

Family Violence Regional Integration Committee Guidelines

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Acronyms used

Acronym	Full title or term
APSS	Agency Performance and System Support
AOD	alcohol and other drugs
CISS	Child Information Sharing Scheme
DFFH	Department of Families, Fairness and Housing
FSV	Family Safety Victoria
FVISS	Family Violence Information Sharing Scheme
FVRAG	Family Violence Reform Advisory Group
FVREE	Free from Family Violence
FVRIC	Family Violence Regional Integration Committee
LASN	Local Area Service Network
MARAM	Family violence multi-agency risk assessment and management
PSA	principal strategic advisor
SFVA	specialist family violence advisor
SFVIAC	Statewide Family Violence Integration Advisory Committee

Introduction

About these guidelines

These guidelines set out the strategic priorities, expectations and functions of Family Violence Regional Integration Committees (FVRICs).

The aim is to support consistency across these functions at a strategic level, while allowing for adaptability to local contexts, such as internal committee processes or structures.

This document covers:

- the importance of FVRICs as local governance structures, which support local integration, while being part of the statewide governance of Victoria's family violence system
- the strategic priorities of FVRICs, which support leadership and cross sector collaboration within local service systems
- the roles, responsibilities and functions of key roles within FVRICs and government to enable the work of the committees
- the approach to strategic and annual planning
- the frequency and types of required reporting.

These guidelines are reviewed every 3 years. The next review is due at the end of 2028. Earlier updates or amendments outside of the review process will be considered by Family Safety Victoria (FSV), which will release any amendments as supplements to this version.

Strategic purpose of FVRICs

What FVRICs do

FVRICs are local governance structures set up to lead effective cross-sector responses to family violence and implement family violence initiatives at a local level. They are a core part of Victoria's evolving family violence reform and a vital link to local agencies and workforces.

There are 13 FVRICs across the state (see **Appendix 2: List of current FVRICs**), each made up of a range of agencies and sectors that respond to family violence.

The FVRICs develop, sustain and improve effective family violence responses throughout the service system. They do this by:

- understanding the local context
- fostering collaboration across key agencies
- conducting activities that strengthen system integration at both the local and state level.

FVRICs are uniquely positioned to drive consistent responses across the local family violence service system. They bring together key stakeholders to deliver improvements to local service delivery and to advocate on relevant policy and program design issues.

This work informs Victoria's family violence policy and the continuous improvement of reform initiatives.

Regional integration and FVRICs

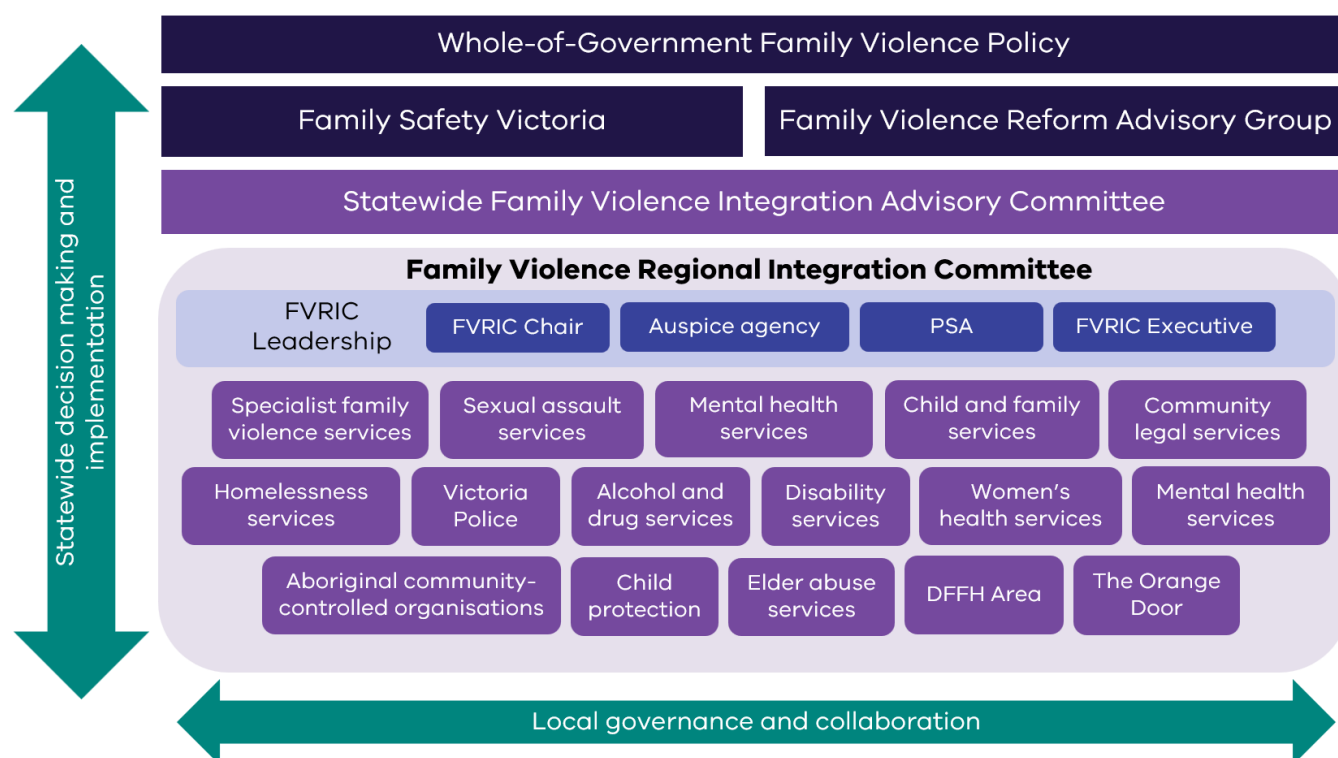
A strong and effective family violence system requires key agencies and stakeholders across government and the community sector to have a shared understanding of family violence and to work together to keep victim survivors safe and people who use violence accountable.

The core purpose of the FVRICs is to facilitate this shared understanding and capability building to address family violence and enable all relevant players to collaborate at the local and state level.

FVRICs use 2 forms of integration to progress regional integration:

- **Local-level integration**, or 'horizontal integration', to strengthen the linkages and connection between local organisations and agencies in each regional family violence system. **Figure 1** (below) shows how FVRICs support local-level integration by facilitating and driving local systems governance and collaboration between key stakeholders.
- **State-level integration**, or 'vertical integration', to embed the knowledge, experience and data from local level implementation into statewide governance and decision-making processes. **Figure 1** (below) shows how FVRICs support state-level governance by providing advice and informing decision making through Family Safety Victoria and related governance groups.

Figure 1: FVRIC local-level and state-level integration pathways



Local-level integration

The FVRICs work to strengthen local governance and collaboration between a wide range of service providers who make up the local family violence system. At the local level, FVRICs work to:

- **identify and respond to issues specific to their local area** – including in relation to specific community groups or geographical impacts
- **develop a shared understanding of family violence, build capability of practitioners and professionals to address family violence, and support coordinated responses to drive the effective functioning of the local service system** – to support the safety of victim survivors and enhance perpetrator accountability at the service and system level
- **drive the local implementation of family violence policy and reform initiatives** – to make 'local system sense' of reform initiatives being driven and directed centrally. This can include facilitating change management across the local system, identifying enablers and working collaboratively across workforces to prepare for change, and building the capability of local workforces.

At the local level, the FVRICs are each represented by a chair and a principal strategic advisor (PSA).

Engagement with other local social services governance structures

The FVRICs are part of a network of local social services governance structures that include child and family services alliances, homelessness networks and Aboriginal partnerships.

With their family violence risk and response expertise, FVRICs are encouraged to make mutually beneficial connections with the local governance structures listed in the table below.

FVRIC members may be represented on several of these groups, which means greater opportunities for collaboration and a shared understanding of priorities. The way these links will be fostered will depend on the local context.

The focus should be on building relationships that support the groups' shared goals.

Local governance structures	Description
Child and Family Services Alliances (alliances)	There are 17 Child and Family Services Alliances (alliances) across Victoria (one per DFFH area³) working to deliver coordinated responses for vulnerable children, young people and their families. The alliances are responsible for shared strategic planning, operational management (including demand management) and service coordination. Each Child and Family Services Alliance is supported by a coordinator. More information about the role of the Child and Family Alliance can be found at Service Providers – Family Services⁴.
Local area service networks (LASNs)	LASNs help maintain service coordination for homelessness services across the Department of Families, Fairness and Housing (DFFH) local areas. The role of the LASN includes facilitating collaboration, building capacity, monitoring and evaluation, and advocacy. Each LASN develops the local homelessness model for their local area. This will include the prioritisation guide and how the LASN allocates its resources. All local models must align with the Homelessness and Housing Support Guidelines at Department of Families, Fairness and Housing Victoria Homelessness and Housing Support Guidelines⁵. LASN membership must have a senior representative from each specialist homelessness service in the local area. Representatives include: • Aboriginal community-controlled organisations that deliver homelessness services • a representative from the local department office • the homelessness networker • the children's resource coordinator • a representative from the local The Orange Door service.
Dhelk Dja Regional Action Groups	Dhelk Dja Regional Action Groups are place-based, Aboriginal community-led groups that drive local action to prevent and address family violence using a partnership approach. There are 11 Dhelk Dja Regional Action Groups across the state, and each is supported by a Dhelk Dja regional coordinator. Each regional action group follows a regional action plan. This is the key place-based way to drive local and regional action to prevent and address family violence by connecting: • Aboriginal communities • Aboriginal services • government • mainstream services • the broader community.
Alcohol and other drugs (AOD) and mental health specialist family violence advisors	The Victorian Government funded specialist family violence advisor (SFVA) positions across 17 areas in 2017. The positions are sponsored by mental health and alcohol and other drug service providers. SFVAs embed family violence expertise within the alcohol and other drug and mental health sectors. They support continuous improvement, lead system

³ DFFH areas are set out at [Department of Families, Fairness and Housing – Our Structure](#) <https://www.dffh.vic.gov.au/our-structure>

⁴ <https://providers.dffh.vic.gov.au/family-services>

⁵ <https://www.dffh.vic.gov.au/publications/homelessness-and-housing-support-guidelines>

Local governance structures	Description
	and practice change, and build sector capacity and capability to identify, assess and respond to family violence. SFVAs are responsible for working within their auspice agencies, working within their local areas and working within the state-wide SFVA program. The SFVAs are supported by 2 statewide coordinator functions – one based in the Victorian Alcohol and Drug Association and one in Bendigo Health. SFVAs can be identified by visiting Victorian Specialist Family Violence Advisors⁶.
Local prevention partnerships and alliances	Twelve women's health services across the state lead regional-level primary prevention partnerships. FVRICs can engage with their relevant women's health service to find regional primary prevention partnerships and opportunities for collaboration and integration in support of mutual goals. More information about the women's health services can be found at Women's Health Services Network⁷.

