



Family Safety Hub

Co-creating pathways to sustainable safety

DESIGN REPORT

January 2018

Table of Contents

Why do we need a Family Safety Hub?	3	What will the Family Safety Hub do?	21
Background	4	Shared Understanding	23
Our approach	5	Building Capability	24
Research insights	6	Pathways to Safety	25
Defining the problem	7	How will the Family Safety Hub operate?	26
Our co-design process	10	Working in partnership	28
What the Hub is not	11	Innovation process	29
What the Hub is	12	Resources	31
What is the change we are seeking?	13	Collaborative governance	32
The change we are seeking for people	14	How will we measure success?	33
Future experience	15	Our theory of change	34
Critical shifts	19		
The Hub is the start of the story	20		

Section 1

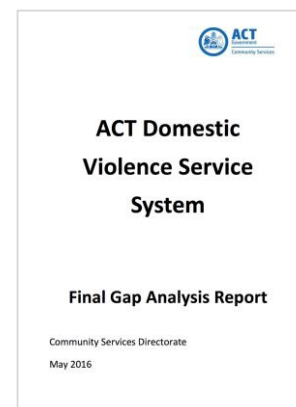
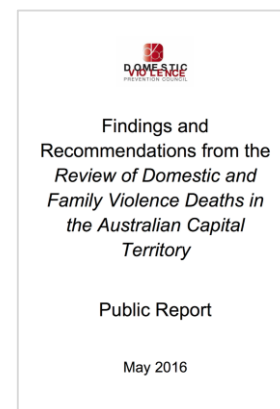
Why do we need a Family Safety Hub?

Background

Several 2016 reports made findings about the critical importance of services working together to provide effective responses to domestic and family violence in the ACT.

In recognition of the need for a focal point in the ACT service system for domestic and family violence response, the ACT Government committed to establish a Family Safety Hub. It was intended that the Hub would facilitate the integration of services, across government and the community sector, responding to domestic and family violence.

The Office of the Coordinator-General for Family Safety was tasked with co-designing the Family Safety Hub with government, the community sector and people with lived experience of domestic and family violence.



Our approach

The experience we sought to understand

This project sought to listen to and co-design with groups of people who are least likely to access domestic and family violence services. These groups were:



Aboriginal and
Torres Strait
Islander
women and
families



CALD
women
and
families



LGBTIQ+
community



Women
with a
disability



Young men with
lived experience
of violence in
their family

To better understand the challenges and barriers faced by these groups, we spoke to service providers and people who have experienced and used violence.

The premise behind this approach was that if we can understand and overcome barriers for these groups, our response will make services more accessible, responsive and effective for all groups.



The voice of the people is very much heard. The gaps are being highlighted - I have hope this will make a difference.”

- INSIGHTS WORKSHOP ATTENDEE



I like what this team have done, this process. It's good we are slowing down and targeting those most in need. I can't imagine a better way.”

- INSIGHTS WORKSHOP ATTENDEE

Research insights

The key insights gained from listening to service providers and people who have experienced or used domestic and family violence are summarised, below.



Do we hear what people are saying?
People are offered generic pathways that do not meet their needs or aspirations.



A gendered system excludes some people and communities



People are afraid to access services and want a non legal response for safety



Communities are seeking culturally competent and trauma informed services that work with the whole family



There is not enough focus on the children and the impact of the significant trauma they experience



The approach to men is not sufficiently focused on accountability and change



A lot of people and communities who experience violence do not recognise it as violence



Power and control is not recognised as violence by victims, perpetrators or the system



Trust is critical for vulnerable people seeking help
Transactional referral based systems are a barrier



Some victims are incredibly isolated



Complex and fragmented services make it hard for people to navigate the system to achieve safety



I have left but I am still not free
Harassment continues long after leaving and the system is complicit in these games

Defining the problem

Our research insights helped us to understand and define the problems experienced by families accessing our current domestic and family violence service system. Our problem definition is outlined below. Our co-design work sought to address these problems.

1.

People are not seeking help or achieving safety because the available supports do not meet their needs. Generic responses create fear in some communities.



2.

The dynamics of domestic and family violence are not well understood by the service and justice systems, or the community. Early intervention opportunities are missed and the system is used to perpetuate abuse.



3.

Victims are most likely to disclose to trusted people, but trusted people are often not equipped to respond. Opportunities to identify and respond to isolated victims are missed.



4.

Children are lost in the response to domestic and family violence and the long-term impacts of trauma on children are not addressed.



5.

The service system is predominantly funded for crisis response. There are limited services for prevention, early intervention and recovery support.



6.

