apply to all victims of crime.

### The Victims' Charter Principles are:

#### *Treatment Of Victims Of Crime*

Victims of crime should be treated with courtesy, respect and dignity by all criminal justice and victim service agencies, taking into account particular needs relating to differences such as age, gender, sexual preference, aboriginal background, cultural and linguistic diversity, disability or religion.

#### *Information About Entitlements And Services*

Police and criminal justice agencies should provide victims with clear, timely and consistent information about their rights and entitlements and refer them to relevant victims support and legal services.

#### *Information About Investigation Of The Crime*

Police should inform the victim at reasonable intervals of the progress of the investigation, unless the disclosure may jeopardise the investigation, in which case the victim should be informed accordingly.



*Prosecution Of The Accused*

The prosecuting agency should inform the victim at the earliest practical opportunity, of:

- the charges laid against the accused or the reasons for not laying charges
- the date, time and place of hearing of any charge laid against the accused
- the outcome of any criminal proceeding against the accused, including any sentence and its implications
- any subsequent appeal.

The prosecuting agency should inform the victim before a decision is made to substantially modify or not to proceed with charges laid against the accused, including any decision to accept a plea of guilty to a less serious charge.

*Applications For Bail*

The victim should be able, on request, to be informed by the police, Office of Public Prosecutions or the courts of the outcome of any bail application and of any special bail conditions imposed on the accused that are intended to protect the victim or the victim's family.

Where relevant, when an application for bail is being considered, the physical protection of the victim and the victim's family should be taken into account.

*Information About The Trial Process And The Role Of The Witness*

A victim should be provided with information about the court process and informed of their entitlement to attend.

If a victim is required to appear as a witness, he or she should be informed about the trial, the court process and the role of the prosecution witness.

*Victim Impact Statements*

A victim should be able to have their views on the impact of the crime presented and taken into account by the court on sentencing, by means of a victim impact statement.

A victim should have access to information and assistance which may be required for the preparation of any victim impact statement.

*Protection From The Accused In Court*

All reasonable practical arrangements should be made to protect the victim from intimidation by and unnecessary contact with the accused, defence witnesses and the accused's supporters during court proceedings.

*Privacy*

The victim's personal information, including residential address and telephone number, should not be disclosed by any person except in accordance with the Victorian Information Privacy Act 2000, as directed by the court, or as otherwise authorised by law, in which case the victim should be informed.

*Return Of Property Held By The State*

If a victim's property is held by the State for investigation or evidence, it should be stored and handled respectfully. Where possible, after consultation with the victim, the property should be returned to the victim as soon as practicable.

### *Compensation And Financial Assistance*

Where a person is the victim of a criminal act the victim should be able to:

- make an application for an order for compensation from the offender for injury or for loss of, or damage to, property caused by the crime.
- make an application to receive compensation and financial assistance from the State where compensation is not available from the offender.

### *Information About An Offender*

A victim of a violent crime may apply to be included on the Victims Register. Persons on the Register can receive key information regarding the offender including likely release dates.

A victim of violent crime can provide a submission and have their views taken into account by the Adult Parole Board of Victoria when any decision about parole of the offender is being considered.

### *Information About How To Complain*

A victim should be informed in plain language that they are able to lodge a complaint, and the process for lodging a complaint, if they feel their entitlements under the Charter have not been upheld by any criminal justice agency or victim service.

### *Monitoring, Evaluation And Reporting*

The Secretary to the Department of Justice will ensure that the Charter is actively promoted and monitored and that a report is provided to the Attorney General on an annual basis.

## SERVICE STANDARDS

The Standards are intended to provide guidance for agencies that offer support services to victims of crime.

### Standard 1 - Information

All victims of crime will have access to relevant information about the range and nature of services available. The following informs the range of needs that clients may have and how agencies can provide for them.

Victims of crime are given a clear statement of the role of the agency, services provided by the agency, and examples of possible referrals.

Victims of crime are provided resources that may include the following information and fact sheets:

- Link to the Victims of Crime interactive website and Victims of Crime Helpline
- A Victims Guide to Support Services and the Criminal Justice System (Victims Support Agency and Victoria Police 2006)
- Pathways to Justice; A Guide to the Victorian court system for victims and witnesses of serious crimes (Office of Public Prosecutions 2007)
- Access to court information and hearings.

Information provided to victims of crime is accurate, up to date and readily accessible within the context of legislative and policy requirements.

Specific needs and requirements of clients are reflected in the VACP Practice Manual, agency operational procedures and resources, by providing information in accessible formats.

Agencies ensure material/information is available in other community languages according to local community need.

Agency staff obtain consent from victims before gathering personal information, and advise how the information provided to the agency will be used. Agency staff will understand their information-sharing obligations, for example, when there is an immediate risk of harm.

