

Joint Venture Business Unit
Family Violence and Sexual Violence

Opportunity for Engagement

Designing shared organisational standards for specialist family violence and violence within whānau NGOs and an 'entry to expert' specialist practitioner framework

Aim: Strengthening and affirming specialist NGO capability and supporting workforce sustainability

*'Value the services we value, resource, and support them'*¹

Open date: 22 February 2019
Closing date: 8 March 2019

¹ Service user recommendation seven. Close, L., *Domestic Violence Survivors' experiences when presenting to government and non-government agencies: cross agency findings*, Service User Involvement Project, Ministry of Social Development, 2011, p. 4.

The opportunity

This is an exciting opportunity to share your knowledge, expertise and strengths to design shared organisational standards for specialist family violence and violence within whānau NGOs and an 'entry to expert' specialist practitioner framework.

We are seeking up to 18 representatives for two expert design groups (Tauīwi and Kaupapa Māori) who have current and extensive practice experience of working in the family violence and/or violence within whānau and/or sexual violence NGO sectors.

The call for expressions of interest opens on 22 February 2019 with a view for work commencing late March 2019.

Joint venture approach

In September 2018, the government announced for the first time that ten chief executives from across the public service will be taking collective responsibility to end family violence, sexual violence and violence within whānau in Aotearoa New Zealand.² A 'joint venture' approach will bring these chief executives together to create a single point of accountability and leadership which will deliver an integrated, whole-of-government approach to family violence, sexual violence and violence within whānau.³ The joint venture will be informed by an independent Māori advisory group, Te Rōpū,⁴ and supported by the Joint Venture Business Unit.

New family violence legislation

The Family Violence Act 2018 and the Family Violence Amendment Act 2018 aim to enable a more consistent response to victims/survivors, people using violence, and their families and whānau. The new legislation makes reforms and amendments under three broad categories:

- improving the accessibility and effectiveness of civil orders
- strengthening the criminal justice response to family violence
- supporting a better coordinated and responsive family violence system.

In-order to support the strategic intent of the third reform, the Ministry of Justice and the Joint Venture Business Unit are commencing a programme of work to support strengthening the practice capabilities of the family violence and violence within whānau government and NGO workforce.

The new legislation will support the development of more responsive family violence and violence within whānau practice capabilities (including culturally responsive practice) within mainstream

² <https://www.beehive.govt.nz/release/doing-things-differently-end-family-and-sexual-violence>

³ <https://www.beehive.govt.nz/sites/default/files/2018-10/FINAL%20QA%20JV%20announcement%202018-10-08.pdf>

⁴ https://www.beehive.govt.nz/sites/default/files/2018_12/Interim%20Te%20R%C5%8Dp%C5%AB%20appointments.pdf

services like health, education and community support agencies.⁵ This is essential as we know people seeking help and their families and whānau have far more frequent contact with everyday services, such as schools, GPs, hospitals and family support services, than services such as the police and specialist violence NGOs. These everyday services have multiple opportunities to recognise abuse and respond earlier, which is better for everyone.

However, while family violence and violence within whānau is everyone's business, this does not mean everyone needs to be a family violence or violence within whānau specialist. Mainstream services need specialist violence NGOs to work in partnership with. The higher the level of need, risk, and complexity in people's lives, the more likely there is a role for specialist violence NGOs in providing holistic support, advocacy and pathways to healing.

Specialist family violence and violence within whānau NGOs

The unique historical and contemporary roles of specialist family violence and violence within whānau NGOs cannot be underestimated. Specialist NGOs are grounded in the experiences, needs and aspirations of people affected by violence (structural and interpersonal) and have years of practice expertise of working with people affected by violence,⁶ and supporting their restoration of dignity and expression of self-determination. The tacit knowledge (know how) held by these NGOs and their practitioners is key to an integrated response to family violence, sexual violence and violence within whānau. This is why it is vital to define what specialist family violence and violence within whānau organisational capability looks like in practice through the development of organisational shared standards and an 'entry to expert' practitioner framework. Recent feedback to government from family violence providers supports this developmental direction.⁷

There are considerable organisational responsibilities when working with victims/survivors who may be at high risk from people using violence and/or working with people using violence who pose significant safety and wellbeing risks to family and whānau members. Currently, there are services who undertake family violence and violence within whānau work, whether they are appropriately skilled and supported to do so or not.⁸ Harm is frequently caused by well-intentioned organisations and people working outside their scope of expertise.⁹ Agreed national organisational standards for specialist family violence and violence within whānau NGOS will reduce harm from unsafe organisational practice.

