

**Annual report on the
implementation of the
Family Violence Multi-
Agency Risk Assessment
and Management
Framework 2022–23**

To receive this document in another format, phone 03 9085 0900, using the National Relay Service 13 36 77 if required, or [email Family Safety Victoria <infosharing@familysafety.vic.gov.au>](mailto:infosharing@familysafety.vic.gov.au).

If you need help with communication

Contact us through the National Relay Service (NRS). For more information:

- visit National Relay Service (<https://www.accesshub.gov.au/about-the-nrs>) to choose your preferred access point, or
- call the NRS Helpdesk on 1800 555 660.

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

© State of Victoria, Australia, Department of Families, Fairness and Housing, February 2024.



With the exception of any images, photographs or branding (including, but not limited to the Victorian Coat of Arms, the Victorian Government logo or the Department of Families, Fairness and Housing logo), this work, the Annual report on the Implementation of the Family Violence Multi-Agency Risk Assessment and Management Framework (MARAM) 2022–23, is licensed under a Creative Commons Attribution 4.0 licence.

The terms and conditions of this licence, including disclaimer of warranties and limitation of liability are available at [Creative Commons Attribution 4.0 International Public License <https://creativecommons.org/licenses/by/4.0/>](https://creativecommons.org/licenses/by/4.0/)

You are free to re-use the work under that licence, on the condition that you credit the State of Victoria, Australia (Department of Families, Fairness and Housing) as the author, indicate if any changes have been made to the work and comply with the other licence terms.

ISSN 2652-4562 — Online (PDF/Word)

Available at [MARAM annual reports <https://www.vic.gov.au/maram-annual-reports>](https://www.vic.gov.au/maram-annual-reports).

(2310615)

Contents

Acknowledgements	4
Message from the Minister for Prevention of Family Violence	5
Introduction	7
Whole-of-government snapshot	9
Chapter 1: Portfolios	10
Chapter 2: Language used in this report	12
Chapter 3: Legislation and regulations	13
Chapter 4: MARAM structure	14
Chapter 5: MARAM Framework Annual Survey	16
Chapter 6: Clear and consistent leadership	22
Chapter 7: Supporting consistent and collaborative practice	29
Chapter 8: Building workforce capability	41
Chapter 9: Reinforce good practice and commitment to continuous improvement	53
Chapter 10: Next steps	60
Appendix 1: Prescribed organisations	64
Appendix 2: Legislation and regulations	66
Appendix 3: MARAM pillars	67
Appendix 4: MARAM principles	68
Appendix 5: MARAM responsibilities	69
Appendix 6: Program areas	70
Appendix 7: MARAM change management strategic priorities	76
Appendix 8: Abbreviations	77

Acknowledgements

Aboriginal acknowledgement

The Victorian Government acknowledges Victorian Aboriginal people as the First Peoples and Traditional Owners and Custodians of the land and water on which we rely. We acknowledge and respect that Aboriginal communities are steeped in traditions and customs built on a disciplined social and cultural order that has sustained 60,000 years of existence. We acknowledge the significant disruptions to social and cultural order, and the ongoing hurt caused by colonisation. We acknowledge the ongoing leadership role of Aboriginal communities in addressing and preventing family violence and will continue to work in collaboration with First Peoples to eliminate family violence from all communities.

Recognition of victim survivors

The Victorian Government acknowledges victim survivors and honours their resistance and resilience. We keep at the forefront in our minds all those who have experienced family violence or other forms of abuse, and for whom we undertake this work.

Family violence support

If you have experienced violence or sexual assault and require immediate or ongoing assistance, contact 1800 RESPECT (1800 737 732) to talk to a counsellor from the National Sexual Assault and Domestic Violence hotline. For confidential support and information, contact the Safe Steps 24/7 family violence response line on 1800 015 188. If you are concerned for your safety or that of someone else, please contact the police in your state or territory, or call Triple Zero (000) for emergency assistance.

Message from the Minister for Prevention of Family Violence



Preventing family violence is a shared responsibility. We all have our part to play in keeping all Victorians, including women and children safe. Across the Victorian Government we are working together with this important purpose.

I would like to present the fifth annual report on the continued roll-out of the Multi-Agency Risk Assessment and Management (MARAM) Framework 2022–23.

This report details the progress and achievements of departments, peak bodies, agencies and organisations in aligning their procedures, policies and practice guidance to MARAM.

The Victorian Government has invested more than \$3.86 billion since 2016 to reform how we respond to and prevent family violence. This includes the implementation of all 227 recommendations of the Royal Commission into Family Violence.

The MARAM Framework is a critical part of our reforms and this report demonstrates some important milestones.

At its heart, MARAM is about working together.

In 2022–23, more than 100,000 professionals across sectors and services received MARAM training. That makes more than 200,000 workers trained — in risk identification, information sharing and more — and brings us that much closer to our target of 370,000.

Using MARAM online tools, more than 40,000 risk assessments and safety plans have been undertaken and more than 20,230 Central Information Point reports have been delivered.

Driving lasting change is demanding, and we still have a lot of work to do.

By continuing alignment to MARAM and embracing collaboration, we ensure better outcomes for the community.

I would like to express my gratitude to past and present ministers responsible for framework organisations in their portfolios for their sustained efforts in advancing this essential reform. This report is consolidated from my own portfolio report and those provided to me by:

- The Hon. Anthony Carbin MP, Minister for Police, Minister for Crime Prevention
- The Hon. Colin Brooks MP, former Minister for Housing Minister for Multicultural Affairs
- The Hon. Danny Pearson MP, former Minister for Consumer Affairs
- The Hon. Enver Erdogan MLC, Minister for Corrections, Minister for Victim Support, Minister for Youth Justice
- The Hon. Ingrid Stitt MLC, former Minister for Early Childhood and Pre-Prep, Minister for Mental Health, Minister for Ageing, Minister for Multicultural Affairs
- The Hon. Jaclyn Symes MLC, Attorney General
- The Hon. Lizzie Blandthorn MLC, Minister for Children, Minister for Disability
- The Hon. Mary-Anne Thomas, Minister for Health, Minister for Ambulance Services
- The Hon. Natalie Hutchins MP, former Minister for Education.

I would like to thank Family Violence Regional Integration Committees, peak bodies, Aboriginal community-controlled organisations, and many others, such as multicultural community

organisations and services for their tireless commitment to the success of MARAM practice.

I would also like to thank specialist family violence and sexual assault services and The Orange Door network for their passionate, dedicated work and partnership. Your work is an important part of the foundation of our family violence system.

Thank you to the victim survivors who have shared their stories and experiences, helping us to shape MARAM practice.

And thank you to everyone who plays a role in our family violence prevention workforce, for your dedication to keeping Victorians safe.



Vicki Ward MP

Minister for Prevention of Family Violence
Minister for Employment

Introduction

The Family Violence Multi-Agency Risk Assessment and Management (MARAM) Framework was established in legislation in 2018. It responds to the first two recommendations of Victoria's Royal Commission into Family Violence 2016 (the Royal Commission).

The MARAM Framework creates a system-wide model for all services that interact with adults and children who have experienced family violence or may be at risk of experiencing family violence.

It covers all aspects of service delivery. This includes early risk identification, screening, assessment and management, safety planning, collaborative practice, stabilisation and recovery.

The MARAM Framework aims to:

- ensure all professionals, regardless of their role, have a shared understanding of family violence and perpetrator behaviour
- increase the safety of people experiencing family violence
- ensure the broad range of experiences are represented in the family violence response. This includes for Aboriginal and diverse communities and identities, children, young people, older people, and different family and relationship types
- keep perpetrators in view and hold them accountable for their actions
- provide guidance to organisations on aligning to the Framework to ensure consistent service delivery.

MARAM is being implemented alongside two other enabling reforms for information sharing and risk frameworks— the Family Violence Information Sharing Scheme (FVISS) and the Child Information Sharing Scheme (CISS). Family Safety Victoria is the lead agency on the implementation of MARAM and the FVISS. The Department of Education (DE) is the lead agency on the implementation of the CISS.

Organisations are prescribed under the regulations as MARAM Framework organisations and/or Information Sharing Entities (ISEs).

Section 193 of the *Family Violence Protection Act 2008* (Vic) requires a report to be tabled in parliament annually on the progress of MARAM implementation. This is the fifth report to be tabled, covering implementation activities from 1 July 2022 to 30 June 2023.

Family Safety Victoria, a Division of the Department of Families, Fairness and Housing (the department), leads the implementation of the reforms. This requires Family Safety Victoria to design and develop the policies, resources and training and prepare this consolidated annual report. Family Safety Victoria also oversees implementation across the whole of the Victorian Government (WoVG) through governance, reporting and annual surveys and for the department across its various workforce portfolios.

Each relevant department is responsible for tailoring the policies, resources and training to their specific workforce needs. This includes communication about the reforms and responses to barriers the workforces face.

Sector peak and representative organisations support implementation more directly with practitioners. In 2022–23, the department funded 16 organisations to undertake this work through the Sector Capacity Building Grants program. The funded organisations are:

- Adult Multicultural Education Services (AMES)
- Centre for Excellence in Child and Family Welfare (CFECFW)
- Council to Homeless Persons
- Dardi Munwurro
- Djírra
- Elizabeth Morgan House
- Jewish Care Victoria
- No to Violence (NTV)

- Safe and Equal
- Sexual Assault Services Victoria
- Victorian Aboriginal Child Care Agency (VACCA)
- Victorian Aboriginal Community Services Association Limited (VACSAL)
- Victorian Alcohol and Drug Association (VAADA)
- Victorian Healthcare Association (VHA)
- Whittlesea Community Connections (WCC)
- Youth Justice.

Chapters 1 to 4 of this report provide context of the reforms, legislation and relevant portfolios.

Chapter 5 provides an overview of the current state of WoVG MARAM alignment, as indicated by the 2023 MARAM Annual Survey.

Chapters 6 to 9 cover the four WoVG strategic priorities. A chapter is dedicated to each priority.

- clear and consistent leadership
- supporting consistent and collaborative practice
- building workforce capability
- reinforcing good practice and commitment to continuous improvement.

Each chapter contains subsections related to work undertaken by:

- Family Safety Victoria within the Department of Families Fairness and Housing as reform lead
- departments as leads for their workforces
- sector peak bodies and organisations that support practitioners.

Whole-of-government snapshot

Figure 1: 2022-23 MARAM highlights

Key whole of Victorian government highlights for 2022-23 include:



33,792 risk assessments undertaken by The Orange Door practitioners (a 41% increase from 2021-22)



Over **100,000** professionals received training in MARAM and the associated information sharing schemes (a 55% increase from 2021-22)



Completion of the **5-year** Legislative Review of MARAM, FVISS and the Central Information Point (CIP) (Chapter 9)

33,792 MARAM risk assessments and **7,722** MARAM safety plans were undertaken in the Specialist Homelessness Information Platform (SHIP) by specialist family violence services and homelessness service practitioners.



Over **20,230** Central Information Point (CIP) reports delivered from commencement in April 2018 until June 30 2023



Information was shared by the courts over **49,500** times under FVISS and CISS, with a total of **over 144,862** since inception in 2018



Commencement of Victoria Police's Predominant Aggressor Identification Pilot (Chapter 10)

The Protecting Children Protocol (the Protocol) was agreed between DFFH, Aboriginal Children in Aboriginal Care (ACAC) providers and Victoria Police to help keep children safe



Commencement of MARAM Maturity Model pilot (Chapter 6)



Rollout of the **Family Violence Financial Counselling Program** and Tenancy Assistance and Advocacy Program to prevent economic abuse, address family violence-related debt, and help victim survivors with economic recovery



Disability-specific Men's Behaviour Change (Family Violence) program began. The program for people with cognitive impairment who cannot access mainstream services



Rollout of the Department of Health's **Understanding Family Violence** all-staff eLearn course as part of the department's alignment to the MARAM Framework

All extensive **mapping exercise** of a person's journey through the correctional system (Chapter 7)



Family violence practice leads embedded in Youth Justice and Corrections and Justice Services (Chapter 7)



Chapter 1:

Portfolios

Table 1: Ministers, portfolios and responsibilities for the 2022–23 reporting period

Minister	Portfolio	Responsibilities
The Hon. Ros Spence MP	Minister for Prevention of Family Violence	<ul style="list-style-type: none"> • Specialist family violence services • Sexual assault services • The Orange Door Network • Risk Assessment and Management Panels
The Hon. Anthony Carbines MP	Minister for Police Minister for Crime Prevention	<ul style="list-style-type: none"> • Victoria Police
The Hon. Colin Brooks MP	Minister for Housing Minister for Multicultural Affairs	<ul style="list-style-type: none"> • Public housing • Community housing • Homelessness services • Organisations that provide settlement or targeted casework services specifically for migrants, refugees or people seeking asylum
The Hon. Danny Pearson MP	Minister for Consumer Affairs	<ul style="list-style-type: none"> • Dispute Settlement Centre of Victoria • Consumer Affairs Victoria funded programs: <ul style="list-style-type: none"> – Financial Counselling Program – Tenancy Assistance and Advocacy Program
The Hon. Enver Erdogan MLC	Minister for Corrections Minister for Victim Support Minister for Youth Justice	<ul style="list-style-type: none"> • Adult Parole Board • Community Correctional Services (including Community Correctional Services, Corrections Victoria and Justice Health) • Family Violence Restorative Justice • Victims of Crime Helpline • Victims Assistance Program • Youth Justice • Youth Justice Funded Services • Youth Parole Board
The Hon. Gabrielle Williams MP	Minister for Ambulance Services Minister for Mental Health	<ul style="list-style-type: none"> • Ambulance Victoria • Mental health services • Alcohol and other drugs services
The Hon. Ingrid Stitt MLC	Minister for Early Childhood and Pre-Prep	<ul style="list-style-type: none"> • Department of Education • Centre-based early childhood education and care services

Minister	Portfolio	Responsibilities
The Hon. Jaclyn Symes MLC	Attorney-General	<ul style="list-style-type: none"> • Magistrates' Court of Victoria • Children's Court of Victoria • Court Network • Aboriginal Justice Group funded programs: <ul style="list-style-type: none"> – Koori Women's Place – Ngarra Jarranounith Place
The Hon. Lizzie Blandthorn MLC	Minister for Child Protection and Family Services Minister for Disability	<ul style="list-style-type: none"> • Child Protection • Community-based child and family services (including Child FIRST) • Registered out-of-home care services (including Secure Welfare Services, care services and Hurstbridge Farm) • Refugee Minor program • Supported playgroups • Forensic Disability Services • Multiple Complex Needs Initiative • State-funded aged care services
The Hon. Mary-Anne Thomas	Minister for Health	<ul style="list-style-type: none"> • Hospitals and health services • Independently managed registered community health centres Early Parenting Centres • Bush Nursing Centres • General practitioners • General practice nurses • Maternal and child health programs
The Hon. Natalie Hutchins MP	Minister for Education	<ul style="list-style-type: none"> • Department of Education • Schools • Education services

Chapter 2:

Language used in this report

Adults, children and young people who have experienced family violence are referred to as **victim survivors**. We note that some people also prefer to use the term **people who experience violence**.

The word **family** has many meanings. This report uses the definition from the *Family Violence Protection Act 2008* (the Act). This acknowledges the variety of relationships and structures that can make up a family unit, and the range of ways family violence can be experienced, including through family-like or carer relationships (in non-institutional paid carer environments).

The term **family violence** reflects the Act and includes the wider understanding of the term across all communities. *Dhelk Dja: safe our way — strong culture, strong peoples, strong families*¹ defines family violence as an issue relating to physical, emotional, sexual, social, spiritual, cultural, psychological and economic abuses. These occur within families, intimate relationships, extended families, kinship networks and communities. It extends to one-on-one fighting and abuse of Indigenous community professionals, as well as self-harm, injury and suicide.

Throughout this document, the term **Aboriginal** is used to refer to both Aboriginal and Torres Strait Islander peoples.

Intersectionality describes how systems and structures interact on multiple levels to oppress, create barriers and overlapping forms of discrimination, stigma and power imbalances. It is based on characteristics such

as Aboriginality, gender, sex, sexual orientation, gender identity, ethnicity, colour, nationality, refugee or asylum seeker background, migration or visa status, language, religion, ability, age, mental health, socioeconomic status, housing status, geographic location, medical record or criminal record. This compounds the risk of experiencing family violence and creates additional barriers for a person to access the help they need.

The term **perpetrator** describes **adults** who choose to use family violence, acknowledging the preferred term for some Aboriginal people and communities, as well as in practice, is **a person who uses violence**. The perpetrator is also the **predominant aggressor** where misidentification is suspected or has been assessed as occurring.

Young people who use family violence require a different response to adults who use family violence, because of their age, developmental stage and the possibility that they are also victim survivors of family violence. The term perpetrator is not used to refer to young people who use family violence. Some programs refer to **adolescents** who use family violence in the home.

¹ *Dhelk Dja: safe our way* is an Aboriginal-led agreement to address family violence in Victorian Aboriginal communities.

Chapter 3: Legislation and regulations

Figure 2: Overview of legislation, policy and frameworks

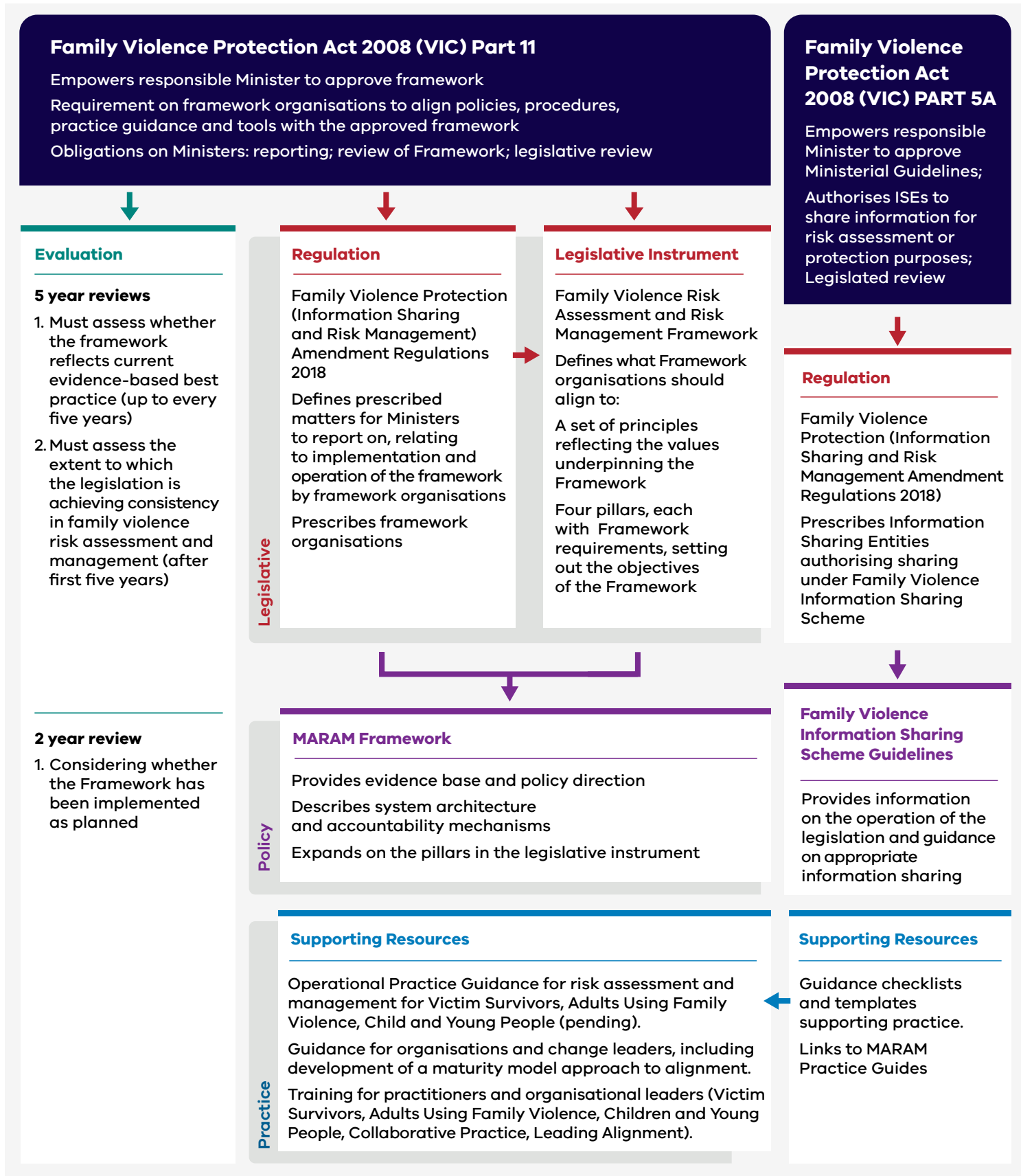


Figure 2 shows the legislative structure around MARAM

Chapter 4:

MARAM structure

The three core components of MARAM are illustrated in Figure 3 below. The MARAM pillars are set at an organisational level. They each contain a requirement to which organisations must align. Alignment is defined as actions taken by organisations to effectively incorporate the four pillars into existing policies, procedures, practice guidance and tools, as appropriate to the roles and functions of the entity and its place in the service system. Appendix 3 sets out the MARAM pillars.