State-level integration

The FVRICs are part of the Victorian family violence governance structure. This structure helps to ensure that local service system insights and issues are included in policy development and planning. The FVRICs work to:

- **capture and share perspectives on local system issues**, and contribute these to statewide conversations, including consultations and working groups, and program design, monitoring and evaluation processes.
- **gather local data to inform policy development and implementation monitoring**, demonstrating the impacts of statewide initiatives on local practitioners and service users.
- **identify and collectively raise statewide opportunities and challenges**, by working collaboratively across FVRICs to highlight common issues and priorities and share these with government to facilitate statewide solutions and responses.

At the state level, the FVRICs are represented by the PSAs through the Statewide Family Violence Integration Advisory Committee (SFVIAC). The SFVIAC is the main mechanism for FVRICs to collectively engage with government departments.

The SFVIAC provides a representative to the Family Violence Reform Advisory Group (FVRAG), associated working groups, and other statewide forums and policy discussions with government and peak bodies.

Statewide Family Violence Integration Advisory Committee (SFVIAC)

The SFVIAC consists of all the PSAs, who work together to:

- ensure regular information exchange and knowledge building across FVRICs
- identify statewide issues and inform statewide policy and program development
- engage with FSV and other state government departments
- engage with relevant family violence peak bodies – such as Safe and Equal, and No to Violence – and other statewide sector bodies.

The SFVIAC operates in accordance with a partnering agreement which includes:

⁶ <https://www.vaada.org.au/victorian-specialist-family-violence-advisors/>

⁷ <https://www.whsn.org.au/>

- protocols for collaborative leadership
- work protocols to support the effective and efficient functioning of SFVIAC
- responsibilities for PSAs to develop, implement and monitor the agreement.

The SFVIAC partnering agreement is reviewed every 6 months through a partnership health check process.

SFVIAC secretariat

The SFVIAC is supported by a secretariat of 3 PSAs nominated by the SFVIAC. The secretariat supports the work of the SFVIAC, coordinating requests from statewide bodies and collating information.

Responsibilities of the SFVIAC secretariat include:

- administration and coordination to support the SFVIAC meetings, including calendar invitations, preparing agendas for SFVIAC meetings, circulating agenda papers, liaising with peak body members, organising guest speakers and taking minutes at meetings
- collation of relevant information from FVRICs to inform SFVIAC policy and implementation discussions with statewide sector bodies and government, and for proposing strategies for advocating on emerging issues
- coordination of responses to requests for statewide information relevant to FVRICs
- preparation and submission of the annual regional integration highlights overview for FSV
- liaison with FSV on the agenda for meetings between the SFVIAC and FSV, and coordination of input and feedback from PSAs
- coordination of the response to requests for PSA representation on state-wide panels, advisory/steering committees and/or reform working groups in consultation with the members of the SFVIAC.

SFVIAC meetings

The SFVIAC meeting schedule is determined and reviewed annually by SFVIAC.

SFVIAC meetings are held throughout the year. Their purpose is to strengthen collaboration, share learning and progress strategic work.

These meetings provide space for PSAs to build relationships, offer peer support and develop proactive agendas that drive advocacy and consultation with key stakeholders.

Requests for consultation

Government representatives or other bodies wishing to consult with PSAs must submit consultation requests in writing via the SFVIAC secretariat (secretariat@sfviac.org.au). These requests must include:

- the purpose of the consultation
- a short background of the consultation topic
- the timeframe for consultation
- the preferred format for the consultation (survey, written response, out-of-session meeting or other).

All relevant materials must be provided at least 3 weeks prior to the consultation meeting and/or written response date. This timeframe allows for effective coordination, feedback from FVRIC members and alignment with regional FVRICs priorities.

All requests are considered on a case-by-case basis via the SFVIAC secretariat.

Annual family violence regional integration forum

In April of each year, a one-day partnership forum is co-hosted by SFVIAC and FSV, and includes attendance from SFVIAC, FVRIC chairs, FSV, DFFH area teams and other relevant state-level stakeholders.

This forum provides a space for all key stakeholders to come together to plan for the upcoming financial year, ahead of the development of each regional annual action plan (refer to '[Annual action plan](#)').

Family Violence Reform Advisory Group (FVRAG)

The FVRAG advises the government on broader impacts of family violence reforms and makes recommendations for a whole-of-system approach to prevention and response.

Government will liaise and consult with the group on key family violence reforms and proposed policy and program changes that fall within its scope.

The SFVIAC representative to the FVRAG represents all FVRICs. This representative should attend FVRAG meetings and coordinate input to discussions via SFVIAC.

The SFVIAC representative may prepare papers responding to items outlined in the FVRAG forward outlook. These papers provide an opportunity to gather local perspectives on key issues and advocate for statewide integration issues.

Current policy context – 2025 to 2027

FVRICs are made up of local services that respond to family violence in their local area. They can play a pivotal role in improving the family violence response system at the local level, to support statewide strategies and initiatives.

The main framework for Victoria's family violence reform is *Ending Family Violence: Victoria's Plan for Change (2017)*. This 10-year plan outlines the key priorities for the family violence reform agenda from 2017–2027 and is delivered through rolling action plans (RAPs).

FVRICs must align their FVRIC strategic plans to statewide family violence strategies and plans. These currently include:

- the third RAP under *Ending Family Violence: Victoria's Plan for Change (2017)*
- the second RAP under *Building from Strength: 10-Year Industry Plan for Family Violence Prevention and Response*.
- the Dhelek Dja 3-year action plan under *Dhelek Dja: Safe Our Way – Strong Culture, Strong Peoples, Strong Families*.

Until every Victorian is safe: Third rolling action plan to end family and sexual violence 2025 to 2027 – The third Rolling Action Plan

The third RAP – *Until every Victorian is safe: Third rolling action plan to end family and sexual violence 2025 to 2027* – brings together existing family violence strategies and action plans to deliver a single vision for the next phase of reform. It also streamlines reporting and oversight.

Actions from the second RAP which are still in progress have been carried over. The third RAP also includes current and relevant actions to:

- progress primary prevention under Victoria's dedicated 10-year strategy: *Free from Violence: Victoria's strategy to prevent family violence and all forms of violence against women*
- build an inclusive and equitable family violence system, set out in the 10-year Everybody Matters: Inclusion and Equity Statement
- grow and upskill workforces across family violence, sexual violence and primary prevention reflected in *Framing the Future*, the second RAP under the *Building from Strength: 10-Year Industry Plan for Family Violence Prevention and Response*
- address sexual violence occurring within and outside the context of family violence, recognising the shared drivers and service overlap between family and sexual violence.

FVRICs will play a core role in supporting the implementation, monitoring and evaluation of key initiatives and programs under 'Focus Area 4: Whole of system approach'. In particular, FVRICs will support:

- **building the skills and capability of relevant workforces**, including the continued rollout of the Family violence multi-agency risk assessment and management (MARAM) Framework and Child and Family Violence Information Sharing Schemes (CISS and FVISS). FVRICs play a central role in building a shared understanding of family violence and risk identification, assessment and management across the local service system. Over the next 3 years, FVRICs will continue to support statewide alignment and implementation efforts.
- **keeping a dedicated focus on our specialist workforce** (refer to [‘Building from Strength: 10-year Industry Plan for Family Violence Prevention and Response’](#) and [‘Strategic priority 4: Building workforce capacity and capability’](#))
- **improving the coordination of services, policies and programs for better support**, including by strengthening how the relevant services and agencies responding to family violence collaborate and work together (refer to [‘Strategic priority 1: Leading initiatives that support service integration and system improvements’](#) and [‘Strategic priority 5: Effective cross-sector governance for system leadership’](#))
- **improving how we measure our impact** (refer to [‘Strategic priority 2: Supporting the implementation, monitoring and evaluation of family violence initiatives’](#) and [‘Strategic priority 3: Developing an evidence base to inform planning, prioritisation of system improvement initiatives and advocacy for system change’](#)).

Sexual violence in the context of the FVRICs

Sexual assault services play a significant role in supporting people who have experienced sexual violence. The overlap between family violence and sexual violence response means the work of FVRICs must include specialist sexual assault services.

While the third RAP addresses sexual violence that occurs within and outside the context of family violence, the current remit of the FVRICs is limited to sexual violence within the context of family violence.

Building from Strength: 10-Year Industry Plan for Family Violence Prevention and Response

The *Building from Strength* industry plan sets out how the Victorian Government will work with stakeholders to create a flexible and dynamic workforce. The industry plan builds on 4 themes:

- a system that works together
- building prevention and response capability across the system
- strengthening the specialist family violence and primary prevention workforces
- workforce health and wellbeing.

The industry plan focuses on the specialist family violence and primary prevention sectors but also includes actions for other workforces that intersect with family violence. These include community services, health, justice and education and training.

The industry plan is supported by rolling action plans (industry plan RAPs) which identify priority actions and initiatives.

A key strategic priority for the FVRICs is building the capacity and capability of local workforces to identify and respond to family violence. FVRIC workforce development activities should align with the priorities of the industry plan and its RAPs.

Dhelk Dja: Safe Our Way – Strong Culture, Strong Peoples, Strong Families

The *Dhelk Dja: Safe Our Way* 10-year agreement commits the signatories – Aboriginal communities, Aboriginal services and government – to work together and be accountable for ensuring that Aboriginal women, men, children, young people, Elders, families and communities are stronger, safer, thriving and living free from family violence.

Dhelk Dja strategic priorities include:

- Aboriginal culture and leadership
- Aboriginal-led prevention
- self-determining Aboriginal family violence support and services
- system transformation based on self-determination
- Aboriginal-led and informed innovation, data and research.

Actions in the Dhelk Dja 3-year action plan 2023–25 (which sits under the Dhelk Dja 10-year agreement) remain separate to the third RAP, consistent with Aboriginal self-determination. These actions, developed by the Dhelk Dja Koori Caucus, are monitored by the Dhelk Dja Partnership Forum.

At the local level, the Dhelk Dja agreement is driven by Dhelk Dja Regional Action Groups. FVRICs are encouraged to engage with the relevant action group in their area to find the best way to collaborate and support each other's work.

It is anticipated that the work of the FVRICs will support the priorities of Dhelk Dja by strengthening the capability, safety and accountability of non-Aboriginal services.

Strategic priorities

The FVRICs support and deliver local system integration and improvement by focusing on 5 strategic priorities.

The FVRICs need to address all 5 strategic priorities and all FVRIC activities should contribute to at least one of the priorities.

Strategic priority 1: Leading initiatives that support service integration and system improvements

The FVRICs actively contribute to developing integrated service responses by identifying opportunities for service system improvements. Building connections between services and fostering a commitment to collaboration and innovation strengthens integration at local and regional levels.

This results in improved access to services and enhancements in the range, quality and inclusiveness of family violence service responses.

Drawing on local service system data, qualitative data and other evidence, FVRIC members work together to identify gaps and design and deliver solutions for service system improvements.