⁵ On 1 July 2019, the second phase of reform, the Family Violence Act 2018 (the Act) comes into effect. Many mainstream agencies are now defined as 'family violence agencies' in the Act which means they will have responsibilities to ensure safe organisational responses to family violence requests for information. See section 19 Interpretation, family violence agency.

⁶ Child, young person and adult victims/survivors, people using violence, their families and whānau hapū and iwi and communities.

⁷ 'Kaupapa Māori contracts, with associated kaupapa Māori evaluation, that align with Whānau Ora', 'Distinction between specialist FV service providers and general social service providers (that do some FV work)', 'To be consulted about service design, development and commissioning'. *MSD Family Violence Funding Plan: June 2018 Survey Results: Suggested ways to improve family violence contracts* <https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/initiatives/family-and-sexual-violence/fv-funding-plan-june-2018-survey-results.pdf>

⁸ 'A call for a shared understanding of family violence. The current lack of a shared understanding means there are inconsistent practices across the sector.' *Development of MSD Family Violence Funding Plan 2018: summary of key themes from provider discussions* <https://www.msd.govt.nz/documents/about-msd-and-our-work/work-programmes/initiatives/family-and-sexual-violence/2018-08-key-themes-from-provider-discussions.pdf>

⁹ Please see section 6.2.1 Safety issues, Family Violence Death Review Committee, *Fourth Annual Report: January 2013 to December 2013*, Wellington, Health Quality & Safety Commission, 2014. pp. 110-114.

Workforce capability framework

In June 2017, the Family Violence, Sexual Violence and Violence within Whānau Workforce Capability Framework (the Framework) was published.¹⁰ The Framework describes what excellent practice encompasses and demonstrates the range of protective actions practitioners can initiate, as a primary or specialist responder, or as a community member.¹¹

The Framework is focused on lifting the capability of practitioners. Organisational shared standards will complement the Framework by describing the organisational capabilities which support safe, holistic and effective specialist practice.¹²

Specialist organisational shared standards

The Joint Venture Business Unit aims to ensure the specialist NGO family violence and violence within whānau sectors are recognised for their specialist service provision and have opportunities to build on their collective knowledges, expertise and strengths.

We are seeking experienced senior practitioners/leaders from specialist family violence, violence within whānau and sexual violence NGOs to work in partnership with us to develop *draft* Tauwi and Kaupapa Māori Specialist Organisational Shared Standards for family violence and violence within whānau services (the Standards). The draft Standards will be shared with the specialist sectors for consultation and review.

This is an opportunity to articulate what specialist Tauwi and Kaupapa Māori organisational capability looks like in practice. The aim is to seek commitment to organisational capability goals based on a shared sense of purpose, principles and values. The Standards are intended to be supportive and promote ongoing development of and reflection on safe, holistic and effective specialist organisational practice.¹³

The Standards will encompass working with child, young person and adult victims/survivors, people using violence, and their families and whānau. It is envisaged the Standards will include preventative and restorative organisational capabilities.

It is essential to develop Kaupapa Māori Standards.¹⁴ Māori conceptual frameworks and Māori designed and led solutions are required for preventing violence within whānau and reaffirming the dignity and restoring the mana of all whānau members.

¹⁰ *Family Violence, Sexual Violence and Violence within Whānau: Workforce Capability Framework*, Wellington, Ministry of Social Development, 2017 <https://www.justice.govt.nz/assets/Documents/Publications/family-violence-workforce-capability-framework.pdf>

¹¹ Further work is required to develop the sexual violence capabilities in the Framework. This will be addressed in the second iteration of the Framework.

¹² 'Specialist Response: a highly-skilled response by a person who has specific training and experience in a particular field of practice encompassed by the Framework, **supported within an agency that has expert knowledge of that field of practice embedded at all levels of the organisation**', *Workforce Capability Framework*, 2017, p. 23.