The pillars, along with 10 MARAM principles guide a shared understanding of family violence response across the service system to guide consistent practice. Appendix 4 provides the full text of the principles.

The MARAM responsibilities set out the practice expectations for professionals in relation to family violence risk identification, assessment and management. Supporting resources provides guidance for organisations to determine the appropriate MARAM responsibilities for their workforce. Appendix 5 provides the full details of the responsibilities.

The responsibilities can be broadly summarised into three levels of practice:

- **identification** — this role incorporates all MARAM responsibilities, except those related to assessment and management of risk (3–4 and 7–8). It applies to people who interact with Victorians in the course of their work, where they could identify family violence is taking place. They may be able to observe family violence narratives or behaviours, and/or ask sensitive questions of victim survivors (for example, at schools and early childhood centres)
- **intermediate** — this role incorporates all MARAM responsibilities, except specialist risk assessment and management (7–8). It applies to people who interact with Victorians in the course of their work, where they can assess or manage a presenting ‘need’ (for example, alcohol or drug use, mental health or housing crisis)
- **comprehensive** — this role incorporates all 10 MARAM responsibilities. It applies to people who interact with Victorians in a specialist capacity to directly respond to family violence (for example, specialist family violence services and family violence refuges).

Figure 3: MARAM pillars, principles and responsibilities

The Multi Agency Risk Assessment and Management Framework (MARAM)

4 Pillars to guide organisational alignment



10 MARAM Practice Responsibilities set at organisational level

- Resp 1. Respectful, sensitive and safe engagement
- Resp 2. Identification of family violence
- Resp 3. Intermediate risk assessment
- Resp 4. Intermediate risk management
- Resp 5. Seek consultation for comprehensive risk assessment, risk management and referrals
- Resp 6. Contribute to information sharing with other services (FVISS and CISS)
- Resp 7. Comprehensive assessment
- Resp 8. Comprehensive risk management and safety planning
- Resp 9. Contribute to coordinated risk management
- Resp 10. Collaborate for ongoing risk assessment and management

Framework requirements for each Pillar

<p>Demonstrate understanding of:</p> <ul style="list-style-type: none"> • Family violence risk & impact • Spectrum of family violence types • Complexity of experiences in community (intersectionality) • Use of the evidence-based risk factors to support determination of risk 	<p>Apply consistent, collaborative practice through use of:</p> <ul style="list-style-type: none"> • MARAM tools to screen, identify, assess, manage family violence risk • FVISS/other laws to share information • Structured professional judgement: <ol style="list-style-type: none"> 1) victim survivor self-assessed level of fear 2) evidence - based risk factors 3) info sharing and collab 4) own professional judgement 	<p>Organisational leaders:</p> <ul style="list-style-type: none"> • Understand their organisation's responsibilities in family violence risk assessment and management, and those that relate to the operation of the information sharing scheme. • Equip their workforce with the tools, resources and training to meet those responsibilities 	<p>Contribute to understanding of the evidence base:</p> <ul style="list-style-type: none"> • Establish governance to oversee alignment • Collect consistent information about the evidence-based risk factors from use of the tools and client feedback • Lead change management activities to promote continuous improvement
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

- ### 3 Levels of Practice for Professionals
- Comprehensive**
All responsibilities

 - Intermediate**
All except 7 and 8

 - Identification**
All except 3, 4, 7 and 8

10 Principles to guide the service system



Appendices 3, 4 and 5 provide the MARAM pillars, principles and responsibilities.

Chapter 5:

MARAM Framework Annual Survey

Family Safety Victoria conducts an annual survey of framework organisations. The survey seeks to understand:

- the progress of implementation across different sectors
- how sectors can be supported to keep improving MARAM implementation.

Family Safety Victoria released the third annual MARAM Framework survey during this reporting period.

Across sectors

The survey was completed by 361 organisational leaders engaged in MARAM implementation activities across multiple sectors. It represents more than 600 MARAM-prescribed workforces and services.

The response in 2022–23 rate is 49 per cent higher than the previous year. This is mostly due to much higher engagement from leaders in the health sector.

Demographics

Most respondents are employed in health (42 per cent) and human services (26 per cent). They come from large or medium size organisations that provide metropolitan, metropolitan wide and/or state-wide services. 74 per cent of surveyed leaders are involved in policy, practice and capacity development. Representation from the education and justice workforces was limited.

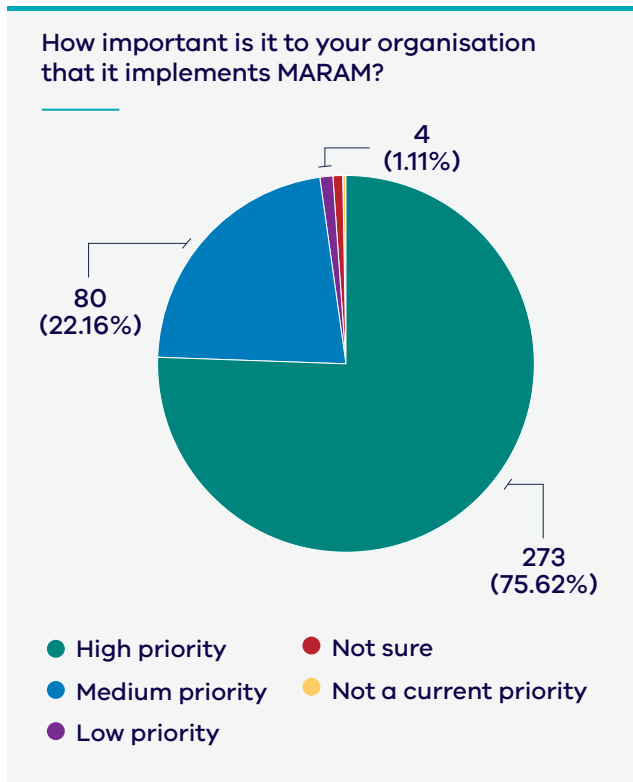
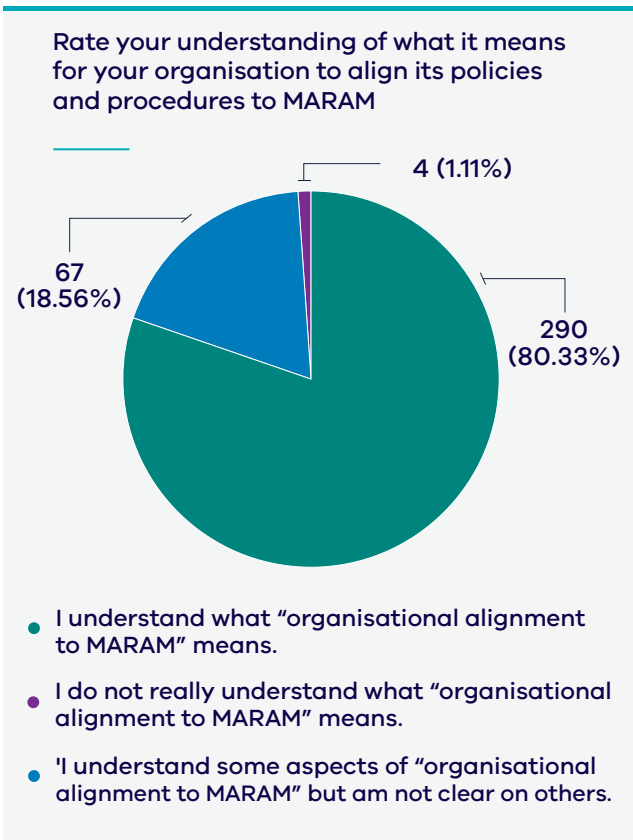
Supports received

Leaders indicated their organisations have received a variety of supports, communications, and training from Family Safety Victoria and departments to assist with MARAM alignment:

- 49 per cent stated they have received organisational supports from Safe and Equal
- 66 per cent have received accredited MARAM training
- 51 per cent have completed eLearns (identification and intermediate)
- 46 per cent have attended facilitated non-accredited MARAM training.

Most leaders (more than 90 per cent) also reported an understanding of obligations and responsibilities under MARAM and assessed MARAM alignment to be a high priority in their organisation (Figure 4).

Figure 4: Understanding and alignment



Key organisational resources for MARAM, FVISS and CISS alignment appear to be considered useful, while some leaders are unaware of some newer or supportive materials.

Regarding internal organisational supports for alignment, most respondents agreed or strongly agreed that:

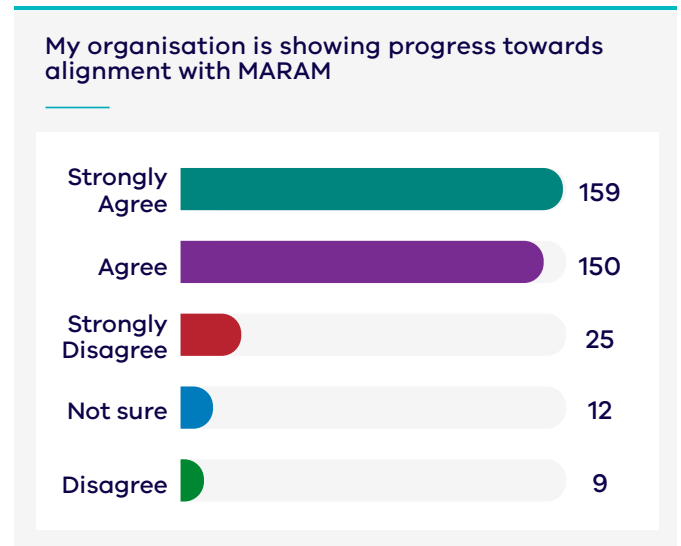
- they have been supported (88 per cent)
- organisational culture supports alignment (90 per cent)
- there is clear MARAM alignment leadership (79 per cent)

However, 15 per cent disagreed that there are effective continuous improvement processes, and 13 per cent disagreed that there is visible leadership and accountability.

Alignment progress

The great majority of respondents (87 per cent) agreed or strongly agreed with the statement that 'their organisation is showing progress towards alignment with MARAM'.

Figure 5: Alignment progress



Most respondents (80 per cent) reported that their organisations either 'have or are creating/adapting a change management plan for implementing MARAM'. However, 20 per cent of respondents reported no change management plan for MARAM implementation.

Pleasingly, 100 per cent of ACCOs (33 respondents) reported either 'having or have created/adapting a change management plan for implementing MARAM'. Additional findings include:

- 78 per cent of respondents agreed or strongly agreed with the statement that 'professionals in their organisation understand information sharing responsibilities'
- 90 per cent of respondents agreed or strongly agreed with the statement that 'professionals in their organisation are aware of MARAM'
- 88 per cent of respondents agreed or strongly agreed with the statement that 'professionals in their organisation are aware of victim survivor and perpetrator referral services'.

Challenges

Respondents were also asked about MARAM alignment challenges. The most common theme across responses was a lack of time and resources.

Specialist services

Of the 361 responses to the survey, 85 respondents reported working in a state-funded specialist family violence or sexual assault service.

Demographics

The 85 specialist leaders that responded to the survey are employed in the human services and ACCO sectors and mostly come from large or medium size organisations that provide state-wide and metropolitan services. 84 per cent of these leaders are 'always involved' in policy, practice and capacity development.

Supports received

Specialist leaders and their organisations have received a variety of supports, communications and training. 80 per cent of respondents indicate having received organisational supports from Safe and Equal. 68 per cent of respondents indicate their organisations having received accredited MARAM training, 55 per cent indicate attendance of non-accredited MARAM training and 47 per cent attendance of Leading Alignment Training.

All (100 per cent) leaders reported having an 'understanding of obligations and responsibilities under MARAM' and most (99 per cent) place alignment as a high or medium priority. Practice guidance for MARAM appears to be considered highly or somewhat useful (more than 70 per cent of respondents), with some leaders not having viewed the roleplay and animation series.

Figure 6: Practice guidance

How do you rate the following practice guidance and video resources in helping you implement MARAM:



Most respondents agree or strongly agree that they have been internally supported (95 per cent), organisational culture supports alignment (94 per cent), there is clear alignment leadership (90 per cent), there are continuous improvement processes (85 per cent), processes that enable MARAM responsibilities (98 per cent), and the organisation is prepared and supported to align (93 per cent).

Alignment progress

The great majority of respondents (91 per cent) agree or strongly agree with the statement that their organisation is 'showing progress towards alignment with MARAM'.

The greater proportion of respondents (89 per cent) report that their organisations either have or are creating/adapting a change management plan for implementing MARAM.

Most respondents seem to agree or strongly agree that they have been supported (95 per cent), organisational culture supports alignment (94 per cent), and that there is clear alignment leadership (90 per cent).

Table 2 demonstrates that the majority of specialist service leaders appear to have taken the key foundational and intermediate steps for organisational alignment, while it does appear that more advanced alignment activities are still in progress.

Challenges

Lack of staff time and lack of resources were flagged by respondents as key challenges to alignment.

Table 2: WoVG alignment: Activities that you and/or your organisation has undertaken to align to MARAM

Activity	Percent
Read the MARAM Framework and/or any other available MARAM supporting materials, guides and other reference documents provided by FSV and/or your funding departments	80
Considered the impact of MARAM on your organisation's day-to-day operations	78
Commenced updating and/or creating new policies, procedures, practice guidelines to align with MARAM	75
Commenced updating and/or creating new tools and forms to align with MARAM	74
Established a group or identified an individual within your organisation to oversee and support the implementation of MARAM	72
Identified or supported relevant professionals to attend MARAM training delivered by Safe & Equal, your funding department or other service-specific family violence training	69
Identified any changes that will be required to current client or patient information gathering, documentation, storage and reporting to enable organisational alignment with MARAM	68
Implemented or updated a family violence referral protocol, agreement or guideline to align with MARAM	66
Determined which MARAM responsibilities apply to which professionals in your organisation and communicated this to relevant staff	65
Identified opportunities for greater collaboration with agencies in your local area for assessing and managing family violence risk	64
Created formal or informal partnerships and networks across your local area for collaboration in assessing and managing family violence risk	62
Developed an organisational implementation plan	57
Updated current staff position descriptions to reflect MARAM responsibilities	55
Planned or recruited new positions to assist with organisational alignment with MARAM and increase workforce capability in line with MARAM responsibilities	47
We have not yet undertaken any activities to align to MARAM	0

Summary of progress

MARAM Annual Survey results indicate that the majority of responding organisations are progressing towards MARAM alignment and that alignment remains a priority. The vast majority (80 per cent) of respondents indicate that their organisations have commenced key steps to alignment and change management activities.

At the same time, demand on the service system has generally increased. Reports of family violence steadily increased since 2017². This is in part because our reforms made it easier for people to identify family violence, report it and seek help. There are more entry points for victim survivors to seek help, including through Victoria Police, The Orange Door network and Safe Steps. More professionals understand their role in identifying and responding to family violence as a result of the MARAM and Information Sharing reforms³.

The COVID-19 pandemic may also have contributed to this increase. Family violence workers reported more first-time reports of family violence during the pandemic.

In addition, many prescribed organisations are in sectors that are experiencing broader workforce challenges that place additional demands on a limited number of staff.

This context helps to explain why workload issues and organisational funding are noted as barriers to alignment by a small percentage of survey respondents. To address this, support to operationalise MARAM is being provided through the MARAMIS Sector Capacity Building Grants program (see Chapter 8), and ongoing guidance from relevant departments. Surveyed leaders are more aware of alignment support from funded sector peaks, and support received from Safe and Equal, CFECFW and NTV has increased in comparison to the previous year.

The release of the MARAM Maturity Model (See Chapter 6) will further support prescribed organisations to self-assess and benchmark their progress throughout their MARAM alignment journey.

2 [Ending family violence: Annual Report 2022](https://www.vic.gov.au/ending-family-violence-annual-report-2022) | Victorian Government (www.vic.gov.au)

3 Ibid

Chapter 6:

Clear and consistent leadership

Embedding system-wide reform requires clear and consistent leadership. The *MARAM and information sharing WoVG change management strategy* sets out the following strategic actions:

- strategic plans for change management⁴
- governance to monitor and support implementation efforts
- consistent and accurate messaging
- ensuring sector readiness through implementation supports.

Section A: Family Safety Victoria as WoVG lead

Family Safety Victoria coordinates all MARAM and FVISS (MARAMIS) work across government.