Agency staff support victims of crime in a manner that is empowering and promotes access to services and aims to best assist them to determine the most applicable course of action in their situation.

Information is provided about the different services available and clients will be invited to return to the agency even if they choose a different service at any point in time.

## **Standard 2 - Timely And Prompt Response**

Victims of crime are often traumatised and require an opportunity to discuss their needs at the time they have initial contact with an agency. Clients will receive a timely and flexible service response based on their individual needs.

At a minimum, this will involve making contact with a client by telephone to arrange a time for an assessment which should be completed as soon as possible after initial contact by the client and/or referrer and will be in accordance with the VACP Program Guidelines and VACP Practice Manual.

A risk assessment is undertaken during the initial intake phase and safety will be regularly reviewed throughout the assessment and intervention process<sup>1</sup>. This assessment may include identifying where there is a risk of: physical injury/harm (to oneself and others), sexual assault, suicidal ideation, children at risk, emergency accommodation and/or immediate financial support needed. The Family Violence Common Risk Assessment and Risk Management Framework (CRAF) will be utilised for identifying and responding to risk where there is family violence or the possibility of family violence.

A method for identifying crisis situations and clear referral processes is utilised.

Options for support to cover after-hours periods are provided<sup>2</sup>.

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<sup>1</sup> The following frameworks are referenced when undertaking risk assessments:

- *Applied Suicide Intervention Skills (ASIST)*
- *Family Violence Common Risk Assessment and Risk Management Framework*
- *Mental Health Checklist*
- *Suicide Call Check List*

<sup>2</sup> Victoria Police Standard Operating Procedures recommend people contact 000 in cases of after-hours emergencies.  
Victims Support Agency October 2011

**Standard 3 - Access To Services**

Agencies provide accessible and equitable services and will demonstrate sensitivity with regards to the needs of all victims of crime.

Agencies promote and practice principles of fairness and equity as evident in key human rights documents including;

- Charter of Human Rights and Responsibilities 2006 (Vic)
- Equal Opportunity Act 2010 (C'th)
- Victims' Charter Act 2006 (Vic).

The service is flexible within the parameters of the Victims Assistance & Counselling Program Guidelines and the agency's resources and will include provision of support groups, assistance with transport and childcare, telephone and face-to face contact and court support.

Agencies arrange interpreting services, including Auslan where required.

Agencies arrange case conferencing and set up co-case management arrangements where appropriate.

#### **Standard 4 - Privacy And Confidentiality**

Agencies maintain a high level of privacy and confidentiality in all aspects of service delivery for clients. Agencies recognise that clients have a right to privacy and a right to access information that has been collected in the course of service provision.

In order to protect the client's interests in terms of privacy and confidentiality, and to provide clients with appropriate access to their records, agencies;

Work in accordance with all relevant legislation, including the Information Privacy Act 2000 (C'lth), Health Records Act 2001 (C'lth), Freedom of Information Act 1982 (C'lth) and Public Records Act 1973 (Vic).

Implement policies and practices that address protection of privacy and confidentiality.

Ensure that all client documentation is appropriately secured, retained, handled, and disposed<sup>3</sup>

Ensure that consent is obtained and recorded from the client prior to their information being passed on to others, except where there is a serious risk to an individual's safety (including a child's safety and/or public safety), or in the case of statutory responsibilities as ordered by a court, and/or the client's consent cannot be obtained.<sup>4</sup>

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<sup>3</sup> VSA Records Retention and Disposal Authority 2011

<sup>4</sup> Children, Youth and Families Act 2005, DPCD Information Sharing Fact Sheet

## Standard 5 - Service Delivery Approach

Agency policies and procedures will reflect a client-centred approach that ensures that any engagement with the client and their family is conducted in a manner that is dignified, respectful and adheres to their rights and needs, in accordance with the VACP Program Guidelines and Practice Manual.

### *The Client*

- Clients are fully supported in navigating the criminal justice system.
- Clients receive a range of services they require in a flexible and integrated manner.
- Clients receive services that are responsive to their changing circumstances.
- Clients receive consistent and high quality services.
- Workers recognise the impact that crime can have on the victim's family members or significant other and offer support accordingly.

### *The Service*

- Agency staff adhere to clear Agency policy regarding local codes of conduct and comply with all ethical obligations.
- Agencies adopt proactive, evidence based practices to service delivery.
- Staff create an environment that empowers clients and restores a sense of control over how much information they provide when seeking support.
- Staff demonstrate skills to recognise and respond to trauma and people in crisis<sup>5</sup>.
- Agencies regularly review policy and procedures in relation to victims of crime, and ensure that all practice is client focussed and grounded in a philosophy of empowerment and support.
- Agency staff work with clients in accordance with the VACP Program Guidelines and VACP Practice Manual.

