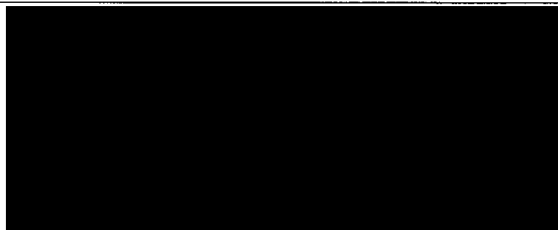


**IN THE MATTER OF THE ROYAL COMMISSION  
INTO FAMILY VIOLENCE**

**ATTACHMENT SW-19 TO STATEMENT OF SCOTT JAMES WIDMER**

Date of document: 21 July 2015  
Filed on behalf of: State of Victoria  
Prepared by:  
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This is the attachment marked '**SW-19**' produced and shown to **SCOTT JAMES WIDMER** at the time of signing his Statement on 21 July 2015.

Before me: .



**An Australian Legal Practitioner within  
the meaning of the Legal Profession Uniform Law (Victoria)**



## Department of Human Services

### Housing & Community Building

**Integrated Family Violence  
Strengthening Risk Management  
Demonstration Projects in the  
Cities of Hume and Greater Geelong**

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DHS: IFV: Strengthening Risk Management Demonstration Project

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**PART A: BACKGROUND AND OVERVIEW**

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This document has been prepared to assist service providers in the preparation and lodgement of proposals for the:

Integrated Family Violence: Strengthening Risk Management Demonstration Projects.

The Department of Human Services (DHS) on behalf of the Director of Housing (Director) is seeking to appoint suitably qualified and experienced family violence service providers to undertake the above projects which will provide a platform to enhance safety outcomes for women and children experiencing family violence within a risk management framework.

Initial funding for the demonstration projects has been made available through the Service Integration Projects initiative by the Commonwealth Government. In line with the goal of reducing homelessness for women experiencing family violence further funding in years two and three is made available through the joint commonwealth and state National Partnership Agreement – Homelessness (NPA-H). In addition the project sits within the aims of the Victorian integrated family violence reforms. This initiative will inform and provide guidance to the whole of government Family Violence Interdepartmental Committee (IDC), members of IDC have a role in the implementation and monitoring of the projects.

Key dates are indicated below:

Proposals invited	25 March 2011
Closing date and time for proposals	4.30 pm, 15 April 2011
Outcome confirmed by	22 April 2011
Service commencement by	2 May 2011
Service completion	30 June 2013

**1. BACKGROUND**

The Department of Human Services (DHS) is responsible for funding a wide range of services to diverse client groups across Victoria. DHS covers the responsibilities of the Ministers for Community Services and Housing. The department plans, funds and delivers community and housing services in line with the government's vision for making Victoria a stronger, more caring and innovative state. Its principal function is to ensure the delivery of a range of disability, housing, children, youth and family services.

The department's strategic direction is to:

Improve people's lives and reduce their experience of disadvantage. To achieve this we provide housing and community services to support and protect Victorians most in need.

The department operates through a network of eight regions (3 metropolitan and 5 rural) and a central policy and funding office which comprises a number of specific Divisions. Each region is responsible for implementing policy and program guidelines.

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It is State Government policy that funding of non-government organisations for the provision of services to the community be undertaken in a context of partnering between the Government and the service sector. To this end, DHS signed a Partnership in Practice Memorandum of Understanding 2009-2012 with the health, housing and community sectors in Victoria.

### **Description of the Division**

Housing and Community Building (H&CB) is a division of the Department of Human Services and is responsible for providing housing assistance and community building initiatives. Housing assistance refers to a range of products and services, including crisis, transitional and long-term public and community housing, homelessness assistance, new forms of social housing and related support services. As a division of the Department, H&CB reports to the Secretary of the Department of Human Services. The Director of Housing is the Executive Director of H&CB.

At the same time, the Director of Housing is a body corporate, capable of entering into contracts, established under the Housing Act 1983. The Director has separate statutory responsibilities, which are articulated in the Housing Act 1983 and the Residential Tenancies Act 1997.

### **Description of the Legislative / Policy context / Service system**

The Victorian Family Violence Reforms (VFVR) are unique in Australia and represent a long term commitment and sustained effort to build an integrated response to family violence by a broad cross sector of government and non-government agencies. Long-term commitment to effecting culture change across all aspects of the Integrated Family Violence System (IFVS) including Victoria Police, the justice system, family violence specialists and mainstream service sectors have been critical to its success.

The aims of the Victorian integrated family violence system (IFVS) response are to improve the safety of women and children; ensure that men who use violence are held accountable for their actions and to ensure communities do not tolerate family violence.

Since Government initiated major reforms of the family violence service system across police, courts and support services, a total of over \$100 million towards a wide range of key initiatives has been invested.

### **Key initiatives within the IFVS**

Significant initiatives undertaken to support the IFVS include:

- Development and implementation of the Family Violence Protection Act 2008 that established a reformed system of family violence intervention orders, including the family violence safety notice pilot (FVSN) (in the first year of operation 3118 FVSNs were issued, with almost 50% of those issued on weekends). This has been underpinned by the coordination and delivery of a significant amount of workforce development, and the implementation of the extended state-wide communications campaign: ENOUGH.
- Establishment of the Family Violence Court Division (including the Family Violence Court Intervention Project), Specialist Family Violence Services and the development of the Koori Family Violence Court Support Project in the Magistrates' Court of Victoria. Early intervention programs, such as the MARP (Male Adolescents at Risk) project and its Koori-specific iteration targeting male adolescents at risk of using violence in future relationships.

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- The development of the Family Violence Risk Assessment and Risk Management Framework (CRAF) as an evidence-based approach to identifying family violence and consistently assessing and managing risk. This has been supported by a range of implementation initiatives including state-wide, cross sector training programs.
- The development of an Indigenous Family Violence Strategy: Strong Culture, Strong Peoples, Strong Families, Towards a Safer Future for Indigenous families and communities 10 year plan.
- New and integrated services supporting women and their children experiencing family violence including the expansion of existing outreach programs and the addition of new programs such as intensive case management targeting women with complex needs who are at high risk along with targeted positions to work with Indigenous and CALD women and women with disabilities; access to private rental programs and new accommodation and support models.
- The provision of crisis accommodation and case management for men who use family violence and increased support for voluntary men's behaviour change programs.
- Additional programs emanating from the Homelessness reform agenda including new programs to enhance the capacity of women to remain in the family home and enhanced after hours responses funded through the National Partnership Agreement Homelessness.

The Commonwealth Government's White Paper on homelessness - The Road Home - A National Approach to Reducing Homelessness identifies responding to women and children who experience family violence as a key target group, particularly enabling women and children to remain safely in the home. In response Victoria has introduced new programs across the homelessness and integrated family violence sector and developed new strategic directions that align to Commonwealth priorities.

Through the 2009/10 National Partnership Agreement – Homelessness funding of \$20.53 million over four years was allocated to Victoria to increase after hours responses, assist women and children to remain in the family home, implement new responses for Indigenous women, continue responses to men who use violence and facilitate access to legal services for Indigenous women.

