

Northern Integrated Family Violence Services
Family Violence Regional Integration Committee

STRATEGIC PLAN 2023-2026



NORTHERN INTEGRATED
FAMILY VIOLENCE SERVICES

nifvs.org.au

Acknowledgement of Country

The NIFVS partnership acknowledges Victorian Aboriginal people as the Traditional Owners of the land on which we provide our services – the Wurundjeri Woi-wurrung people of the Kulin nation – and pay our respect to their Elders past and present. We acknowledge that Aboriginal sovereignty was never given up and that we stand on stolen land. We are committed to Aboriginal self-determination and to supporting Treaty and truth-telling processes.

We recognise the ongoing leadership role of the Aboriginal community on gender equality and the health, safety and wellbeing of women and gender-diverse people. As First Peoples, Aboriginal Victorians are best placed to determine a culturally appropriate path to these in their communities.

Recognition of Victim Survivors

We would like to recognise the victim survivors of family violence, sexual assault and all forms of gender-based violence. We are thankful for all the people who have shared their stories to inform our work of responding to and preventing family and gender-based violence.

Recognition of Workforces

The NIFVS partnership would like to acknowledge our practitioners both current and those who have pioneered the sector who have work with both victim survivors of family violence and with people who use violence in the home. These practitioners have supported people in difficult periods of their lives, and we wish to acknowledge that vicarious trauma has an impact not only on the workforce but on their family members. Without practitioners we wouldn't have a service system and we thank these workers every day.

The NIFVS partnership acknowledges the support of Women's Health In the North as its auspice organisation.



The NIFVS partnership acknowledges the support of the Victorian Government.



Acronyms

ACCO – Aboriginal Community Controlled Organisations

CASA – Centre Against Sexual Assault

CISS – Child Information Sharing Scheme

CoP – Community of Practice

DFFH – Department of Family Fairness and Housing

FSV – Family Safety Victoria

FVISS – Family Violence Information Sharing Scheme

FVRIC – Family Violence Regional Integration Committee

FV – Family Violence

HMA – Hume Merri-bek Area

LGA – Local Government Area

LGBTIQA+ – Lesbian, Gay, Bisexual, Trans, Intersexual, Queer and Asexual + people

MARAMIS – Multi-Agency Risk Assessment and Management Framework and Information Sharing

NEMA – North-East Melbourne Area

NIFVS – Northern Integrated Family Violence Services

NMR – Northern Metropolitan Region

PSA – Principal Strategic Advisor

RAE – Risk Assessment Entities

TOD – The Orange Door

WHIN – Women's Health in the North

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Message from the Chair

With pleasure, I present the 2023-26 Strategic Plan for the Northern Integrated Family Violence Services (NIFVS - the 'Partnership') Family Violence Regional Integration Committee (FVRIC).

This plan represents a comprehensive and robust consultation and planning process, undertaken with the participation of the full partnership, overseen by a steering committee, and led by consultant Wei Leng Kwok.

This plan builds a strong understanding of the intent, vision, role and function, values, and guiding principles of the NIFVS FVRIC. This plan outlines the strategic priorities and actions to be taken over the coming three years to build on the strength of the work already undertaken in response to the recommendations of the 2015 Royal Commission into Family Violence.

The NIFVS FVRIC is committed to working for our communities through the voice and advocacy of experts by lived experience and partnerships that represent the diverse community of Melbourne's northern metropolitan suburbs.

It is the collective purpose of the NIFVS FVRIC to work collaboratively to ensure the regional family violence service system is integrated, inclusive, accountable and equitable.

This plan is designed to be active and flexible and take on the challenges and be responsive to the needs of a changing policy and service system delivery environment.

I would like to acknowledge the collective effort by all who have contributed to this plan.

Felicity Rorke - Interim Chair NIFVS FVRIC
February 2025



About the NIFVS FVRIC

The Northern Integrated Family Violence Services (NIFVS) Family Violence Regional Integration Committee (FVRIC) provides leadership, advocacy and expertise to strengthen, integrate and improve the family violence system across Melbourne's north to help end family violence in our community.