Refreshed MARAMIS governance

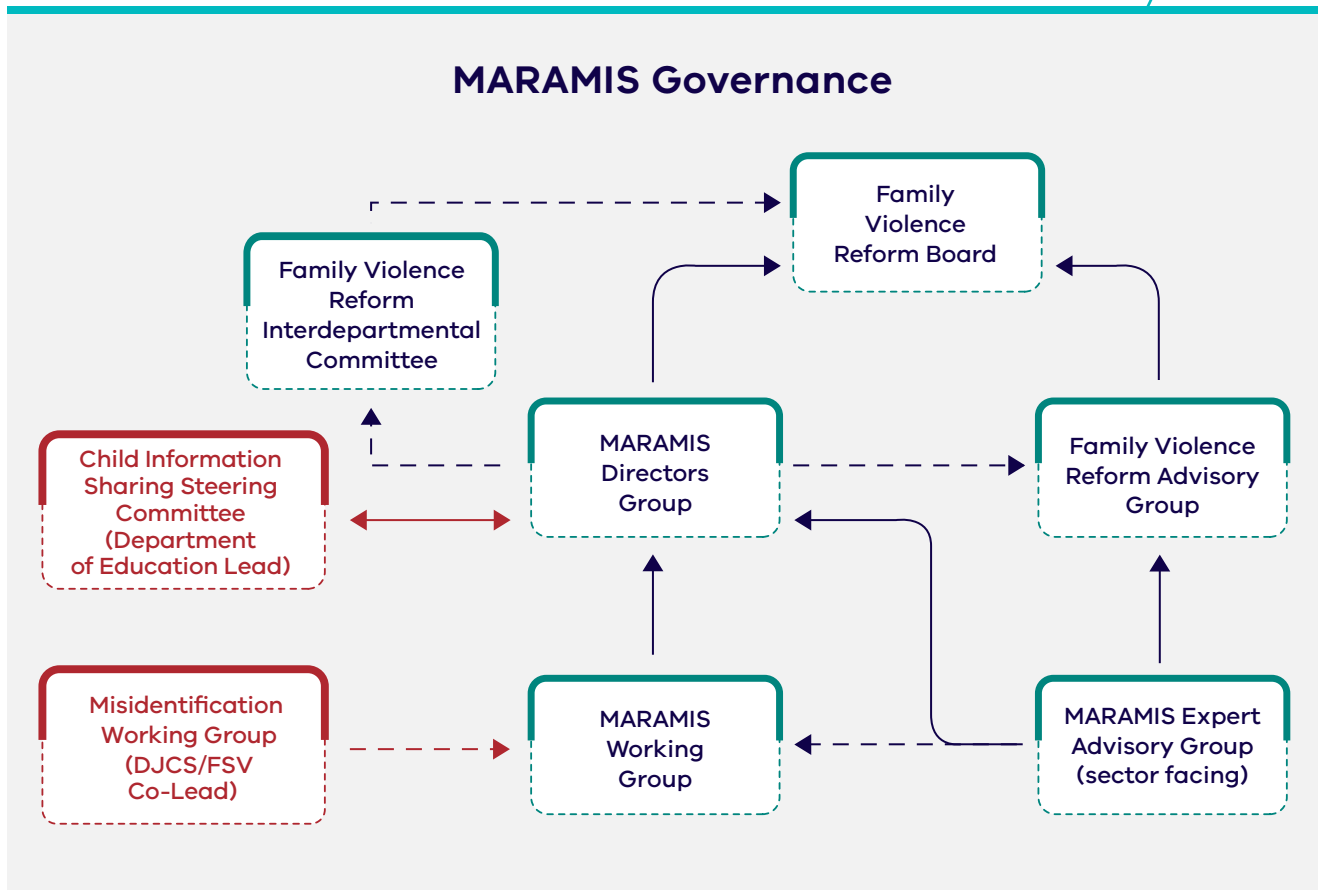
In late 2022, Family Safety Victoria reviewed and refreshed MARAMIS governance. This responded to machinery of government changes that affected organisational structures.

The new governance structure continues to provide system-wide oversight and strategic leadership across government and the sector. It brings together expertise to address emerging needs and challenges.

Figure 7 sets out the new governance structure.

⁴ The strategic priorities of the MARAM change management strategy are outlined at Appendix 7.

Figure 7: MARAMIS governance map



MARAM Maturity Model — supporting system-wide alignment

During 2022–23, eight Sector Champion organisations, representing more than 20 services⁵, guided the design of Maturity Model resources. The Maturity Model will help prescribed organisations self-assess and benchmark their progress in MARAM alignment.

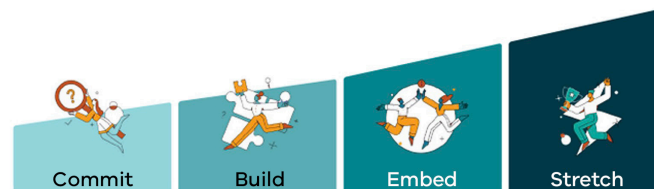
Family Safety Victoria has developed the model and its resources in response to requests from organisational leaders for greater certainty and support to meet their legislative requirements. The model is also aimed at providing a common language and benchmarks for organisational alignment across all sectors and to assist in action planning.

Current resources include:

- MARAM Maturity Model on a page, which provides a snapshot of the stages of alignment

- MARAM Maturity Roadmap, which links the four framework pillars with the Maturity Model, and lists indicators and actions for each stage
- MARAM Maturity Assess Mate, an interactive self-assessment tool for organisations to get tailored suggestive action plans at a local level.

Figure 8: MARAM Maturity Model stages



Family Safety Victoria will test and finalise the resources with department and sector stakeholders before reflecting updates and fully implementing the model in 2024–25.

⁵ The eight sector champions are Bendigo Health, Bethany Community Services, Caraniche, Eastern Access Community Health, Early Childhood Australia, Safe Steps, Victorian Aboriginal Health Service and Youth Support and Advocacy Service.

Section B: Departments as portfolio leads

Department of Education

The Department of Education⁶ provides leadership and oversight of MARAM implementation through the Child Safety and Family Violence Project Control Board (PCB). The PCB is responsible for major projects and the strategic direction, coordination and integration of child safety frameworks.

These frameworks include:

- Child Safe Standards
- Reportable Conduct Scheme
- information sharing and risk frameworks — CISS, FVISS and MARAM
- mandatory reporting in early childhood and care settings and schools
- criminal offences — failure to disclose offence and failure to protect offence.

The PCB also oversees DE's responses to reports and recommendations made by external bodies. These include the Commission for Children and Young People, the Victorian Auditor-General, the Victorian Ombudsman, Family Safety Victoria, the Family Violence Reform Implementation Monitor and the Child Abuse Royal Commission Interdepartmental Committee.

In 2022–23, the PCB approved approaches for:

- MARAM guidance, training development and delivery
- implementing MARAM in education and care services
- consultation about MARAM tools for education workforces
- proposed updates to the PROTECT website
- updating the *Identifying and responding to all forms of harm and abuse* resource and PROTECT Four Critical Actions.

Department of Families, Fairness and Housing (including Family Safety Victoria)

The department works across five ministerial portfolios including Child Protection and Family Services, Disability, Housing and Multicultural Affairs, and Prevention of Family Violence.

Key activities in 2022–23 included:

- updating the **Protecting Children Protocol** between the department, Aboriginal Children in Aboriginal Care (ACAC) providers and Victoria Police, among other changes, including aligning to MARAM. The Protocol supports these agencies to work together to keep children safe
- piloting a new approach to collecting family violence data through the Victorian African Communities Action Plan (VACAP) Employment Brokers Program. This will help identify the number and type of family violence referrals through the program, and how family violence acts as a barrier to employment
- commencement of the disability-specific Men's Behaviour Change (Family Violence) program for perpetrators of family violence with cognitive disability who face barriers accessing mainstream services
- information sharing resources for the community housing workforce to support the use of MARAM, the CISS and the FVISS.

⁶ The Department of Education and Training was renamed The Department of Education in January 2023 following machinery of government changes.

Department of Government Services

Consumer Affairs Victoria transitioned from the Department of Justice and Community Safety to the newly established Department of Government Services in January 2023.

The Department of Government Services plays a leadership role in the MARAM alignment work of the Dispute Settlement Centre of Victoria (DSCV), and funded agencies in the Financial Counselling Program (FCP) and Tenancy Assistance and Advocacy Program (TAAP).

Activities in 2022–23 included:

- quarterly MARAM e-newsletters, review meetings, direct email correspondence, agency managers meetings, and practitioner network meetings. These activities support all funded programs to embed MARAM practice
- monthly meetings with DSCV, FCP and TAAP managers, and quarterly review meetings with FCP and TAAP agencies, to share feedback on progress, challenges and opportunities for improvement
- participating in WoVG working group meetings, including the MARAMIS Directors forum, CISS working group, and MARAMIS Working Group forums
- regular consultation with the Department of Justice and Community Safety MARAM implementation team about tailored family violence and MARAM training for DSCV, FCP, and TAAP delivered in the second half of 2022.

Department of Health

Throughout 2022–23, the Department of Health supported health organisations to align to the MARAM Framework.

Activities included:

- convening the MARAMIS internal working group, which assists the sector to identify and respond to family violence and helps ensure MARAM alignment successes are shared across organisations
- working on the Strengthening Hospital Responses to Family Violence (SHRFV)

initiative with The Royal Women’s Hospital and Bendigo Health, which are the state-wide leads for the project

- publishing resources to support organisations such as alcohol and other drug services and Ambulance Victoria to support employees experiencing family violence.

Department of Justice and Community Safety

The Department of Justice and Community Safety’s Family Violence and Mental Health (FVMH) Branch has a MARAM team that leads implementation.

The team assists prescribed business units to provide sector support for their workforces to operationalise the MARAM Framework.

Other leadership activities in 2022–23 include:

- the Justice Health MARAM Sector Support Lead role commenced in May 2023 and began working collaboratively across the business unit and Corrections and Justice Services more broadly
- a new Community Correctional Services Family Violence Practice Committee as part of the governance structure for family violence
- new primary health service providers for Justice Health were supported to understand their contractual obligations and reporting requirements
- two Youth Justice Family Violence Practice Lead roles to support Youth Justice staff with family violence risk assessments and safety planning
- the Victims of Crime Helpline and Victims Assistance Program (VAP) continue to use the expertise of Family Violence Practice Leads (FVPLs) to provide on-the-job training, coaching and reflective practice sessions to operational staff
- Victim Services Support and Reform became the first business unit within a Victorian government department to receive Rainbow Tick accreditation, demonstrating a commitment to safe and inclusive services for the LGBTIQ+ community

- the Aboriginal Justice Group (AJG) continued to support culture and practice change in the two funded ACCOs, Djirra and Dardi Munwurro, as well as regionally based services and partners. This included ensuring services and responses provided to people from Aboriginal communities are culturally responsive and safe, recognise rights to self-determination and self-management, and consider experiences of colonisation, systemic violence and discrimination.

The courts

In 2022–23, the courts:

- commissioned an upgrade to the lizARD2 platform used by applicant and respondent practitioners. The upgrade strengthens the accurate and timely recording of MARAM assessments and improves data reporting for court users both experiencing and using family violence
- boosted the workforce to include additional roles in the Central Information Sharing Team (IST), CIP and an additional capability development officer in the MARAM team.

Victoria Police

Victoria Police prioritises MARAM alignment by driving best practice and cultural reforms.

Responding to family violence is core business for police. The Centre for Family Violence continues to deliver tailored training to achieve consistent police responses.

For Victoria Police, continual alignment with MARAM is supported through embedded roles, accountabilities, and the Family Violence Report (FVR), which operationalises MARAM for frontline members.

Dedicated Family Violence Liaison Officers embed the principles of MARAM through quality assurance of FVR reports. Divisional Family Violence Training Officers also have a key role in providing interactive education to members.

During 2022–23, Victoria Police progressed several change management activities. These included:

- boosting relationships between police and Aboriginal communities through the Police and Aboriginal Community Protocols Against Family Violence (PACPAFV). In 2022–23, the number of PACPAFV sites increased from 10 to 17
- collaborating with the Department of Families, Fairness and Housing to support the review of the Protecting Children Protocol
- developing educational resources to support training and help members understand the impacts of their response to family violence.

Victoria Police participated in many cross-government committees and advisory groups. This work supports a shared understanding of family violence risk. Through these groups, Victoria Police:

- provided strategic advice on the policing of family violence, sexual assault and child abuse
- monitored the implementation of reforms to provide feedback about the impact of police responses
- produced evidenced-based products to improve the understanding of family violence, sexual offences and child abuse.

Section C: Sectors as lead

Sector Capacity Building Grant recipients and other sector organisations continued to lead reforms within their workforces.

Some highlights during this reporting period include:

- **CFECFW** delivered six editions of the **MARAM updates newsletter** to over 560 subscribers
- **VHA** and **NTV** ran two workshops to support culture change
- **VAADA** delivered a quarterly MARAM newsletter for alcohol and other drug (AOD) leaders (managers and CEOs) to provide a single and regular source of truth for the sector
- **VASCAL** built communities of practice for the ACCO family violence sector, including Q&A panels and information sessions
- **Whittlesea Community Connections** (WCC) delivered a community of practice multicultural organisations with six meetings attended by 78 participants
- **Safe and Equal** partnered with **NTV** to co-facilitate a community of practice to improve understanding of newer MARAMIS concepts.

Summary of progress

Communicating the intent and impact of the reforms is integral to the success of MARAM. Family Safety Victoria, government departments and the sector are continuing to communicate the importance of new and upcoming resources, training and alignment activities to support the implementation of MARAM.

MARAM Annual Survey results indicate that most leaders (more than 90 per cent) reported an understanding of obligations and responsibilities under MARAM and stated that MARAM alignment is a high priority in their organisation.

Case Study



Peak body collaboration

Since 2020, SASVic, in partnership with Safe and Equal and No to Violence, developed and facilitated a series of webinars to promote a shared understanding of intimate partner sexual violence (IPSV) within family violence across the three sectors.

The partnership enabled cross-sector collaboration and boosted understanding of IPSV among practitioners. This includes ensuring each sector plays a role in keeping perpetrators in view and accountable for their use of sexual violence.

In 2023, SASVic, Safe and Equal and No to Violence hosted a practitioner workshop exploring sexual violence in the context of family violence for women with disabilities. The workshop supported practitioners to develop a comprehensive understanding of how disability intersects with experiences of violence. It also deepened MARAM practice knowledge in assessing and managing risk with victim/survivors and/or perpetrators with a disability.

The workshop was run twice online in May and June. Workshops featured:

- a presentation by SASVic
- a panel discussion with managers, practice leads, and policy experts across the family violence and disability sectors
- an explanation on how a disability lens could be applied to the risk assessment tool.

The workshops also provided opportunities for promoting a shared understanding of how to apply a disability and intersectional lens when completing a risk assessment, and when managing risk. In addition, practitioners across the family violence, sexual violence and perpetrator intervention sector had the opportunity to get to know each other, enabling greater collaboration across agencies.

Chapter 7:

Supporting consistent and collaborative practice

Section A: Family Safety Victoria as WoVG lead

Family Safety Victoria supports consistent and collaborative practice by developing and publishing whole-of-system practice guidance and resources for all MARAM-prescribed organisations and services. This guidance can be tailored to individual workforces, as required.

MARAM practice guidance

Child and young person-focused MARAM practice guides

Family Safety Victoria is developing the *Child and young person-focused MARAM practice guides* and tools.

These are for direct risk and wellbeing assessment of children and young people who are victim survivors. They also support identifying and responding to young people using family violence or harm in the home and in intimate partner/dating relationships.

This new practice guidance will support workforces to respond to children and young people with a trauma and violence-informed,

and age and developmental stage lens. Family Safety Victoria has partnered with a range of experts to develop and test the new practice guidance.⁷

In 2022–23, 41 consultation sessions were held with more than 500 professionals in MARAM-prescribed workforces who work with diverse cohorts.

To contribute to this work, Family Safety Victoria engaged key academics to undertake research projects on essential questions of practice or evidence.⁸

The *Child and young person-focused MARAM practice guides* will be released in 2024.

MARAMIS video series project

In 2022, the MARAMIS video series project created accessible and engaging video content to highlight key concepts and practice from the MARAM practice guidance. The project was in response to sector feedback.

7 Partners include Monash University, RMIT University, Safe and Equal, The Centre for Excellence in Child and Family Welfare, Victorian Aboriginal Child Care Agency (VACCA), Yoowinna Wurnalung Aboriginal Healing Service and Youth Support and Advocacy Service (YSAS).

8 This includes: RMIT's *Adolescents using family violence (AFV) MARAM practice guidance project 2022: review of the evidence base*; Monash University's *I believe you report* and *Young people's experiences of identity abuse in the context of family violence: A Victorian study*; and Swinburne University and Safe and Equal, who will design identification and assessment tools that will be incorporated into the final *Child and young person-focused MARAM practice guides* and tools.

The videos are in two styles:

- [animations](https://www.vic.gov.au/maram-video-series) <<https://www.vic.gov.au/maram-video-series>> exploring short, sharp specific topics
- [roleplays](https://www.vic.gov.au/maram-roleplay-video-series) <<https://www.vic.gov.au/maram-roleplay-video-series>> showing longer scenes between a practitioner and client.⁹

In the 2022–23 MARAM Annual Survey, out of the 361 respondents who had viewed the resources, 79 per cent and 73 per cent respectively found the MARAM animation series and MARAM roleplay series either highly or somewhat useful.

Adolescent family violence in the home model of care

In January 2023, alongside the state-wide rollout of the Adolescent Family Violence in the Home (AFVITH) program, Family Safety Victoria implemented a new model of care within the program.

The model outlines an evidence-based, end-to-end user journey to support early intervention for young people using violence in the home and their families.

The AFVITH model of care embeds MARAM risk assessment and risk management as one of the five core components of the model.

Child and young person-focused MARAM practice guides will also support best practice in responding to young people using family violence, as well as responding to children and young people as victim survivors in their own right.

Embedding MARAM tools in online systems

As at end June 2023, MARAM tools supporting risk assessment and safety planning were embedded in three online systems:

- **Tools for Risk Assessment and Management (TRAM)**, which is used by practitioners in The Orange Door for risk assessment and a select number of specialist family violence and generalist agencies for risk assessment and safety planning
- **The Orange Door Client Relationship Management (CRM) system**, which is used by practitioners in The Orange Door for safety planning
- **Specialist Homelessness Information Platform and Service Record System (SHIP)**, which is used by specialist family violence and homelessness services for risk assessment and safety planning.

The **Adults Using Family Violence (AUFV) Comprehensive Assessment Tool** supports specialist practitioners to undertake comprehensive risk assessment when working with an adult using family violence. It was released for TRAM in October 2022 and released for use in The Orange Door from July 2023.

The **Predominant Aggressor Identification Tool** enables professionals to accurately identify the perpetrator/predominant aggressor and respond safely to misidentification when it occurs. It was released for TRAM for agency use in April 2023. We expect to release this tool for The Orange Door, and it will be available for use in SHIP by early 2024.

⁹ VAADA, NTV, Safe and Equal and Elizabeth Morgan House supported the development of the roleplay videos.

Figure 9: Data highlights 2022–23

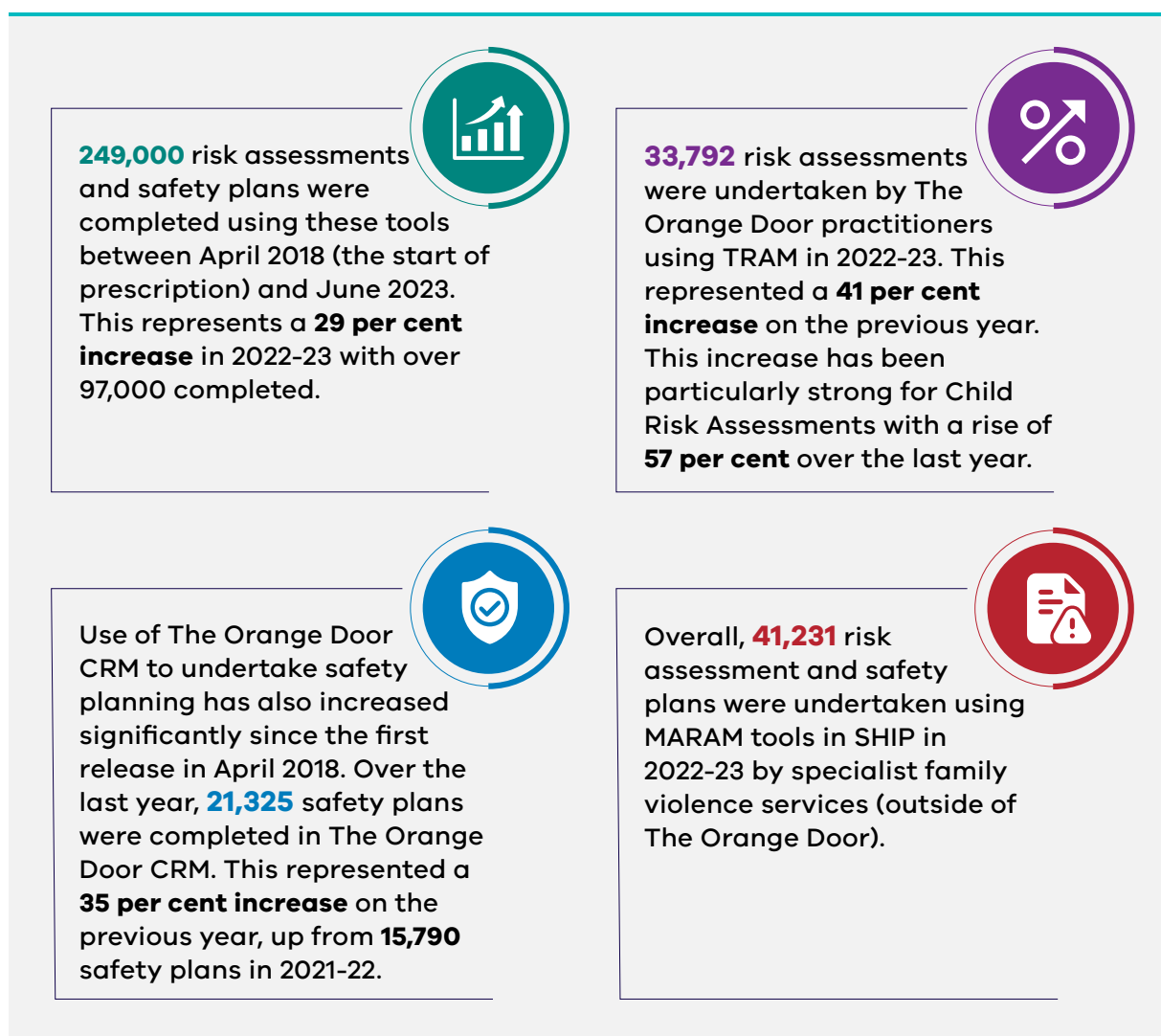


Table 3: Number of MARAM risk assessments and safety plans undertaken by The Orange Door since commencement (using TRAM and the CRM)

	2018–19	2019–20	2020–21	2021–22	2022–23	Total
Adult Comprehensive Risk Assessment	4,417	5,879	9,343	17,945	24,312	61,896
Child Risk Assessment	942	958	2,408	6,050	9,480	19,838
Safety Plan	3,399	6,123	8,797	15,790	21,325	55,434
Total	8,758	12,960	20,548	39,785	55,117	137,168

Family Safety Victoria will continue to add MARAM tools and improve these systems for new organisations and services as appropriate. This includes the child and young-person focused MARAM wellbeing and risk tools.