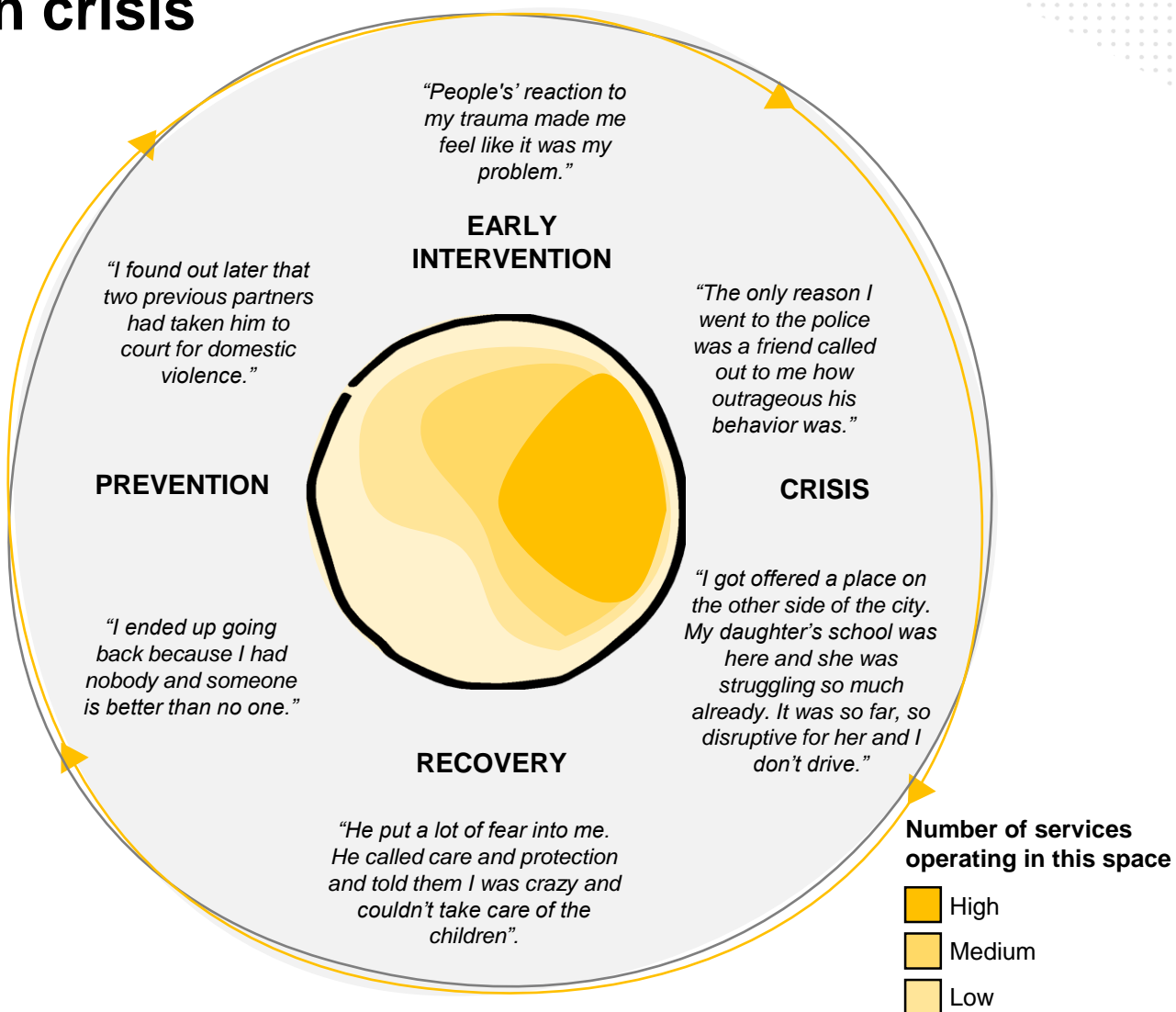
Fragmented and transactional services make it hard for people to navigate the system and achieve safety.



Current state: A system focused on crisis

As highlighted in the problem definition, the current domestic and family violence system in the ACT is focused on crisis response. For the groups we spoke to, there are service gaps in prevention, early intervention and recovery. Some of the stories of the people we spoke to are highlighted in the diagram, at right.

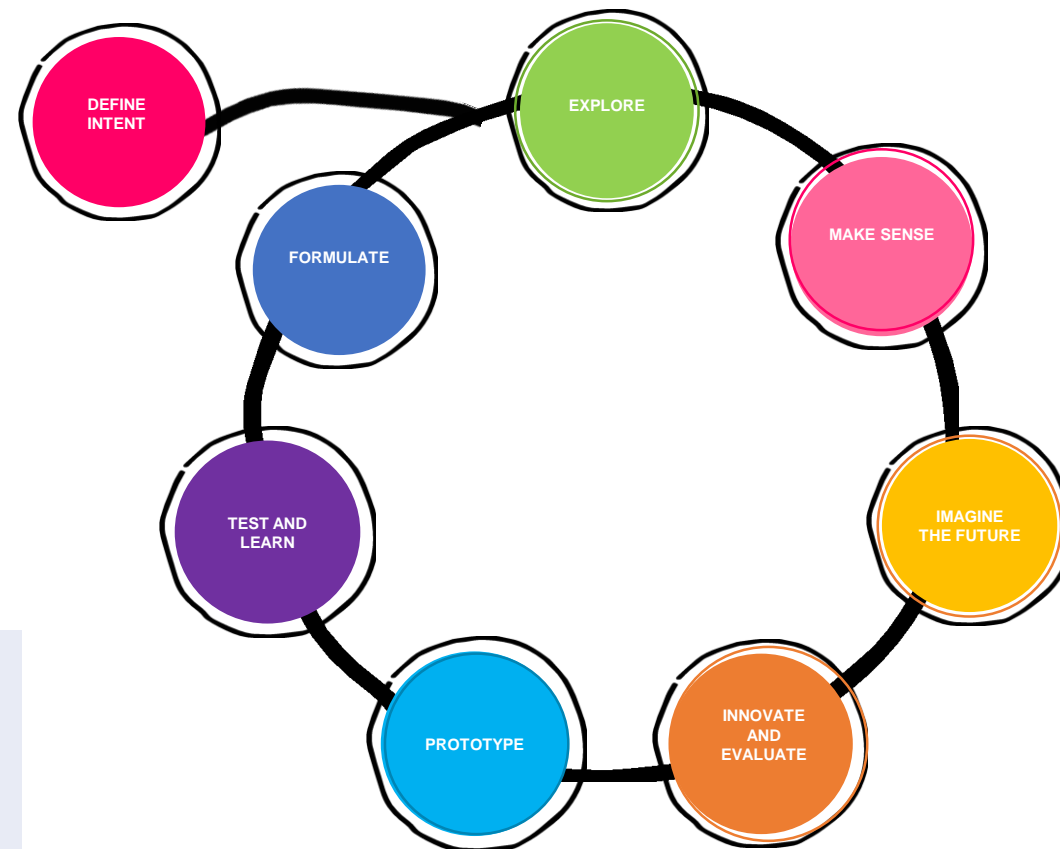
A robust system would focus equal effort on preventing violence from occurring, intervening, early, so that violence does not escalate, responding to crisis and post-crisis therapeutic support to help people recover.



Our co-design process

To define a role for the Hub in responding to the problems identified, we worked through a co-design process with a core design team and a network of critical friends.

The core design team was comprised of Government and non-Government members with specialist expertise in domestic and family violence. The core design team completed a series of six workshops to develop directions for the Hub. The design process followed is shown, at right.



“

It's given us a lot of options. I was sceptical, but this process has give me hope. I am excited about what will come next.”