- A systemic review of family violence deaths in Victoria undertaken by the Coroners Court of Victoria.
- Development of the first whole of government plan to prevent violence against women, identifying strategies and initiatives addressing the underlying causes of violence against women, promoting gender equality and respectful relationships.
- Release of Living Free From Violence – Upholding The Right: Victoria Police strategy to reduce violence against women and children 2009-2014: Strategy aiming to further embed and improve responses to family violence, sexual assault and child abuse by Victoria Police.

### **Guiding principles and outcomes for the IFVS**

The following principles and priority action areas underpin the IFVS and guide the integrated service system in each region/sub-region to establish consistent service approaches throughout Victoria in responding to family violence.

#### **Guiding principles:**

- Women's and children's rights to live safe and free of violence
- Safety, wellbeing and empowerment

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- Service system and perpetrator accountability<sup>1</sup>
- Accessibility and inclusion

### Priority outcome areas:

- A system that effectively meets the needs of all victims of family violence
- The rights and needs of children are upheld
- Perpetrators stop their violence and are held to account
- Victorian communities do not tolerate violence against women

### Priority action areas:

- Increase system capacity to respond earlier and more effectively to all victims of family violence
- Emphasise the rights, needs and safety of children and young people
- Ensure perpetrators stop their violence and are held to account
- Ensure Victorian communities do not tolerate violence against women
- Strengthen the integrated family violence system including governance and workforce capacity
- Improve research and data systems to measure progress of reform and outcomes.

### Key IFV initiatives and programs coordinated by and/ or funded through DHS are:

#### Housing & Community Building

- Crisis services (statewide) - Women's Domestic Violence Crisis Service (WDVCS)
- Peak Body representing family violence services – Domestic Violence Victoria (DVVic)
- Domestic Violence Resource Centre (DVRC) (funded in conjunction with Children Youth & Families.)
- In Touch – Multicultural Centre Against Family Violence (formerly Immigrant Women's Domestic Violence Service)
- Aboriginal Family Violence Prevention and Legal Service (AFVPLS)
- Women With Disabilities Victoria (WWDV)
- Women's refuge services
- Outreach services
- Responding to Risk (After Hours & Safe at Home)
- After hours services
- Intensive case management program
- Access to private rental market
- Women's Emergency Accommodation
- Men's Case Management Program
- Men's Emergency Accommodation

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### Terminology

While it is acknowledged both women and men can be perpetrators and/or victims of family violence, research indicates the majority of incidents are perpetrated by men against women and children. Therefore, for the purpose of this document, the following terminology has been adopted:

- 'Men who use violence' to represent the majority of perpetrators
- 'Women and children who experience violence' to represent the majority of victims
- 'Needs of children' includes young people.

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**Children Youth & Families**

- Indigenous Accommodation & Service Responses
- Indigenous Healing and Time Out Services
- Indigenous Family Violence Regional Action Groups
- Indigenous Family Violence Men's Group Programs
- Indigenous Men's Resource and Advisory Service (IMRAS)
- Women's and Children's Family Violence Counselling and Support Programs
- Women's Information and Referral Service (WIRE)
- Men's Behaviour Change Programs
- Enhanced Service Intake to Men's Behaviour Change Programs
- Men's Referral Service and After Hours Service
- No To Violence (NTV)
- Regional Committees and Regional Integration Coordinators

**Office of Women's Policy**

- Strategic direction and coordination of the Victorian Family Violence Reforms
- Development and management of the Family Violence Risk Assessment and Risk Management Framework (CRAF) including training and evaluation
- Implementation of statewide initiatives focused on preventing violence against women

**2. SERVICE OBJECTIVES AND SCOPE**

As a result of the IFV reforms the service system in Victoria has evolved new ways to better identify and respond effectively to family violence and to those at risk of family violence. While the service system is working in a more coordinated and consistent way situations still present where women and children are at increased risk of (further) harm or lethality. This highlights the need to continue to evolve a system which provides for consistent and timely responses when assessing, planning and responding to the needs of a woman and her children regardless of her circumstances and where she may enter the family violence system. To achieve this goal strengthening family violence risk management (SRM) across the service system has been a key focus of the VFVR over the past two years.

Since June 2010 KPMG has worked with H&CB, other government partners responsible for the VFVR, the funded sector and clients to strengthen risk management practices and develop a framework and practice guidelines for specialist family violence services, police, justice services and mainstream services that respond (directly or indirectly) to women and children experiencing family violence and to men who use violence against family members.

Outcomes to date of the SRM project include the preparation of a report and the development of a draft framework and practice guidelines. The next phase of the project currently underway since early February 2011 involves the facilitation by KPMG of a series of seven rapid development workshops with invited stakeholders possessing specialist expertise from across the IFVS. These workshops will assist with further development of draft practice guidelines which are to be presented to the IDC for consideration.

With safety as the centrepiece the finalised framework is expected to provide consistent practice guidance to the IFVS with all agencies playing a part in building a client's story and structuring a plan to realise improved safety and well-being outcomes for women and children at all levels of risk, including those whose safety is



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assessed at high risk from family violence. Holistic assessments are to be undertaken to ensure that the woman is seen as an individual in a unique context not just a victim of family violence. The response will be informed by an understanding of the gendered nature and dynamics of family violence, safety as being central to practice and information sharing within a framework of ensuring privacy and confidentiality.

Demonstration projects, one in the City of Hume and another in the City of Greater Geelong will be funded to test the implementation and delivery of coordinated multi agency approaches to strengthen family violence risk management. Key aspects of the demonstration projects will be to trial new integrated governance arrangements; agreed new roles and responsibilities as well as new ways of working collaboratively ensuring an integrated response to the woman's needs and situation. Where appropriate a key element of the integrated response will involve working with services to support men's behaviour change in their inappropriate use of violence.

DHS is seeking to appoint experienced providers in both regions to deliver the demonstration projects. Expertise in delivering coordinated services to women, children and men within the agency, or by arrangement with partner providers, is expected. Services are to be provided on an outreach basis, within courts and securely within the provider's premises.

This submission process and the completion of the Strengthening Risk Management Framework and Practice Guidelines (SRMF&PG) will run in parallel. It is intended that the demonstration projects will require all services who are participating in the projects to re-examine their practices and processes so that they can be aligned to the newly established framework and practice guide. For some services this will require minor change, and for others the change may be more significant. It is however essential that interested agencies are willing to work within the practice framework that is to be set.

Provision will be made for negotiations to occur between H&CB and the successful bidders once the SRMF&PG have been finalised to discuss any required amendments to the service models submitted in their proposal.

### **Guiding objectives for strengthening risk management project**

The draft SRMF&PG are guided by the following five key objectives. [These guiding objectives will be confirmed following the conclusion of the SRM rapid development workshops, and hence, may be subject to change]

- 1 ***Applying consistent and comprehensive approaches to risk assessment and risk management across the sector to ensure women and children's safety needs are addressed.*** Effective policies and procedures are the foundation for integrated family violence services to enable accessibility to those requiring assistance.