Section B: Departments as portfolio leads

Department of Education

Information sharing and family violence reforms guidance and toolkit

This guidance supports the education and care workforces affected by the MARAM reforms.

It complements the training sessions and eLearning modules for centre-based education and care services, schools, system and statutory bodies; the department's health, wellbeing and inclusion workforces; and its corporate workforces.

It is designed to be used with the legally binding CISS Ministerial Guidelines and FVISS Ministerial Guidelines.

Response to the *Early identification of family violence within universal services report*

During the reporting period, the department responded to the Family Violence Reform Implementation Monitor's recommendation to update guidance around school transitions.

These actions ensure that family violence risk information is consistently communicated during transition from early childhood settings to primary school, and from primary school to secondary school.

Work included:

- adding guidance on CISS and FVISS to the *Transition: a positive start to school resource kit*. This kit is for early childhood professionals working with children and families while they transition to school
- adding guidance on CISS and FVISS to the transition to school professional development for early childhood and Foundation teachers
- updating and inserting questions on family violence in the department's School Entrant Health Questionnaire (SEHQ) to better align

with MARAM. SEHQ is for parents to record concerns and observations about their child's health and wellbeing as they begin primary school.

Department of Families, Fairness and Housing

Child and young person wellbeing assessment tool pilot

The Orange Door developed a state-wide child and young person wellbeing assessment tool pilot, in collaboration with The Orange Door staff, Family Services, Centre for Excellence in Child and Family Welfare (CFECFW) and the department.

The tool is being trialled in six Orange Door sites. It will be incorporated into a risk and wellbeing assessment for children and young people.

CFECFW has been funded for two years to boost capability in assessing child and young person wellbeing. This includes on-site support, the development of practice guides and webinars.

CIP expansion

In November 2022, the department expanded CIP to Safe Steps and Men's Referral Service as a phased rollout in line with the Royal Commission's recommendation.

This supports the intake and high-risk service responses of the family violence system.

Revised *Homelessness and housing support guidelines*

The revised guidelines replace the 2014 *Homelessness services guidelines and conditions of funding*. They build on the COVID-19 amendment to the guidance published in 2021.

They guidelines promote consistent application of the MARAM Framework by:

- reinforcing the obligation of government-funded homelessness organisations to comply with the *Family Violence Protection Act 2008*
- outlining the pillars and principles that underpin the MARAM Framework and intersections with the CISS and FVISS
- assisting homelessness organisational leaders to understand which of the 10 MARAM practice responsibilities apply to their organisation
- highlighting the responsibilities for risk assessment and management held by homelessness organisations
- providing references to sector-specific resources, practice guides, templates, tools, and training to promote workforce access to learning opportunities.

The inclusion of this comprehensive overview of MARAM in the updated guidelines will promote consistent application of the framework across the state-funded homelessness service system. The guidelines are currently under review and will be published in late 2023.

Easy English and multilingual fact sheets

The department released easy English and multilingual factsheets in 2022–23.

The factsheets outline the MARAMIS reforms to support people from multicultural communities accessing the department’s services. They were tested through an external consumer testing workshop to ensure they were fit for purpose.

The fact sheets are translated into six commonly used languages including Dinka, Somali, Simplified Chinese, Oromo, Arabic, Vietnamese, as well as easy English.

Department of Government Services

In 2022–23, the Department of Government Services (DGS) continued to embed MARAM in ongoing practice. This included:

- working with funded agencies to map co-location of FCP and TAAP in The Orange Door network to improve information sharing and holistic support for victim survivors
- secondary consultations between staff from DGS agencies and specialist family violence services
- providing community education to services including mental health services, Aboriginal community-controlled organisations (ACCOs), the Salvation Army and homelessness services
- working closely with DSCV to develop risk-screening procedures and a risk identification tool
- collaborating with Tenants Victoria to establish a TAAP community of practice
- developing tools including:
 - the MARAM screening and identification flow chart
 - a safety plan template for non-specialist workforces
 - *Family violence information sharing practice toolkit* to build on the training and address gaps in practice knowledge.

Department of Health

In 2022–23, the Department of Health continued to support MARAM practice across all health workforces. This included:

- dedicated project funding for 26 public hospitals and health services to implement the SHRFV initiative and provide mentoring and support to other public health services across Victoria in a hub and spoke model
- funding for The Royal Women’s Hospital and Bendigo Health — the State-wide Lead (Metropolitan Sector) and State-wide Lead (Regional Sector) respectively — to embed MARAM and MARAMIS in whole-of-hospital responses to family violence

- securing funding under the National Partnership Agreement on Family, Domestic and Sexual Violence Responses 2021–23. This funding enabled The Royal Women’s Hospital, in collaboration with the University of Melbourne, to undertake three projects to support health services to identify and respond to family violence. These include:
 - developing sustainable antenatal family violence screening for women who do not speak English
 - evaluating the SHRFV program
 - implementing and evaluating family violence clinical champions (who support staff responding to family violence) and contact officers (who support staff experiencing family violence) across six health services
- developing guidance for health organisations about seeking secondary consultations in relation to family violence. The guidance was recommended by the Family Violence Reform Implementation Monitor in its May 2022 report on the early identification of family violence within universal services.

Department of Justice and Community Safety

During the reporting period, the Department of Justice and Community Safety continued to implement and embed MARAM practice throughout its workforces. This included:

- the Family Violence Restorative Justice service continuing to use TRAM
- the Victims of Crime Helpline developing bespoke MARAM-aligned risk assessment tools and training for use with male victims of family violence. This includes predominant aggressor tools
- reviewing the Community Correctional Services (CCS) practice guidelines to further incorporate MARAM concepts and strengthen case management practice
- a mapping exercise of the journey for people subject to CCS supervision and those in custody to understand how and when MARAM will be implemented and integrated into the corrections system

- a mapping exercise to map central business units, CCS and prison workforces against the 10 MARAM responsibilities
- funding for Caraniche Forensic Youth Service to conduct comprehensive clinical and forensic risk assessments to identify risk factors and treatment needs of young people
- producing an FAQ document that provides Youth Justice staff with guidance on the proper use of the L17 Portal
- MARAM victim survivor screening for young people upon Youth Justice intake. If the screen indicates that family violence is present, a full MARAM assessment is completed.

The courts

The courts undertook a range of MARAM-related activities in 2022–23, including:

- expanding the Remote Hearing Support Service to 11 courts across Victoria. This provides increased accessibility and safety for victim survivors
- trialling a Central Family Violence Practitioner team at the Magistrates’ Court
- establishing the Koori Family Violence Online Support Service to support Koori men and women using or experiencing family violence.

Victoria Police

Consistent and collaborative practice is supported through a range of improvement activities. MARAM related activities completed in 2022–23 include:

- collaborating with the Department of Families, Fairness and Housing through the Vulnerable Children’s Committee to improve processes related to DFFH intakes
- updating the **Code of Practice for the Investigation of Family Violence**. The Code of Practice is an external document for the community to find out about the roles and responsibilities of Victoria Police, and how police respond to reports of family violence
- working with key partners to roll out a trial to identify improvements to Victoria Police policy and practice, to reduce the impact of misidentification of predominant aggressor

- developing clear and intuitive information sharing processes and guidance in consultation with agencies prescribed through MARAM
- improving data collection processes to enable a holistic understanding around engagement practices for Family Violence Training Officers, who maintain strong collaborative relationships with frontline members and external stakeholders within their regions, particularly with The Orange Door.

The Code of Practice is an external document for the community to find out about the roles and responsibilities of Victoria Police, and how police respond to reports of family violence.

Information sharing

Information sharing is an indicator of consistent and collaborative practice. This section outlines information sharing demand and activity

for departments that centrally collected FVISS and CISS data in the 2022–23 reporting period.

Available data suggests information sharing is increasing over time. It shows:

- there is an increase in family violence being identified
- practitioners are gaining confidence in multiagency collaboration
- MARAM and related information sharing reforms are progressing and maturing
- the impact of prescribing additional workforces in April 2021, and the continued training and capability building activities that have occurred over 2022–23.

It should be noted that there is no legal requirement to collect FVISS and CISS data. Data that is available is from departments with the ability to collect central information. For those that do, this section outlines information-sharing demand and activity in the 2022–23 reporting period.

Table 4: 2022–23 information sharing requests received by department

Information sharing requests received	Q1	Q2	Q3	Q4	Total
DFFH Child Protection	1,309	1,181	1,327	1,539	5,356
DJCS Corrections Victoria	2,475	2,960	3,987	4,761	14,183
The courts	11,249	11,791	13,431	13,073	49,544
Victoria Police	1,905	1,808	2,020	1,518	7,251
Total¹⁰	16,938	17,740	20,765	20,891	76,334

¹⁰ Totals represented may include duplicate entries of information sharing requests received between departments.

Department of Families, Fairness and Housing — Child Protection

The Department of Families, Fairness and Housing's Information Sharing Team (IST) receives information sharing requests under the FVISS and CISS. The team completes responses on closed child protection cases. Consolidated data in Table 4 shows the number of information sharing requests received by Child Protection in 2022–23.

Victoria Police, specialist family violence services and hospitals made the most frequent requests for information sharing about family violence in 2022–23. This continues the trend from 2021–22.

Overall:

- IST received 47 per cent more FVISS and CISS requests compared with 2021–22
- requests increased throughout the year, with Q4 2022–23 receiving 78 per cent more FVISS and 67 per cent more CISS requests than in Q1
- other (non-CISS or FVISS) requests rapidly declined by 82 per cent from Q1 to Q4 2022–23. This followed the launch of a new case management system that streamlined processes and improved data accuracy (discussed in the 'Continuous improvement' section).

Requests declined and proactive shares

A total of 260 information sharing requests were declined in the 2022–23 financial year. This was because they did not meet FVISS or CISS thresholds, or the request did not have enough detail to be assessed.

If a request does not have enough information, the IST liaises with the requestor to obtain additional information. If a request cannot be responded to under FVISS or CISS, appropriate referrals are considered, for example to the Freedom of Information team or another ISE.

In 2022–23, the IST proactively shared relevant information on 115 occasions.

The data shows that the team has proactively shared information on more individuals under CISS than FVISS. This is potentially due to the broader nature of the CISS thresholds (that is, child protection clients are all children) compared with FVISS thresholds.

Continuous improvement

In October 2022, the IST transitioned to a new case management system. This streamlined previously manual administrative processes, improved data accuracy and reporting, and mitigated risk in relation to the processing and storing of sensitive client information.

The new system also standardises ISEs' requests for child protection information and migrates historical records.

The new case management system helped to reduce the number of non-compliant FVISS and CISS requests, demonstrated by the rapid decline in 'Other' requests in Table 4.

The IST also commenced a project in February 2023 to strengthen information sharing practices within the department and promote further alignment with MARAM.

The project supports the use of FVISS and CISS in conjunction with other information sharing pathways. It promotes better understanding of information sharing responsibilities and provides practical supports, resources and other tools for staff.

Department of Justice and Community Safety

Corrections and Justice Services respond to FVISS requests via two teams:

- the FVISS team in Corrections Victoria (CV), which responds to CV and CCS relevant requests
- Justice Health, which responds to health information requests for people in custody.

During 2022–23, FVISS requests in CV and CCS significantly increased. In 2022–23, there was a 129 per cent increase, with 745 requests in July 2022 increasing to 1,705 requests in June 2023.

This may be due to: organisations maturing in their FVISS implementation and operation; expansion of The Orange Doors and RAMPs; uncertainty in other legislative schemes; and The Orange Door requesting information directly from CV, mitigating delays from requests made through the CIP.

Consolidated data in Table 4 shows the number of information sharing requests received by CV and CCS under FVISS for the 2022–23 financial year.

Requests declined and proactive shares

CCS continues to reinforce proactive sharing of risk relevant information with external service providers. CCS encourages staff to gather relevant information using the scheme, for example L17 narratives to better understand family violence risk towards victim survivors.

CCS also regularly discusses privacy issues with staff to ensure they consider the limitations in relation to information sharing.

Continuous improvement

Victim Services Support and Reform (VSSR) is improving information sharing approaches and strengthening referral pathways with key stakeholders and partner agencies.

VSSR and Family Safety Victoria have developed interim guidance to support the interface between The Orange Door sites and VSSR.

VSSR has also established a memorandum of understanding with Thorne Harbour Health to strengthen referral pathways for male victim survivors of family violence.

The Victims of Crime Helpline is the main referral pathway for Victoria Police referrals (L17s) for adult males (17 years and over) identified as victims of family violence during a family violence incident.

The Helpline also plays a central role in identifying and assessing predominant aggressors. Reassessing misidentified victim survivors occurs mainly through the FVISS and CISS.

The FVISS and CISS enables the Helpline to share information to correctly identify the victim survivor and perpetrator.

The courts

The number of FVISS and CISS requests received by the courts increased in 2022–23. The courts received 49,544 FVISS/CISS requests in 2022–23, an increase of more than 44 per cent since 2021–22. 49,396 requests were under FVISS (99.7 per cent), and 148 requests were under CISS (0.3 per cent). This included 25,305 (55 per cent) requests from The Orange Door network and 13,341 (44 per cent) requests from Child Protection.

The remaining 22 per cent of FVISS requests came from specialist family violence service providers including Safe Steps and community-based organisations.

This increase reflects the essential role the courts play in information sharing, as well as the value of the information courts hold for the purpose of risk assessment and management.

Continuous improvement

In response to this increase in demand, the courts commenced a project to develop a portal to automate functions for ISEs and court staff. This project will help the courts provide a timely response to requests for information by:

- allowing ISEs to lodge and track applications through a web-based portal
- allowing for direct communication with Central Information Sharing Team from within the portal
- automatically generating data on the volume and nature of requests for reporting purposes.

The courts also commenced in-depth consultations with partner agencies that support Drug Court participants. This process will determine best practice for risk assessment, information sharing and management responsibilities.

Victoria Police

Victoria Police continues to lead under FVISS/ CISS by developing clear and intuitive information sharing processes and sharing guidance with other agencies to encourage consistency across the service system.

Continuous improvement

To improve capability and ensure requests from ISEs have enough information to meet Victoria Police's thresholds for sharing under the FVISS/ CISS, the organisation presented training sessions for social work professionals, Aboriginal and Torres Strait Islander services, psychologists, alcohol and drug counsellors and child protection professionals.

To complement this training, Victoria Police is also developing an instructional video for ISEs on how to submit a valid request under FVISS/ CISS. This video will be circulated to The Orange Door and other ISEs to strengthen their requests to Victoria Police.

The increase in voluntary sharing in this reporting period is possibly due to a pilot program being run through the Proactive Policing Unit (PPU).

Section C: Sectors as lead

- The MARAM Sector Grants Multicultural Consortium of **Whittlesea Community Connections (WCC)**, **AMES Australia** and **Jewish Care Victoria** established a community of practice for bilingual practitioners in the multicultural community and settlement sectors. Members reported increased knowledge about the MARAM Framework and Information Sharing Schemes and better collaboration. They viewed the group as a safe platform for reflective practice and debriefing.
- **Council to Homeless Persons (CHP)** uses the Basecamp tool to facilitate collaboration between MARAM Sector Capacity Building Grants recipients. This tool has improved communication, allowing recipients to discuss lessons learned, promote and strengthen collaboration, and share resources. CHP plans to further explore its functionality, using it for ongoing discussions, deadline coordination and individual working groups.
- **NTV's Family Safety Advocate (FSA)** community of practice delivered nine sessions in 2022–23, with an average of 10 attendees. These sessions built confidence in MARAM practice concepts and alignment.
- **VHA** collaborated with the **CFECFW** and **VAADA** to facilitate a MARAMIS webinar and information session to members of all three peak bodies, with 126 practitioners in attendance.

Case Study



Alcohol and drug service

Sarah* was an AOD practitioner providing AOD counselling to Joshua* to explore his substance use. After about two weeks, she became concerned Joshua was using family violence.

Joshua had talked about calling his partner, Hayley*, names, yelling at her and putting her down. He disclosed constantly looking through her phone, following her car and blaming Hayley for his behaviour.

Sarah was experienced in working with victim survivors of family violence, and familiar with the MARAM guidance and tools for adults using violence, but she needed some support to understand her observations.

Sarah sought a secondary consultation with her agency's Specialist Family Violence Advisor (SFVA).

The SFVA supported her to use the MARAM adults using violence assessment tool to better understand Joshua's violence and the risk to Hayley.

The SFVA also gave Sarah advice on ways to continue exploring Joshua's use of family violence and substance use in their counselling sessions.

This helped Sarah to talk to Joshua about his behaviour in a non-confrontational, respectful, and cautious manner.

Sarah continued seeking advice from the SFVA about the level of risk and whether she needed to share information, and how to develop a MARAM safety plan for people using violence with Joshua.

The safety plan included protective factors, risk factors, and who Joshua could call for support.

Sarah was able to maintain a professional relationship with Joshua, keep him in view and hold him to account as a person using violence.

She was also able to keep Hayley's safety in view by regularly reviewing the safety plan with Joshua and keeping in touch with the SFVA.

**case study is a fictitious example of MARAM safety planning in AOD work*

Summary of progress

Embedding consistent and collaborative practice is crucial to supporting victim survivors' safety and keeping perpetrators in view.

All departments have embedded practice by developing additional resources to support workforces to consistently assess and manage family violence risk, and to collaborate effectively.

The *Five-year legislative review of MARAM, FVISS and the CIP* showed that MARAM and the associated information sharing reforms have been effective in driving cultural change.

This includes supporting practitioner confidence to share information, and a positive cultural shift away from maintaining perpetrator privacy towards sharing information to keep victim survivors safe and holding perpetrators accountable.