- CORE DESIGN TEAM MEMBER

The Hub will **not** provide case coordination

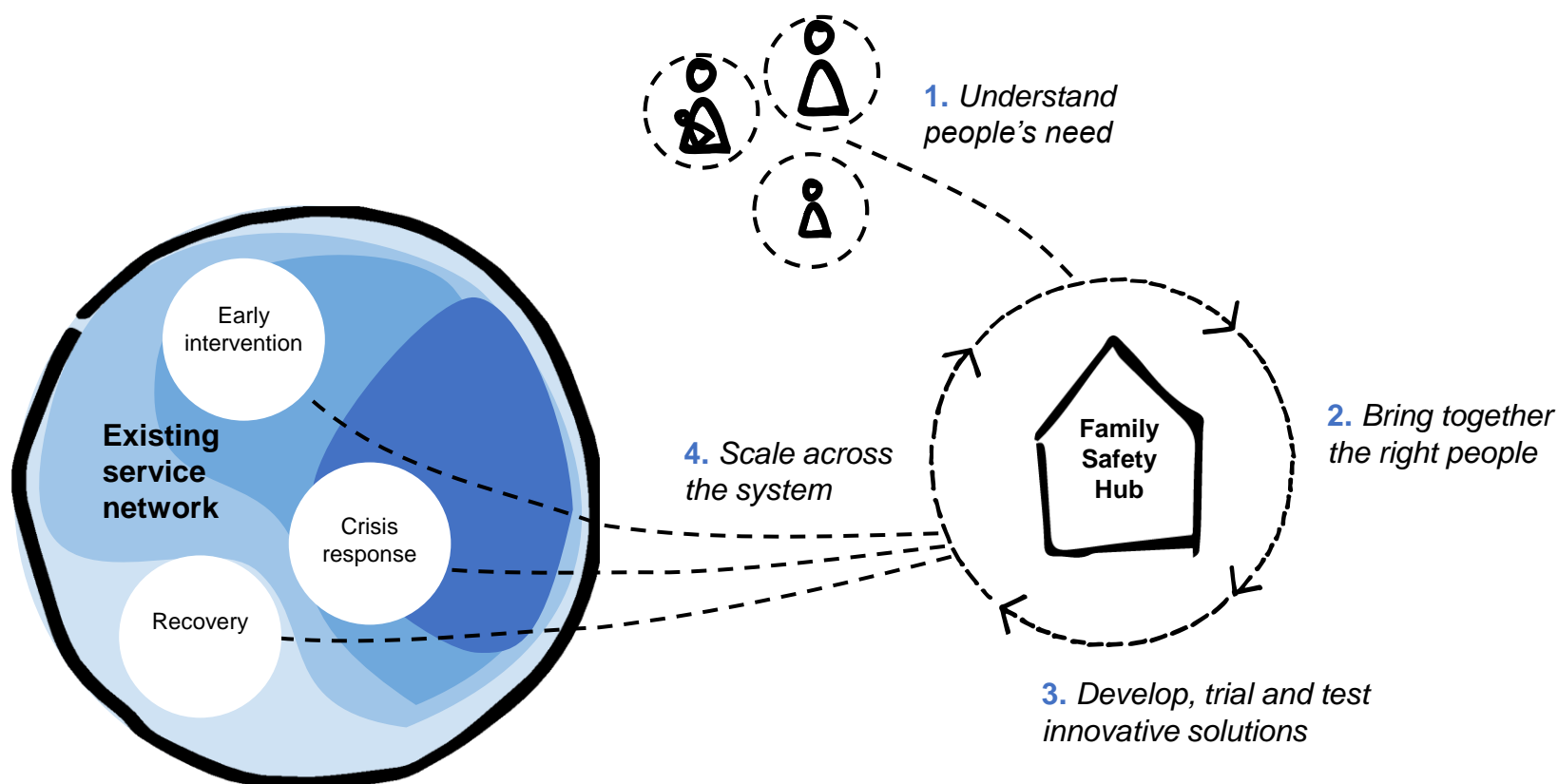
The core design team found that developing a Hub that directly coordinates services or provides case management for clients would not solve the current barriers people face in getting the right support because:

- people seek help through **trusted relationships**, which means **many front doors** and **many locations** need to have the capacity to respond;
- centralising our response risks **pulling capability out** of existing services, which would damage existing trusted relationships;
- we already have coordination and intake mechanisms and there is no guarantee that producing more of the same will achieve better results or **address systemic problems**;
- service integration requires capability to respond to domestic and family violence being **distributed across the system**; and
- it is only through working as a **whole community** that we will be able to meet people's diverse needs.

The Hub will **innovate** and **catalyse** change

It was agreed that innovation is needed to meet people's actual needs.

The Family Safety Hub will provide an opportunity to bring the right people together to develop innovative solutions that address identified needs and trial and test these solutions. New solutions that are shown to be effective can then be scaled, catalysing change in the existing service system.



Section 2

**What is the change
we are seeking?**

Long-term outcomes for people

We are seeking to improve the experience of people for whom the current service system creates barriers to accessing help and achieving safety. In the future:



Families experiencing violence who are seeking alternative pathways to safety are able to stay together and receive culturally-appropriate support.



Children impacted by domestic and family violence are kept safe and recover from the impacts of trauma.



Families at risk receive a service response, early, so that violence does not escalate.



Victims rebuilding their lives have their financial, housing and psychological needs met.



Victims who are isolated, including women with disabilities, are helped to manage or leave violence by services equipped to identify their needs.