In practice this means that key resources including the CRAF, a sector-endorsed tool, should be embedded into case practice across all stages of the client journey. This is to be augmented by information sharing protocols between key stakeholders that are consistent with the Information Sharing in the Context of Family Violence guidance document (Attachment 1). Responses will include capacity to incorporate preventative measures through community education and ensure appropriate responses to all clients regardless of level of risk. Workforce capacity building should occur consistent with ongoing specialised training and appropriate supervision.

- 2 ***Delivering a flexible model which appropriately serves diverse population groups.*** It is recognised that particular population groups hold

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diverse backgrounds, contexts and life experiences which are unique and may create additional vulnerability.

In practice this means holistic risk assessment and management processes and responsive service delivery, Efforts to empower women and the broader community are seen as key enablers for change.

- 3 **System wide responses are required to hold men accountable for their behaviour.** Perpetrator behaviour change and other programs that challenge men's use of violence against family members are seen as critical to breaking the cycle, and eliminating family violence and all of its manifestations.

In practice this means police and the judicial system respond quickly and decisively to violence against women and children. In addition programs emphasise responsibility for violence, offer continued monitoring and support, and provide opportunities for perpetrators to have access to positive role models and peer support.

- 4 **Prioritising supports for children.** Infants, children, and young people have the right to be safe and live free from family violence. Within the context of family violence infants, children and young people will need to be considered as clients in their own right along with being part of a family.

In practice this means utilising specialist services such as Child Protection and family support agencies and a range of tools including the CRAF and the Best Interests Framework to address risk assessment related to children and young people. As part of effective risk management, an emphasis is placed on assuring appropriate supports are available for children so as to address the serious impact that family violence can have on physical, psychological and emotional wellbeing and development needs.

- 5 **Ensuring accountability for family violence across the whole sector.** Women and children experiencing family violence must receive consistent high quality information and support during every interaction with the sector.

In practice this means a multi agency approach is required in which all practitioners and services have a shared understanding and application of current resources and tools. Roles and responsibility delineation is clear and a partnership approach is applied where relevant information is shared to heighten safety outcomes. Program monitoring and evaluation is to be undertaken to measure implementation, system and program efficacy.

### 2.1 Target Group

The target group for the demonstration projects comprises women and children experiencing or at risk of family violence. Additionally case management is to be provided to the male partners / ex-partners of the women and children engaged in the response to challenge their use of violence and mitigate further risk to women and children.

Yearly targets inclusive of women, children and men are up to 100 per annum per demonstration project. The low annual target enables the provision of intensive support, however it may also necessitate specific targeting for the project for example:

- recidivist cases with three or more repeat attendances by police
- those experiencing heightened risk episodes
- child protection referrals

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- and / or factors such as complexity and involvement with multiple agencies.

Targeting for specific cases and general criteria is expected to be finalised in conjunction with H&CB and regional providers funded to deliver the projects. Further guidance is to be provided through the SRMF&PG and by agreement with other regional partners and providers e.g. Police.

### **2.2 Service model elements**

#### **Proposed Service Model: Risk Assessment and Management Panel (RAMP)**

The demonstration projects are intended to be delivered within a cycle of case management utilising a multi agency approach to achieve improved safety outcomes for women and children and increased accountability for men who use family violence. The agencies delivering the demonstration projects are expected to take a lead role to ensure timely, coordinated services and responses wrapped around the victim. This lead role extends to coordination of Risk Assessment and Management Panel (RAMP) meetings for each project. RAMP membership is to include key regional agencies who will work collaboratively to develop and monitor individual multi-agency case plans.

The RAMP will provide an ongoing forum for initial assessment and action; risk assessment, management and safety planning; case coordination; information sharing; and discussion of potential referrals. The RAMP will have a broad monitoring role for cases and ensure that all relevant details are tabled to provide for consistent information sharing on the status of active cases with clearly defined actions, responsibilities and timelines developed for each case plan. Additional case conference / care team meetings may be required, however they are not within the scope of the RAMP and are to be convened separately.

Each RAMP will have four dedicated positions along with a component for brokerage. It is anticipated RAMP meetings be convened on a fortnightly basis with provision for emergency meetings on an as needed basis with inbuilt mechanisms for follow up between meetings as required, for example where there is an escalation of risk or the number of incidences passes a designated threshold.

#### **RAMP membership**

It is proposed that RAMPs be established comprising the successful bidder as the lead agency with involvement by a range of other relevant core member agencies to include:

- specialist IFV providers (women's and children's services and men's services)
- police
- legal services
- child protection, Child FIRST and family services.

A senior representative from each core member agency will be involved in RAMP meetings. RAMP representatives should have the capacity to make resourcing commitments on behalf of their agency to effectively implement meeting strategies and multi-agency action plans. Provision is to be made for

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other non-core members to attend RAMP meetings or provide information on a case by case basis. Non-core members are likely to include:

- Homelessness and housing agencies
- Centres Against Sexual Assault (CASA)
- Victims Assistance and Counselling Programs
- Corrections Victoria
- Office of Public Prosecutions for high risk cases in criminal jurisdictions
- Child Witness Service
- Mental health services
- Drug and alcohol services
- Disability services
- Health services
- Aboriginal agencies where an Aboriginal client is involved
- CALD or refugee agencies
- Employment, education and training providers
- Maternal & Child Health services
- Other services relevant to regional or client needs e.g. Gamblers Help.

The RAMPs are to be supported by a memorandum of understanding (MOU) between core and non-core members that includes conflict resolution processes, confidentiality agreements and clearly defined decision making processes which enable equal contribution to decision making processes. On occasions (with the exception of statutory cases) it may be necessary for the coordinator to have the final determination on the actions to be taken to achieve the best achievable safety outcomes.

MOU's will also refer to information sharing protocols including feedback loops to ensure all relevant agencies are kept informed of case plans and any strategies to be exercised to maximise safety outcomes. Furthermore mechanisms are to be established to ensure the woman (and children as appropriate) has input into case planning and is kept informed of meeting outcomes and case planning. While it is best practice to gain consent before information is shared this is not always possible and information may need to be shared without consent in high risk cases or where not sharing information may compromise safety (refer Attachment 1). This is particularly relevant in relation to sharing information with the perpetrator in relation to his case plan.

At the service system level existing regional governance structures could be utilised to provide project governance and oversight of the RAMP. The project coordinator may initially act as the RAMP chair. The ongoing role of the chair and project governance is to be clarified in negotiation with regional providers.

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The SRMF&PG once completed will provide further guidance as to the service model and roles and responsibilities in the integrated family violence system. DHS will meet with funded agencies on an ongoing basis to discuss program issues and in particular to negotiate the implementation of the framework and practice guidelines once released.

### Key roles and functions

#### RAMP Chair roles include<sup>2</sup>:

- Promote agreement on actions to be taken and the role each agency takes in action plans.
- Ensuring agencies are accountable for following up on agreed actions, for example ensure all agencies understand precisely what is meant by any agreed actions that relate to their agency either directly or indirectly.
- Review actions agreed at the last meeting and make a record of any actions outstanding along with responsibility for follow through.
- Promote consistent application of the CRAF and a shared understanding of levels of risk and the responses required by core and non-core agencies across the risk spectrum.
- Structure the meeting and prioritise cases so that all those attending are able to use the time available as efficiently as possible. This could mean that for example having provision for discussing cases where children are involved first so those representatives can leave once those cases are discussed.