By increasing services' access to relevant information under MARAM, practitioners are making more informed decisions about family violence risk.

Throughout the reporting period, departments reported significant growth in information sharing requests and, to a lesser extent, proactive information sharing.

This shows that collaboration between sectors is continuing to grow alongside embedding of MARAM practice and the information sharing schemes.

Chapter 8:

Building workforce capability

Section A: Family Safety Victoria as WoVG lead

The Department of Families, Fairness and Housing develops training modules, capability building activities and resources for MARAM non-accredited training. These are used across departments and tailored to individual workforces.

Training development

Accredited MARAM training

MARAM-aligned family violence accredited training is for pre-service and in-service professionals and communities across Victoria. This is action 2.1 of *Strengthening the foundations: first rolling action plan 2019–22*.

In June 2023, the department's Centre for Workforce Excellence (CWE) completed a refresh of the Course in Intermediate Risk Assessment and Management of Family Violence (22625VIC). The course allows students to practice and be assessed in MARAM skills in a safe and controlled training environment.

Work has also started on the Intermediate Assessment and Management of Family Violence Risk (VU22988) training unit. The new resources will support streamlined delivery of the course in the Vocational Education and Training (VET) sector.

In addition, CWE is refreshing the Course in Identifying and Responding to Family Violence Risk (22510VIC), aiming for reaccreditation

in late 2023. The course has been available for delivery since 2019 and is approaching the end of its five-year accreditation period¹¹. This course comprises a single-unit course (VU22733) which can be taken as a stand-alone course or as a unit embedded in VET qualifications. To date, 1,036 people have completed the stand-alone course, and 2,653 people have completed VU22733 as part of another course.

The refresh will:

- update the content in line with all MARAM practice guidance released since the course was originally developed
- reduce the volume and complexity of learning in the unit to support better accessibility
- incorporate feedback gathered from students and trainers who have engaged with the course.

Work will also commence on the development of a short, accredited course to deliver MARAM comprehensive skills and knowledge in late 2023. This course is for specialist family violence practitioners, and it will address responses to both victim survivors and adults who use family violence. This work was originally planned to commence in 2022 but was delayed due to resourcing limitations and competing training priorities.

¹¹ The Identifying and Responding to Family Violence course is offered to the general public for free under the Free TAFE for Priority Courses program https://www.vic.gov.au/free-tafe?gad_source=1.

Non-accredited MARAM Training

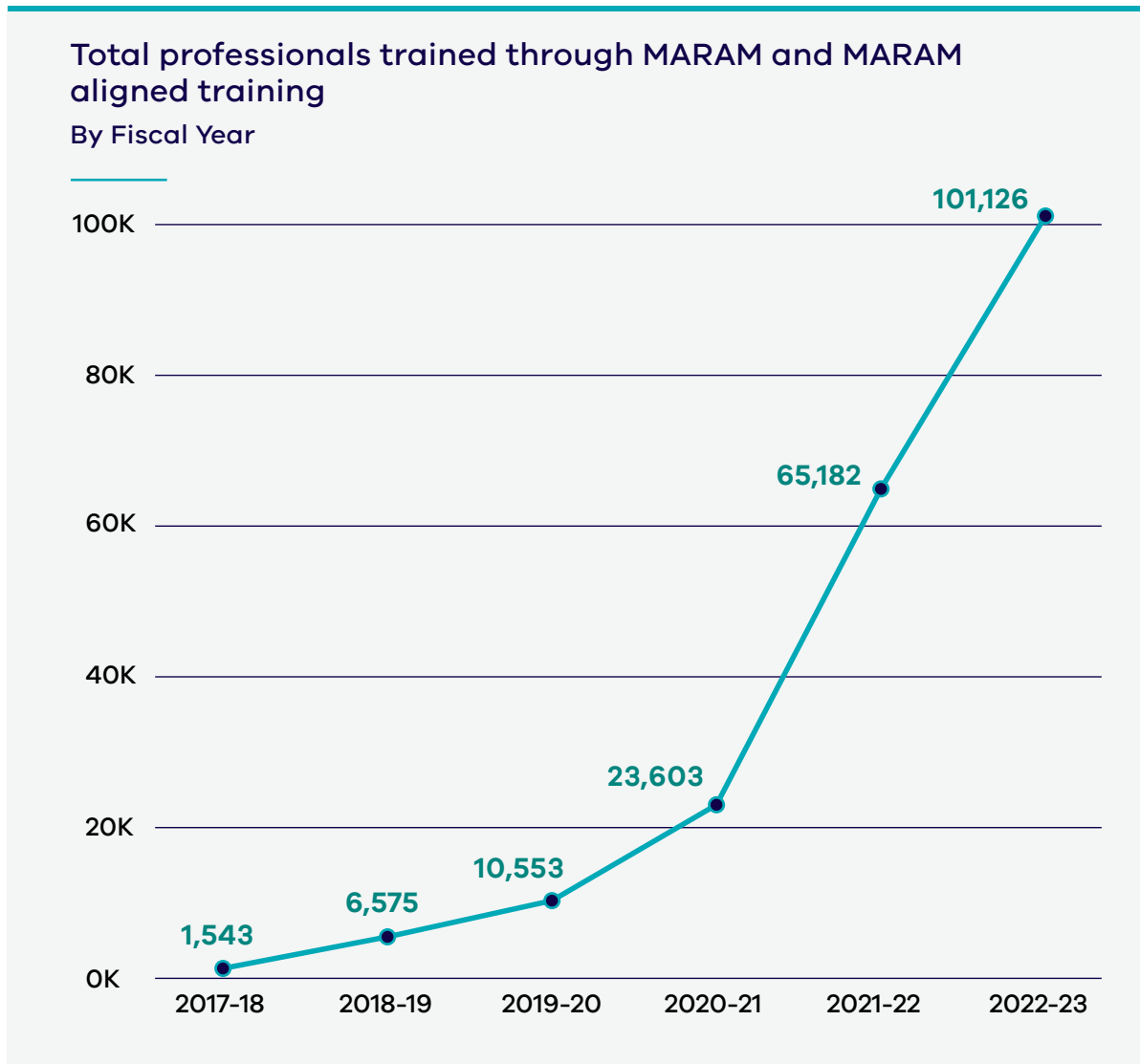
Since the release of the *MARAM victim survivor practice guides* in 2019, Family Safety Victoria has developed MARAM non-accredited training for practitioners working with victim survivors at the identification, intermediate and comprehensive levels. Safe and Equal continues to deliver these modules, with some departments adapting them to provide workforce-specific victim survivor training.

Family Safety Victoria developed additional training modules on MARAM leading alignment, delivered by Safe and Equal, and MARAM collaborative practice, delivered by Principal Strategic Advisors in their regions.

Family Safety Victoria encourages departments to tailor the core non-accredited victim survivor training modules for their prescribed workforces. Although non-accredited training does not provide a formal qualification¹², these modules boost capability and understanding of MARAM practice. They help to quickly upskill existing workforces in prescribed organisations and services.

As shown in Figure 10 below, there has been a 55 per cent increase on 2021–22 training figures, with over 100,000 professionals trained in MARAM in 2022–23.

Figure 10: Total MARAM and MARAM-aligned training numbers for 2022–23



¹² While non-accredited training does not lead to a formal qualification, it may be recognised as prior learning for tertiary or other qualifications.

Adults using family violence (AUFV) training development

Three training packages will support prescribed MARAM workforces and their practitioners working with AUFV. The training packages cover identification, intermediate and comprehensive responsibilities. NTV will deliver the training.

Funded capability building activities

In addition to MARAM training and direct MARAM support, Family Safety Victoria funds capability building activities that support best practice and promote MARAM alignment.

Family Safety Victoria supplements training with funding to peak bodies, key specialist organisations and Family Violence Regional Integration Committees (FVRICs) to support more direct capability building activities.

Figure 11 shows activities for 2022–23.

Figure 11: Funded capability building activities for 2022–23



\$180,000 to Men's Referral Service (delivered by No to Violence) to engage an Integrated Risk Management Practice Lead to strengthen the practice of collaborative risk assessments and information sharing.

\$1.55 million to peak bodies, Aboriginal Community Controlled Organisations (ACCOs) and multicultural organisations for sector alignment supports which included tailoring resources, case studies and communications to their respective sector, and funding to convene CoPs and delivery of forums.

\$192,000 to nine FVRICs for MARAM alignment activities in line with identified local needs. The funding enabled support for CoPs and Forums, MARAM communications (e.g., newsletter, member channel), Executive Briefings, Leaders Workshop, Post Activity Follow Up Sessions, and organisational Self-Audit Support.

\$220,000 to fund Eastern Metropolitan Regional Family Violence Partnership and Primary Care Connect (auspice agency for Goulburn Integrated Family Violence Committee) to deliver a MARAM alignment pilot testing the newly developed MARAM Maturity Model tools in 2023–24.

\$2.4 million to 12 organisations as part of the Working Together: Strengthening Family Violence Support with Multicultural Communities program. The program focuses on strengthening partnerships between multicultural community organisations and family violence services across Victoria to support innovative, culturally appropriate early intervention and response initiatives over an 18-month period. This program is funded through the National Partnership Agreement on Family, Domestic and Family Violence.

\$934,000 to five organisations to host a Family Violence and Disability Practice Leader to build capability of The Orange Door and specialist partner agencies' workforces, provide practice leadership, and strengthen linkages and referral pathways with disability services.

\$726,698 (over 2022–2025) to Rainbow Health Australia to deliver the LGBTIQ+ Inclusion Workforce Development Strategy to The Orange Door. This project is embedding training initiatives developed during a previous pilot to build workforce capacity to provide services to LGBTIQ+ clients and support the Rainbow Tick CoP and the Queer Family Violence Network.

Section B: Departments as portfolio leads

Department of Education

The Department of Education delivered **training for education workforces** prescribed under Phase 2 of MARAM, FVISS and CISS via webinar, face-to-face workshops and eLearns.

The training ensures these workforces can understand and implement the reforms.

The department recommends that all school staff with information sharing responsibilities attend training. Schools can also access funding to support casual relief teachers to attend.

From February 2020 to 30 June 2023, 17,129 leaders and professionals from education services including schools, centre-based education and care services, and Department of Education regional workforces completed training.

This number includes 3,545 leaders and professionals from schools and wellbeing and inclusion workforces, and 2,267 professionals from centre-based education and care services from 1 July 2022 to 30 June 2023.

Feedback has been overwhelmingly positive, with more than 93 per cent rating the course highly and expressing confidence in using information sharing schemes and reforms. The eLearn training is still available and is widely used.

The department also continued to deliver the **Family Violence Human Resources eLearning Module for Managers and Principals**.

This module is for corporate managers, school principals and school leaders who support staff experiencing family violence. The module had 63 new completions from 1 July 2022 to 30 June 2023, with a total of 700 completions since it commenced in 2019.

The department also engaged Safe and Equal to update the **Identifying and Responding to Disclosures of Family Violence** training for DE's Respectful Relationships workforce. The goal of this was to align the training with CISS, FVISS and MARAM. The Respectful

Relationships workforce now uses the updated training to train other school staff, including promoting a shared understanding of family violence, and a key focus on MARAM responsibilities 1, 2, 5 and 6.

Department of Families, Fairness and Housing

During the 2022–23 reporting period, the Department of Families, Fairness and Housing continued to develop and deliver tailored learning and development for its prescribed workforces and agencies.

In September 2022, the department delivered the **'MARAM identification of family violence against older people (Elder Abuse) — victim survivor-focused — eLearn'**. eLearns are self-paced online learning modules.

The eLearn is for workforces with the MARAM identification responsibility. Specifically, it aims to strengthen the aged care workforce's response to elder abuse. It is part of the Elder Abuse Training and Learning Hub, an initiative to help professionals working with older people.

The **Elder Abuse Learning Hub** also provides elder abuse eLearns developed by the Bouverie Centre.

In October 2022, South East Community Links (SECL) was funded to pilot the **MARAM Identifying and Responding to Financial Abuse workshop**. The three-hour workshop and supporting video are for client-facing services with MARAM identification and intermediate responsibilities such as Child Protection, housing, disability and multicultural services. The workshops help workforces apply financial abuse learnings within the context of their MARAMIS responsibilities.

Homes Victoria collaborated with the Council to Homeless Persons on a series of MARAM **information sessions for the Victorian specialist homelessness sector**. More than 60 professionals attended. Feedback

was overwhelmingly positive, with 94 per cent expressing satisfaction with the sessions.

The department funded CFECFW to develop and deliver **MARAM intermediate training for its workforces**.

CFECFW also worked with three MARAM-funded ACCOs — Victorian Aboriginal Community Controlled Health Organisation (VACCHO), Victorian Aboriginal Child Care Agency (VACCA)

and Victorian Aboriginal Health Service (VAHS) — to tailor the MARAM training package for Aboriginal organisations.

In feedback surveys, attendees had a 92 per cent rate of increased understanding and a 92 per cent satisfaction rate.

Thanks to this success, further funding is allocated for the 2023–24 financial year to continue the workshops.

Table 5: Department Families, Fairness and Housing MARAM training and satisfaction 2022–23

Target vs actual	Q1	Q2	Q3	Q4	Totals
Target number of learners	1,500	1,500	1,500	1,500	6,000
Actual total of learners	1,936	2,061	1,923	2,137	8,057
Target satisfaction level	85%	85%	85%	85%	85%
Actual satisfaction level	99%	99%	95%	99%	98%

The Orange Door also continued its MARAM-aligned induction training for 716 new staff in 2022–23 and covered the following modules:

- ‘MARAM comprehensive training’ for all practitioners in The Orange Door
- ‘DFFH information sharing’ eLearns
- ‘MARAM in The Orange Door: tailored application of comprehensive responsibilities in The Orange Door’
- ‘Information sharing in The Orange Door’ — this module reviews information sharing permissions and responsibilities under the Child and Family Violence Information Sharing Schemes, *Children Youth and Families Act 2005*, *Privacy and Data Protection Act 2014* and *Health Records Act 2001*
- ‘Screening, identification and triage including the CIP’
- ‘Assessment and planning, and service responses’
- ‘Integrated Practice in The Orange Door’
- ‘CRM systems training for recording keeping’

Case Study



CFECFW MARAM training for Aboriginal organisations

The Centre for Excellence in Child and Family (CFECFW) welfare worked closely with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO), Victorian Aboriginal Child Care Agency (VACCA) and Victorian Aboriginal Health Service (VAHS) to create a culturally appropriate version of MARAM training.

They revised and co-designed three key aspects relating to the MARAM training and delivery content, pre-workshop engagement and facilitation to the Aboriginal context, including:

- acknowledging the family violence work already in progress within Aboriginal communities
- acknowledging certain words and concepts in MARAM assume a context of Anglo-European culture
- re-drafting of workshop case studies to reflect scenarios relevant to Aboriginal communities.

Before delivering the workshops, the CFECFW approached each organisation to understand the organisations' understanding of MARAM and what they hoped to gain from the workshops. These interactions helped facilitators prepare and bolstered engagement from participants.

Seventeen workshops were delivered using this model.

Each workshop commenced with a conversation about how family violence impacted the participants' work, the role of MARAM in their work, and their thoughts about MARAM.

Almost all the talking in the first 30-45 minutes was led by participants rather than facilitators. This 'yarning' approach and 'deep listening' to the group as the starting point is in itself a cultural statement that builds trust and respect.

The workshops used a flexible structure that could be adapted to each group. While facilitators led the key MARAM topics, the order of these topics arose from the groups' conversation. Each workshop had a unique character, reflecting the experience and knowledge of participants.

The workshops had exceptionally high participant engagement with uniformly positive feedback.

Participants reported that the workshops were relevant to their work and improved MARAM embedment in their organisations.

'I feel more confident understanding the framework and the importance of the wider multidisciplinary team in supporting me as an individual in this space,' said one participant.

Department of Government Services

The Department of Government Services continued to build workforce capability throughout 2022-23.

The department worked closely with DSCV to ensure that all staff undertook the Foundational Family Violence Training and that the training is included in the induction of new staff. Most DSCV staff completed the Foundational training in 2022. New staff have been enrolled to complete the training in September 2023.

The department funded Women's Legal Service Victoria (WLSV) to deliver family violence training

to financial counsellors and TAAP professionals, including ongoing training in MARAM and FVISS. This training ensures the workforce's capability in assessing and managing family violence risks increases as the MARAM Framework matures.

All Financial Counsellors (98.3 FTE) and TAAP professionals (22 FTE) completed the mandatory MARAM brief and intermediate training, information sharing (FVISS) training and MARAM Risk Identification and Foundations Family Violence training.

New TAAP professionals participated in an induction program delivered by Tenants Victoria, which includes an eLearn on foundation family violence practice in relation

to tenancy matters. The eLearn complements family violence training WLSV delivers to all TAAP professionals.

The department also funded Financial Counselling Victoria (FCVic) to deliver professional development sessions and master classes to financial counsellors. Topics covered during 2022–23 included:

- family violence and the social security system
- family violence for financial counsellors: foundations and general
- when family violence and gambling intersect
- working with victim survivors
- elder abuse
- the weaponisation of child support in Australia.

The department delivered two training workshops for African community leaders and youth leaders on family violence and the law.

Department of Health

In 2022–23, the Department of Health's combined workforces completed 81,705 MARAM and information sharing training units.

The department also promoted the Department of Families, Fairness and Housing's MARAM identification-level Family Violence Against Older People (Elder Abuse) eLearn course to health framework organisations. The course was promoted in the weekly public sector residential aged care services (PSRACS) update email distributed to approximately 800 PSRACS staff.

In February 2023, the Department of Health presented on the family violence reforms at the Stepping in the Right Direction Aged Care Forum, which had more than 200 attendees.

The bush nursing service in Victoria has approximately 40 staff members who continue to embed the MARAM Framework and attend training, and regular MARAM updates are provided at bush nursing network meetings.

In 2022–23, the department funded CFECFW to deliver Putting MARAM into Practice workshops for staff wanting to increase their MARAM skills

and practice. It also funded identification and intermediate-level MARAM training for new health professionals or those wanting refresher training about their MARAM responsibilities.

In providing feedback, participants noted the training was useful, worthwhile, improved their practice with clients, and that they would recommend it to colleagues.

The department also provided funding and guidance to the SHRFV Statewide Leads for the development of an Advanced (Delegate) Information Sharing Schemes eLearn course. This course covers information sharing in large and complex organisations.

Department of Justice and Community Safety

The department progressed and completed activities to improve the justice workforce's shared understanding of family violence.

VSSR continued to roll out its new *Workforce capability framework* (the framework). The framework underpins a systems approach to capability building. It ensures that victim services staff can effectively deliver services to victims, including a specific capability focusing on family violence, which reinforces the Victorian family violence capability frameworks.

The department also developed a training calendar for VSSR and VAP staff to support capability uplift in soft skills, technical knowledge and enhance best practice.

All current Family Violence Restorative Justice (FVRJ) and Victims of Crime Helpline staff have completed family violence and relevant MARAM training. FVPLs have also updated the on-the-job training that is provided to new Helpline staff following completion of formal MARAM training. This training supports Helpline staff to translate training into practice and provides them with the opportunity to explore the training content in more detail.

Youth Justice continued MARAM capability uplift activities through eLearn training modules and classroom-based training to custodial staff.

During 2022–23, a total of 340 custody-based staff completed the Family Violence Information Sharing Scheme eLearn with a completion rate of 59 per cent of all custody-based staff. In addition, 135 custodial youth justice staff completed the classroom-based Foundational Family Violence Training, taking the cumulative training completion to 92 per cent.