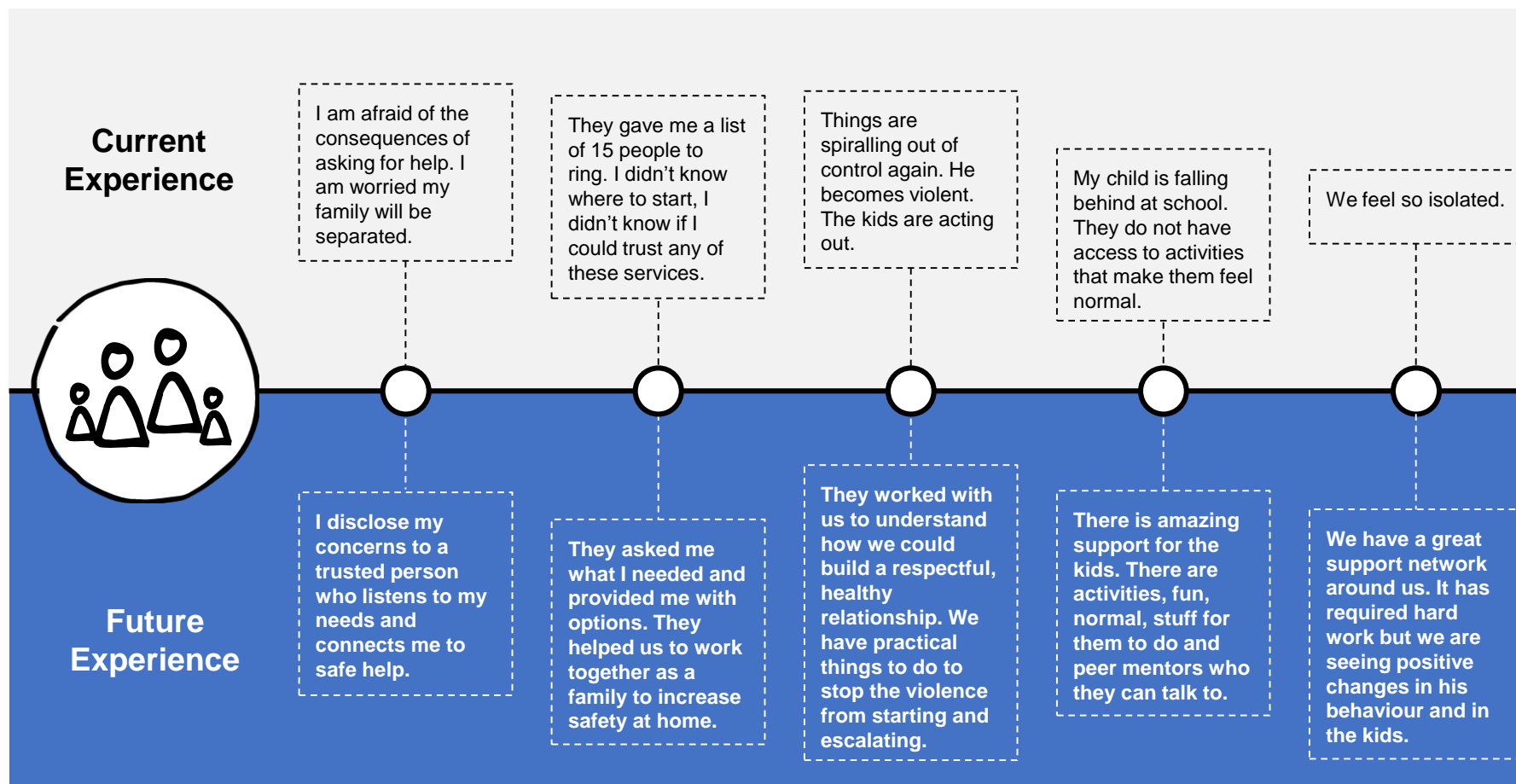
Victims trying to escape do not experience systems abuse.



People experiencing domestic and family violence are able to have their full needs met by a connected system.

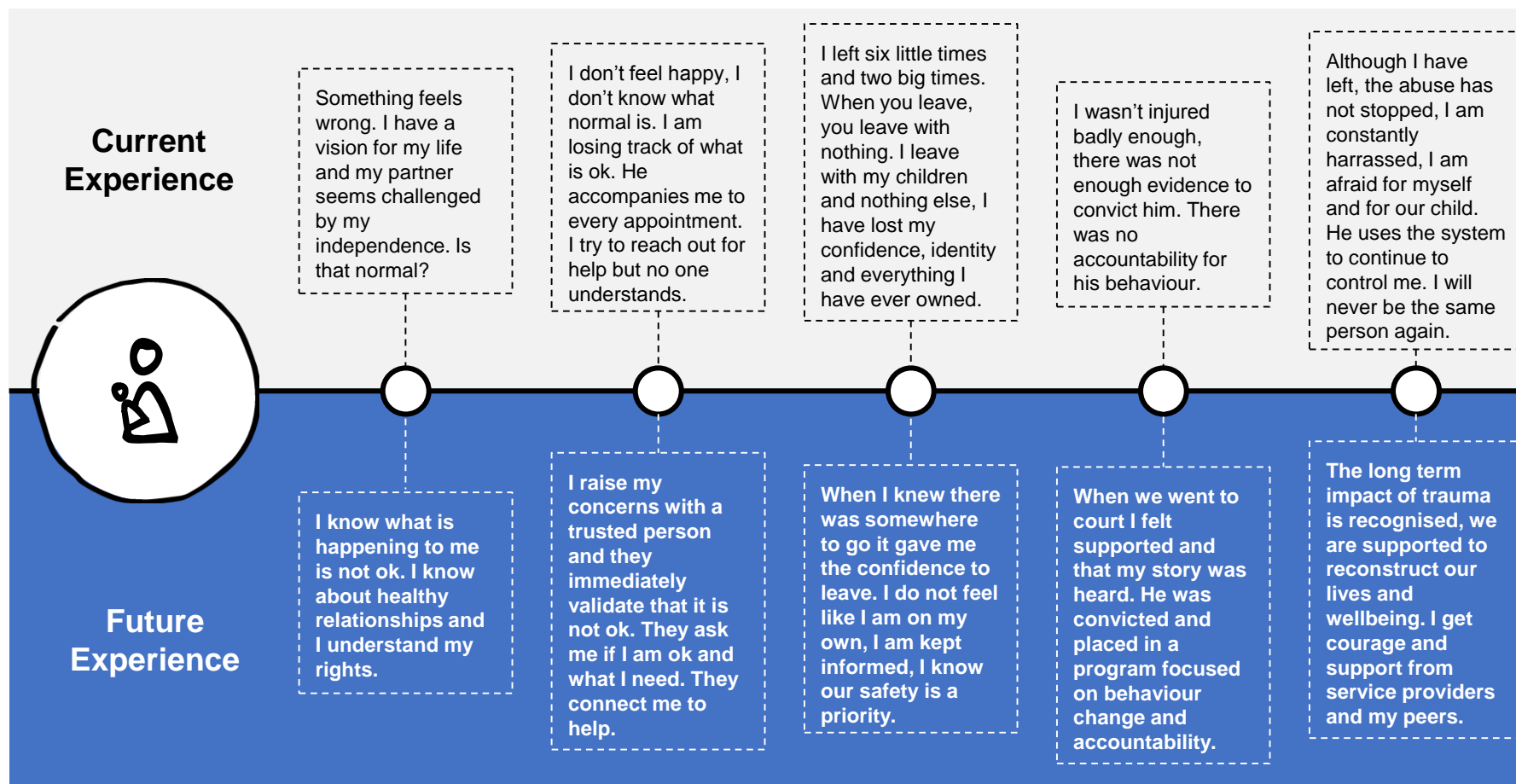
Future experience: **Working with the whole family**

A trauma informed response that works with the whole family, intervening early to achieve sustained safety for families seeking to stay together.