#### Project coordinator roles include:

- Establish and maintain relationships with core and non-core partner providers and a range of other key stakeholders at a systemic and individual case planning level.
- Monitor case coordination functions within the demonstration project funded agency and between relevant agencies supporting each case.
- Coordinate referrals and seek any relevant information for each referral. Information on all referral details to be sent to all participating RAMP representatives with sufficient notice for the next RAMP meeting. This allows agencies time to prepare for subsequent meetings.
- Book meeting times, dates and venue for the RAMP Meetings.
- Ensure all participants are aware of confidentiality agreements.
- Resource RAMP meetings such as distributing a standard agenda template; recording minutes and an Action Plan for each referral.
- Update contact information of all attendees.<sup>3</sup>

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<sup>2</sup> The RAMP Chair will be finalised in negotiation between the funded project providers, DHS and relevant agencies. The Chair for example may be the project coordinator or an existing manager within the demonstration project agency.

<sup>3</sup> Adapted from the Family Safety Framework Practice Manual, Office for Women, Government of South Australia

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- Provide line supervision to relevant demonstration project staff members within the agency. Additional clinical supervision, particularly for the men's and children's case managers may be necessary. Processes for sharing information with other relevant personnel within the agency are also required.
- Education provision to other service providers on the role of the RAMP to improve community understanding and secondary consultation where required.
- Data collection and monitoring.

**The role of the women's case manager will include but is not limited to the following:**

- Undertake risk assessment and risk management throughout the term of engagement with the client with potential escalation of risk factors reported immediately to the Project Coordinator.
- Represent the woman at RAMP meetings to ensure her needs, safety and interests are presented and provide reports to the RAMP as required.
- Take lead responsibility for integrated/multi agency case coordination / planning with the project coordinator, other project team members and relevant providers to maintain safety and/ or to meet other identified needs.
- Provide women with information on available responses and explore options for the development of a safety plan.
- Provide advocacy and support within the court setting including information about legal rights, civil and criminal options, applying for Intervention Orders and liaising with court registrars regarding risk management to be applied at court.
- Provide direct services (active holding) and referrals to clients not able to be provided with the full range of services. This function could be provided by other programs within the agency or by agreement with partner agencies.
- Support organisation of practical measures to assist women to create safe home environments (e.g. changing locks or installing security lighting).
- Undertake consultation, case coordination, planning and information sharing (where relevant) with men's services.
- Provide advocacy and referral to appropriate services (e.g. counselling, legal support, family support, mental health, disability services, drug/alcohol treatment, Centrelink, health services, employment, education and training).
- Provide assistance to access housing services (public/ private/social and community housing, crisis accommodation, women's refuges and transitional housing).
- Support women to maintain contact with health or other services where the woman or her children are currently linked.
- Undertake secondary consultation with relevant services.

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- Monitor and review the case on a regular formalised basis with agreed processes for case closure.

**The role of the men's case manager will include:**

- Undertake risk assessment and risk management throughout the term of engagement in accordance with the *Framework for comprehensive assessment in men's behaviour change programs* with potential escalation of risk factors is to be reported immediately to the Project Coordinator, or if appropriate, Victoria Police.
- Apply NTV standards in relation to accountability to family members.
- The development, monitoring and evaluation of the professional relationship between the man and the case manager is critical, assertive and active engagement with men including meeting at least once a week to assess current status of case plan and address any barriers to achieving the agreed case plan.
- Participate in RAMP meetings to ensure timely and accurate information is provided on the case management plan and that the man's interests are represented.
- Provide information within the court setting including information about legal responsibilities and liaising with court registrars regarding risk management to be applied at court. Critical is the need to ensure the man is clear about any continuing intervention order conditions after case closure.
- Provide direct services (active holding) and referrals to men not able to be provided with immediate case management.
- Participate in integrated/multi agency case coordination / planning with the project coordinator, other project team members and relevant providers to maintain safety and/ or to meet other identified needs. This includes contact work with women and children's programs. Contact with these services is a key element in monitoring the safety of women and children.
- Include achievable goals within the documented case plan, allocate tasks to the case manager or the man within a defined time frame. The outcome of each task or action is noted on the support plan. The plan should be written in language that the client will understand.
- Make referrals to other services as needed for example legal, mental health, alcohol and drugs services, health, employment, education and training providers. This includes secondary consultations and case planning including with women and children's services, men's behaviour change programs or Police.
- Ensure exit planning and case closure is undertaken with consideration of risk factors to women and children along with the man himself.

**The role of the children's case manager will include:**

- Assess children and young people's needs in relation to risk of significant harm utilising tools such as the CRAF and Best Interests Framework.

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- Comprehensive and holistic assessment of the impact of trauma, cumulative harm, parenting and access arrangements, developmental and individual support needs.
- Implement and review support plans, programs and services and ensure an appropriate standard of care, supervision, safety and support is provided. Assessments, case plans, referrals and responses are to be undertaken in a manner that is age and developmentally appropriate.
- Engage and work with children, young people and the parent in a way that promotes safety, stability and development of the child, and to strengthen family capacity. This may include therapeutic interventions to strengthen the mother /child relationship.
- Provide advocacy and support within the court setting and information about legal rights.
- Advocate on behalf of children and young people and, where appropriate, their families, and facilitate their access to specialist, generic and community services such as education and health services.
- Provide advice and consultation to relevant stakeholders including the coordinator and women's or man's case managers in relation to the child's safety and well being as appropriate.
- Develop and maintain strong connections with a range of government and community support services including child protection, ChildFIRST and family services and education providers.

**Note:** The above case manager roles may be shared across teams within the agency or with partner providers, however each discreet role should have inbuilt accountability mechanisms that the program coordinator or the RAMP can monitor to measure outcomes.

### **The RAMP agency representatives:**

The membership of the RAMP could build on existing regional committees or partnership agreement members. In the early stages of developing the RAMP it is suggested that the group meets to discuss establishment and reach a shared understanding on a number of key elements of service delivery and risk assessment and management. This will include information on the gendered nature of family violence, factors contributing to family violence; background on the development of the CRAF and the vital role of specialist opinion, and continuing effort to strengthen risk management.

Each participating agency is to have a brief overview of their organisation and activities outlined in the MOU. Information on agencies should cover briefly the services they provide, procedures, resources and their limitations. It will assist the group to identify responsibility for actions that are relevant and specific to them. All professionals should have a clear understanding for example of who can best assist high risk victims, what are the responses across the risk spectrum, who may be responsible for active holding of cases until allocated. Details of roles and responsibilities of participating agencies are expected to be further outlined in the SRMF&PG.



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The role of the agency representative is to:

- Constructively work towards increasing consistent approaches and responses by sharing relevant information, allocating resources and active contribution to and participation in decision making.
- Participate in phases of case management as agreed and to address issues and resolve problems.
- Gather relevant information from their agency on all referrals received including the status and progress of open cases
- Regular attendance at RAMP meetings with a proxy with equal authority to attend as required
- Behave in a respectful manner towards other RAMP meeting members.
- Respond to designated actions in a timely manner.<sup>4</sup>
- Update relevant stakeholders within their agency on the current status of the RAMP meetings, client plans and outcomes as applicable (above items to be further outlined in MOU)

### **Client outcomes**

The project aims to improve safety outcomes for women and children. This will be measured amongst other indicators by improved victim safety and reduced rates of recidivism; reduction in physical and psychological harm; access to and engagement with support services by women and children and participation in behavioural change programs by men; achievement of case plan goals; and stability in housing, health and education.