Youth Justice delivered MARAM training modules to community-based staff in screening and responding to family violence. 26 staff completed this training during the reporting period. In addition, 37 community-based staff completed the MARAM Framework for Youth Justice training module and 33 completed the DJCS Foundational Family Violence Training module delivered by the FVMH Branch.

Youth Justice developed an interactive workshop that demonstrated how to navigate the L17 Portal appropriately and confidently. The workshop also demonstrated the proper use of the FVISS and CISS.

While CV continued the rollout of Foundational Family Violence Training (FFVT) to its custodial workforce, an FFVT rollout strategy focused on redirecting resources towards additional FFVT trainers to open more training sessions for the custodial workforce. A face-to-face pilot session of the condensed version was delivered to staff in the women's prison system in mid-December 2022. Rollout of the DJCS Introduction to MARAM eLearn also commenced in this reporting period.

Community Correctional Services (CCS) worked closely with the FVMH Branch to customise the Victim Survivor Intermediate training package for the CCS workforce.

Case study: upskilling the prison workforce

This case study displays the positive outcome when a staff member supported a victim survivor in the women's prison system. The staff member had undertaken FFVT and improved their understanding and skills to identify and manage a disclosure of family violence.

Case Study



Upskill of the prison workforce

Jo* was sentenced to a term of imprisonment for non-family violence offences and placed at the Dame Phyllis Frost Centre. This was her first time in custody.

Through regular case management meetings and the standard Case Management Review Committee (CMRC) process, it was identified that Jo wanted to maintain a relationship with her family, and she received visits throughout the early stage of her imprisonment.

Despite this, Jo's case worker identified that Jo appeared distressed after these visits, which ceased after some time.

The case worker was able to use the knowledge and skills, learned from undertaking relevant Foundational Family Violence Training (FFVT) and Safer Skills training (delivered to staff in the women's system), to explore what had been occurring for Jo.

During case management meetings with Jo, the caseworker was able to build a rapport and trust with Jo, who, over time was comfortable and felt safe to disclose the abuse she had experienced by her parents as a child.

Jo explained that attending the visit centre brought back memories of her abuse and past trauma and resulted in panic attacks. Therefore, Jo had refused to see family.

To address this issue, Jo's case worker completed a Family Violence Service Triage Form* which resulted in Jo receiving appropriate support to deal with her experience of family violence. Additionally, an alternative visits process was put in place that was less triggering for Jo.

** Name changed to protect anonymity*

The courts

The courts continued to embed risk assessment and management across the eight new Specialist Family Violence Courts (SFVCs) via a capability uplift program. This program integrates risk assessment and management, including local-area referrals, with existing court operations. It ensures that people using or experiencing family violence can receive consistent and safe support.

The capability uplift program includes completing the initial round of training for gazettal of new SFVCs and moving to ongoing maintenance training for new and commencing staff in these courts. In total, 100 participants from SFVCs were trained in 2022–23.

This was further supported by the continued embedding of MARAM into the Trainee Court Registrar program. Risk assessment and management capability are key skills and requirements needed by court registrars to perform their duties. During the year, 106 trainee court registrars received MARAM training as part of their accreditation to become court registrars.

The Children’s Court Clinic also provided tailored information sessions introducing and contextualising the MARAM Framework for its state-wide services, including psychologists and administration staff.

Victoria Police

Family violence risk assessment and management is a core component of Victoria Police’s Family Violence Training Curriculum. This extends from recruit training, through to frontline duties and family violence specific roles including senior management programs.

Victoria Police’s state-wide Family Violence Report (FVR L17) training continued to be rolled out during 2022–23. More than 12,000 members completed the training, which includes evidence-based risk factors from the MARAM Framework.

Targeted FVISS and CISS training also continued to be rolled out to supervisors and family violence roles in the divisions to promote the benefits of proactive information sharing.

Alongside formal training, Victoria Police also collected information to better understand engagement practices between Family Violence Training Officers (FVTOs) and police members. FVTOs also maintained strong collaborative and knowledge sharing relationships with external stakeholders within their regions, particularly with The Orange Door, mental health services and the Magistrates’ Court of Victoria.

Table 6: Victoria Police training 2022–23

Course title	Staff qualified in 2022–23	Total staff qualified (as of 30 June 2023)
Assess family violence risk using the FVR	788	12,455
Quality assurance for compliance (FVR)	414	3,435
Sharing information under the FVISS/CISS	578	2,109

Section C: Sectors as lead

- **CHP** collaborated with the **Statewide Children’s Resources Program (SCRIP)** and CFECFW to create an eLearn addressing the impact of family violence on children in the sector. To date, 156 professionals across the homelessness sector have participated in the eLearn through CHP, with 95 per cent finding it relevant, and knowledge-enhancing.
- **Barwon Health’s Aboriginal Health** team, with support from the **Barwon Health SHRFV** team and **Barwon South West Dhelk Dja**, created ‘A health response to First Nations family violence’ eLearn course. The course was officially launched in October 2023.
- **VAADA** delivered eight communities of practice meetings and two communities of leadership to the AOD workforce covering topics such

as coercive control, child-centred practice, working with adults using family violence, and providing family violence supervision and information sharing schemes.

- **Youth Justice, supported by Family Safety Victoria, further progressed a MARAM Sector Support project** to strengthen Youth Justice MARAM capability. The project engaged with their 30 funded programs to assess their current practices and MARAM alignment.
- **Jewish Care Victoria** proactively offered individualised, on-site one-on-one coaching to nine allocated organisations to support MARAM alignment. The coaching ensures MARAM alignment is consistent with both the MARAM Framework and existing internal infrastructure, including reviewing existing alignment activities as desired.

- **SASVic, NTV and Safe and Equal** continued their identification-level peak body partnership for the specialist family violence and sexual assault sectors. The partnership delivered two workshops in May and June 2023 with subject matter experts and a panel of five specialised roles from different family violence sectors. There were 128 attendees in the May and June workshops, with between 75 per cent and 91 per cent of participants agreeing that the workshops increased their knowledge on how structural inequalities affect sexual assault and family violence for people with disabilities, and how to apply these learnings to MARAM comprehensive risk assessment.

Case Study



Internal MARAM Training at VACSAL

To continue upskilling the internal workforce trained in MARAM, VACSAL participated in one internal training session and an information session in 2022–23.

The training aimed to:

- continue to inform staff of the MARAM reforms and ensure they understand the requirements of their role under MARAM
- train client-facing professionals in using MARAM
- offer an opportunity for discussion and questions about the reforms.

Training — MARAM Collaborative Practice Training

VACSAL family violence client-facing staff from the Aboriginal Men's Centre attended the training.

The online training enables participants to contribute to risk assessment and collaborate for ongoing risk management, through respectful and sensitive engagement with victim survivors, information sharing, referral, and secondary consultation.

Information Session — Presentation at staff in-service

At the VACSAL staff in-service in March 2023, an update on the MARAM reforms was presented to all VACSAL staff. The information session offered a refresher of VACSAL's requirements under MARAM and outlined:

- staff responsibilities under MARAM and how VACSAL's programs sit within the reforms
- updates to policies and procedures under MARAM
- broader family violence risk factors.

This presentation provided a valuable opportunity for non-client-facing staff, such as administration and community program staff, to understand the reforms.

This training also ensures VACSAL is a safe environment for any clients or staff experiencing family violence and contributes to keeping victim survivors safe and people using violence in view.

Internal training continues to be a valuable tool for VACSAL to ensure the entire workforce is aware of the MARAM reforms and how to respond appropriately to family violence. This training works in conjunction with VACSAL's own family violence policy.

Case Study



Community Health

In 2022–23, Star Health, Central Bayside Community Health Services, and Connect Health merged to become the Better Health Network (BHN).

BHN listened to its newly formed staff group and heard they wanted training tailored to their practice needs, which included building understanding of their responsibilities relating to the MARAM Framework and the information sharing schemes.

As a result, BHN created a bespoke mandatory training program with case studies for each of its prescribed workforces. Staff members were also given resources and ongoing support tailored to the work of each team and to team member's levels of MARAM responsibilities.

Pre- and post-training survey results demonstrate that staff members now better understand BHN's MARAM policies and procedures and feel more confident to share information when they have concerns about the children or families that they work with. By the end of June 2023, almost 85 per cent of BHN staff had completed MARAMIS training.

Summary of progress

Improving the capability of existing workforces is key to embedding MARAM and the related information sharing reforms into practice. To support this, the departments continued to provide MARAM training tailored to their specific workforces.

More than 200,000 units of MARAM or MARAM-aligned training have been undertaken since inception, with more than 100,000 of these completed during the 2022–23 reporting period. This represents a 55 per cent increase on 2021–22 and demonstrates the early investment by Family Safety Victoria and departments in MARAM capability building activities.

When surveyed, 88 per cent of respondents agreed or strongly agreed with the statement that 'professionals in their organisation are aware of victim survivor and perpetrator referral services'.

During 2022–23, Family Safety Victoria progressed the development of the AUFV training package, with delivery scheduled for the 2023–24 financial year.

The training will further support the implementation of the AUFV practice guidance and build practitioner confidence in working with perpetrators. Departmental MARAM implementation teams continue to prepare their workforces for the rollout of AUFV training in 2023–24.

Chapter 9:

Reinforce good practice and commitment to continuous improvement

Section A: Family Safety Victoria as WoVG lead

A key element of any reform is reinforcing the change that it brings.

MARAM is a complex reform, which is still in development. New practice guidance is released regularly. To support this, work is underway to assess progress and take steps to reinforce good practice and continuously improve.

Five-year legislative review of FVISS, CIP and MARAM

The Family Violence Reform Implementation Monitor (the Monitor) was appointed to undertake an independent review of the effectiveness of Part 11 of the FVPA, which establishes the MARAM Framework, and Part 5A, which gives effect to the Family Violence Information Sharing Scheme and the CIP. This review was required under s. 195 of FVPA.

The Monitor's report was tabled in parliament in August 2023. It found that the legislation has been effective in achieving its objectives. It did not identify any adverse impacts of the MARAM Framework legislative reforms.

The Monitor also found that the MARAM Framework supports:

- collaboration and service coordination
- a shared language for family violence
- a focus on keeping perpetrators in view.

'Part 11 has supported a shared language for family violence and a focus on keeping perpetrators in view. Where services align with MARAM, there is also greater consistency in risk identification, assessment, and management.'
— the Monitor

'However, framework organisations' inconsistent alignment and a lack of alignment progress is limiting the overall effectiveness of Part 11.'
— the Monitor

The Monitor identified areas for improvement in relation to the MARAM Framework and made four recommendations:

- The legislative instrument authorising MARAM as the approved framework under Part 11 of the Act be amended to clearly set out the steps and activities that framework organisations must take to align with MARAM (Recommendation 13).
- Part 11 of the Act be amended to allow both people and bodies to be prescribed as framework organisations (Recommendation 14).
- The legislative instrument authorising MARAM as the approved framework under Part 11 of the Act be amended to introduce a timeline for alignment activities. The steps and activities to be incorporated into the legislative instrument under Recommendation 13 above should be linked to the timeline, with timeframes determined based on an organisation's date of prescription as a framework organisation (Recommendation 15).
- The Regulations be amended to require portfolio ministers' annual reports and the consolidated annual report to include information about framework organisations' progress against key alignment steps and activities and timeframes. These amendments should be progressed after the legislative instrument has been amended in accordance with recommendations 13 and 15 (Recommendation 16).

The government supported recommendation 14 in full, with the remaining three supported in principle.

In response to these recommendations, the Victorian Government will:

- examine how to prescribe classes of individuals as framework organisations under MARAM to the extent that it is applicable to them in their professional capacity and seek advice on the policy implications of this change with relevant sectors

- undertake further work to prepare high-level descriptors of responsibilities for alignment to be included as a schedule to the legislative instrument
- continue its current work to develop a MARAM Maturity Model to support organisations to understand what steps and activities they should undertake to align with the MARAM Framework and to support continuous improvement over time, including indicative timeframes for completion of those steps and activities
- consider, once the MARAM Maturity Model is finalised, amending regulations to include reporting requirements against the Maturity Model for portfolio ministers.

MARAM five-year evidence review

Under s. 194 of the FVPA, the minister must cause a review of the evidence underpinning the MARAM Framework every five years.

The review must:

- assess whether the approved framework reflects the current evidence of best practices of family violence risk assessment and family violence risk management
- recommend the changes required (if any) to ensure the approved framework is consistent with those best practices.

The MARAM five-year review commenced in October 2022 in two parts:

- a literature, practice and design review led by Allen and Clarke Consulting
- a data review led by Monash University.

The review considers the currency and evidence supporting the MARAM legislative instrument and accompanying policy document. It also examines the victim survivor-focused MARAM practice guides, risk assessment and management (safety planning) tools (released in 2019), and other supporting resources that are appendices to these practice guides.

Future reviews will look at the AUFV and child and young person-focused MARAM practice guides following their implementation.

Allen and Clarke completed the literature review and extensive consultation with more than 200 people from different stakeholder groups.¹³ The final *Literature, practice and design review* report includes recommendations for ensuring MARAM remains consistent with current evidence and best practices of family violence risk assessment and risk management.

Monash University analysed the MARAM evidence-based risk factors through data available in MARAM-aligned online and other data storage platforms used across the Victorian service, justice and courts systems.

The final *Data review* report includes findings about MARAM evidence-based risk factors, as well as recommendations to ensure these risk factors are appropriately reflected in MARAM Framework practice guidance and tools.

Family violence prevention and response capability frameworks

Strengthening the foundations: first rolling action plan 2019–22 committed to reviewing and updating Victoria's first *Family violence prevention and response capability frameworks* (the frameworks), which were completed in 2017 — before the development of MARAM.

The Department of Families, Fairness and Housing's CWE will undertake the review.

The review will ensure the frameworks articulate the skills and knowledge practitioners need across all workforces to respond to and prevent family violence and all forms of violence against women.

This will affect all workforces that intersect with family violence, including those prescribed under MARAM across the broader community services sector.

The review will focus on:

- updating capabilities for the response framework in line with MARAM responsibility levels and practice guidance
- ensuring the prevention framework includes the MARAM identification capabilities required for primary prevention workforces
- creating a consistent set of foundational knowledge across both frameworks
- embedding capabilities addressing intersectional knowledge and practice
- centralising Aboriginal and lived experience voices and perspectives.

The review is being undertaken in collaboration with Safe and Equal and in consultation with industry stakeholders. It is expected to be finalised in late 2023.

Once completed, work will commence to publish and implement the frameworks. CWE will explore further implementation activities.

¹³ Stakeholder groups included government bodies, SFVS, ACCOs, multicultural and LGBTIQ+ organisations, experts and academics, housing and homelessness organisations, mental health and AOD services, organisations with practice or policy specialisation in working with people with disability and older people, sector capacity building grants working group, The Orange Door practitioners, victim survivor advocates and victim survivors, RAMPS, PSAs, peak bodies and hospitals.

Section B: Departments as portfolio leads

Department of Education

Department of Education workforces were prescribed under MARAM phase 2 in April 2021. Surveys and feedback from education workforces during this phase will inform implementation activities.

A survey of more than 600 school principals indicated that principals are more familiar with the information sharing and family violence reforms' toolkit and the contextualised guidance, with 27 per cent of principals having used it in 2022 versus 17 per cent in 2021; and 86 per cent were aware of it in 2022, compared with 64 per cent in the previous year.

Principals also had strong awareness of the PROTECT Four Critical Actions and guidance: 79 per cent had used it compared with 76 per cent in 2021, and 95 per cent were aware of it compared with 92 per cent in 2021.

The survey also showed that more principals have engaged with The Orange Door, with 84 per cent using their services in 2022 compared with 60 per cent in 2021, and 97 per cent were aware of it, compared with 89 per cent in 2021. Almost half of all schools reported having a current case of family violence in their school (49 per cent in 2022 versus 48 per cent in 2021).

The Training and Practice Advisory Group (TPAG) provides feedback and advice to the department on implementation considerations and resources to support the ongoing rollout of the information sharing schemes and MARAM.

TPAG feedback indicated schools and centre-based education and care services are becoming increasingly capable and confident in using the information sharing and family violence reforms to promote the wellbeing and safety of children.

Department of Families, Fairness and Housing

The Department of Families, Fairness and Housing promotes of continuous improvement in relation to MARAM. This includes:

- rolling out the new MARAM training packages for policy makers and practice leaders
- supporting the rollout of MARAM AUFV training packages to program areas and organisations including tailored product reviews
- training more client-facing professionals with MARAM Identification and Intermediate responsibilities to further progress alignment
- leveraging the departments MARAM eLearn modules, including promote and develop tailored resources, tool kits and fact sheets to enhance workforces understanding of MARAM.

Department of Government Services

The Department of Government Services' prescribed workforces are now in their fifth year of MARAM alignment.

The department continuously audits DSCV and funded agencies' MARAM and FVISS processes, procedures and tools. It also provides advice and support to ensure that resources align with the MARAM Framework.

It also delivered MARAM change activities to provide additional resources to support DSCV, FCP and TAAP operational readiness and assist the workforces to apply the skills learned in the training.

Department of Health

To recognise good practice, the 2022 Victorian Public Healthcare Awards included the award category 'Whole of hospital model for responding to family violence', which was open to all hospitals implementing the SHRFV initiative.

The winner of this award was The Royal Women's Hospital — Centre for Family Violence Prevention in collaboration with the University of Melbourne, for their project evaluating SHRFV in 18 health services.

To date, MARAM alignment across the health sector focused on working with victim survivors of family violence. In 2022–23, framework organisations commenced mapping of their workforces to the MARAM levels of responsibility for working with adults using family violence.

To support this work in public health services, in October 2022 the department provided funding for Bendigo Health, as one of the two SHRFV Statewide Lead services. This will create a new Emerging Practice State-wide Lead role for working with adults who use family violence.

The role will support health services to use the perpetrator-focused practice guides and tools, and develop tailored resources as required.

Department of Justice and Community Safety

The Department of Justice and Community Safety MARAM and Information Sharing Working Group brings the MARAM business units together and provides an opportunity for the recognition of best practice and the exploration of continuous improvement through collaboration across the department.

VSSR implemented additional data capture requirements for the Helpline and VAPs to record information about diverse groups or communities. This will ensure additional barriers are identified and appropriate and tailored referrals are provided. VSSR will continue its inclusion work to deepen practice, share lessons learned and maintain Rainbow Tick accreditation.

The courts

In 2022–23, the courts grew their workforce to include additional roles in the Central Information Sharing Team, the CIP, and an additional capability development officer in the MARAM team.

These additional roles will assist courts to respond to increasing demand for information from ISEs, as well as continue to grow and develop courts' use of MARAM-aligned, safe and effective family violence practice.

Victoria Police

Across May and June 2023, Victoria Police delivered four regional workshops for frontline and specialist members to promote a shared understanding around best practice responses. These workshops provide critical opportunities for Victoria Police to re-enforce MARAM alignment and enable further engagement with members around options for continuous improvement.

To further educate members and change mindsets when responding to family violence, Victoria Police also worked in partnership with the Victim Survivors Advisory Council to develop a series of short films covering the following topics:

- the difference a frontline officer can make
- why victim survivors are reluctant to report family violence
- coercive control
- the impact of living with family violence
- trauma-informed policing
- family violence in the context of priority communities.

These films are included in training and development programs to support a shared understanding around family violence.