### *Aboriginal And Torres Strait Islander Clients*

The development of partnering agreements is an important step in recognising and addressing barriers experienced by Aboriginal and Torres Strait Islander victims of crime. Agencies will develop Memoranda of Understanding (MOUs) that seek to address the structural barriers of service accessibility to Aboriginal and Torres Strait Islander victims of crime, and will provide a high quality service to members of the Aboriginal and Torres Strait Islander communities.

Agencies work in accordance with the Department of Justice Aboriginal Victims of Crime Support Strategy which has been developed within the framework of the Victorian Aboriginal Justice Agreement.

<sup>5</sup> VACP Program Guidelines; Victims of Crime Helpline Practice Manual, VACP Practice Manual  
Victims Support Agency October 2011

In the context of increasing access of Aboriginal and Torres Strait Islander clients to victims support services and reducing the impact of crime upon them agencies are guided to work with Aboriginal and Torres Strait Islander people and their communities in the following ways;

- Encourage the employment of Aboriginal and Torres Strait Islander staff to work with Aboriginal and Torres Strait Islander victims of crime.
- Aboriginal and Torres Strait Islander clients are offered a choice, where available, of an Aboriginal or Torres Strait Islander or non –Aboriginal and Torres Strait Islander worker.
- Staff and contracted providers are knowledgeable about, and sensitive to the needs of Aboriginal and Torres Strait Islander clients and the local Aboriginal or Torres Strait Islander community.

#### *Culturally And Linguistically Diverse (CALD) Clients*

The development of policy and procedures is an important step in recognising and addressing barriers experienced by victims of culturally and linguistically diverse (CALD) backgrounds. Agencies will work in accordance with the VSA CALD Strategy<sup>6</sup> and adhere to policy and procedures that address the structural barriers of service accessibility.

With the overall aim of increasing the access of CALD clients to victims support services and to reducing the impact of crime upon them, agencies are guided to work with CALD clients and their communities in the following ways;

- Agencies clarify their role and responsibility in providing an accessible service to CALD clients and groups in the local service area.
- Agencies identify particular needs arising from the universal, cultural and individual aspects of CALD individuals and groups in their local area.
- Staff are equipped to assess the cultural needs of clients.

#### *Clients With A Disability*

Agencies have policies and procedures in place that address the structural barriers of service accessibility for people living with a disability and will work in accordance with policies and procedures and the VACP Program Guidelines and VACP Practice Manual.

With the overall aim of increasing the access of clients with a disability to victims support services and reducing the impact of crime upon them, agencies are guided to work with clients who have a disability and their communities in the following ways;

- Agencies identify the particular needs of victims of crime who have a disability and adopt relevant policy and procedures addressing these needs.
- Agencies adopt access and equity strategies for clients with a disability that are developed and integrated into general organisational policy and procedures.
- Agencies practice in accordance with the VACP Practice Manual.

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<sup>6</sup> VSA CALD Strategy 2009  
Victims Support Agency October 2011



## **Standard 6 - Safety And Security**

Agencies aim to reduce the level of disruption victims of crime experience, and enhance their opportunity to regain a sense of control in their lives.

### *Client Safety*

The use of risk assessment frameworks, such as the Common Risk Assessment and Risk Management Framework (CRAF) and Applied Suicide Intervention Skills Training (ASIST), to better identify and respond to client needs with a consistent approach across the service system in the following ways:

- Working in conjunction with clients, agency staff will identify the individual safety needs of all victims of crime, including children and young people.
- Agencies provide options to assist victims of crime maintain their protection and safety.
- Agencies have procedures in place for reporting requirements for victims of crime who may be at further risk of harm from themselves or others.
- Agencies have procedures in place for reporting all protective issues to the appropriate agency.
- Agencies have separate policy and procedures for the safety and protection of children and young people, and vulnerable people.

### *Staff Safety*

Agencies have in place and adhere to, procedures for staff safety and security that align with the Occupational Health and Safety Act 2004.

### *Children And Young People*

The United Nations Convention on the Rights of the Child 1991 states that a child's right to protection and safety is the responsibility of parents, caregivers and the community. Support services and counselling provided to children and young people by the VACP are based on this UN Convention. Agencies recognise that:

- Children and young people, and their families have diverse and individual needs. Age appropriate services will be targeted to address diversity.

**Standard 7 - Community Awareness**

Agencies develop and maintain community awareness about the VACP and the issues facing victims of crime by engaging with a broader range of individuals/service providers that may assist VACP clients. Agencies;

- Provide education/programs to the community that build and sustain the community's capacity to support victims of crime, and foster constructive and respectful relationships with agencies and members of the community.
- Initiate and participate in community building activities that provide awareness of the agency's services available to victims of crime.
- Provide systemic advocacy to address structures that impact on victims of crime on a local/regional/state-wide basis.
- Promote capacity-building activities with local services with the aim of identifying victims of crime who are not accessing the VACP and may want/need to do so.