### **Referral pathways and prioritisation**

The SRMF&PG is expected to give further guidance in relation to cases to be referred to and prioritised by the RAMP with mechanisms evolved to assess and allocate cases. At the project inception it is expected that funded agencies will utilise existing processes to prioritise those experiencing heightened risk episodes and / or factors such as complexity of issues and involvement with multiple agencies as another determinant. It is anticipated that other programs within the funded agency, for example outreach programs will provide a response to ensure client centred support is provided across the continuum of risk and to enable active holding of cases.

### **Service Outcomes – performance measures**

The process to measure the efficacy of the demonstration projects will be further developed following the release of the SRMF&PG, however it is anticipated measures will include among other indicators the following:

- Improved safety outcomes for women and children
- Engagement of men who use violence in case management and completion of behaviour change programs and their retention in these activities
- Reduced rates of recidivism

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<sup>4</sup> Adapted from the Family Safety Framework Practice Manual, Office for Women, Government of South Australia

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- Numbers and range of agencies making referrals to the RAMP
- Numbers and range of referrals made for women and children
- Numbers and range of referrals made for men who use family violence
- Client demographic details (including information on, for example, ATSI, CALD, disability status).

### **Improved system responses**

Positive outcomes at an individual level should reflect the impact of greater integration in providing multi agency responses. The functioning of the RAMP in achieving stated goals is to be monitored with mechanisms to be further developed in line with the SRMF&PG and in negotiation with demonstration project providers and RAMP members.

### **Partnering requirements and linkages**

The SRM demonstration project provider will act as the lead agency for the RAMP. All funded positions may be provided by the funded agency, or specified positions may be provided in partnership with other relevant providers. Core partners are expected to include:

- other specialist family violence providers including women's, children's and men's services
- Police
- Legal Services
- Child Protection, ChildFIRST and Family Services.

Partnerships and linkages with non core members including homelessness services, Victims Assistance and Counselling Programs, CASAs, mental health and drug and alcohol services, disability, aboriginal and CALD services are required in addition to demonstrated links to mainstream services for example education and health services. Protocols inclusive of dispute resolution mechanisms are to be developed with all core and non-core agencies.

### **Brokerage Funds**

Brokerage funds can be used for women, children and men, generally for the following purposes:

- Emergency accommodation and/or transport.
- Safe at home strategies: for example, lock changes, door/window repairs, safety lighting, purchase of landline or mobile telephones/credit, personal alarms etc.
- Personal wellbeing requirements: for example, food and other household requirements, medicine, toiletries, nappies etc.
- The purchase of Specialist Counselling.
- Other requirements that meet stated program aim or to assist women, children and men to achieve case plan goals.

### **2.3 Geographic service limits**

The local Government areas and people living within the City of Hume (located in the DHS North & West Metropolitan Region) and City of Greater Geelong (located in the DHS Barwon South West Region) have been identified as the priority municipalities in

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which to locate the two demonstration projects. This is due in part to the lack of a specialised family violence court response in either council area and the high numbers of Victoria Police reported family violence incidences.

### 2.4 Operating environment

#### Hours of operation

Service providers are required to operate during business hours and have capacity to provide some flexible responses out of hours. This could be achieved through partnership arrangements with existing after hours providers to ensure timely responses.

#### Access and equity requirements

Service providers need to provide services that are accessible to all women, men and children including Indigenous communities; CALD; same sex attracted; clients with disabilities or complex needs, such as mental health and drug/alcohol issues; and older clients.

#### Service environment

Service providers will:

- Be equal opportunity employers
- Offer smoke free working environments
- Have appropriate occupational health and safety policies and procedures
- Have appropriate policies and procedures relating to sexual harassment and violence in the workplace
- Have appropriate policies and procedures for resolution of complaints and grievances by staff and clients
- Adhere to incident management procedures that operate in accordance with DHS Critical Incident Management Procedures.

### 2.5 Staff competencies/qualifications

Staff competencies should include:

- An understanding of the social and gendered context of family violence and the impact of violence on women and children.
- A firm understanding of and experience using the CRAF and an understanding of any other relevant risk and needs assessment frameworks including the Best Interests Framework and Enhancing Access to Men's Behaviour Change Programs Service Intake Model and Practice Guide and other local, national and international models of risk assessment and management.
- Ability to undertake client centred assessments and develop a support plan in partnership with the client that reflects their goals.
- An understanding of culturally appropriate service responses for women, children and men from a range of backgrounds.
- A relevant tertiary qualification and prior experience providing family violence or related services.
- The children's case manager must have a relevant tertiary qualification and an understanding of child development and the impact of violence on children.
- The men's case manager should have skills and qualifications consistent with those identified in the Victorian statewide standards, *Men's Behaviour Change Group Work - Minimum Standards and Quality Practice (2005)*, for men's behaviour change group programs.
- Demonstrated willingness to participate in professional development.

## 2.6 Service Standards and Guidelines

Services are required to operate according to the following standards and guidelines that guide the delivery of services outlined in this specification:

- The Strengthening Risk Management Framework and Practice Guidelines (under development)
- The Family Violence Risk Assessment and Risk Management Framework (commonly referred to as "CRAF")
- Domestic Violence Victoria Family Violence Code of Practice
- Men's Behaviour Change Group Work: A Manual for Quality Practice (No To Violence)
- A framework for comprehensive assessment for men's behaviour change programs
- Enhancing access to men's behaviour change programs: service intake model and practice guide
- Homelessness Assistance Service Standards (HASS)
- Towards Collaboration: A resource guide for Child Protection and family violence services provides guidelines where children experience family violence.
- Practice guidelines: Women's and children's family violence counselling and support programs
- *Strong Culture, Strong Peoples, Strong Families: Towards a safer future for Indigenous families and communities: 10 year plan.*

Services must also take account of other key related standards and guidelines that apply to other portfolios that operate as part of the integrated family violence system, such as:

- Victoria Police *Code of Practice*, etc

## 2.7 Specific DHS/Program compliance

Funded agencies are expected to comply with all relevant legislation such as the Family Violence Protection Act (2008) and Children, Youth and Families Act (2005) and Occupational Health and Safety requirements including fire safety compliance. DHS funded service providers are expected to have a demonstrated commitment to improving the environmental sustainability of their operations.

## 2.8 Period of Service

The period of service is from 1 May 2011 until 30 June 2013 subject to ongoing funding from the Commonwealth Government and the National Partnership Agreement – Homelessness along with standard departmental Service Agreement processes including annual reviews and achievement of outcomes.