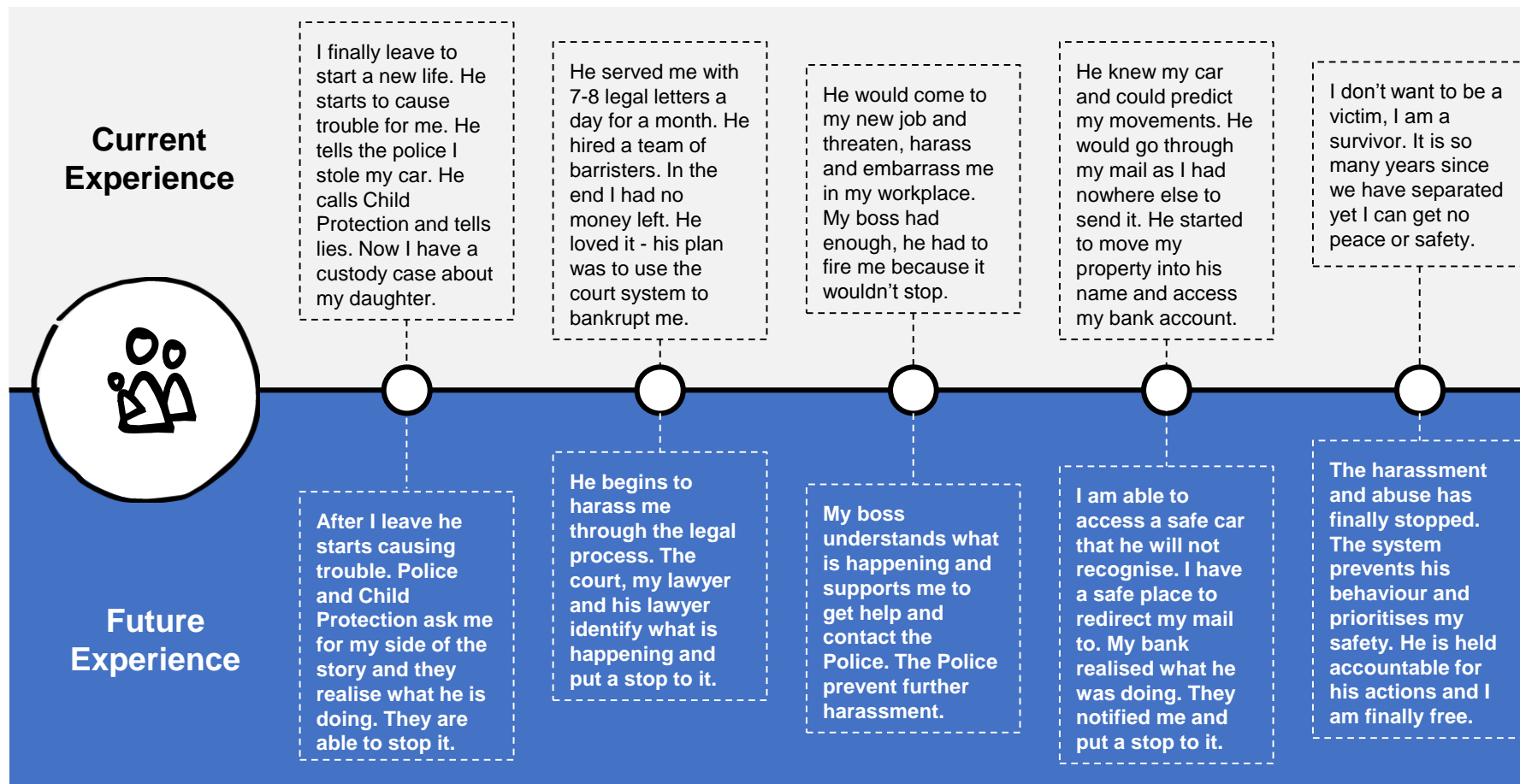
Future experience: Escaping violence

The community and the system understands the dynamics of domestic and family violence and provides pathways to sustained safety for those seeking to leave.



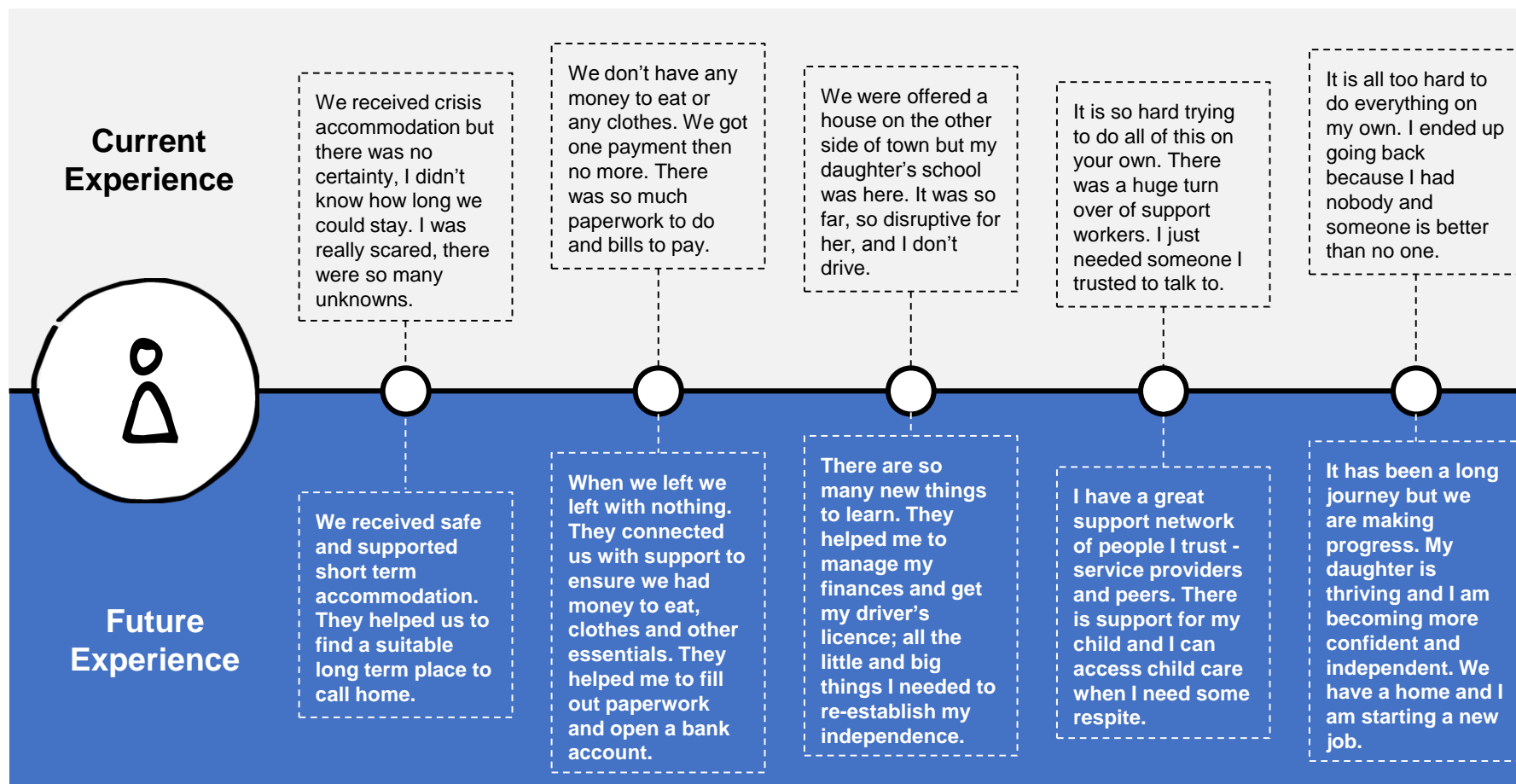
Future experience: I have left and I am free