The FVRICs engage a wide range of services at the local level by undertaking special projects, facilitating co-ordination and developing protocols to support cross-sector work, and convening working groups.

FVRICs also develop or support initiatives to improve access to services for specific cohorts and may also work to connect and align local prevention activities with local family violence responses.

Strategic priority 2: Supporting the implementation, monitoring and evaluation of family violence initiatives

FVRICs' focus on system development and strengthening integration within local service systems enables the identification of systemic issues which impact on the implementation of the family violence reform agenda.

The FVRICs conduct planning and targeted work to promote and embed specific family violence reforms at the local level. This includes, among other things:

- the adoption of practice aligned with the MARAM Framework and the relevant information sharing schemes
- building family violence literacy across sectors

- initiatives which support pathways and frameworks for coordination across the local service system. Representatives of the FVRICs participate in reviews and consultations led by government to monitor progress and plan for further implementation of the family violence reforms.

The FVRICs should ensure that their activities are aligned with reform objectives and reflect priorities identified in *Ending Family Violence: Victoria's 10-year Plan for Change* and associated RAPs. At times the FVRICs may contribute to work aligned with current or emerging FSV programs and initiatives.

Strategic priority 3: Developing an evidence base to inform planning, prioritisation of system improvement initiatives and advocacy for system change

The FVRICs collate and analyse available service-level data and other qualitative and quantitative evidence to understand local area needs, identify and prioritise systemic issues and support advocacy for improvements to the service system.

Working together as the SFVIAC, the PSAs share and collate local data to inform an understanding of system issues across sectors, to identify statewide issues and to understand the impact of various initiatives.

The FVRICs need to have a strong focus on desired outcomes, and to consider indicators and measures of success. They should take a data- and evidence-driven approach to demonstrate the impact of FVRIC activities and associated outcomes.

Developing data resources at the local level is recognised as a longer-term objective – it relies on improved access to relevant and timely data, and enhanced capacity within the FVRICs to collect, manage and analyse comprehensive data at the local level.

Strategic priority 4: Building workforce capacity and capability

The FVRICs have a key role in understanding the capacity and capability of workforces supporting the delivery of integrated family violence responses across all workforce sectors.

Working with key stakeholders, including training providers and tertiary institutions, FVRICs identify and develop initiatives to address specific workforce capacity issues and to build capability through training and development activities across sectors.

The Victorian Government's *Building from Strength: 10-year Industry Plan for Family Violence Prevention and Response* provides the policy framework for this work, and FVRICs should seek to respond to priorities in the relevant RAP.

The work of FVRICs should align with statewide workforce initiatives and plans developed by relevant peak bodies, including Safe and Equal and No to Violence, and sector guidance such as the Code of Practice: Principles and Standards for Specialist Family Violence Services for Victim Survivors, and capability frameworks.

Capability-building activities include the delivery of training, professional development forums, working groups on capability issues, and communities of practice.

Development opportunities are provided for sector leaders and practitioners to strengthen shared understandings of family violence and to foster commitment to collaborative service development and innovation.

Strategic priority 5: Effective cross-sector governance for system leadership

Achieving system change requires a commitment to high level collaboration by key players across the service system.

FVRICs bring together representatives – from government and non-government agencies, family violence services, children and family services, Victoria Police, justice and legal services, and housing, community and health services – to understand and improve service responses to family violence.

FVRICs need to ensure there are governance arrangements and processes in place to effectively facilitate communication and information exchange across the local service system, support participatory decision-making and develop and maintain strategic engagement with a wide range of stakeholders.

FVRIC governance arrangements also support strategic planning processes and mechanisms to ensure that accountability requirements are met.

Roles and responsibilities

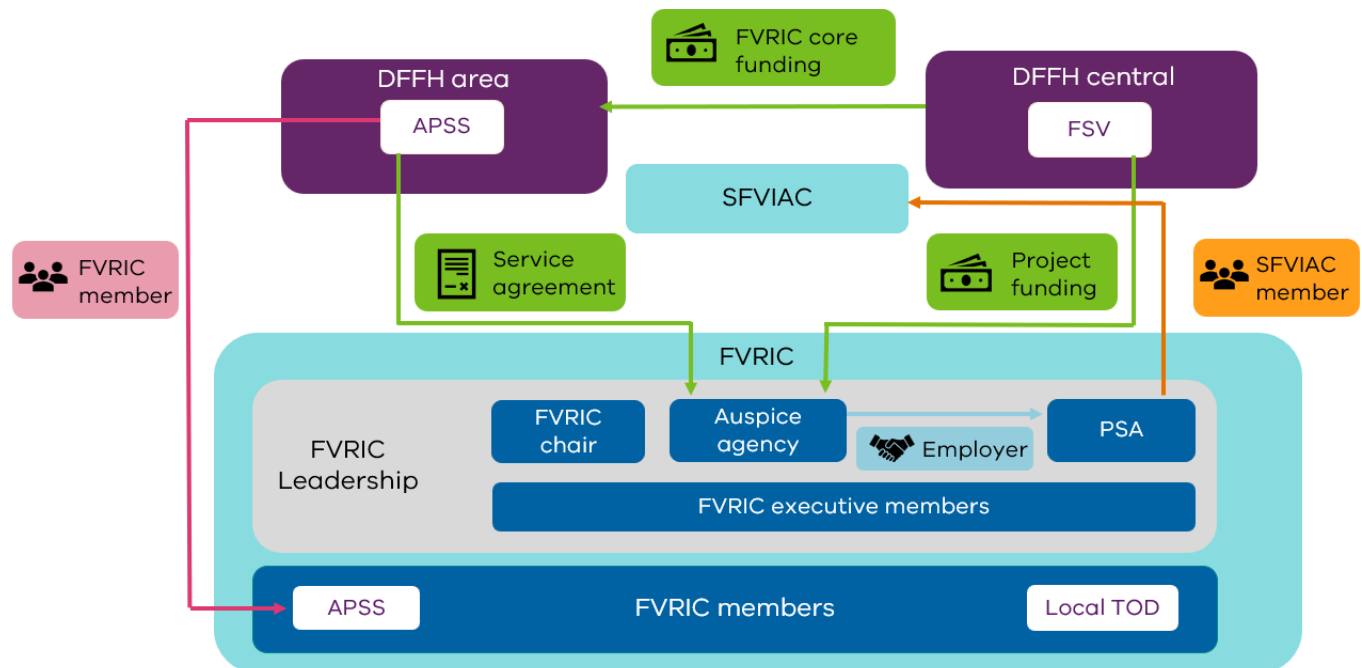
There are many stakeholders that support the work of the FVRICs. The funding and governance structure of the FVRICs, outlined below, aims for governance principles that allow for a high level of local autonomy, while supporting statewide consistency, policy alignment and contract management requirements.

This section outlines:

- **the functions required of key roles within FVRICs**, including FVRIC chairs, auspice agencies and PSAs, and considerations for FVRIC membership and expectations of FVRIC members, including those that sit within government entities (DFFH area and The Orange Door)
- **internal governance arrangements and processes**, to support the effective internal functioning of FVRICs
- **the responsibilities of government entities which facilitate the work of FVRICs**, including the DFFH Agency Performance and System Support (APSS) team and Family Safety Victoria (FSV).

The relationships between key stakeholders are depicted in Figure 2 (below).

Figure 2: FVRIC stakeholder roles and relationships



FVRIC leadership

As depicted in Figure 3 (below), each FVRIC has a leadership group that includes 3 key roles:

- **Auspice agency:** the auspice agency receives funding from FSV through a DFFH service agreement administered by APSS and is responsible for providing the infrastructure and administrative support to the FVRIC. The auspice agency employs the principal strategic advisor.
- **FVRIC chair:** the FVRIC chair provides local leadership to the FVRIC, including facilitating and promoting engagement from the FVRIC membership and maintaining focus on the key priorities of the FVRIC Strategic Plan.
- **Principal strategic advisor (PSA):** the PSA works closely with the FVRIC chair to provide strategic leadership to the FVRIC and ensure the committee functions according to the partnership agreement (refer to '[FVRIC partnership agreement](#)'). The PSA also leads the implementation of the FVRIC strategic and annual action plans and represents the FVRIC in various local and statewide forums.

These leadership roles may be supported by additional members in a **FVRIC executive**. The FVRIC executive works collaboratively to provide strategic leadership and oversight to each committee. Refer to [‘Leadership agreement’](#) under FVRIC governance arrangements and processes for more information about leadership governance structures.

Leadership agreement

Given the shared leadership functions and intersecting accountabilities for the auspice agency, the FVRIC chair and the PSA, should develop a leadership agreement to describe how these 3 roles work together.

The leadership agreement should be incorporated into the partnership agreement or as a standalone document.

This agreement should include:

- appointment processes for both the FVRIC chair and the PSA (refer to ‘Appointment of the FVRIC chair’ and ‘Appointment of the PSA’ in the [‘Auspice agency functions’](#) table.)
- supervision and performance management arrangements for the FVRIC chair and PSA (refer to [‘FVRIC chair performance management’](#) and [‘PSA performance management’](#))
- how each role will contribute to meeting reporting and accountability requirements for the FVRIC
- allocated responsibilities for representing the FVRIC
- conflict resolution processes
- delegation of authority.

Auspice agency

The auspice agency receives funding from DFFH and provides the infrastructure and administrative support to the FVRIC, including:

- employment of the PSA
- submission of activity reports
- acquittal of funding through its service agreement with DFFH.

The auspice agency is a member of FVRIC leadership. It plays a key role in stewardship of the FVRIC, working alongside the PSA and FVRIC chair to ensure alignment to the FVRIC guidelines and to related funding or service agreements.

The auspice supports the FVRIC both as a steward of the FVRIC and a valued contributing member of the local governance structure.

Auspice agencies should engage and contribute across these 2 roles, though they must not exert influence in favour of their own organisation’s priorities. They contribute to the decisions and directions of the committee and hold a single vote.

Auspice agencies should not direct the PSA, as an employee, to act contrary to committee-endorsed decisions and direction.

If the auspice agency also provides the FVRIC chair, a deputy chair from another agency should be appointed to work with the FVRIC chair and PSA to ensure that the FVRIC leadership stays impartial.