## 2.9 Service evaluation

Evaluation of the whole of government family violence reform initiatives is undertaken on an ongoing basis. Service providers will be required to cooperate with DHS, other relevant Departments and their consultants by participating in broader evaluations and any evaluation specific to the demonstration projects such as RAMP processes and outcomes. Monitoring and evaluation processes may be further developed through the development of the SRMF&PG. DHS will negotiate any additional requirements with funded agencies at this time.

Participation in program evaluation may require:

- Participating in program specific data collection processes;

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- Participating in the SAFER<sup>5</sup> Project research and evaluation of the integrated family violence service system;
- Responding to surveys;
- Providing DHS, other Departments and consultants with access to data;
- Complying with other lawful requests of DHS and their consultants for the purposes of the evaluation strategy; and
- Participating in statewide and /or local reference groups for evaluation.

### 3. FUNDING AND COSTS

The following funding and staffing levels are provided as a guide. Case load targets for the first year are expected to be 20% of the following two years.

<b>SRM demonstration project 1 N&amp;WMR City of Hume</b>				<b>Case load</b>
	2010- 2011	2011- 2012	2012- 2013	
<b>Staffing</b>				
Coordinator	\$45,000	\$120,000	\$123,900	
Women's case manager .6	\$30,000	\$54,000	\$55,755	
Men's case manager	\$40,000	\$90,000	\$92,925	
Children's worker	\$40,000	\$90,000	\$92,925	
Brokerage establishment	\$15,000	\$21,000	\$21,683	
	\$40,000			
<b>Total</b>	<b>\$210,000</b>	<b>\$375,000</b>	<b>\$387,188</b>	<b>Up to 100</b>

<b>SRM demonstration project 2 BSW City of Greater Geelong</b>				<b>Case load</b>
	2010- 2011	2011- 2012	2012- 2013	
<b>Staffing</b>				
Coordinator	\$45,000	\$120,000	\$123,900	
Women's case manager	\$40,000	\$90,000	\$92,925	
Men's case manager .6	\$30,000	\$54,000	\$55,755	
Children's worker	\$40,000	\$90,000	\$92,925	
Brokerage establishment	\$15,000	\$21,000	\$21,683	
	\$40,000			
<b>Total</b>	<b>\$210,000</b>	<b>\$375,000</b>	<b>\$387,188</b>	<b>Up to 100</b>

Funding provided to service providers is usually subject to the department's annual price indexation. For the 2009 to 2012 service agreement period the annual indexation is 3.14%.

The final funding may be negotiated with the successful service provider(s).

<sup>5</sup> The SAFER research project will measure how the Victorian family violence reforms have improved women's and children's safety. It is funded via an Australian Research Council grant and is being undertaken as a partnership between Melbourne and Monash Universities and Victoria Police, Department of Planning and Community Development, Department of Justice, and the Department of Human Services.

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#### **4. INSURANCE**

In accordance with the standard service agreement terms and conditions, all service providers are required to indemnify the department against a claim by any person for loss of or damage to property, death or personal injury or other financial loss, caused by the negligence of or breach of statutory duty by the service provider.

A significant majority of service providers that enter into a departmental service agreement are covered under the Community Service Organisations Insurance arranged and funded by the department insurance programs. The insurer is the Victorian Managed Insurance Authority (VMIA). Details of the insurance cover provided, including the respective insurance manuals, can be accessed via the Funded Agency Channel ([www.fac.dhs.vic.gov.au](http://www.fac.dhs.vic.gov.au)).

Service providers that are not eligible for cover under departmental insurance programs are required to arrange appropriate insurance.

#### **5. PERFORMANCE MONITORING AND LIAISON**

Service performance monitoring will be managed through the Family Violence team within Homelessness Accommodation and Support, H&CB in conjunction with regional PASA's and be undertaken through liaison with the successful service providers. Service requirements will be monitored through the collation of performance indicators and supported by an analysis of issues impacting on the performance achieved.

A whole of government project reference group with membership from government partners overseeing the integrated family violence system will also be established to provide additional guidance and contribute to project monitoring and evaluation.

The monitoring and review processes that apply to funded services are outlined in the DHS Policy and Funding Plan. The Policy and Funding Plan can be accessed on the Department's Funded Agency Channel (FAC) website ([www.fac.dhs.vic.gov.au](http://www.fac.dhs.vic.gov.au)).

Service providers are accountable for the use of the funding for the delivery of the programs specified in the DHS service agreement. As part of this accountability, service providers are required to comply with funding expenditure, data collection and other reporting requirements.

In addition DHS undertakes monitoring of service providers funded through Service Agreements in accordance with the department's Monitoring Framework. Information about monitoring guidelines can be obtained on Department's Funded Agency Channel website ([www.fac.dhs.vic.gov.au](http://www.fac.dhs.vic.gov.au))

To assist service providers in the delivery of the service, Housing & Community Building will undertake to provide:

- An ongoing commitment to the development of collaborative relationships
- Formal support via regular meetings with the service providers
- Regular updates on relevant policy directions, initiatives, strategic documents and training opportunities
- Consultancy where appropriate, and
- Formal and informal contact as required.

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DHS will undertake to action funding in a timely manner. DHS will undertake to address any issues requiring clarification or discussion at the earliest opportunity in order to reach resolution.

The frequency of formal liaison meetings will be determined in consultation with the service provider. A representative from the Homelessness, Family Violence and Child Services Unit at central office and a nominated regional Program and Service Advisor will act as the point of contact for the service providers.

Agencies delivering the SRM demonstration projects are expected to have strong existing partnership arrangements in place with local and statewide services. Active involvement in Regional Integrated Family Violence Services Committees is expected with demonstrated links to a range of relevant regional and statewide specific practice forums, steering committees or advisory groups including links with Indigenous Regional Action Groups; other regional and statewide family violence service providers; Police, Courts and Community Legal Services; Child Protection services and Child FIRST; Victims Assistance and Counselling Programs; CASAs; Homelessness agencies, cultural specific services and a broad range of non-family violence specific programs.

**PART B: EVALUATION AND CONDITIONS**

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**6. EVALUATION OF PROPOSALS**

Eligibility and Evaluation Criteria will be used to evaluate all proposals and determine the successful service providers. Proposals need to address all the elements within the Criteria.

**6.1 Eligibility Criteria**

Service Providers must fully address the Eligibility Criteria as specified in the template at Part C of this document; refer Section 1 'Service Provider Details'.

Where the department currently funds an organisation other relevant information may be obtained from the current Service Agreement. DHS will assess criteria based on the Service Provider's most recent annual report and recent financial activity reports supplied to DHS.

**6.2 Evaluation Criteria****Criterion One:**

**The service provider demonstrates experience, expertise and understanding of the target group and service requirements.**

The applicant demonstrates their experience and expertise in providing Integrated Family Violence Services. Responses should include, but are not limited to:

- Details of current services demonstrating relevant experience and expertise in the delivery of the specified services
- Understanding of the support needs of the client group and the range of service responses required.

**Criterion Two:**

**The service provider demonstrates an understanding and capacity to deliver services in accordance with contemporary legislation, standards, and DHS policies and guidelines.**

Responses should include, but are not limited to:

- Outline of how services are delivered in line with contemporary legislation, standards, policies and guidelines.
- Details of the organisation's quality assessment framework including how personal outcomes are monitored and how clients are engaged in quality improvement
- Details of other areas useful to the project. This may include risk management approaches, information management, program monitoring and evaluation processes, project governance, staff supervision.