¹³ For example, see *Imkaan safe minimum practice standards working with black and 'minority ethnic' women and girls*, 2016, <https://www.imkaan.org.uk/resources>; *Welsh Women's Aid National Quality Service Standards For specialist Domestic Abuse Service 2018* http://www.welshwomensaid.org.uk/wp-content/uploads/2018/06/Welsh-Womens-Aid_Service-Standards-Final.pdf; *WOMEN'S AID FEDERATION OF ENGLAND National Quality Standards, for services supporting women and children survivors of domestic violence 2018* <https://www.womensaid.org.uk/what-we-do/national-quality-standards/>

¹⁴ **Action Area 5: Understanding and developing best practice** *High level goal: Service delivery to Māori is measured against an agreed understanding of what constitutes 'best practice'. Māori providers and practitioners exemplify best practice nationally.* Māori Reference Group for the Taskforce for Action on Violence within Families, *E Tu Whānau Programme of Action for Addressing Family Violence 2013 – 2018*, http://etuwhanau.org.nz/wp-content/uploads/2016/12/E_Tu_Whanau_POA.pdf

Sexual violence sector

It is important to have sexual violence practitioners help develop the sexual violence organisational capabilities (in the context of family violence and violence within whānau) and strengthen the links with the range of service development work occurring in the sexual violence sector,¹⁵ particularly the forthcoming advice and recommendations from the national sexual violence independent sector working group.¹⁶

One of the first tasks for the joint venture in partnership with the Te Rōpū will be to develop a national strategy to end family violence, sexual violence and violence within whānau. A key focus area of the national strategy will be workforce and organisational capability.

The national strategy will be informed by the advice of the national sexual violence independent sector working group and the specialist sexual violence sector as to what workforce and organisational capability development work needs to be progressed (Taiwi and Kaupapa Māori).

Commissioning

The Standards will guide the development of complementary specialist organisational accreditation frameworks within government. National standards and accreditation frameworks will enable commissioners to develop processes which can procure safe, holistic and quality assured local specialist services.

Having a national network of accredited specialist organisations, which can work in partnership with generic providers and state services, will ensure victims'/survivors' needs and aspirations are realised and promote understandings of how lasting positive change for people, families, whānau and communities can be achieved.

Growing and sustaining a specialist workforce

The Joint Venture Business Unit wants to ensure we have strong, sustainable, and innovative specialist family violence and violence within whānau NGO sectors, which are able to meet current and future need.¹⁷ Another key piece of work selected representatives will develop is a *draft* 'entry to expert' framework encompassing the bodies of knowledge and skills required by the specialist workforce when responding to family violence and violence within whānau.

The framework is an acknowledgement that it is the specialist NGO workforce which:

- carries considerable responsibility as the dedicated organisation/practitioner for working with victims/survivors and people using violence and their families and whānau

¹⁵ The specialist sexual violence sector has developed the *Good Practice Responding to Sexual Violence Guidelines* which present the knowledge and skill of the sector in relation to what works, responding to survivor needs and experiences, and the research evidence-base. The Guidelines are a resource for the sector to promote ongoing development of and reflection on good practice, to support the sector to be accountable in the same way it asks its partners to be, and to increase transparency in its relationships with communities, at both local and national levels. Wharewera-Mika, J. M. and McPhillips, J. M., 'Guidelines for mainstream crisis support services for survivors (round two)', *Good Practice Responding to Sexual Violence*, 2016 <http://toahnnestgoodpractice.org/>

¹⁶ The national sexual violence independent sector working group was established to define what support the sexual violence sector requires and to design the ideal ways to provide this support. <https://www.msd.govt.nz/about-msd-and-our-work/work-programmes/initiatives/family-and-sexual-violence/specialist-services/strengthening-support-for-sexual-violence-sector.html>

¹⁷ Learnings from Victoria have demonstrated that as statutory services improve their identification of and responses to victims, there are flow-on effects to NGO specialist services. Aotearoa New Zealand can anticipate experiencing similar demand increases. Victorian Government, *Royal Commission into Family Violence: Victorian Government Submission*, Victoria, Victorian Government, 2015.

- identifies and manages the most extreme level of risk, and high levels of need with respect to people's safety and wellbeing
- has highly skilled practitioners with respect to cultural expertise and cross-cultural literacy
- focuses on addressing people's lived experiences of structural and interpersonal violence
- works in a trauma and violence (structural and interpersonal) informed manner
- undertakes system advocacy and leadership roles requiring a range of knowledges, expertise, and skills in partnership and collaboration.

Family Safety Victoria have developed an 'entry to expert' framework which describes four levels of practitioner; entry, mid, senior, and expert.¹⁸ A similar approach to specialist recognition and sustainability will be progressed in Aotearoa New Zealand. Such an approach will help grow the specialist workforce and provide career pathways and remuneration scales, which are needed to attract, value and retain skilled and dedicated practitioners. The draft framework will be shared with the specialist sectors for consultation and review.

What we need

We are seeking up to 18 representatives for two expert design groups (Tauwiwi and Kaupapa Māori) who have current and extensive practice experience of working in the family violence and/or violence within whānau and/or sexual violence NGO sectors.