Auspice agency functions

Function	Description
Management of funding, accountability and reporting	The auspice agency is ultimately accountable to the DFFH area for the funding of the FVRIC and the work undertaken by the FVRIC. This requires the auspice agency to: • manage funding on behalf of the FVRIC, by ensuring there is a projected budget aligned with the strategic plan and annual action plans, monitoring expenditure and providing financial updates and reports to the PSA, FVRIC chair and DFFH area as required • ensure that performance reports and acquittals are prepared and lodged as required • in collaboration with the FVRIC chair and PSA, monitor progress against the annual action plans and strategic plans, including participating in discussions with the PSA, FVRIC chair, the DFFH area and FSV to discuss the FVRIC activity and performance reports and financial position of the FVRIC.
Employment of the PSA	Auspice agencies provide the support and infrastructure required to enable the PSA to work independently on behalf of the FVRIC. Unlike standard employment arrangements within an agency, PSAs are hired on behalf of the FVRIC, and therefore management of the PSA is shared between the FVRIC chair and the auspice agency. The PSA is employed by the auspice agency. Ultimately the auspice agency is responsible for ensuring that the PSA is effective in the role, and that the PSA has a safe working environment. However, as the PSA is primarily accountable to the FVRIC itself, the FVRIC chair should oversee the performance of the PSA against the FVRIC workplan. To support the employment of the PSA, the auspice agency is required to: • in collaboration with the FVRIC chair, develop a position description for the PSA role • undertake recruitment and provide onboarding support for the PSA • provide line management to the PSA in collaboration with the FVRIC chair, including occupational health supports and relevant training and professional development opportunities (refer to 'PSA performance management') • in collaboration with the FVRIC chair, ensure annual performance review processes and associated pay point progressions are provided • provide appropriate communications, technology and business equipment to support the PSA in their work • provide access to information required for the PSA to work collaboratively with the FVRIC chair to implement the FVRIC annual action plan, including access to budget and expenditure information • in collaboration with the FVRIC chair, ensure interim arrangements are in place that adequately support the FVRIC and associated PSA functions to continue during any PSA vacancy and leave periods.
Appointment of the FVRIC chair	FVRIC chairs are appointed by the FVRIC. However, in some cases the auspice agency will provide the administrative support and infrastructure required to appoint the FVRIC chair. Where the FVRIC chair is appointed from within the auspice agency, the auspice agency must ensure the FVRIC chair has adequate time within their substantive role to meet the functions required of the FVRIC chair.

Function	Description
	Where an independent FVRIC chair is appointed, the auspice agency may be required to support contracting and payment processes as appropriate. The auspice agency should ensure interim arrangements are in place that adequately support the FVRIC and associated FVRIC chair functions to continue during any FVRIC chair vacancy or reappointment process.
Provision of administrative and related support to enable FVRIC functioning	Auspice agencies are required to provide the functions and supports required for FVRICs to operate effectively. The core functions expected of an auspice agency in support of the FVRIC are: • payroll and human resources support, particularly in relation to recruitment of the PSA and any other roles supporting the FVRIC • provision of information for the FVRIC leadership and the broader committee to support implementation monitoring and reporting, including budget and expenditure • attendance at FVRIC leadership, executive and committee meetings • attendance at contract meetings with the DFFH area and/or FSV • provision of IT equipment, software and support to the PSA. In addition to the core auspice functions, FVRIC Leadership may agree for the auspice agency to provide additional support to the FVRIC. This may include: • administration support, such as scheduling meetings and events, venue hire, catering, minute taking, travel arrangements and other procurement • communications support, such as copy development, social media management and posts, graphic design, website hosting and maintenance, email distribution, marketing of trainings and other initiatives. The functions and support provided by the auspice agency should be commensurate with the auspice administration fees (refer to 'Auspice administration fees').
Ensure that the FVRIC is operating in accordance with these guidelines and the FVRIC Partnership Agreement	As the contract-holding agency, the auspice agency is required to ensure FVRIC compliance with these guidelines and any other governance documents. This includes by: • ensuring the FVRIC is operative in accordance with the FVRIC Guidelines • ensuring regular reviews of the Partnership Agreement are undertaken to reflect any changes in membership, meeting arrangements and decision-making processes • ensuring timely submission of plans, reports and acquittal obligations • in collaboration with the FVRIC Chair, ensuring appropriate grievance procedures are in place to address any conflicts associated with the operation of the FVRIC • working in collaboration with the DFFH area contact, the FVRIC Chair, Deputy Chair (where applicable) and the PSA to address any issues of concern regarding the functioning of the FVRIC.

Auspice agency relinquishment and transition process

An auspice agency may relinquish its auspice functions by providing at least 3 months' written notice to the DFFH area per its service agreement with DFFH.

When it receives this notice, the DFFH area will start an auspice transition process. This includes commencing the process to appoint a new auspice agency (refer to '[Auspice agency appointment process](#)').

The DFFH area and FVRIC leadership should work together to keep disruption of the activities of the FVRIC to a minimum while the transition to a new auspice agency takes place. All parties must prioritise the consistency and stability of FVRIC governance is a priority.

The DFFH area and relinquishing auspice should consider ways to sustain engagement of the PSA through the transition process if they can, noting the potential limitations of employment arrangements.

Auspice agency appointment process

The DFFH area is responsible for recruiting the auspice agency in consultation with the FVRIC membership.

The auspice agency should be an existing member of the FVRIC and have the capability to fulfil the auspice functions outlined above.

If the committee has a preferred auspice, they may be directly appointed with the approval of the DFFH area.

If the committee does not have a preferred auspice, the DFFH area will run a call-for-funding submission process. Selection criteria for this process should include:

- experience, expertise and understanding of the target group and service requirements relating to the family violence sector, and the role of FVRIC
- establish and strategically partner to improve service outcomes
- organisational infrastructure, resources, capacity and budget
- understanding of the legislative, policy and guidelines context.

The DFFH area will undertake all required procurement and service agreement processes to formally appoint the auspice agency. These auspice functions will be included as a commitment under a DFFH service agreement.⁸

Auspice administration fees

There are costs associated with partnership brokerage, PSA employment, and program oversight. DFFH recognises these mean the auspice agency must charge an administration fee.

These costs may vary between auspice agencies. Factors might include the size of the auspice organisation, the number of staff employed on behalf of the FVRIC, the location of the auspice organisation and other factors.

FVRIC Leadership, FSV and the DFFH area must all agree to the fee. The proposed starting point for negotiations is 15 per cent of the core funding provided by DFFH to each FVRIC. Auspice agency administration fees should include costs such as:

- general administrative costs to carry out auspice functions including oncosts⁹ for relevant staff
- corporate overheads, including facility costs, office accommodation costs, IT expenses, business planning and reporting, management, staff training and development, employment support and supervision, staff amenities, utilities and executive administration

⁸ Search in 'Activity name or number' for '38024' using the search function at [Department of Families, Fairness and Housing and Department of Health activity search](https://providers.dffh.vic.gov.au/families-fairness-housing-health-activity-search) <https://providers.dffh.vic.gov.au/families-fairness-housing-health-activity-search>.

⁹ Oncosts are the costs to the auspice agency of hiring and maintaining an employee in addition to their base salary, including superannuation, payroll tax, annual leave, personal leave and leave loading.

- regulatory and compliance costs including audit fees, insurance and legal costs.

Auspice administration fees should not include costs associated with direct support provided to the FVRIC – such as FVRIC administrative costs, FVRIC communication costs, travel and accommodation costs for FVRIC-related activities.

If more than 15 per cent of the core funding is required for the auspice administration fee, this must be negotiated with and endorsed by the DFFH area and FSV. The justification for higher fees must be connected to the functions provided by the auspice to the FVRIC, and should include:

- explanation of the costs associated with delivering the core functions expected of auspice agencies (outlined above under 'Provision of administrative and related support to enable FVRIC functioning')
- any additional support functions being provided to the FVRIC by the auspice agency which are not captured in other budget lines.

Project-specific auspice administration fees must be negotiated separately with the relevant lead contract management division within DFFH.

Auspice agency performance management

Auspice agency performance is monitored by the DFFH area in accordance with the service agreement and key performance measures.

This includes through monitoring meetings, annual desktop reviews and annual service agreement compliance certification.

The review should include monitoring of the performance of the core auspice agency functions and any other supports agreed to be provided through auspice administration fee negotiations.

A review of the auspice agency should also be included in the scope of governance reviews undertaken by the FVRIC (refer to ['Regular review of governance arrangements'](#)).

Concerns about the performance of an auspice agency should be raised with the DFFH area.

FVRIC chair

The work of the FVRIC is supported by the FVRIC chair and the PSA. These 2 roles work closely together to ensure the effective functioning of the committee.

They focus on delivering the objectives and actions outlined in the FVRIC strategic plan and the annual action plan.

Along with the PSA, the FVRIC chair is responsible for facilitating the effective engagement and participation of FVRIC members to support the work of the FVRIC. The FVRIC chair provides leadership to the FVRIC by harnessing and encouraging the contributions of FVRIC members.

The FVRIC chair is expected to represent the collective view and position of the FVRIC, rather than any individual or agency perspective.

FVRIC chair functions

Function	Description
Strategic leadership and oversight	FVRIC chairs provide strategic leadership and oversight by: - maintaining a focus on progressing activities to deliver the priorities and objectives described in the FVRIC strategic plan and action plan. - identifying and engaging with relevant governance structures and key stakeholders across the local area to support the priorities of the FVRIC. - in collaboration with the PSA, developing and leading a participatory and inclusive process for the development of the strategic plan and associated action plans. - ensuring agendas focus on progressing activities relevant to strategic priorities and objectives described in the FVRIC strategic plan and action plan. - supporting the PSA to formulate contributions to SFVIAC activities and statewide policy development and planning discussions, and to prioritise local issues to be raised in any statewide forums. - representing the FVRIC at meetings and events and acting as the official FVRIC representative, for example by signing letters and documents on behalf of the FVRIC.
Support to the PSA	The FVRIC chair is required to provide support to the PSA. The specific functions provided by the FVRIC chair will be agreed to with the auspice agency (refer to ‘PSA performance management’) but may include working with the auspice agency to: - develop a position description for the PSA position - support the recruitment of the PSA - ensure interim arrangements are in place that adequately support the FVRIC and associated PSA functions to continue during any PSA vacancy and leave periods - develop and maintain an annual workplan for the PSA in alignment with the FVRIC’s annual action plan - provide supervision and oversight for the PSA, ensuring alignment to the agreed workplan - provide performance management and professional development support as necessary.
Facilitation and engagement of FVRIC membership	The FVRIC chair plays a key role in engaging and facilitating the membership of the FVRIC. This includes: - identifying and recruiting appropriate members to the committee with the PSA (refer to ‘Membership structure’) - facilitating meetings and discussions to progress a shared understanding of the local service system and support the identification and response to challenges and opportunities in the area - promoting active participation, exchange and dialogue on key issues relevant to the FVRIC objectives - fostering collaborative approaches and cooperation between stakeholders to strengthen integration across the service system, and harnessing the leadership capabilities of members, drawing on their knowledge of relevant systems and service delivery issues - actively addressing any conflicts in line with the grievance procedure in the partnership agreement

Function	Description
	monitoring and assessing the health of the FVRIC partnership, with the PSA.
Monitoring and accountability	The FVRIC chair provides accountability and oversight to the work of the FVRIC, ensuring alignment to the FVRIC guidelines, the strategic plan and annual action plans. This includes by: - ensuring the FVRIC develops a strategic plan and annual action plans in accordance with the guidelines, with the PSA. - ensuring there are regular internal reviews of progress against the strategic plan and annual action plan (at a minimum every 6 months) and overseeing any required adjustment (in collaboration with the auspice agency and the PSA) to the action plan and/or PSA workplan if required. - ensuring that the FVRIC partnership agreement and leadership agreement is up to date and fit for purpose. This includes ensuring there is a review of the governance arrangements and partnership agreement at least every 2 years to ensure they reflect any developments in membership, meeting arrangements and decision-making processes. - endorsing the content of reports on the activities of the FVRIC, including budget monitoring and acquittals. - participating in discussions with the auspice agency, FVRIC chair and the DFFH area to discuss the FVRIC activity and performance reports and financial position of the FVRIC.