The system can identify when perpetrators are manipulating the system to continue the abuse and has mechanisms in place to prevent this from happening.



Future experience: Recovery is supported

The complexity of recovery and the impacts of trauma are understood. People are supported in a holistic way to re-establish their lives.



System shifts

We have identified a number of system shifts required to enable us to change people's experience.

1	FROM: People are not seeking help or achieving safety because the available supports do not meet their needs. Generic responses create fear in some communities.	TO: There are flexible, culturally-appropriate and trauma informed responses to different needs. Victims report violence without fear.
2	FROM: Children are lost in the response to domestic and family violence and the long-term impacts of trauma on children are not addressed.	TO: Children's needs for safety and recovery are supported.
3	FROM: The service system is predominantly funded for crisis response.	TO: Prevention, early intervention and recovery responses are intrinsic parts of the domestic and family violence service system.
4	FROM: Victims are most likely to disclose to trusted people—but trusted people are not always equipped to respond to domestic and family violence. Opportunities to respond to isolated victims are missed.	TO: Trusted people are able to identify and respond to domestic and family violence. Isolated victims receive a response.
5	FROM: The dynamics of domestic and family violence are not well understood by the service and justice systems, or the community. Early intervention opportunities are missed and the system is used by perpetrators to continue abuse after separation.	TO: There is broad understanding of the dynamics of domestic and violence across the service and justice systems and the community. Services intervene early and systems abuse is identified and addressed.
6	FROM: Fragmented and transactional services make it hard for people to navigate the system and achieve safety.	TO: The system is connected and provides a holistic response.

The Hub is the **start of the story**

The insights we heard helped us to define a range of problems experienced by people currently accessing the domestic and family violence service system. The Hub will help us to go some way to addressing these, but it is just the start of the story.

The insights and the problems they highlight present us with a roadmap for whole of system change, not just a program of work for the Family Safety Hub. Indeed, the changes we are seeking are generational.

To bring about the critical shifts in the system and the changed experience for people that we are seeking, we will require government, the community sector, the private sector and the whole community to play a part.

The Family Safety Hub will work on priority areas for action, identified in the next section. The Hub will also seek to catalyse broader change in the system, through scaling innovative pathways and solutions.

Section 3

What will the Family Safety Hub do?

What will the Family Safety Hub do?

In order to start to bring about the system shifts required, the Family Safety Hub will have three core functions, described below.

Shared Understanding

Increase understanding of domestic and family violence among trusted service providers and the community

Building Capability

Develop system-wide capability to provide integrated, evidence-based responses that are culturally appropriate and trauma-informed

Pathways to Safety

Co-design pathways to safety and solutions to systemic problems that meet people's needs and reduce fear of the system

System shifts addressed

1	There are flexible, culturally-appropriate and trauma informed responses to different needs. Victims report violence without fear.	
2	Children's needs for safety and recovery are supported.	
3	Prevention, early intervention and recovery responses are intrinsic parts of the domestic and family violence service system.	
4	Trusted people are able to identify and respond to domestic and family violence. Isolated victims receive a response.	
5	There is broad understanding of the dynamics of domestic and violence across the service and justice systems and the community. Services intervene early and systems abuse is identified and addressed.	
6	The system is connected and provides a holistic response.	

Function: Shared Understanding

Increase understanding of domestic and family violence among trusted service providers and the community

WHY WE NEED TO DO IT:

We need a broader range of service providers and people in the community to understand what domestic and family violence is. In particular, we need to build understanding of the harm caused by the use of power and control in relationships. If we equip the community with these understandings, victims may access support, sooner. If we equip service providers, the opportunity for perpetrators to use the system to continue abuse will be minimised.

We also need to enhance trusted people's ability to respond to domestic and family violence. We know that, after family and friends, victims are most likely to disclose to health professionals. When a trusted person responds, meaningfully, some of the most isolated victims are able to access support.

OUR PRIORITY ACTION AREAS:

1

Enhance understandings of the dynamics of domestic and family violence among the service and justice system, including perpetrators' use of power and control

2

Enhance trusted people's capacity to respond to victims and perpetrators of domestic and family violence, especially isolated clients

Function: Building Capability

Develop system-wide capability to provide integrated, evidence-based responses that are culturally appropriate and trauma-informed

WHY WE NEED TO DO IT:

Services are siloed in delivering responses to domestic and family violence; they have a lack of capacity to build networks that would allow a more integrated offering for clients. No service is funded to deliver a holistic response. Fragmented services make it harder for people to navigate the system and achieve long term safety. We need to support the integration of services, enabling a connected and holistic response for victims seeking safety.

We also require system capability to support the other changes we are seeking, including creating cultures and systems where risk is managed, rather than escalated, cultural needs are met and the impacts of trauma are understood.