Representatives will have a commitment to the Treaty of Waitangi, work in an intersectional manner and contribute expertise in one or more of the following areas:

- specialist family violence organisational development
- Kaupapa Māori violence within whānau organisational development
- specialist sexual violence services organisational development
- working with the LBGQTQI+ community on outing violence
- working with Pacific family violence providers and communities
- working with refugee, migrant and ethnic family violence providers and communities
- working with the disability sector in supporting people experiencing or using violence
- developing organisational practice for working with people using violence
- case management, supervision and peer support in the specialist NGO violence sector
- current theoretical /conceptual knowledges and frameworks about family violence and/or violence within whānau and/or sexual violence.

When we need you

Representatives will be required to attend **in-person** full day hui in Wellington:

- Two days in March 2019
- Two days in April 2019
- Two days in May 2019
- Two days in June 2019

¹⁸ Family Safety Victoria, *Responding to Family Violence Capability Framework*, Victoria, Victorian State Government, 2017. https://www.vic.gov.au/system/user_files/Documents/fv/Responding%20to%20Family%20Violence%20Capability%20Framework.pdf

A sub group of up to eight representatives from the two expert design groups will also meet to develop the 'expert to entry' framework. Meetings will be in Wellington:

- Two days in May 2019
- Two days in June 2019

Representatives will need to be able to participate fully in all meetings and any follow up work. It is expected there will be some work required in between meetings, and that representatives will liaise and consult with their networks and colleagues during this time also. Representatives may also need to attend video/teleconferences between meetings to ensure work progresses as planned.

As there will be representatives sought from across Aotearoa New Zealand, some people will travel to meetings. The Joint Venture Business Unit will cover meeting travel and accommodation costs. Representatives will be paid in line with the Cabinet Fees Framework for their participation.

Practice Advisors (with practice experience of working in the family violence and/or violence within whānau and/or sexual violence NGO sectors) will facilitate the work of the expert design groups, and support the development of the draft Standards and draft 'entry to expert' framework on behalf of the Joint Venture Business Unit.

What is important to us

We want to have an equitable and transparent process that enables representatives to collectively set the direction and guide the development of this important work. We want representatives that are committed to improving organisational responses to those affected by family violence and violence within whānau across Aotearoa New Zealand and who understand the responsibility of drafting organisational capability standards and an 'entry to expert' framework which affirms sectors' expertise, supports sectors' sustainability, and are ultimately endorsed as guiding documents to ensure the provision of safe, holistic and responsive specialist NGO practice with victims/survivors, people using violence and their families and whānau.

How to express an interest in the Opportunity for Engagement

To express an interest in participating in this opportunity, please send us a written response addressing the information requested in the Opportunity for Engagement template (Appendix 1).

We ask that responses are no longer than three pages. If we need to clarify anything we will give you a call. Please email your response to: Beth.Anslow@justice.govt.nz

Timeframes

The Opportunity for Engagement will be open for two weeks from 22 February 2019 - 8 March 2019.

How to contact us

If anything is unclear or you have any questions, then please ask us to explain. Email: Beth.Anslow@justice.govt.nz

Selection process

Applications will be considered by a panel of cross government representatives with expertise in family violence, sexual violence and violence within whānau. Applicants will be advised by 15 March 2019 whether they are successful or not. The panel will be looking to ensure the expert design groups have good representation from across the sectors, rural/urban locations and a wide range of experience and expertise.

If you are not successful, this is not the only opportunity to provide input into the development of the Standards and 'entry to expert' framework. There will be further opportunities for sectors' representatives to contribute at a later stage, as well as more opportunities to support the work of the national strategy.

We would like to retain your contact details, as we may be establishing further working groups with respect to the national strategy. Please let us know if you are only interested/available for the Standards and 'entry to expert' framework opportunities. Thank you.

Appendix 1: Opportunity for Engagement template

Your contact details <i>(full name, postal address, email address, phone number)</i>	
Organisation(s) you work for/are employed by	
Contact details of any person/organisation/collective who supports your application	
Information about who you are, your background and experience in the: <ul style="list-style-type: none"> • family violence • violence within whānau • sexual violence sectors 	
What expertise you can contribute to the expert design groups	
What communities you represent and work with, and networks you have linkages to	
Confirmation in principle that you have time to attend (in person) all meetings and participate in follow up work: YES/NO	
Your contact details can be kept with respect to further opportunities to be involved with the National Strategy work: YES/NO	