**Standard 8 - Interagency Collaboration**

Many victims of crime will have involvement with multiple agencies over varying periods of time and will be best supported by a coordinated, well-informed interagency approach through;

- Development of interagency MOUs, protocols and procedures with organisations where referral or ongoing contact is undertaken.
- Staff possessing knowledge of, and links with, relevant specialist support agencies and court networks.
- Staff practicing in accordance with the VACP/ Helpline Communication Protocol and VACP Practice Manual – aiming to promote a collaborative approach to assisting victims of crime.
- Inclusion and participation in local and regional interagency forums and networks, to support information sharing, best practice when working with clients with specific needs, service coordination and seamless service delivery (e.g. within the Integrated Family Violence and Mental Health Service System).

## **Standard 9 - Human Resources, Learning And Training**

Staff participate in professional development and other training opportunities to assist them to work effectively with victims of crime. In the interests of providing optimal service to clients, training will include both general and specialist formats. Management will also plan, develop and support its workforce to provide optimum service delivery for clients through;

### *Staff Qualifications*

- Staff possess tertiary qualifications (or appropriate professional experience), skills, aptitude and experience to deliver quality services to clients.
- Staff possess appropriate and relevant skills to assess and respond to people affected by trauma and maintain documentation to maintain appropriate levels of confidentiality and evidentiary requirements.
- Staff are responsible for maintaining high levels of professional development and comply with minimum standards of supervision, support and training in relation to working with victims of crime in the criminal justice system.

### *Staff Training*

Staff complete training relevant to working with victims of crime, including:

- Relevant Legislation
- Reporting Obligations
- Family Violence, including CRAF
- Sexual Assault (children or adults)
- Children at Risk
- Applied Suicide Intervention Skills Training (ASIST)
- Criminal Justice specific training (courts, police, Victim Impact Statement)
- Trauma and Mental Health

Staff receive timely and appropriate orientation to the service system.

**Standard 10 - Quality Assurance And Feedback**

Agencies have policies and procedures that encourage clients to give feedback in order to maintain high quality service provision and to allow improvements in the nature of service delivery. This will be achieved through;

- The service committing to and participating in quality improvement.
- Victims who choose to utilise a service will be afforded an opportunity to provide feedback about the service provider.
- Policies and procedures for feedback being utilised on a regular basis to inform changes in policy, procedures and service delivery priorities.
- Management and staff regularly reviewing data collected in relation to victims of crime, including feedback received from victims of crime.
- Participation in annual client satisfaction survey processes.
- Participation in external accreditation processes, including inter-agency forums and networks, to ensure development and delivery of quality services including evaluation of client and service outcomes.

**Standard 11 - Complaint Procedure**

Agencies comply with complaints management procedures that are transparent, accessible, responsive and accountable and are aimed at supporting victims of crime. Agencies will accept and investigate any complaints and make any required changes to the nature of service delivery. To this end, agencies act in accordance with documented complaints procedures that include;

- Providing the client with a clear understanding of complaints procedures and how they may access them. This will be explained to the client during the intake and assessment phase.
- Providing the client with information about external complaint mechanisms, including providing the client with an understanding of the steps involved in accessing the complaints mechanism or organisation they wish to use.
- Offering timely information to assist clients who are not satisfied with the agency's internal complaint processes and may wish to have their complaint addressed through external complaint mechanisms.
- Agency staff practice in accordance with the VACP Program Guidelines, VACP & Helpline Communication Protocol and VACP Practice Manual.

**Standard 12 - Agency Management**

Agencies ensure that management structures support consistent, responsive and accountable services for victims of crime through;

- Management processes that reflect a philosophy of empowerment and support.
- Management and staff participating in regular planning and review of service provision for victims of crime.
- Management participation in inter-agency forums and networks to promote collaborative practice, best practice and seamless service delivery.
- Management and staff working within the parameters of the Victims Assistance and Counselling Program Guidelines and Protocols and VACP Practice Manual.

**LEGISLATION**

*Charter of Human Rights and Responsibilities Act 2006*

*Children, Youth and Families Act 2005*

*Corrections Act 1986*

*Equal Opportunity Act 2010*

*Family Violence Protection Act 2008*

*Freedom of Information Act 1982*

*Health Records Act 2001*

*Information Privacy Act 2000*

*Occupational Health and Safety Act 2004*

*Privacy Act 1988*

*Public Records Act 1973*

*Sentencing Act 1991*

*Victims' Charter Act 2006*

*Victims of Crime Assistance Act 1996*



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