FVRIC chair appointment

- The FVRIC chair is appointed by the FVRIC membership for a period of 2 to 3 years, with an election or reappointment process at the end of that period which may result in the re-appointment of the FVRIC chair.
- The process for voting on and appointing a chair should be developed by each individual FVRIC.
- At the end of their term, the FVRIC chair is expected to support the transition to the new FVRIC chair.

Member agency or independent FVRIC chair

The FVRIC chair may be either a senior member of one of the member agencies, or the FVRIC may appoint an independent chair.

The FVRIC chair is not necessarily a paid position – this is up to the FVRIC. Where the chair is paid, this is to be processed by the auspice agency.

If the auspice agency also provides the FVRIC chair, a deputy chair from a different agency should be appointed to work actively with the FVRIC chair and PSA to support the operation of the FVRIC. This safeguards the impartiality of the FVRIC leadership and mitigates the risk of any real or perceived conflicts of interest.

A deputy chair may also be appointed if this is the preferred governance model of the FVRIC. The FVRIC must clearly articulate the functions and responsibilities of the deputy chair in the leadership agreement (refer to '[Leadership agreement](#)').

FVRIC chair performance management

The FVRIC executive oversees the performance management of the FVRIC chair. If a FVRIC executive does not exist, the FVRIC chair's performance will be overseen by the auspice agency.

The chair's performance review should be conducted at least once every 2 years, to assess effectiveness and find any opportunities for improvement. The review should be based on key performance indicators developed by the FVRIC leadership and include the functions set out above.

If there are concerns about the performance of the FVRIC chair, raise them with the auspice agency. If the auspice agency employs the chair, raise the concerns with the DFFH area.

Principal strategic advisor

The PSA works closely with the FVRIC chair to ensure that the FVRIC provides strategic leadership within the local service system and functions according to the partnership agreement.

The PSA facilitates the work of the FVRIC, leading its planning and reporting processes, project management and project implementation.

The PSA is the main representative of the FVRIC at the state level. They:

- sit on the SFVIAC and provide input on the issues impacting their local service system
- collate local system experiences and reform activity issues
- communicate these at the statewide level, informing the direction of centrally coordinated and led initiatives and reforms.

The auspice agency employs the PSA and is responsible for ensuring that the PSA is effective in the role and has a safe working environment.

As the PSA is mainly accountable to the FVRIC itself, however, the FVRIC chair should oversee the performance of the PSA against the PSA workplan – refer to ['PSA performance management'](#).

Key functions of the PSA

Function	Description
Strategic guidance, project management and coordination of FVRIC activities	The PSA leads the strategy, implementation and coordination of FVRIC activities, including those in the FVRIC annual action plan and funded project workplans. This includes by: • developing and leading a participatory and inclusive process to develop the strategic plan and annual action plans alongside the FVRIC chair • leading the implementation and operationalisation of the FVRIC strategic plan and annual action plans • coordinating the preparation and submission of reporting on behalf of the FVRIC • monitoring progress against the annual action plans and strategic plans, including participating in discussions with the auspice agency, FVRIC chair and the DFFH area to discuss the mid-year and full year FVRIC activity and performance reports, and financial position of the FVRIC, alongside the FVRIC chair and auspice agency • providing informed, considered and evidenced advice to the FVRIC, FSV and other stakeholders • reporting back to FVRIC members on progress against the annual action plan and emerging issues and opportunities • maintaining strong connections and working collaboratively with key regional governance structures and networks.
Information gathering and knowledge building to support the work of the FVRIC	The PSA is responsible for gathering information, knowledge and evidence to understand how the local service system is functioning and to identify opportunities and challenges impacting its functioning. This includes by: • collating and analysing local system information and perspectives to develop insights and identify issues, gaps and priorities to inform planning for local system improvement and the implementation of statewide reform initiatives • actively working with FVRIC member agencies to identify potential improvements to the local service system and the implementation of family violence activities and initiatives • seeking data and information from related local governance systems and networks.
Supporting governance of the FVRIC	The PSA supports the FVRIC chair to establish and maintain robust governance processes for the FVRIC. This includes by: • supporting the development and review of governance processes, including the partnership agreement • ensuring members of the FVRIC have a strong understanding of FVRIC processes and their roles and responsibilities • developing and maintaining effective communication strategies to ensure the members of the FVRIC are kept informed of decisions, progress of initiatives and opportunities for strategic engagement • inducting all new FVRIC members alongside the FVRIC chair – this should include providing a copy of the partnership agreement, the FVRIC strategic plan, the FVRIC action plan, recent reports and any other relevant documents • acting as an internal partnership broker to the FVRIC, including by working with the FVRIC chair to monitor and assesses the health of the FVRIC partnership.

Function	Description
Supporting capability building of the local service system	The PSA works to facilitate a shared understanding of family violence and related local processes and increased efficiency and effectiveness of the local family violence system. They act as partnership brokers for the local service system, both internally and with other relevant entities including peak bodies and government. This includes by: • conducting activities to build capability and knowledge regarding the family violence reforms and service responses within and across the system • facilitating collaboration between service providers on priorities of the FVRIC and other ways of addressing family violence within the local service system • facilitating information sharing, translation and implementation between the local service system and peak bodies and government • coordinating and developing capability building and workforce development initiatives that improve the safety of victim survivors and increase opportunities for service- and system-level perpetrator accountability • overseeing the delivery of any capability building projects funded by DFFH, for which the FVRIC is responsible.
Representing the FVRIC at the state level	The PSA acts as the FVRIC's primary representative at the state level, advocating for local issues and priorities and providing state-level information to FVRIC members. This includes: • participating in the SFVIAC to represent the interests of the FVRIC and to advocate for local issues and interests and engaging in activities coordinated through SFVIAC • attending routine meetings with the DFFH area and FSV • attending regional and statewide forums to advocate on issues relevant to the area and engaging in activities coordinated through SFVIAC • sharing updates with FVRIC members on statewide policy matters including activities and engagement undertaken by the SFVIAC with FVRIC members • maintaining a solid understanding of key policy and program developments and identifying implications and opportunities for system development in the local area.

Appointment process and remuneration

The auspice agency will manage the PSA recruitment process. The FVRIC chair, and where relevant the deputy chair, should be on the selection panel. Where the auspice agency representative and FVRIC chair are the same person, the deputy chair should represent the FVRIC.

The salary for the PSA position is set by the auspice agency and should be set at a minimum SCHADS 7 level, and must comply with classification descriptions in the [Social, Community, Home Care and Disability Services Industry Award 2010](#)¹⁰ (SCHADS award).

Within the appropriate SCHADS award level, the salary level band the PSA starts at should be reflective of:

- the level of autonomy required of the PSA
- the skills, expertise and stakeholder management required in the role

¹⁰ https://awards.fairwork.gov.au/MA000100.html#_Toc209531566

- the geographical size and complexity of the region
- the size and complexity of the local service system and FVRIC membership
- the complexity and ambition of the FVRIC strategic plan
- additional statewide responsibilities through SFVIAC, FVRAG or other governance groups
- subordinate staff management and supervision responsibilities.

PSA performance management

The priorities and key tasks for the PSA should be described in an annual work plan, which is aligned with the FVRIC strategic plan and annual action plan. The workplan should be developed by the PSA, FVRIC chair and the auspice agency (and deputy chair where applicable).

The PSA is employed by the auspice agency. The auspice agency is responsible for ensuring that the PSA is effective in the role, and that the PSA has a safe working environment.

As the PSA is primarily accountable to the FVRIC itself, however, the FVRIC chair should oversee the performance of the PSA against the workplan.

It is suggested that PSAs be supervised using a matrix model which clearly identifies the supervision and oversight functions to be performed by the auspice agency and the FVRIC chair. This should include:

- oversight of progress against the PSA workplan (FVRIC chair and/or auspice agency)
- occupational health and safety support and related training (auspice agency)
- supervision of PSA workload and support needs, including regular check in meetings (FVRIC chair and/or auspice agency)
- setting and monitoring performance indicators (FVRIC chair and/or auspice agency)
- access to professional development (FVRIC chair and/or auspice agency)
- access to relevant systems and equipment (auspice agency)
- performance management and addressing concerns (FVRIC chair and/or auspice agency).

The auspice agency must ensure appropriate annual performance review processes and associated pay point progressions are provided in accordance with the SCHADS award.

Any concerns with PSA performance should be raised with the auspice agency. It is recommended that the FVRIC chair also participate in any conversations relating to PSA performance.

Membership structure

Active participation by the members of the FVRIC is a key success factor for FVRICs. It is expected that all member agencies and their representatives work together to achieve the priorities of the FVRIC and participate in FVRIC meetings, relevant working groups and activities.

FVRICs are expected to maintain a listing of current membership.

The membership of committees will vary based on the make-up and priorities of each local system. The FVRIC leadership should consider the capability needed in the FVRIC membership to support strategic system-level thinking and to drive the priorities in the FVRIC strategic plan.

Membership of FVRICs must include cross-sector representation to ensure that the strategic leadership of the FVRIC is informed and enabled by knowledge of practice and service development challenges and opportunities across all the service sectors that intersect with family violence.

FVRIC membership is open to the following sectors and organisations:

- victim survivor specialist family violence services
- perpetrator services (men's specialist family violence services)
- young people using family violence in the home services
- child and family services

- The Orange Door (refer to '[Government members](#)').
- sexual assault services
- Victoria Police
- Child Protection
- court services and community legal services
- Aboriginal community-controlled organisations
- housing and homelessness services
- mental health services
- disability support services
- alcohol and other drug (AoD) services
- regional, community and women's health services
- elder abuse services
- the DFFH area (refer to '[Government members](#)').

FVRICs should engage with other sectors and services including multicultural services, health services, maternal and child health services, early childhood services, education services and local government services. If these services are not included in the formal membership of the FVRIC, it is important that there is engagement through other mechanisms.

Lived experience membership and contributions

‘People with lived experience of violence have unique expertise to bring to our ongoing efforts to end family and sexual violence. They know the difficulties that come with escaping violence—having a safe place to live, getting intervention orders, making sure there is enough money for the essentials. They understand the road to lasting safety and healing can be long.’ – *Until every Victorian is safe: Third rolling action plan to end family and sexual violence 2025 to 2027*

People with lived experience should play a vital role in deepening understanding of the family violence service system and identifying opportunities for improvement.

FVRICs are encouraged to actively explore and develop meaningful ways to engage with people with lived experience of the family violence service system.