OUR PRIORITY ACTION AREAS:

3

Enhance the integration of services that support families experiencing domestic and family violence

4

Develop capability to respond to and manage risk, without the need to default to statutory services

5

Enhance cultural competency

6

Enhance capability to deliver trauma-informed responses

7

Increase use of data and evidence to drive interventions and improve performance

Function: Pathways to Safety

Co-design pathways to safety and solutions to systemic problems that meet people's needs and reduce fear of the system

WHY WE NEED TO DO IT:

The current system is not equipped to meet many people's needs. Our responses are often crisis-driven, focussed on the justice system and oriented towards family separation. This creates fear among many communities.

We need to work with communities to co-design new pathways to safety and solutions to systemic problems.

We need pathways that enable families to stay together, while working with men to reduce their use of violence. We need to better meet the needs of children, women with disabilities and diverse communities who are currently lost in the service response.

We need options that allow us to intervene, early, and post-crisis responses that enable sustained safety and recovery, by addressing financial, housing, psychological and other long-term needs.

OUR PRIORITY ACTION AREAS:

Co-design new pathways to safety, including:

8

Responses to Aboriginal and Torres Strait Islander families that are culturally safe and recognise the intergenerational impacts of trauma

9

Responses for children in families experiencing violence

10

Responses for Culturally and Linguistically Diverse women

11

Responses to women with disabilities

12

Responses for the LGBTIQ+ community

Co-design solutions to systemic problems, including:

13

Government/community/business partnerships for financial and housing support

14

Early intervention responses for families at risk

15

Recovery responses for people rebuilding their lives

Section 4

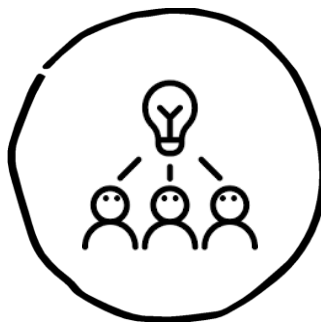
How will the Family Safety Hub operate?

Elements of the Family Safety Hub

The Family Safety Hub will require partnerships, processes, resources and governance in order to operate effectively.



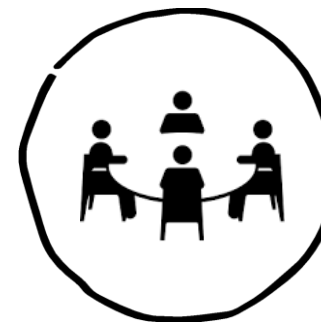
**Working in
partnership**



**Innovation
process**



Resources



**Collaborative
governance**



Working in partnership

The change we are seeking requires everyone to play a part, including the government, the community sector, the private sector and the whole community.

The Family Safety Hub will bring partners and collaborators together from across the ACT to innovate and pilot new ways of working, based on priority action areas.

For change to occur, we need to build on trusted relationships, as well as create new ones. The co-design work has started this process and the next challenge is to build on these foundations.

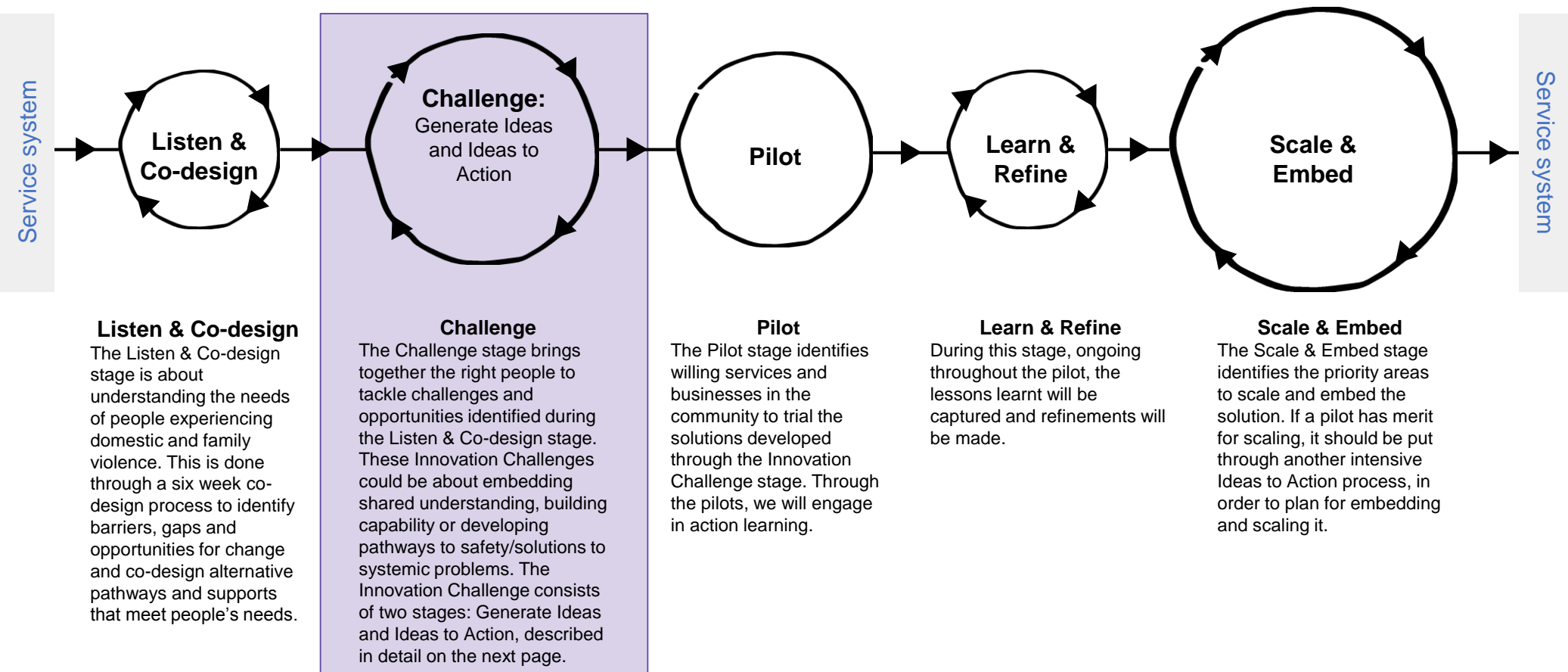
The Family Safety Hub partners need to have a commitment to developing new ways of working, contribute to reducing barriers and build capacity to respond to issues.