**Criterion Three:**

**The service provider demonstrates a detailed, valid, responsive and flexible service delivery model tailored to the service requirements and client group.**

Responses should include, but are not limited to:



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- Outline of the proposed service delivery model including details of service delivery framework, staff/client ratio, hours of service, client outcomes and management of the RAMP.
- Details of family violence risk assessment and risk management processes including the application of the CRAF, management of critical incidents, case planning, case coordination and conferencing practices, including information sharing and referral processes and case management approaches. This will be further informed by the strengthening risk management framework and practice guidelines once released
- Outline of client involvement in planning, development and support provision
- Outline of strategies and approaches detailing how the service focuses on the individuals' needs and responds sensitively to the cultural needs of clients
- Details demonstrating capacity to change service delivery in accordance with the individuals' needs
- An outline of strategies to enable self determination opportunities for clients including decision making processes that involve the client, for example feedback, complaint and dispute resolution processes
- Details of an implementation / transition plan including establishing and promoting the service, timeframes and work plan
- Aspects of the model that demonstrate added value, innovation or flexibility
- Details of any proposed subcontractors

**Criterion Four:**

**The service provider demonstrates an efficient and appropriate organisational infrastructure, resources, capacity and budget to support the delivery of the service.**

Applicants need to submit a budget for this service using the template at Part C of this document. DHS will assess this criterion on available information in consultation with the DHS PASA and referee checks as well as on the budget the organisation provides in their application. Applicants may choose to provide additional information to address this criterion.

**Criterion Five:**

**The service provider demonstrates an ability to establish and strategically partner to improve safety and service outcomes for the client group.**

Responses should include, but are not limited to:

- An outline, including the purpose and their benefits, of key local, regional and statewide networks, support services and organisations, and other key community links to support clients, improve safety outcomes and service delivery
- Details of strategies to improve cooperation and planning between critical key stakeholders and related local, regional and statewide organisations relevant to the RAMP and delivery of enhanced risk assessment and risk management processes to the client group.
- A plan for collaboration with the broader service system.

### **6.3 Financial Assessments**

The Department reserves the right to engage a third party to carry out assessments of a potential service provider's financial, technical, planning and other resource capability.

### **6.4 Evaluation Process**

Submissions will be evaluated against the indicated criteria. An initial evaluation may be used to short-list submissions. Following short-listing, one or more service providers may be approached to meet with the evaluation panel to provide clarification or further information.

All service providers will be advised in writing of the final outcome of this process.

### **6.5 Scoring**

Submissions will be initially scored against the following scale:

<b>Evaluation</b>	<b>Score</b>
Exceeds all aspects of the selection/evaluation criterion	10
Exceeds some aspects of selection/evaluation criterion (and meets all other aspects of the selection/evaluation criterion)	6-9
Meets the selection criterion	5
Fails some aspects of the selection criterion	1-4
Fails all aspects of the selection criterion.	0

## **7. GENERAL CONDITIONS**

### **7.1 Submission**

A Submission template is included at Part C of this document. Service providers are required to use this template when preparing their submissions.

### **7.2 Statement of Departures**

Service providers must state in their submissions that they have not proposed any changes or departures from this document.

By making a proposal in response to this document, service providers are deemed to have accepted these conditions.

### **7.3 Legal Entity**

Service providers not currently funded by DHS must provide proof of their legal status. A legal agreement can only be entered into by DHS with a service provider or individual with legal status established under:

- Associations Incorporation Act
- Co-operatives Act
- Corporations law
- Health Services Act
- An Individual Act of Parliament
- Natural person (a person at least 18 years of age, with a mental capacity to understand the agreement, not under any order or bankrupt)
- Trustee Act

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- DHS prefers to deal with service providers which have an Australian business number (ABN).

#### **7.4 Consortia, Coalitions and Subcontracting**

There are three legal and management options available to consortia in making a submission. Each of these types of arrangements is acceptable to DHS:

- Incorporate as a single body
- Each member signs as part of a non-incorporated consortium; or
- Subcontracting by the Lead agency to other members of the consortium.

The Department recognises that partnering may form within the service sector with the objective of promoting integration to better meet the needs of the community.

Where the service provider is a consortium, the proposal must indicate which parts of the service each entity comprising the consortium is proposing to provide.

Where subcontracting is proposed the proposal must detail how the lead organisation and the sub-contractor(s) would relate to each other to ensure full provision of the required service.

#### **7.5 Lodgement of Submissions**

A copy of the proposal must be enclosed in a sealed envelope and clearly addressed as follows:

CONFIDENTIAL  
 Integrated Family Violence Strengthening Risk Management Demonstration Project  
 Attention: Janelle Cribb  
 Department of Human Services  
 Level 24, Client Services and Programs  
 Department of Human Services  
 GPO Box 4057  
 Melbourne Victoria 3001

**Closing Date: 15 April 2011**

#### **7.6 Request for Further Information**

##### *Clarification of Specification*

Service providers may contact Janelle Cribb on 9096 1236 or via email on [janelle.cribb@dhs.vic.gov.au](mailto:janelle.cribb@dhs.vic.gov.au) to clarify matters relating to the submissions process, or to clarify aspects of the specification. Verbal explanations or instructions given to service providers prior to the acceptance of any proposal shall not bind DHS. All interested parties will be provided with written responses to all questions.

##### *Additional Information Required by DHS*

Should information additional to that contained in a proposal be required while submissions are being considered by DHS, written information and/or interviews may be requested at no cost to DHS.

The name and telephone number of an officer or employee of the service provider capable of clarifying technical and commercial aspects of the proposal must be provided.

## **7.7 Reservations**

### *Withdrawal From Process*

DHS may withdraw from the submissions process described in this document for any reason, prior to signing any agreement with any service provider for the delivery of the services described in this document.

### *Lowest Cost Submission*

In the case of fixed price submissions, the lowest cost submission, or any submission, will not necessarily be accepted (applicable where available funding has not been disclosed by DHS).

### *Negotiation*

DHS may elect to negotiate with short-listed service providers after the nominated closing date for submissions.

### *Part Offers*

DHS may accept submissions in relation to part of the scope of activity described in this brief, or appoint one, more than one or no service provider on the basis of the submissions received.

## **7.8 Conflicts of Interest**

Service providers must declare to DHS any matter or issue which is or may be perceived to be or may lead to a conflict of interest regarding their proposal or participation in the provision of the services described. Where applicable, service providers must also describe a strategy designed to avoid any conflict of interest.

## **7.9 Confidentiality**

### *Ownership of Submissions*

All submissions and any accompanying documents become the property of DHS.

### *Ownership of Information*

Ownership of all information, reports or data provided by DHS to service providers resides in the State of Victoria. The service provider shall not, without written approval of the Secretary to DHS, use the information or reports other than in the development of the proposal or the performance of the assignment. This information, in whatever form provided by DHS or converted by the service provider, must be destroyed in a secure fashion following advice of the outcome of the proposal process or at completion of the assignment.