Section C: Sectors as lead

- **CHIA Vic** launched a project to increase sector awareness and confidence levels of the CISS, FVISS, and MARAM schemes. The project included developing resources, a toolkit and training for the workforce. Survey results demonstrated increased awareness of MARAM from 20 per cent to 67 per cent, and application of it from 17 per cent to 33 per cent. Confidence in using MARAM also rose from 6 per cent to 37 per cent, with 89 per cent having done training. This project highlights the importance of clear communication throughout all levels of the organisation
- The Royal Australian College of General Practitioners (RACGP) continued to support approximately 8,500 general practitioners (GPs) in Victoria to align their practices with MARAM, with over 500 family violence training units completed by GPs within the reporting period. The RACGP conducts monthly family violence learning sessions, which include discussions of family violence case studies, advice from a specialist family violence panel, and group reflective sessions. Four eLearn modules were also published, which included the MARAM animated videos series produced by Family Safety Victoria
- CFECFW undertook a survey of Child and Family Services and allied sectors to identify MARAM knowledge gaps and information needs to identify proposed deliverables for 2022–23
- VACCA, CHP and Aboriginal Housing Victoria established a cross-sector working group for the purpose of co-designing a culturally inclusive, sector-specific extended case study for the ACCO housing sector. The case study stepped out identification-level MARAM responsibilities to complement the Department of Families, Fairness and Housing's MARAM victim survivor identification eLearn
- SASVic distributed regular weekly and six-weekly newsletters to managers and member organisation staff, including 17 SASVic member services. Engagement with the communications was high, with a May update reaching 141 contacts of which 94 per cent were opened. In addition, a MARAM register was developed to capture service experiences and feedback
- Safe and Equal participated in the five-year legislative review (MARAM, FVISS and CIP) and the MARAM five-year evidence review by engaging in focus groups directly with Allen and Clarke Consulting. In total, they undertook 17 one-on-one consultations with member services, and produced two comprehensive written submissions.

Case Study



Safe and Equal

Safe and Equal was invited to engage in the MARAM five-year evidence review.

To inform their submission, Safe and Equal widely consulted with their member specialist family violence services.

The Practice Development Advisor (MARAMIS), whose position is funded by the Sector Grants, undertook 17 one-on-one consultations with specialist family violence service professionals across the metropolitan and regional areas, including two ACCOs, one targeted service, and VAADA.

Safe and Equal combined the feedback from these consultations with:

- the five years of MARAM knowledge held within the organisation
- the work and expertise of the MARAMIS Practice Development Advisor
- existing feedback received since the publication of MARAM
- the expertise of their Policy Unit, which co-authored the submission.

The Practice Development Advisor travelled to meet with regional members face-to-face, using the travel budget provisioned for within their Sector Grants project.

Face-to-face consultations supported a more dynamic and open conversation, and in many instances allowed practitioners using MARAM in their day-to-day work to attend and share feedback.

This process enabled Safe and Equal to have a clear idea of MARAM's progress and areas for improvement. Safe and Equal intend to use some of these findings to directly inform their 2023–24 funded deliverables.

Summary of progress

MARAM Annual survey results indicate that the majority of responding organisations are progressing towards MARAM alignment. Funded sector peaks continued to support organisations to reinforce good practice through reflective practice workshops, regular communications, and contribution to the 5-year Legislative and Evidence reviews.

The release of the MARAM Maturity Model will allow prescribed organisations to self-assess and benchmark their progress in aligning to MARAM. While some implementation and change management challenges are foreseen

in the short term, once implemented, the MARAM Maturity Model is expected to improve on the existing tools and add value for both organisations and government in the medium to long-term.

Chapter 10:

Next steps

Family Safety Victoria

Key WoVG priorities for 2023–24 for Family Safety Victoria include:

- piloting completed MARAM AUFV intermediate and comprehensive training packages, ahead of delivery in January 2024. NTV will deliver the training to workforces in either fully facilitated training delivery or hybrid sessions of eLearn plus partly facilitated training
- funding a two-year pilot program to reduce the use and impact of family violence on former, current, or future partners and family members of serious-risk perpetrators of family violence
- continuing to develop the child and young person-focused practice guidance and tools, including consultation and user testing, to release 2024
- testing and embedding the Maturity Model resources with stakeholders through workshops and communities of practice, to release mid 2024
- finalising the first 5-year evidence review for MARAM, for release early 2024
- developing a plan to implement the recommendations of the review of the MARAM legislation and five-year evidence review.

Department of Education

Key priorities for 2023–24 for the Department of Education include:

- continuing to deliver the Respectful Relationships whole-school approach to more than 1,950 Victorian government, Catholic and independent schools

- the Respectful Relationships Professional Learning for Early Childhood Educators, which will continue to be offered between 1 July 2023 and 30 June 2024
- developing an identification tool for any early childhood service staff to record information after receiving a disclosure of family violence, or record observations that indicate a child or young person is experiencing family violence
- developing tools for nominated staff to ask family violence screening questions, undertake safety planning, contribute to coordinated risk management and collaborate for ongoing risk assessment and management
- engaging with ACIL Allen to conduct an independent evaluation of the department's implementation of MARAM. The findings, to be delivered in 2024, will be used to inform future program policy and budget direction, including further activities that may enhance MARAM implementation and strengthen intended outcomes.

Department of Families, Fairness and Housing

Over the next reporting period, key priorities for the Department of Families, Fairness and Housing include:

- developing tailored multicultural MARAM guidelines to increase engagement with multicultural and multifaith communities
- supporting change management actions to align to MARAM through the upcoming MARAM Maturity Model
- delivering a new memorandum of understanding between Housing and Victoria Police to support the public

housing workforce with information sharing protocols under the Supporting Safer and Productive Communities project

- piloting the future treatment program schedules for Forensic Disability Service clients who, due to their cognitive disability, experience barriers to accessing mainstream family violence services
- MARAM-focused amendments to the Secure Care Services manual intake and admissions documents will be incorporated into the Client Relationship and Information System (CRIS)-based Referral and Brief Behaviour Support Plan (BBSP).
- supporting state-wide operational guidance for The Orange Door using feedback received on the AUFV practice direction. This will include guidance documents including:
 - predominant aggressor identification and misidentification
 - safety planning with adults using family violence
 - risk coordination and management
- developing state-wide operational guidance for The Orange Door on engaging with children and young people.

Department of Government Services

Key priorities for the Department of Government Services in 2023–24 include:

- establishing a departmental MARAM Governance Working Group to support MARAM implementation and alignment across all prescribed business units and support funded agencies to maintain alignment with the MARAM Framework
- family violence training for TAAP professionals and refresher training for the FCP workforce in the second half of 2023
- working with WLSV to review and update training contents tailored to the role of tenancy advocates and financial counsellors to target gaps in the FCP and TAAP skillset

- working closely with the Department of Justice and Community Safety MARAM Training team to tailor contents of the working safely with perpetrators training to the FCP and TAAP workforces
- a review into funded agencies' use of available resources and tools to identify gaps and provide support for developing tools and resources
- Family Safety Victoria's working with perpetrator and adolescent practice guidance will be summarised and tailored for DSCV, FCP and TAAP staff
- WLSV will deliver refresher training and scenario-based interactive workshops to the FCP and TAAP workforce.

Department of Health

Planned Department of Health activities for 2023–24 include:

- dedicated project funding for eight public health services to implement SHRFV and provide mentoring and support to other public health services across Victoria in a restructured 'Regional Lead' hub and spoke model
- supporting the SHRFV Statewide Leads to create standardised information sharing protocols and guidance for public hospitals and health services
- funding for the CFECFW to deliver 72 face-to-face online and interactive tailored MARAM training sessions for health workforces
- manager training workshops delivered by Free From Family Violence (FVREE), the lead specialist family violence service in Eastern Metropolitan Melbourne, to increase the capability of people managers to sensitively respond to staff disclosures of family violence
- an evaluation of the additional family violence visit for Maternal and Child Health (MCH) has also been undertaken by the Centre for Evaluation and Research.

Department of Justice and Community Safety

Key Department of Justice and Community Safety priorities for 2023–24 include:

- VSSR will continue to support Victims of Crime Helpline, FVRJ and VAPs, with a primary focus on adult person using violence implementation and training
- Youth Justice, with the support of the FVMH Branch, will progress the Youth Justice MARAM Sector Support Project to strengthen MARAM alignment and practices of its funded programs through sector-specific capability uplift
- Intermediate MARAM training, as well as screening and identification MARAM training, will be delivered to Youth Justice community and custodial workforces
- CCS will complete the update of the CCS MARAM eLearn and implement the new version to staff who have not yet undertaken this training
- CCS will introduce the victim survivor training to its workforce, starting with training rollout to its leadership teams
- continue to develop, review and configure tools and guidance documentation across all areas of CJS, in preparation for their implementation
- complete the journey map for the entire corrections system, including CCS
- through contract managers, engage with CJS-funded service providers, to ensure MARAM alignment requirements are met.

The courts

Key courts priorities for 2023–24 include:

- courts will complete their implementation of the victim survivor tools and focus on the implementation of the adults using violence (AUV) and identification of the predominant aggressor tools and guidance
- in preparation for the release of the Courts Information Sharing (CIS) Portal, courts will develop a stakeholder engagement plan for sector and peak bodies that provides direction and guidance on the use of the new solution. Courts will also make user guides

available on the CIS Portal website and will develop a short presentation for delivery to peak groups and regional implementation committees on information sharing in courts, and the CIS Portal

- capability development focused on intersectional approaches to understanding and managing family violence risk, with the preparation of bespoke training packages for courts workforces:
 - a specific package for Koori Family Violence Practitioners on the topic of understanding and responding to family violence risk with Aboriginal and Torres Strait Islander communities (developed in partnership with the Koori Family Violence Principal Practitioner)
 - a package of training that explores the intersectional impacts of family violence on victim survivors / Affected Family Members (AFMs) from culturally and linguistically diverse, LGBTIQ+ and First Nations backgrounds, to enable mainstream practitioners to support these clients. This package was developed in consultation with the Koori Family Violence Principal Practitioner and LGBTIQ+ Practice Manager.

Victoria Police

Key Victoria Police priorities for 2023–24 include:

- **information technology** — enhancing platforms to support decision making at all stages of the family violence response
- **training and practice** — strengthening the accurate identification of the predominant aggressor through police training and establish clear authorisation pathways for rectifying and remedying misidentification when it occurs
- ***Policing harm, upholding the right: strategy for family violence, sexual offences and child abuse (2018–2023)*** — this strategy is in its final year of operation. This strategy was the first of its kind to bring together police responses to family violence, sexual offences and child abuse. A refreshed organisational direction will be developed to ensure continued alignment with the Victorian Government reform agenda.

Appendix 1:

Prescribed organisations

Organisations prescribed under Phase 1

CISS, FVISS and MARAM — all reforms	FVISS and/or MARAM only (not CISS)	CISS or FVISS only	CISS only
<ul style="list-style-type: none"> • Alcohol and other drugs services • Child Protection • Public housing • Designated Mental Health Services • Family Violence Restorative Justice • Homelessness services (providing access point, outreach or accommodation services) • Justice Health • Justice Health’s funded or contracted services for young people • Maternal and Child Health Services • Multi-agency Panels to Prevent Youth Offending • Care services (formerly out-of-home-care services) • Perpetrator interventions, including trials under the Family Violence Perpetrator Intervention grants • Registered community-based child and family services (including Child FIRST) • Risk Assessment and Management Panels • Sexual assault support services • Sexually abusive behaviour treatment services • Specialist family violence services (including family violence counselling and therapeutic programs) • The Orange Door (Support and Safety Hubs) • Victims Assistance Program services • Victims of Crime Helpline • Victoria Police • Youth Justice • Youth Justice funded community support services or programs • Youth Parole Board (Secretariat) 	<ul style="list-style-type: none"> • Adult Parole Board • Children’s Court • Corrections and Justice Services-funded or contracted rehabilitation and reintegration services or programs, prisoner services or programs, and clinical services or programs for offender rehabilitation • Corrections Victoria, Community Correctional Services and privately operated prisons • Court-ordered family violence counselling • Family Violence Restorative Justice Service • Justice Health’s funded or contracted services for adults • Magistrates’ Court • State-funded Financial Counselling Program • Tenancy Assistance and Advocacy Program 	<ul style="list-style-type: none"> • Commission for Children and Young People • Disability Services Commissioner 	<ul style="list-style-type: none"> • Registry of Births, Deaths and Marriages

Organisations prescribed under Phase 2

CISS, FVISS and MARAM — all reforms	FVISS and/or MARAM only (not CISS)	CISS or FVISS only	CISS only
<ul style="list-style-type: none"> • Government and non-government schools • Kindergartens • Long day care • Relevant non-government school system bodies • Out-of-school-hours care • Student disengagement and wellbeing services and programs funded by the Department of Education • The Department of Education, to the extent it delivers Child Health and Wellbeing Services • Doctors in schools • Ambulance Victoria (including contracted services) • Community Health Services • Community housing organisations, including Tenancy Plus Programs • Community-managed mental health services • Forensic Disability • Complex Needs Coordinators (MACNI) • Family Records and Intercountry Services • Refugee Minor Program • Homelessness support providers (other than those already prescribed under Phase 1) • Publicly funded metropolitan, regional and rural health services • Public health services • Denominational hospitals • Public hospitals • Publicly funded Early Parenting Centres • State-funded aged care services • Supported Playgroups • Multicultural and settlement support services • Children’s Court • Magistrates’ Court 	<ul style="list-style-type: none"> • Victorian Curriculum and Assessment Authority • Victorian Institute of Teaching • Victorian Registration and Qualifications Authority • General practitioners • General practice nurses • Parentline (MARAM only) • Dispute Settlement Centre of Victoria 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Government and non-government schools • Kindergartens • Long day care • Relevant non-government school system bodies • Out-of-school-hours care • Student disengagement and wellbeing services and programs funded by the Department of Education • The Department of Education, to the extent it delivers Child Health and Wellbeing Services • Doctors in schools • Ambulance Victoria (including contracted services) • Community Health Services • Community housing organisations, including Tenancy Plus Programs • Community-managed mental health services • Forensic Disability • Complex Needs Coordinators (MACNI) • Family Records and Intercountry Services • Refugee Minor Program • Homelessness support providers (other than those already prescribed under Phase 1) • Publicly funded metropolitan, regional and rural health services • Public health services • Denominational hospitals • Public hospitals • Publicly funded Early Parenting Centres • State-funded aged care services • Supported Playgroups • Multicultural and settlement support services • Children’s Court • Magistrates’ Court

Appendix 2:

Legislation and regulations

Family Violence Protection Act 2008

The Family Violence Multi-Agency Risk Assessment and Management Framework (MARAM) reporting process, legislated in the Act, has 2 stages:

1. Under s 192 of the Act, portfolio ministers prepare an annual report for the Minister for the Prevention of Family Violence on the prescribed matters relating to the implementation and operation of MARAM by 30 September (MARAM portfolio reports).
2. Under s 193 of the Act, the Minister for the Prevention of Family Violence must prepare a consolidated annual report of the prescribed matters to be tabled within 6 sitting dates after 1 January, in the financial year immediately following the financial year to which the report relates (MARAM consolidated report).

It should be noted that portfolio reports are not tabled but are subject to Freedom of Information requests.

Family Violence Protection (Information Sharing and Risk Management) Regulations 2018

The prescribed matters are:

- a. actions taken by a public entity or a public service body to support framework organisations and section 191 agencies, in relation to the implementation and operation of the approved framework
- b. a summary of the progress of implementation of the approved framework by framework organisations and section 191 agencies
- c. proposed future actions to be undertaken by public entities or public service bodies, to support ongoing implementation and operation by framework organisations and section 191 agencies with the approved framework.

Appendix 3:

MARAM pillars

Pillar	Obligations
Pillar 1	Shared understanding of family violence: Framework organisations demonstrate an evidence-based, shared understanding of family violence risk and impact
Pillar 2	Consistent and collaborative practice: Framework organisations use a shared approach to identification, screening, assessment and management of family violence risk. Framework organisations use tools that are consistent with the evidence-based risk factors, and share information relevant to family violence risk assessment and management practice
Pillar 3	Responsibilities for risk assessment and management: Framework organisations understand their responsibilities in risk assessment and management practice
Pillar 4	Systems, outcomes and continuous improvement: Framework organisations establish and use structures to implement the framework, collect consistent information about the evidence-based risk factors, and undertake activities to change organisational culture and practice

Appendix 4:

MARAM principles

1. Family violence involves a spectrum of seriousness of risk and presentations, and is unacceptable in any form, across any community or culture.
2. Professionals should work collaboratively to provide coordinated and effective risk assessment and management responses, including early intervention when family violence first occurs, to avoid escalation into crisis and additional harm.
3. Professionals should be aware, in their risk assessment and management practice, of the drivers of family violence, predominantly gender inequality, which also intersect with other forms of structural inequality and discrimination.
4. The agency, dignity and intrinsic empowerment of victim survivors must be respected by partnering with them as active decision-making participants in risk assessment and management, including being supported to access and participate in justice processes that enable fair and just outcomes.
5. Family violence may have serious impacts on the current and future physical, spiritual, psychological, developmental, and emotional safety and wellbeing of children, who are directly or indirectly exposed to its effects, and should be recognised as victim survivors in their own right.
6. Services provided to child victim survivors should acknowledge their unique experiences, vulnerabilities and needs, including the effects of trauma and cumulative harm arising from family violence.
7. Services and responses provided to people from Aboriginal communities should be culturally responsive and safe, recognising Aboriginal understanding of family violence, and rights to self-determination and self-management, and take account of their experiences of colonisation, systemic violence and discrimination, and recognise the ongoing and present-day impacts of historical events, policies and practices.
8. Services and responses provided to diverse communities and older people should be accessible, culturally responsive and safe, client-centred, inclusive and non-discriminatory.
9. Perpetrators should be encouraged to acknowledge and take responsibility to end their violent, controlling and coercive behaviour, and service responses to perpetrators should be collaborative and coordinated through a system-wide approach that collectively and systematically creates opportunities for perpetrator accountability.
10. Family violence used by adolescents is a distinct form of family violence and requires a different response to family violence used by adults, because of their age and the possibility that they are also victim survivors of family violence.

Appendix 5:

MARAM responsibilities

Responsibility	Definition
Responsibility 1	Respectful, sensitive and safe engagement
Responsibility 2	Identification of family violence
Responsibility 3	Intermediate risk assessment
Responsibility 4	Intermediate risk management
Responsibility 5	Seek consultation for comprehensive risk assessment, risk management and referrals
Responsibility 6	Contribute to information sharing with other services (as authorised by legislation)
Responsibility 7	Comprehensive risk assessment
Responsibility 8	Comprehensive risk management and safety planning
Responsibility 9	Contribute to coordinated risk management
Responsibility 10	Collaborate for ongoing risk assessment and risk management

Appendix 6:

Program areas

Organisation	Description
Adult and Youth Parole Boards	The Boards make decisions concerning the granting of parole, variation or cancellation of parole, and transfers between jurisdictions, and provides prisoners with a structured, supported and supervised transition, so that they can adjust from prison back into the community, rather than returning straight to the community at the end of their sentence without supervision or support. The paramount consideration of the Adult Parole Board is the safety and protection of the community. The Youth Parole Board is committed to the rehabilitation and best outcomes for young people under their jurisdiction. The board makes decisions within a framework that balances the needs of the young person with community safety considerations.
Alcohol and other drugs (AOD) services	The Department of Health funds a variety of AOD services. These services typically employ a wide range of professionals, including counsellors, youth professionals, medical staff, and residential withdrawal and rehabilitation staff. Approximately 40,000 Victorians access AOD services each year, many of whom have experienced or used family violence. AOD services can be accessed in community-based, hospital or residential settings. Specialist family violence advisors are funded by the Department of Health to provide advice to AOD services, with the goal of enhancing the quality and consistency of an AOD service's response to clients who have experienced or used family violence.
Ambulance Victoria	Ambulance Victoria is a statutory authority that operates under the <i>Ambulance Services Act 1986</i> and is part of the Ambulance Services portfolio, which reports to the Minister for Ambulance Services through the Department of Health. Ambulance Victoria's Strategic Plan provides a promise to deliver a caring, safe, effective and connected experience. Ambulance Victoria provides pre-hospital treatment and transport across Victoria for people in urgent medical emergencies, as well as applying clinical expertise and experience to help resolve less-urgent medical issues. Ambulance Victoria provides emergency medical response to close to 6.6 million people in an area of more than 227,000 square kilometres. Ambulance Victoria paramedics and health practitioners also undertake a range of advocacy and referral activities, through partnerships with Victoria Police, health services and other agencies. On average, an Ambulance Victoria paramedic will attend 4 family violence incidents a year.
Bush nursing centres	Rural and regional health services are provided across Victoria. Services include public health services and hospitals, Aboriginal health services, community health services, bush nursing centres and bush nursing hospitals. Bush nursing centres and bush nursing hospitals are funded by the Department of Health to provide medical care to remote communities.
Care services (community service organisations, ACCOs, Secure care services, Hurstbridge Farm)	The Department of Families, Fairness and Housing funds a range of community service organisations and ACCOs to provide various care services. These include home-based care (foster or kinship care), and lead tenant and residential care homes. Children may be placed in care services when the Children's Court determines the child or young person is unable to live safely with their family. Care services allocate a case manager, who supports the child or young person, and their carer if they are in home-based care, in relation to the child or young person's health, emotional and behavioural development, education, family and social relationships, identity, social presentation and self-care skills. Case managers support the child or young person to participate in case planning activities. The Department of Families, Fairness and Housing operates 2 10-bed gender-specific secure care services. Secure care services provide a highly structured, secure environment for children or young people aged 10–17 years who are subject to a protection or interim accommodation order, and who are at substantial and immediate risk of harm. Secure welfare direct care staff work intensively with children and young people who are staying in a secure welfare setting.