Innovation process: *overview*

The innovation process will enable us to understand needs, bring the right people together to develop innovative solutions to meet those needs, test solutions through pilots, learn quickly and scale solutions, thereby bringing about systems change.

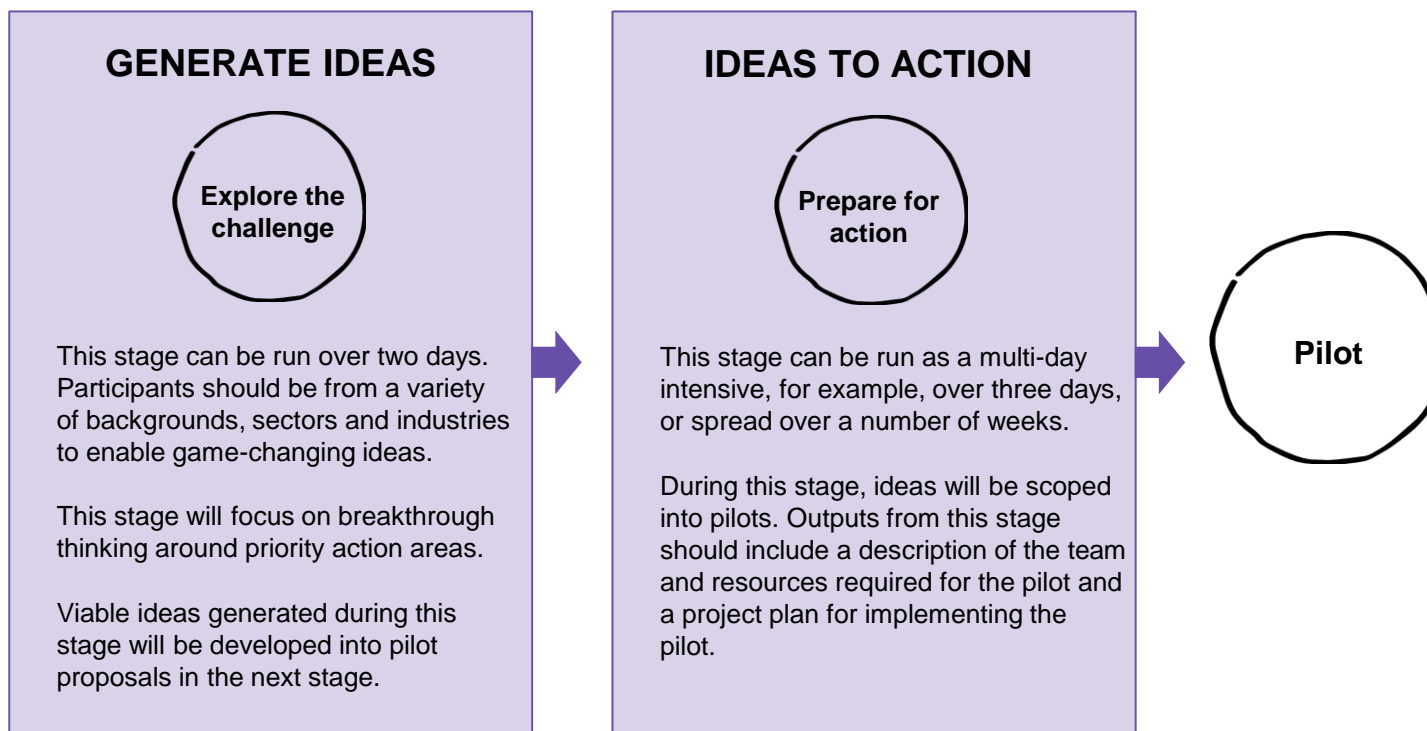




Innovation process: *The Challenge*

The Challenge step of the process works in two stages: *Generate Ideas* and *Ideas to Action*. The projects that come out of this process will then be piloted.

Criteria for anything moving from an idea to a pilot should be the extent to which the pilot can help us to achieve the change we are seeking. Pilots should demonstrate value in the first 100 days and potential to be scaled throughout the service system.



Resources

The Family Safety Hub will require a range of other resources to operate. Below are some of the key resources needed.



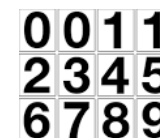
A space

A flexible, physical space will be needed for the Challenge to be run in.



People

The right people will need to come together, including an innovation lead, a Hub team and subject matter and cultural expertise.



Data collection mechanisms

Strong data collection mechanisms will be key to the success of the Hub evaluation.



Dedicated funding

A flexible innovation fund will be needed to support pilots. The Hub will also seek co-investment, including funding and expertise, in-kind.

Beyond the Hub, resources will also be required to scale successful pilots.



Communications mechanisms

Strategic engagement and collaboration with diverse community sector providers, service users and other partners will be critical to the success of this project. A comprehensive communications and engagement strategy will be necessary to the Hub's success.



Evaluation framework

An integrated evaluation framework will be developed ahead of the roll out of the Family Safety Hub.

The Hub will require a mix of evaluation methods in order to evaluate the innovation process and the impact of the pilots. This is described more in Section 5.



Collaborative governance

The Family Safety Hub will require collaborative governance to oversee the Hub programme of work. The collaborative governance structure will be built around the partnerships with community and other stakeholders. This model will drive the buy-in that we are seeking from our partners.

Family Safety Hub Advisory Group



The Family Safety Hub Steering Committee will establish a collaborative governance for the Hub's work programme. The Steering Committee will advise the Minister for the Prevention of Domestic and Family Violence on the innovation and investment priorities for the Family Safety Hub.

The membership will be chosen by the Government on the basis of expertise. The Steering Committee's role will be to:

- provide advice on the priorities for the Hub's work programme;
- attract different people, sectoral expertise and co-investment to support the achievement of the Hub's priorities; and
- provide advice on investable projects to the Coordinator-General for Family Safety.

The expertise we will be seeking from this group will include:

- community sector and service delivery;
- lived experience of domestic and family violence;
- innovation;
- government policy and service delivery; and
- private and philanthropic.

Section 6

How will we measure success?

Theory of change

An integrated evaluation framework will be developed ahead of the roll out of the Family Safety Hub. In 2018-19, we will evaluate our innovation process and conduct action learning through the pilots. An interim evaluation which summarises our learning will be produced by December 2019. Our theory of change is described, below.