## **7.10 Disclosure**

### *Presumption to Full Disclosure*

The Victorian Government has a strong presumption in favour of disclosing agreements and, in determining whether any clauses should be confidential, specific Freedom of Information (FOI) principles (including a public interest test) will apply. The Government

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cannot pre-empt the workings of the FOI Act or constrain the Auditor General's powers to secure and publish documents as appropriate.

### *Disclosure of Submission and Agreement Details*

Subject to this clause and the Conditions of Agreement, all documents provided by the service provider will be held in confidence so far as the law permits. Notwithstanding any copyright or other intellectual property right that may subsist in any documents, by making a proposal the service provider licenses DHS to reproduce the whole or any portion of the proposal documents for the purposes of evaluation.

In making its submission, the service provider accepts the Department may publish (on the internet or otherwise) the name of the successful or recommended service provider(s) and the value of the successful agreement(s), together with the provisions of the agreement generally.

### *Non-Disclosure of Agreement Provisions*

Non-disclosure of agreement provisions must be justified under the principles for exemption within Section 34(1) of the Freedom of Information Act 1982, providing that information acquired by an agency or a Minister from a business, commercial or financial undertaking is exempt under the Act if the information relates to trade secrets or other matters of a business, commercial or financial nature and the disclosure would be likely to expose the undertaking unreasonably to disadvantage. The Department will consider these arguments in the evaluation and negotiations with service providers.

### **7.11 Lobbying**

Service providers are reminded that they should not attempt to exert influence on the outcome of the assessment process by lobbying, directly or indirectly, DHS staff or Members of Parliament.

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**Part C: Submission**

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Proposal for

Integrated Family Violence: Strengthening Risk Management Demonstration Projects

**Instructions for Completion**

All proposals should be developed using this submission template.

All parts of the proposal should be completed and the proposal lodged before the closing date and time.

Any additional supporting information should be attached to the completed proposal and clearly referenced.

The proposal must be signed by an authorised officer of the service provider.

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**1. Service Provider Details**

1.1	Are you currently funded by the Department	Yes / No
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For providers currently funded by the Department, complete the following contact details at 1.2 only (additional information will be accessed from the DHS Service Agreement Management System):

1.2	Name of Service Provider	
	Postal Address	
	Office Address if different from postal	
	Contact Person	
	Position/Title	
	Telephone Number	
	Facsimile Number	
	E-mail Address	
	<b>Eligibility Criteria (Refer Part B):</b> Confirm agreement to vary existing Service Agreement if successful for this service	Yes or No

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**2. Overview of proposal**

Provide a brief overview of your proposal

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**3. Information addressing the Evaluation Criteria**

Provide your responses against each of the Evaluation Criteria in Part B

Criterion 1

Your response to this criterion:

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Criterion 2

Your response to this criterion:

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Criterion 3

Your response to this criterion:

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Criterion 4

Your response to this criterion:

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Criterion 5

Your response to this criterion:

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(Address any other criterion as specified in Part B)

**4. Budget**

The Victorian Standard Chart of Accounts (SCOA) ([www.mob.com.au/projects/scoa](http://www.mob.com.au/projects/scoa)) provides a common approach for not-for-profit (NFP) organisations when collecting and recording financial information and consists of a set of accounts. The Victorian SCOA is mandatory for Victorian State Government departments and funded organisations for all new funding programs with NFP organisations from 1 July 2010. The following budget table uses the SCOA categories and definitions.

In addition, the extent to which pricing has been affected by the use of volunteer labour (see operating costs) or cross subsidisation from other agencies should be clearly identified in the relevant section.

Item			Budget (\$)
Establishment Costs			
Management and Administration costs			
Operating costs			
Staff (provide details of proposed staffing)	Salary	FTE Percentage	
Staff #1	\$		
Staff #2	\$		
Client Support Service			
Equipment costs required for service (please detail)			
Total Cost			



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**5. Qualifications and Experience of Key Staff**

Name	
Title/Office Held	
Qualifications	
Previous Experience	
Role and functions to be performed	

(Repeat as required)

**6. References**

All service providers are required to provide referees. The department may also utilise referees from DHS staff who have worked with the organisation.

**Referee #1**

Organisation Name	
Postal Address	
Street Address	
Contact Person	
Position/Title	
Telephone Number	
Facsimile Number	
Nature of work performed	

**Referee #2**

Organisation Name	
Postal Address	
Street Address	
Contact Person	
Position/Title	
Telephone Number	
Facsimile Number	
Nature of work performed	

## 7 Insurances

Service Providers are to complete the following table to confirm their Insurance status in regard to the specified service.

Proof of insurance cover:	Provider	Policy Number	Expiry Date	Limit of Liability
• Public liability				
• Professional indemnity				
• Others as relevant				
• Relevant exclusions:	(Provide separately summary of any <i>relevant</i> exclusions to the above, and their potential impact on this service)			

## 8. Disclosure of Submission and Agreement Information

Part B provides for disclosure of agreement information. If you withhold the disclosure of specific information, you must detail how its release will expose trade secrets or expose your service provider unreasonably to disadvantage. The Department will consider these arguments during the evaluation process and in negotiation with service providers.

Non-disclosure of agreement provisions must be justified under the principles for exemption within Section 34(1) of the *Freedom of Information Act 1982*, providing that information acquired by an agency or a Minister from a business, commercial or financial undertaking is exempt under the Act if the information relates to trade secrets or other matters of a business, commercial or financial nature and the disclosure would be likely to expose the undertaking unreasonably to disadvantage.

### 8.1 Trade secrets

In considering whether specific information should be categorised as a trade secret, service providers should assess:

- The extent to which it is known outside of your business
- The extent to which it is known by the persons engaged in your business
- Any measures taken to guard its secrecy
- Its value to your business and to any competitors
- The amount of money and effort invested in developing the information
- The ease or difficulty with which others may acquire or develop this information

<b>Trade Secrets</b> not to be Disclosed:

### 8.2. Unreasonable disadvantage

In determining whether disclosure of specific information will expose your business unreasonably to disadvantage, you should consider section 34(2) of the FOI Act. Broadly, you should consider whether:

- The information is generally available to competitors
- It could be disclosed without causing substantial harm to the competitive position of the business

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<b>Unreasonable Disadvantage</b> disclosure would cause

**8.3. Conflicts of Interest**

Service providers must declare to DHS any matter or issue which is or may be perceived to be or may lead to a conflict of interest regarding their proposal or participation in the provision of the services described. Where applicable, service providers must also describe a strategy designed to avoid any conflict of interest.

<b>Conflicts of Interest</b>

## 10. Acceptance of Terms and Conditions

Service providers must indicate their understanding and acceptance of each part of this document, including the attached standard DHS service agreement, by signing in the table below. Where a part of this document is not understood or accepted, service providers must attach a tabulated Statement of Departures with an explanation of why that part is not accepted.

### Acceptance of Conditions

Part	Acceptance	Non-Acceptance (Include Statement of Departures and reasons)
Service Information and Requirements		
Specifications and Evaluation		
Submission		
Service Agreement		

### Endorsement

The proposal must be signed by an authorised person.

Signature of Authorised Officer	
Name of Authorised Officer	
Title/Office Held	
Date	