When engaging people with lived experience as FVRIC members or to support with specific projects, FVRICs should clearly articulate the purpose of the engagement, consider the needs of the victim survivor/s and ensure appropriate supports are available.

Some useful documents to consider include:

- The Victorian Government’s Family Violence Lived Experience Strategy
- Safe and Equal’s Family Violence Experts by Experience
- Cultivating Lived Wisdom: Translating experience to expertise – Desktop Review by the Eastern Metropolitan Regional Family Violence Partnership.

Structures and processes to foster participation and transparent decision-making

The FVRIC should establish structures and processes that enable all stakeholders to participate in the activities of the FVRIC in ways which reflect their role in the service system.

Given that collaboration is critical to the success of the FVRICs, it is important that the agreed roles and processes within the FVRIC support engagement of all members and prevent any one individual or agency from exercising undue influence in decision-making.

Considerable differences across DFFH areas – such as size and complexity of the service system – present opportunities and challenges for the governance of FVRICs. Where there are a larger number of services and regional stakeholders, the FVRIC may need to consider categories of membership and various arrangements to focus effort on FVRIC activities and priorities.

Arrangements that should be considered include:

- working groups to undertake specific projects and initiatives
- cross-sector communities of practice
- networking and communications to maintain strategic linkages with relevant networks and regional governance arrangements
- members’ meetings convened in local government areas.

All FVRICs should have efficient and transparent decision-making processes, with clarity about how decisions are made.

Given the extensive cross-sector membership requirements for FVRICs, and large number of member agencies in most FVRICs, there may need to be delegation to some roles and responsibilities to particular FVRIC members to support specific functions and make decisions on behalf of the FVRIC. These decision-making processes should be set out in the partnership agreement.

Membership expectations

Non-government members

Non-government FVRIC members are expected to participate in and support FVRIC activities. This includes by:

- contributing knowledge and expertise about their service and sector, including specific issues experienced by that sector and potential solutions
- sharing relevant agency information and data, as agreed, to support FVRIC strategic planning processes and other FVRIC activities and initiatives
- informing approaches to improving service system responses
- advising on practice and operational issues impacting on services and any current improvements and solutions being used to address these
- identifying opportunities to address emerging issues and trends
- contributing to the implementation of relevant actions in the strategic plan and/or action plan
- participating in FVRIC-led projects, including those funded by DFFH.

FVRIC membership is agency-based, and it is therefore important that agency representatives have sufficient seniority and authority to represent their agency to:

- contribute knowledge and expertise about their service/service sector and practice issues
- make commitments to partnership arrangements on behalf of their agency
- advocate for and drive FVRIC agreed priorities within their organisation
- negotiate the provision of relevant organisational data in support of the FVRIC's strategic planning process
- share information about FVRIC activities and initiatives with their agency.

Government members

Government members of the FVRIC have dual roles – both as members of the local service system and as government representatives.

The DFFH area

The DFFH area participate as a member of the FVRIC, to support their role as stewards of the broader service system in each local area. The contract management role of the DFFH area is described below in the 'Reporting requirements' section.

DFFH area membership should support a strong connection to local planning and governance processes across sectors. It also ensures that the FVRIC is kept informed about policy and program developments in the area.

Where possible, the DFFH area should facilitate access to relevant government data to support the planning and work of the FVRIC.

The DFFH area is primarily a non-voting member of the FVRIC. Notwithstanding, the DFFH area representative is permitted to vote on:

- endorsement of the strategic plan (refer to '[Strategic plan](#)')
- appointment of the FVRIC chair
- changes to governance structures
- other items as determined by the DFFH area and FVRIC leadership.

The DFFH area must abstain from voting on decisions in relation to:

- seeking government grants or funding
- advocacy to government departments or ministers

- other items as determined by the DFFH area and/or FVRIC leadership to manage conflicts of interest appropriately in line with their obligations as public service employees, as relevant.

FVRICs that cover more than one DFFH area or The Orange Door network area

When a FVRIC covers more than one DFFH area or has more than one local The Orange Door, both DFFH areas and local The Orange Door representatives should contribute as active members of the FVRIC.

For information on contract management for dual DFFH area FVRICs, refer to '[Agency performance and system support \(APSS\)](#)'.

The Orange Door

The Orange Door is a central intake point for the local family violence and child and family service system, and a member of each FVRIC. It is important that The Orange Door engages with the FVRIC to support decision-making about local system issues.

The Orange Door hub manager and service system navigator are key roles within a local area, and The Orange Door should be represented by one or both roles on the FVRIC.

The hub managers have the authority to negotiate the most appropriate and beneficial ways for The Orange Door to engage in FVRIC-led activities and projects at the local level. This includes sharing local The Orange Door data with the FVRIC and approving participation of The Orange Door local staff in FVRIC activities.

Through collaborative work, hub managers and service system navigators may identify local issues which require input from The Orange Door FSV Operations Branch and/or statewide issues that require a statewide response.

It is suggested that when a shared issue or opportunity is identified:

- The Orange Door hub managers and PSAs work together to articulate the issue and identify a proposed solution.
- The Orange Door hub managers escalate the issue for statewide consideration in hub manager statewide meetings.
- PSAs raise the issue with SFVIAC to identify whether it is a local issue or a statewide issue.
- PSAs and hub managers seek input together via The Orange Door FSV Operations Branch email at TODprogramdevelopment@familysafety.vic.gov.au

The Orange Door hub manager is primarily a voting member of the FVRIC, due to their key role in the local service system. However, The Orange Door representatives must abstain from any votes relating to:

- seeking government grants or funding
- advocacy to government departments or ministers
- other items as determined by the DFFH area and/or FVRIC leadership to manage conflicts of interest appropriately in line with their obligations as public service employees, as relevant.

Other government members

It is possible that other department and agency representatives may be members of the FVRIC, including representatives of Victoria Police or courts.

As with representatives of the DFFH area and The Orange Door, these members must abstain from any votes relating to:

- seeking government grants or funding
- advocacy to government departments or ministers
- other items as determined by the DFFH area and/or FVRIC leadership to manage conflicts of interest appropriately in line with their obligations as public service employees, as relevant.

FVRIC governance arrangements and processes

FVRIC partnership agreement

Each FVRIC should develop and maintain a partnership agreement documenting how the FVRIC operates. FVRIC members, including the auspice agency, should be consulted in developing and approving this agreement.

The guidance provided below details the content to be included in the partnership agreement.

Purpose of the FVRIC

A shared sense of purpose is critical to the success of FVRICs.

All members and stakeholders need to be clear about the purpose of the FVRIC, which should be clearly articulated as strategic leadership and system development.

The roles and responsibilities of member agencies should be described in the partnership agreement.

Meetings and communications with members

Meetings should be held at least quarterly. The FVRIC determines:

- the function and frequency of meetings with members
- how meetings are conducted, including decision-making processes
- quorum and voting rights.

Meeting processes should support active participation and meaningful contribution by all members.

Routine communication processes should ensure that all member agencies are kept informed of the various activities of the FVRIC and associated working groups.

All new FVRIC members should undergo an induction process to ensure they have a sound understanding of the purpose and operation of the FVRIC.

Grievance procedure

Where possible, any conflicts should be resolved by the parties concerned. Failing this, the FVRIC chair, PSA and auspice agency representatives should work together with the aggrieved parties to find an acceptable resolution.

If the conflict cannot be resolved within the FVRIC, it should notify the DFFH area.

Complaints mechanism

The partnership agreement should include an accessible, transparent and fair complaints mechanism to help FVRICs to identify and respond to complaints raised in a timely manner.

Complaints mechanisms should support timely acknowledgement and responses to any complaints. FVRICs should record and communicate the outcome of complaints processes to all parties involved.

If the FVRIC cannot resolve a complaint, it should escalate it to the DFFH area.

Conflict of interest

The partnership agreement should include a process for identifying, declaring and managing both perceived and actual conflicts of interest.

FVRIC governance reviews and changes

Regular review of governance arrangements

The strategic leadership potential of the FVRIC is directly related to the quality of engagement with member agencies and collaborative relationships with key stakeholders. As effective governance is critical to the success of FVRICs, governance development is a strategic priority.

At least every 2 years, the FVRIC should review its governance arrangements and partnership agreement. This process should evaluate if the FVRIC is operating effectively, identify any opportunities for improvement and review the effectiveness of the auspice agency.

Changing a governance structure

Any significant changes to a FVRIC governance structure must be endorsed by its membership and then formally approved by the DFFH area and FSV.

Significant changes to a governance structure include:

- merging or splitting a FVRIC across or within DFFH regions
- changes to the number of PSAs or FVRIC chairs
- changes to the number of auspice agencies.

Once the FVRIC membership has endorsed a proposed governance structure change, the FVRIC Leadership should make a formal written request to the DFFH area and FSV to change the governance structure of the FVRIC. This should include:

- the proposed change
- the rationale for the change
- confirmation that the FVRIC membership has endorsed this change.

The DFFH area and FSV will respond in writing to the request within 28 days. The request will be approved if:

- the proposal has been endorsed by FVRIC membership
- it can be implemented with existing funding
- it does not contradict any part of these guidelines.

State-level roles and responsibilities

Agency Performance and System Support (APSS)

Key responsibilities and functions

Local area system stewardship

With its unique oversight of the local service system and infrastructure, the DFFH area is well placed to provide a form of system stewardship.

This includes by indicating opportunities for:

- leveraging activities and reform occurring in other sectors
- identifying key stakeholders to be included in FVRIC discussions or activities
- holistically considering how the FVRIC strategic and annual plans will intersect with other local area activities.

Contract management and performance monitoring

The DFFH area has primary responsibility for contract management and performance monitoring.

This includes monitoring the auspice agency and FVRIC activities in accordance with the service agreement.

Refer to [‘Planning and reporting requirements’](#) for more details on how the DFFH area undertakes this function.

FVRICs covering more than one DFFH area

Some FVRICs cover more than one DFFH area. In these instances, each FVRIC will report to the DFFH area that leads contract management for the service agreement with the auspice agency.

At the time of publication, the lead DFFH areas for current dual DFFH area FVRICs are:

- Inner and Outer Gippsland: Outer Gippsland
- North East Melbourne Area (NEMA) and Hume Moreland: NEMA
- Outer Eastern Melbourne and Inner Eastern Melbourne: Inner Eastern Melbourne
- Western Melbourne and Brimbank Melton: Western Melbourne Area.

Although one DFFH area will lead contract management, both DFFH areas should contribute to the FVRIC as active members. This includes by developing the strategic plan and the annual plan and attending relevant meetings.

For more information on the role of the DFFH area as a FVRIC member, refer to [‘Government members’](#).