Organisation	Description
Centre-based education and care services	Centre-based education and care services include kindergartens, long day care and out-of-school-hours care services. These services work closely with children and their families during key developmental years, placing them in a unique position to identify and respond to family violence risk, provide ongoing support and contribute to ongoing management.
Child Protection	The Department of Families, Fairness and Housing Child Protection workforce provides child-centred, family-focused services to protect children and young people from significant harm caused by abuse or neglect, where a parent has not protected or is unlikely to protect their child. Child Protection practitioners receive and assess reports about children, make referrals, investigate and intervene to protect children where necessary. Child Protection practitioners develop case plans for children in need of protection. They work closely with children and families to access services and supports to enable parents to safely care for their children by addressing identified protective concerns. Where necessary, Child Protection may take matters to the Children's Court and, where required for their immediate safety, place children in alternative care.
Community-based child and family services (including Child FIRST)	Child and family services promote the safety, wellbeing and development of vulnerable children and young people, through case work support and practical interventions. Early and preventative help is critically important to prevent abuse and cumulative harm.
Community Correctional Services (CCS)	CCS, an area within Corrections and Justice Services, which has responsibility for the delivery of community correctional services in Victoria including the supervision and oversight of people subject to court ordered sentences (e.g., community corrections orders post-sentence supervision orders) and parole. . Order conditions may include participating in appropriate educational programs, community work, and assessment and treatment programs, including participation in AOD and Violence treatment programs and Men's Behaviour Change Programs
Community Health Services	The Department of Health funds a wide network of CHS that deliver a range of primary health, human services and community-based supports to meet the needs of their local community. There are 24 registered community health services and 55 integrated health services across Victoria.
Community housing	Community housing refers to housing that is owned or managed by not-for-profit agencies that are registered with and regulated by the Victorian Housing Registrar, in accordance with the <i>Housing Act 1983</i> . Registered community housing agencies provide secure, affordable, long-term rental housing for eligible Victorians. Specialist providers support certain cohorts and may have specific programs for their renters, such as the aged, homeless young people or people with disability. Some registered community housing agencies also deliver homelessness services. The department provides funding to the peak body representing community housing, the Community Housing Industry Association Victoria.
Complex Needs Coordinators (Multiple and Complex Needs Initiative) (MACNI)	The Multiple and Complex Needs Initiative (MACNI) is a time-limited service for people aged 16 years and older, who have multiple and complex needs resulting from a combination of mental illness, substance abuse, intellectual impairment and/or acquired brain injury. A person must pose a serious risk of harm to themselves or others to be eligible for the service.
Consumer Affairs Victoria	Consumer Affairs Victoria funds 13 community organisations to deliver the Financial Counselling Program and 9 to deliver the Tenancy Assistance and Advocacy Program (TAAP) across the 17 Department of Families, Fairness and Housing areas in Victoria. The FCP includes 21 funded full-time equivalent specialist family violence financial counsellors, who deal with complex cases and provide extended casework to people experiencing family violence.

Organisation	Description
Corrections Victoria	Corrections Victoria, within Corrections and Justice Services, is responsible for operating Victoria's adult prison system, seeking to provide safe and secure containment and an environment and programs and services that support rehabilitation. Corrections Victoria runs 11 public prisons, one transition centre, and oversees 3 privately operated prisons. Corrections Victoria aims to contribute to community safety by providing best practice interventions that aim to reduce the risk of reoffending, including case management informed by sound risk assessment, offence specific and offence related programs, and transition and reintegration supports. From July 2021, Community Correctional Services transitioned to Justice Services, a division of the Department of Justice and Community Safety.
Dispute Settlement Centre of Victoria (DSCV)	There are approximately 60 Department of Justice and Community Safety employees at DSCV, comprising Dispute Assessment Officers, mediators, administration staff and managers, all of whom have been determined to have responsibilities at the screening and identification level under MARAM, within the context of their work.
Early parenting centres	Early parenting centres provide specialist support for Victorian families with children aged 0–4 years. They deliver flexible, targeted services that aim to enhance the parent-child relationship and support parents with strategies for achieving their parenting goals. These goals are often in areas such as sleep and settling, child behaviour, and parent and child health and wellbeing.
Education services	All Victorian schools are now prescribed under the MARAMIS reforms. A range of system bodies, and education health, wellbeing and inclusion workforces, are also prescribed.
Family Violence Regional Integration Committees (FVRICs) and Principal Strategic Advisors	Family Violence Regional Integration Committees bring together representatives from regional family violence services and other key sectors and services, including child and family services, Child Protection, mental health services, homelessness services, housing services, courts, police and Indigenous Family Violence Regional Action Groups. Each FVRIC is convened by a Family Violence Principal Strategic Advisor (PSA). The PSAs work to drive the local implementation of key family violence reforms in their area, build partnerships and collaborate across sectors, build professionals' capability, and provide insight into operations, issues, functions and opportunities in their region.
Financial Counselling Program	The Financial Counselling Program is intended to support financially disadvantaged and vulnerable Victorians. Financial counsellors can offer a range of support, depending on someone's eligibility for the service. This support could include providing advice about rights and responsibilities, negotiating with a creditor or working out a realistic payment plan for debts. Section 5 of the Family Violence Protection Act includes 'economic abuse' in the definition of family violence, and persons accessing counselling through the program may disclose family violence as a cause of economic hardship.
Forensic Disability Program	The Forensic Disability Program is for people with cognitive disability who have contact with the criminal justice system. The program provides targeted forensic disability treatment and support to a person, based on their disability and its effect on their criminogenic needs. It aims to contribute to community safety by reducing the risk of offending in people with cognitive disability, and by facilitating their integration and participation in the community.
Homelessness services	Homelessness services are funded by the Department of Families, Fairness and Housing, and delivered by housing and homelessness service providers. Services include crisis, short-term and medium-term accommodation and support, outreach services, advocacy and case management for people experiencing homelessness, or at risk of homelessness, including people escaping family violence. The department provides funding to the peak body representing homelessness services, the Council to Homeless Persons, which also received a sector grant from Family Safety Victoria to support MARAM alignment and information sharing implementation.

Organisation	Description
Hospitals	The Department of Health funds public hospitals in metropolitan and rural Victoria. The hospital system provides a wide variety of health services, including emergency care, surgical services, perinatal care and rehabilitation services. As such, the hospital workforce comprises a wide range of medical, paramedical, allied health and administrative professionals, who work closely and sometimes intensively with patients and their families.
Justice Health	Justice Health is a business unit of the Department of Justice and Community Safety, and is responsible for health, mental health, and alcohol and other drug services in Victoria's adult prisons and Youth Justice centres. Justice Health is also responsible for the delivery of health-related rehabilitation services across the Youth Justice system. Justice Health sets the standards for the delivery of these services, monitors service delivery and manages contracts with service providers (except for the contracts that relate to service provision in Victoria's 3 private prisons).
Maternal and Child Health Service	The Maternal and Child Health Service is a free universal primary health service for all Victorian families with children from birth to school age. The service provides a comprehensive and focused approach for the promotion, prevention and early identification of the physical, emotional and social factors affecting young children and their families. The service supports child and family health, wellbeing and safety, focusing on maternal health and father-inclusive practice as a key enabler to optimise child learning and development.
Mental health services	The Department of Health funds 18 designated mental health services. These services provide voluntary and compulsory assessment and treatment to people, in accordance with the <i>Mental Health Act 2014</i> . The assessment and treatment may be provided in inpatient or community settings. Specialist family violence advisors also provide specialist family violence expertise and advice to designated mental health services.
Multicultural and settlement support services	Multicultural and settlement support services refer to organisations that provide settlement or targeted casework services specifically for migrants, refugees or asylum seekers. There are currently 41 organisations that provide these services in Victoria.
Northern Community Support Group	The Northern Community Support Group is a community-led program funded by the Community Crime Prevention Unit in the Department of Justice and Community Safety. The program aims to provide young people and the broader Muslim community in the northern suburbs of Melbourne with the support and opportunities they need to achieve their full potential and develop a sense of belonging in Australia. Support Group case managers understand the unique challenges facing their community and, given the right skills and support to confidently assess and manage family violence, they can achieve better outcomes for their clients experiencing family violence.
Public housing	Public housing refers to housing owned by the government and managed by the department on behalf of the Director of Housing. It provides long-term rental to eligible Victorians at affordable rates. Eligible Victorians may include those who are unemployed, on low incomes, living with disability or mental illness, at risk of homelessness, and victim survivors of family violence.
Refugee Minor Program	The Refugee Minor Program is responsible for providing case management, supervision and support to young refugees, who have come to Australia without a parent or guardian and have been referred to the department by the Commonwealth. Many of these young people will be living in the care of relatives. The Refugee Minor Program exercises guardianship responsibilities for some of these young people under the <i>Immigration (Guardianship of Children) Act 1946</i> (Commonwealth) by ensuring their care arrangements are safe, stable and meet the needs of the child.
Risk Assessment and Management Panel (RAMP)	A RAMP is a formally convened meeting, held at a local level, of 9 key agencies and organisations that contribute to the safety of women and children experiencing serious and imminent threat from family violence. Across Victoria, there are 18 RAMPs that each meet once a month to share information and take action to keep women and children at the highest risk from family violence safe.

Organisation	Description
Sexual assault services	Sexual assault services provide support and intervention to women, children and men who are victim survivors of sexual assault. This includes crisis care responses, counselling, casework, group-work, advocacy and a state-wide after-hours telephone crisis service.
Specialist Family Violence Services	Specialist Family Violence Services aim to promote early intervention strategies to prevent the occurrence or escalation of family violence and prevent the recurrence of family violence by offering post-crisis support.
State-funded residential aged care services	There are 73 aged care organisations, including 4 incorporated associations and 2 publicly funded residential services. Most aged care services are operated by public health services in rural and regional Victoria. There are 15 metropolitan health services and 69 rural health services in Victoria, with an estimated workforce size of 76,000 practitioners.
Supported Playgroups	Supported Playgroups target socially and economically disadvantaged families with children from birth to school age. They are led by a qualified facilitator, who delivers an evidence-based program ('smalltalk') to parents. This program helps parents build their skills and confidence and improve the quality of the early home learning environment to support their child's wellbeing, learning and development. Supported Playgroups also assist parents to connect with local services and supports in their community, and with other parents.
Tenancy Assistance and Advocacy Program (TAAP)	The TAAP is funded to assist Victorians who are financially disadvantaged, or victims of family violence, who have a private tenancy and who are experiencing tenancy problems that, if not addressed, may lead to homelessness or otherwise put at risk their health, safety and wellbeing.
The Aboriginal Justice Group (AJG)	<p>The Aboriginal Justice Group within the Department of Justice and Community Safety funds 2 ACCOs that are prescribed MARAM organisations and Information Sharing Entities under the FVISS. They are:</p> <ul style="list-style-type: none"> • Djirra, Aboriginal Family Violence Prevention to deliver the Koori Women's Place • Dardi Munwurro, Men's Healing and Behavioural Change to deliver Ngarra Jarranounith Place. <p>The group supports culture and practice change across Djirra and Dardi Munwurro, and their regionally based services and partners, including other ACCOs in training and communications. The group also has a dedicated senior project officer, whose role includes promoting the seventh MARAM principle among mainstream service providers at every stakeholder forum.</p>
The courts	<p>The Magistrates' Court of Victoria and Children's Court of Victoria are collectively referred to as the courts in this report.</p> <p>Affected family member refers to a person who has experienced family violence, also known as a victim survivor. The term is predominantly used in police and court proceeding to refer to the person to be protected by a Family Violence Intervention Order.</p> <p>Respondent — in both individual and police applications for Family Violence Intervention Orders, the 'respondent' describes the person against whom an order is sought.</p>
The Orange Door	The Orange Door is a free service for adults, children and young people, who are experiencing or have experienced family violence, and families who need extra support with the care of children. The Orange Door makes it easier for people to be safer and supported, by being a gateway to connecting people with specialist family violence services, family services, Aboriginal services and services for men who use violence.
Victim Services, Support and Reform (VSSR)	VSSR, within the Department of Justice and Community Safety, is the official Victorian Government agency responsible for helping people in Victoria to manage the effects of violent crime. VSSR oversees both the Victims of Crime Helpline and the Victims Assistance Program, 2 distinct programs in Victoria that provide a service to victims of crime, including victims of family violence. VSSR is also responsible for the Family Violence Restorative Justice Service, which facilitates restorative conversations for victim survivors of family violence. VSSR is the main support pathway for male victims of family violence in Victoria, via L17 reports from Victoria Police.

Organisation	Description
Victoria Police	The role of Victoria Police is to serve the Victorian community and uphold the law to promote a safe, secure and orderly society. Victoria Police provides policing services to the Victorian community across 54 Police Service Areas, within 21 divisions and 4 regions. Responding to family violence incidents, and working to keep perpetrators in view and accountable, and victim survivors safe, is an essential aspect of serving the Victorian community.
Youth Justice	The Department of Justice and Community Safety is responsible for the statutory supervision of children and young people in the criminal justice system. The Department of Justice and Community Safety's Youth Justice Service provides programs and resources to assist these children and young people to develop the knowledge, skills and attitudes to manage their lives effectively without further offending. Through supervision, offending-related programs and linkages to appropriate support services, the Youth Justice service promotes opportunities for rehabilitation and contributes to the reduction of crime in the community.

Appendix 7:

MARAM change management strategic priorities

Strategic priority 1: Demonstrate clear leadership that cultivates trust across service systems and organisations

The Victorian Government, departments and sector peak bodies will provide clear and consistent leadership that encourages a shared understanding of risk, respects sector expertise and cultivates trust across organisations.

Strategic priority 2: Facilitate consistent and collaborative practice

The Victorian Government, departments and sector peak bodies ensure service systems have operational procedures that enable the timely identification of risk, information sharing, and consistent and collaborative practice.

Strategic priority 3: Build workforce and staff capability

The Victorian Government, departments and sector peak bodies ensure staff across sectors will be supported to build their capacity, skills and practice knowledge to identify and manage risks, and share information effectively, in line with their roles and expertise.

Strategic priority 4: Recognition of good practice and commitment to continuous improvement

The Victorian Government, departments and sector peak bodies ensure mechanisms for sharing lessons learned across sectors are in place to reinforce good practice.

Appendix 8:

Abbreviations

Abbreviation	Meaning
ACCO	Aboriginal community-controlled organisation
ACAC	Aboriginal Children in Aboriginal Care
AFM	Affected Family Member
AFVITH	Adolescent Family Violence in the Home
AJG	Aboriginal Justice Group
AMES	Adult Multicultural Education Services
AOD	Alcohol and other drugs
BBSP	Brief Behaviour Support Plan
BHN	Better Health Network
CALD	Culturally and linguistically diverse
CCS	Community Correctional Services
CFEFCW	Centre for Excellence in Child and Family Welfare
CIP	Central Information Point
CIS	Child Information Sharing
CISS	Child Information Sharing Scheme
CJS	Corrections and Justice Services
CMRC	Case Management Review Committee
CoP or CoPs	Community or communities of practice
CRIS	Client Relationship and Information System
CRM	Customer Relationship Management
CV	Corrections Victoria
CWE	Centre for Workforce Excellence
DE	Department of Education
DFFH	Department of Families, Fairness and Housing
DSCV	Dispute Settlement Centre of Victoria

Abbreviation	Meaning
<i>Everybody matters</i>	<i>Everybody matters: inclusion and equity statement</i>
FCP	Financial Counselling Program
FCVic	Financial Counselling Victoria
FFVT	Foundational Family Violence Training
FSA	Family Safety Advocate
FSV	Family Safety Victoria
FVISS	Family Violence Information Sharing Scheme
FVMH	Family Violence and Mental Health
FVPA	<i>Family Violence Protection Act 2008 (Vic)</i>
FVPL	Family Violence Practice Leads
FVREE	Free From Family Violence
FVR	Family Violence Report
FVRICs	Family Violence Regional Integration Committees
FVRJ	Family Violence Restorative Justice
FVTO	Family Violence Training Officers
GP	General practitioner
IPSV	Intimate partner sexual violence
ISE	Information Sharing Entities
IST	Information Sharing Team
LGBTIQ+	Lesbian, gay, bisexual, trans and gender diverse, intersex and queer
MACNI	Multiple and Complex Needs Initiative
MARAM Framework	Family Violence Multi-Agency Risk Assessment and Management Framework
MARAMIS	Family Violence Multi-Agency Risk Assessment and Management Information Sharing
MCH	Maternal and Child Health
NTV	No to Violence
PACPAFV	Police and Aboriginal Community Protocols Against Family Violence
PCB	Project Control Board
PSAs	Principal Strategic Advisors

Abbreviation	Meaning
PSRACS	Public sector residential aged care services
RACGP	Royal Australian College of General Practitioners
RAMP	Risk Assessment and Management Panel
SC	Sector Champions
SECL	South East Community Links
SCRIP	Statewide Children's Resources Program
SFVA	Specialist Family Violence Advisor
SFVC	Specialist Family Violence Courts
SFVS	Specialist Family Violence Service
SEHQ	School Entrant Health Questionnaire
SHIP	Specialist Homelessness Information Platform
SHRFV	Strengthening Hospital Responses to Family Violence
TAAP	Tenancy Assistance and Advocacy program
TPAG	Training and Practice Advisory Group
TRAM	Tools for Risk Assessment and Management
VAADA	Victorian Alcohol and Drug Association
VAACA	Victorian Aboriginal Child Care Agency
VACAP	Victorian African Communities Action Plan
VACCHO	Victorian Aboriginal Community Controlled Health Organisation
VACSAL	Victorian Aboriginal Community Services Association Limited
VAHS	Victorian Aboriginal Health Service
VAP	Victims Assistance Program
VHA	Victorian Healthcare Association
VET	Vocational education and training
VoC	Victims of Crime
VSSR	Victim Services Support and Reform
WCC	Whittlesea Community Connections
WLSV	Women's Legal Service Victoria
WoVG	Whole of Victorian government