Family Safety Victoria

Family Safety Victoria (FSV) carries primary responsibility for the implementation of the family violence reform agenda and oversight of the family violence response system. This includes by:

- providing direction and guidance on statewide family violence policy and priorities
- sharing knowledge and insights from statewide implementation of family violence reform initiatives
- consulting with FVRICs on key initiatives and activities that would benefit from local insights
- facilitating access to data and information relevant to the objectives of FVRICs and the SFVIAC
- facilitating connections between the SFVIAC and other government departments on matters relevant to FVRIC activities
- reviewing FVRIC strategic plans, annual action plans and reports to ensure alignment to family violence policy priorities.

FSV manages the funding, policy and authorising context for the work of FVRICs. FSV is responsible for collaborating with PSAs, FVRICs and APSS to foster the conditions for the successful implementation of FVRIC activities.

FSV also holds the responsibility for contract management and performance monitoring of funding provided to support the activities of the SFVIAC. Refer to [‘Planning and reporting requirements’](#) for more details on how FSV undertakes this function.

State governance processes

Bi-annual FVRIC meetings

To support adequate oversight and exchange of information, each FVRIC leadership should meet with the relevant DFFH area/s and FSV every 6 months.

These purpose of these meetings is to:

- monitor progress against annual action plans
- identify emerging risks and issues
- review regional and strategic priorities.

Planning and reporting requirements

Strategic plan

Each FVRIC is required to develop a 3-year strategic plan showing the alignment of local objectives with statewide policy and reform priorities. The strategic plan needs to describe the key objectives and anticipated outcomes in relation to each of the 5 FVRIC strategic priorities.

Content and format of the strategic plan

The FVRIC strategic plan needs to identify objectives and actions for the statewide FVRIC strategic priorities (refer to '[Strategic priorities](#)'), and include the following information:

- brief description of the FVRIC, including membership and strategic connections
- brief overview of the process to develop the plan
- brief overview of family violence and demographic data for the area
- brief overview of the local service system – family violence response services, related services/sectors, as well as any prevention services
- summary of key objectives in relation to each of the 5 FVRIC strategic priorities, including:
 - issue to be addressed
 - key stakeholders
 - local data or evidence relevant to the issue
 - alignment with statewide policy and reform objectives
 - type of activity to be undertaken to address the issue (noting specific activities are to be described in more detail in annual action plans), and anticipated timeframe for activities (Year 1, 2 or 3)
 - desired outcomes
 - impact / change indicators
 - plan for review of the strategic plan.

Translating strategic priorities into local strategic objectives

FVRICs may adapt or refine the statewide strategic priorities to work for them, given their specific context and priorities. This should not, however, alter the intent of the priorities or present a departure from the strategic remit of the FVRICs.

The FVRIC leadership should consult with the DFFH area and FSV on any proposed changes to the strategic priorities prior to submitting their strategic plan.

Process and endorsement

FVRICs are required to undertake strategic planning every 3 financial years (commencing on 1 July).

The development of the FVRIC strategic plan should be led by members, with input from relevant external stakeholders and department representatives.

The development of the FVRIC strategic plan should be a consultative and collaborative process informed by:

- statewide family violence policy priorities, including those in the third rolling action plan under Ending Family Violence: Victoria's Plan for Change (2017) and the second rolling action plan under Building from Strength: 10-Year Industry Plan for Family Violence Prevention and Response
- current initiatives and priorities identified by the DFFH area including those of other local social services governance structures (refer to '[Engagement with other local social services governance structures](#)')

- engagement with relevant peak bodies (including Safe and Equal, the Centre for Excellence in Child and Family Welfare, Sexual Assault Services Victoria and No to Violence)
- input by FVRIC members, people with lived experience, and other key stakeholders
- relevant data and evidence
- annual strategic meeting between FSV, PSAs, FVRIC chairs and the DFFH area
- progress against the previous FVRIC strategic plan.

The strategic plan should then be formally endorsed by each FVRIC in line with their governance framework. The final version must be formally submitted to the DFFH area and FSV no later than **1 June** ahead of the commencement of the strategic plan on 1 July.

Department input and approval

DFFH area

As a member of the FVRIC, each DFFH area is expected to actively participate in the development of the strategic plan. Their input should include, but is not limited to:

- state and local area priorities relevant to the work of the FVRIC
- intersections with allied local governance forums (refer to '[Engagement with other local social services governance structures](#)')
- monitoring and evaluation considerations
- feasibility considerations.

As the contract manager, the DFFH area is required to formally approve the strategic plan following its submission.

It is the DFFH area's responsibility, as a member of the FVRIC, to raise any issues that would impact approval during the development of the plan. This should ensure that any issues that would delay or prohibit approval are addressed prior to submission.

DFFH area approval must be given if:

- the strategic plan has been developed through consultation with FVRIC members
- the strategic plan aligns to the strategic priorities.

The DFFH area must provide their approval no later than 15 June prior to the commencement of the new strategic plan on 1 July.

Family Safety Victoria

FSV, as the policy lead division of DFFH, must also be engaged through the strategic plan process.

FSV input may include, but is not limited to:

- family violence policy priorities and considerations
- monitoring and evaluation considerations
- feasibility considerations.

FSV should review the strategic plan following its submission and may provide comments for consideration by the FVRIC.

Amendments to the strategic plan

Any proposed significant amendments to the strategic plan must be shared with FSV and APSS prior to seeking endorsement from the FVRIC membership. Amendment requests must include:

- details of the changes being made
- the rationale for the changes being made, including any new evidence or data to support these changes
- any adjustments to the anticipated outcomes or indicators of success because of the amendments.

FSV and APSS must provide their endorsement and/or feedback on any amendments within 15 business days of receiving the proposed amendments.

Each FVRIC should then formally endorse the strategic plan in line with their governance framework.

Annual planning

Annual action plan

In addition to the strategic plan, each year the FVRIC should develop an annual action plan documenting its planned activities and initiatives in relation to each of the priorities and objectives identified in the strategic plan in that period.

A projected budget showing the anticipated expenditure of core funding provided by DFFH¹¹ to support the FVRIC should be provided with the annual action plan.

The annual action plan and projected budget provide the framework for annual reporting to the DFFH area on expenditure of core FVRIC funding.

This reporting fulfils the formal accountability and acquittal requirements for the auspice agency under the DFFH service agreement with the department. Refer to '[Appendix 3: Annual action plan template](#)'.

Activities related to project-specific funding provided by FSV or another central departmental division¹² do not need to be included in the annual action plan, but these workplans can be included as attachments when available.

Content and format of annual action plans

The FVRIC is required to develop an annual action plan describing the actions that will be taken in the 12-month period to support the achievement of objectives identified in the strategic plan. The annual action plan needs to include:

- activities to be undertaken in relation to each of the 5 strategic priorities, including anticipated timeframes for each activity
- key stakeholders
- progress indicators
- projected budget showing anticipated project costs
- risks and mitigation strategies.

FVRICs may use the template at **Appendix 3: Annual action plan template** or develop their own which contains the above information.

The FVRIC is required to have a formal process to monitor progress against the annual action plan, and to ensure continuity between action plans. This monitoring may indicate the need for some adjustment to the priorities set out in the strategic plan.

Endorsement of annual action plans

Prior to formal endorsement by the FVRIC membership, the DFFH area and FSV will review and endorse the annual action plan.

¹¹ Core funding provided by the department refers to funding provided under grant 31436. Search in 'Activity name or number' for '31436' using the search function at [Department of Families, Fairness and Housing and Department of Health activity search](https://providers.dffh.vic.gov.au/families-fairness-housing-health-activity-search) <https://providers.dffh.vic.gov.au/families-fairness-housing-health-activity-search>.

¹² Project-specific funding refers to funding provided directly by a central DFFH division for specified project outcomes as agreed with the contract management division, for example MARAM Collaborative Practice Training or the MARAMIS Sector Support Program.

This review aims to ensure the DFFH area and FSV can fulfil their oversight responsibilities while ensuring the FVRIC membership maintain final endorsement.

The DFFH area and FSV can include comments on suggestions for consideration by the FVRIC membership prior to their full endorsement.

Endorsement will be granted by the DFFH area and FSV if the annual action plan aligns to the strategic plan.

The DFFH area and FSV must provide their endorsement and/or feedback on the plan within 28 business days of receiving the annual action plan for review.

The annual action plan should then be formally endorsed by each FVRIC in line with their governance framework and the final version must be formally submitted to the DFFH area and FSV no later than **1 June** ahead of each financial year.

SFVIAC annual plan

The SFVIAC and FSV will agree on activities to be delivered with core SFVIAC funding each financial year. These activities may include those that:

- build the capability of SFVIAC, including professional development for all PSAs
- strengthen SFVIAC processes and ways of working
- support the monitoring and evaluation of SFVIAC's work
- support engagement with state governance processes and other state activities
- make planned contributions to the FVRAG or other governance and advisory groups.

The SFVIAC annual plan should be provided to FSV by 1 June for the activities planned for the upcoming financial year.

Annual reporting

Purpose of reporting

Reporting by FVRICs to DFFH fulfils several functions:

- **Contract management:** reports are used to acquit contractual obligations for delivery of activities agreed to under the service agreement. These include:
 - Core FVRIC funding provided under systems enablers
 - Additional projects funded directly by FSV – Sector Support Program, MARAM Collaborative Practice Training, Changing Ways – MARAM Enhancement Program.
- **Impact measurement:** reports are used to demonstrate the impact of the program and its contributions towards broader reform goals. This includes assessment of impact against the Family Violence Outcomes Framework, and reporting to the Family Violence Reform Board.
- **Risk identification and escalation:** FVRIC reports are also used to find key risks and issues, both at a local and state level. DFFH can use the reports to build our understanding of emerging and ongoing challenges and act to address these.
- **Evidence base:** information provided in reports builds DFFH's evidence base on effective strategies and activities.

Reporting requirements

The below reporting requirements are based on core FVRIC activities aligned to the FVRIC strategic plan and the annual action plan.

FVRICs may also be required to complete project-specific reports for other funding provided by FSV, or other departmental divisions. It is recommended that these project-specific reports be included as attachments to the annual report.

Annual report

FVRICs are accountable to the DFFH area for performance against their annual action plan.

The FVRIC leadership is required to participate in any discussions initiated by the DFFH area regarding FVRIC activities and performance, and to provide the DFFH area with an annual report against the annual action plan (refer to '[Appendix 4: Annual action plan report template](#)').

FVRICs are also required to advise the DFFH area on any emerging risks and issues related to the FVRIC, and any other relevant information as requested by the department.

FVRICs are required to provide the following information to the local DFFH area with the annual report:

- contact details for the auspice agency representative, the FVRIC chair (and deputy chair where relevant), and PSA
- membership list
- current strategic plan and annual action plan
- information on key emerging risks and issues related to the FVRIC.

The annual action plan report is due by 30 July for the previous financial year.

Annual financial report

FVRICs are required to provide an annual financial report showing the projected budget and actual expenditure for the 12-month period (refer to '[Appendix 4: Annual action plan report template](#)').

All funding must be used according to guidance from the DFFH area and FSV.

Up to 10 per cent of each funding commitment may be carried over to the following financial year without formal approval by the DFFH area and FSV.

FVRICs must submit a formal written request to the DFFH area (who will liaise with FSV) to carry over more than 10 per cent of the total core funding into the next financial year.

SFVIAC reporting requirements

Annual report on SFVIAC activities

The SFVIAC is required to provide FSV with an annual report. FSV will use this annual report to satisfy contract management requirements and to escalate and respond to the identified risks and opportunities.

SFVIAC and FSV will develop and agree on a template for the annual report. This should include:

- a financial acquittal
- progress and outcomes relating to funded activities for the year
- key issues and opportunities relevant to statewide policy and planning.

This report is required to be submitted by 30 September each year for the previous financial year.

Outcomes and impact measurement

The SFVIAC Outcomes Framework has been established to help measure the collective impact of the FVRICs and the SFVIAC. The SFVIAC Outcomes Framework is aligned to the Family Violence Outcomes Framework¹³ under Domain 4: Preventing and responding to family violence is systemic and enduring. All

¹³ [Family Violence Outcomes Framework](https://www.vic.gov.au/family-violence-outcomes-framework) <https://www.vic.gov.au/family-violence-outcomes-framework>

updates to the SFVIAC Outcomes Framework must ensure continued alignment to the Family Violence Outcomes Framework.

SFVIAC will use this framework and work with FSV to contribute to government impact measurement and reporting.

Appendix 1: FVRIC background

The Royal Commission into Family Violence (2016) and resulting reforms

A key finding of the Royal Commission into Family Violence (RCFV) was the need for more integrated service delivery to provide timely and effective responses to people experiencing family violence. The RCFV found issues in the service system such as:

myriad entry points and overlapping service systems at both the state and federal levels provide services to those experiencing family violence ... elements of the family violence system response remain 'siloed' and fragmented, leading to inaccessibility and complexity for people seeking help.

It also found that the service system needed to be strengthened to keep perpetrators in view and to hold them to account.

It pointed to the need for a strong 'systems focus' to make change at the local level, and the importance of linking statewide policy and planning with an understanding of local issues. The RCFV recognised the value of formally linking area-based FVRICs with the statewide governance of the family violence reforms.

In line with RCFV Recommendation 193, FVRICs are represented on the Family Violence Reform Advisory Group (FVRAG). The FVRAG provides advice to the Minister for the Prevention of Family Violence, FSV and government departments to realise the vision of the family violence reforms.

Family violence regional integration project: Strengthening the case for the future of regional integration

In 2018, FVRICs engaged a consultant to analyse the role of regional integration in the context of the family violence reform agenda as proposed by the RCFV.

The report found that FVRICs are the only local governance structures with a dedicated focus on the family violence system. It acknowledged the valuable role of FVRICs in establishing consistent family violence literacy across the diverse service types that make up a local service system.

In particular, the report noted FVRICs' capacity to provide strategic advice to the government on the design and implementation of family violence reforms, informed by local system knowledge and cross-sector perspectives.

The project supported the RCFV's recommendation to elevate the regional integration coordinator role to PSA status. This would enhance the capacity of FVRICs to support system development by providing strategic advice and leadership.

The project also made recommendations for strengthening the role of FVRICs by creating more consistency in the way they operate. Findings from the project have informed these guidelines.

In response to the report, the PSAs agreed that forming a statewide committee would enhance the work of FVRICs. A new structure would help find synergies and common issues across FVRICs and provide a co-ordinated point of engagement between FVRICs and statewide bodies, including FSV and peak bodies.

The statewide family violence integration advisory committee (SFVIAC), formed in 2019 as the representative group for the 13 FVRICs, provides a mechanism to work on systemic issues across the state. It facilitates statewide representation of FVRICs in discussions with FSV, peak bodies and other statewide forums.

Appendix 2: List of current FVRICs

FVRIC Name	DFFH area	Auspice agency
Barwon Area Integrated Family Violence Committee	Barwon	Meli
Bayside Peninsula Integrated Family Violence Partnership	Bayside Peninsula	Uniting Vic. Tas
Central Highlands Integrated Family Violence Committee	Central Highlands	Uniting Vic. Tas
Eastern Metropolitan Regional Family Violence Partnership	Outer Eastern Melbourne and Inner Eastern Melbourne	Free From Family Violence (FVREE)
Gippsland Family Violence Alliance	Inner Gippsland and Outer Gippsland	Uniting Vic. Tas
Goulburn Integrated Family Violence Committee	Goulburn	FamilyCare
Loddon Family Violence Systems Leadership Group	Loddon	Centre for Non-Violence
Mallee Family Violence Executive	Mallee	Mallee Sexual Assault Unit and Mallee Domestic Violence Services
Northern Integrated Family Violence Service	NEMA and Hume Moreland	Women's Health in the North
Ovens Murray Family Violence Partnership	Ovens Murray	Centre Against Violence
Southern Melbourne Family Violence Regional Integration Committee	Southern Melbourne	Uniting Vic. Tas
Western Integrated Family Violence Committee	Western Melbourne and Brimbank Melton	GenWest
Wimmera South West Area Integrated Family Violence Partnership	Wimmera South West	Sexual Assault and Family Violence Centre

Appendix 3: Annual action plan template

The below template can be used to prepare the annual action plan for each FVRIC. Or the FVRIC can develop an alternative template which contains the same information.

[Name of Family Violence Regional Integration Committee]

Annual action plan for 1 July xx – 30 June xx

Endorsement

The below annual action plan has been prepared and endorsed by:

FVRIC chair

FVRIC chair name	FVRIC chair email	FVRIC chair phone

Principal strategic advisor

PSA name	Region	PSA email	PSA phone

Representative

Representative name	Representative title	Representative auspice agency	Representative email	Representative phone

Annual action plan – project plan

Initiative name	Initiative description	FVRIC strategic goal/s	Timeframe	Anticipated outcome/s and progress indicator/s
Include the name of each initiative	Include more detail on the initiative – what activities will be undertaken in support of the initiative, who the key stakeholders are, what the deliverables will be.	Identify the relevant FVRIC Strategic Priority/ies (refer to ‘Strategic priorities’) and/or the relevant goal/s within the Strategic Plan for each initiative	State when you anticipate this initiative occurring and/or being completed	Identify relevant outcomes and progress indicators for each initiative. This could include outcomes or indicators from any relevant frameworks, such as the local FVRIC and/or SFVIAC outcomes framework.

Annual action plan – risks and mitigation strategies

Risk description	Risk level - likelihood	Risk level - impact	Mitigation strategies	Support requested of DFFH area or FSV
Outline any potential challenges or risks with achieving the outcomes outlined in the Action Plan	Identify whether this risk is high, medium or low in terms of the likelihood that it will happen	Identify the impact this risk occurring would have on the FVRIC’s ability to deliver on the Action Plan – high, medium or low	Outline any mitigation strategies you are applying to reduce the likelihood or impact of this risk	Outline any support you may need from the DFFH area or FSV to mitigate this risk

Risk description	Risk level - likelihood	Risk level - impact	Mitigation strategies	Support requested of DFFH area or FSV

Annual action plan – budget

FVRICs can use the below template or attach an alternative budget template if preferred.

Income

Limit income in the annual action plan to:

- core FVRIC funding provided by the DFFH area and FSV, or
- supplementary funding provided to support core FVRIC activities.

Do not include project-specific funding provided by FSV or other divisions of DFFH in the annual action plan budget. However, project workplans and budgets can be attached to the annual action plan.

Income	Funds carried forward	Anticipated current year funding	Anticipated total funding
FSV – FVRIC auspice administration fees			
FSV – FVRIC activity funding			
FSV – Other			
DFFH area – Other			

Expenditure

Budget line items can include, but are not limited to: auspice administration fee, venue hire, graphic design / digital production, consultancy fees, contingencies, entertainment, equipment hire/lease, permits, other expenses, FVIRC administration costs, evaluation, project/event management, promotion

and advertising, salaries and wages, training and development (staff), travel and accommodation, volunteer management costs, program costs, operational costs, client support catering, transport costs, artist fees, hire/lease, community engagement, cultural activities.

Expenses	Anticipated expenditure Jul-Sept	Anticipated expenditure Oct-Dec	Anticipated expenditure Jan-Mar	Anticipated expenditure Apr-Jun	Anticipated total expenditure

Annual action plan – attachments

Work plans and/or budgets for project-specific funding should be included as attachments to the annual action plan. These can also be attached later, if necessary.

Appendix 4: Annual action plan report template

The below template can be used to prepare the annual action plan for each FVRIC. Or the FVRIC can develop an alternative template which contains the same information.

[Name of Family Violence Regional Integration Committee]

Annual action plan report for 1 July xx – 30 June xx

The below annual action plan has been prepared and endorsed by:

Endorsement

The below annual action plan report has been prepared and endorsed by:

FVRIC chair

FVRIC chair name	FVRIC chair email	FVRIC chair phone

Principal strategic advisor

PSA name	Region	PSA email	PSA phone

Representative

Representative name	Representative title	Representative auspice agency	Representative email	Representative phone

Annual action plan report – progress on planned initiatives

Initiative name	Status of initiative	Progress to date	Evidence of progress against outcomes and indicators	Anticipated outcome/s and progress indicator/s
Include the name of each initiative	Mark each initiative as either: • Not started • In progress – on track • In progress – delayed • Completed	Provide a summary of progress to date. This should include: - Key activities undertaken to support this initiative - Key stakeholders engaged as a part of this initiative	State when you anticipate this initiative occurring and/or being completed	Outline available evidence of progress against outcomes and indicators identified in annual plan. You may also consider including unanticipated outcomes.

Annual action plan report – key challenges

Outline any key challenges or barriers experienced in delivering the annual action plan, and any strategies or changes to implementation that the FVRIC made in response.

Annual action plan report – key learnings

Outline learnings from implementing the annual action plan which you would like to capture and share with the DFFH area and/or FSV. This could include what enables effective FVRIC operations, what supports the local family violence system or other relevant information.

Annual action plan report – financial acquittal

Income

Projected income	Projected income – Funds carried forward	A Projected income – anticipated current year funding	Projected income – Anticipated total funding	Total actual income
FSV – FVRIC auspice administration fees				
FSV – FVRIC activity funding				
FSV – Other				
DFFH area – Other				

Expenditure

Expenses	Projected total annual expenditure	Actual expenditure	Difference	Funds to be carried forward	Comments
Include all expenses from the Annual Action Plan budget.	Include the budgeted expenditure for each expense from the Annual Action Plan budget.	Include the actual expenditure for each expense.	This should be the projected total annual expenditure minus the actual expenditure.	This is the amount of funds from each expense that the FVRIC is requesting to carry forward into the next year.	Include comments on any items that are significantly above or below the project annual expenditure to explain why these costs are different than anticipated.

Annual action plan report – attachments

- Current strategic plan

- Annual action plan
- Membership list
- It is recommended that reports and financial acquittals for project-specific funding be included as attachments to the annual action plan report. These can also be attached later, if necessary.