Melbourne's north is defined by the two Department of Families, Fairness and Housing (DFFH) areas of Hume Merri-bek (HMA) and North East Melbourne (NEMA), and encompasses the seven Local Government Areas (LGAs) of Banyule, Darebin, Hume, Merri-bek, Nillumbik, Whittlesea and Yarra. The NIFVS FVRIC includes senior managers and CEOs from specialist family violence services and services that work with victim survivors and people using family violence.

The NIFVS FVRIC strives to ensure mutually beneficial linkages with other local structures relevant to their system-focused function, including (but not limited to) Dhelk Dja Indigenous Regional Action Groups, Child and Family Services Alliances, Homlessness and Housing Networks, and primary prevention/women's health partnerships.

Representation from across sectors is vital to an effective and integrated family violence system. Local connections are critical to maintaining the integrity of and alignment to broader regional priorities across the child and family services sector. The NIFVS FVRIC prioritises resources to support regional work undertaken by Integrated Family Services (IFS), the Hume Merri-bek Smart Services Network and the Local Site Executive Committee (LSCE) initiative operating across NEMA in the City of Whittlesea.

Specialist family violence services	Community legal services	Hospitals and health services	Women's Health In the North
Sexual assault services	Dhelk Dja Action Group	Alcohol and Other Drug services	DFFH (including but not limited to Agency Performance and System Support and Child Protection)
The Orange Door (HMA and NEMA)	Courts Services Victoria	Housing and homelessness services	Victoria Police
Child and family services	Migrant, refugee and culturally specific organisations	Local Governments	

Currently, more than 400 services in our local areas engage with the work of NIFVS FVRIC in some way e.g., through our training and professional development activities.



Leading initiatives that support service integration and system improvements



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



Building Workforce Capacity and Capability



Effective cross-sector governance for system leadership



Supporting the implementation, monitoring and evaluation of family violence reform initiatives

Family Violence Regional Integration Committees

NIFVS FVRIC is one of 13 Family Violence Regional Integration Committees (FVRICs) that operate across Victoria. FVRICs are uniquely positioned and constituted in their local areas to harness expertise and knowledge for building family violence literacy and capability, improving pathways to support victim survivors, and promoting the accountability of people who use family violence. As local governance structures, FVRICs are well positioned to focus on strategic leadership and collaborations for integrated family violence systems in their areas.

FVRICs are also integral to the success of the statewide reform agenda for systems change and to end family violence. Ending Family Violence: Victoria's plan for change (2016) is the Victorian Government's plan to deliver on all recommendations of the Royal Commission into Family Violence (RCFV) (2016). The RCFV recognised the inherent value of FVRICs in connecting with statewide governance structures to progress the systems-level work required for lasting reform measures.

FVRICs are the only governance structures that exist across the entire state with a dedicated focus on:

- the unique service and socio-demographic characteristics of local areas;
- shared evidence-based understandings of family violence; and
- the capability and capacity of workforces for integrated family violence systems.

FVRICs have unparalleled capacity to provide informed, strategic advice to agencies of the Victorian Government and others involved in family violence reform, by bringing local systems knowledge and cross-sector perspectives to statewide design and implementation discussions, decisions and forums.

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The Statewide Family Violence Integration Advisory Committee (SFVIAC) is the formal mechanism for strategic and coordinated engagements between FVRICs and statewide agencies and others leading Victoria's family violence system reform.

Principal Strategic Advisors (PSAs) and teams support FVRICs in delivering on their strategic priorities and objectives by providing advice to FVRICs; coordinating capability and capacity building initiatives; and maintaining strategic communications and relationships with stakeholders including via SFVIAC.

Strategic plan development and contexts

In 2023, NIFVS FVRIC undertook a comprehensive planning process for the development of its Strategic Plan 2023–2026. This process involved the full partnership and was overseen by a steering committee drawn from the partnership.

Identification of strategic priorities and objectives for the next three years were informed by several statewide policy, legislative and other developments, and a new national plan to end family violence.



Policy Context

Ending Family Violence: Victoria's plan for change (2016)

Ending Family Violence and Family Violence Reform Rolling Action Plan 2020–2023 continue to shape the policy landscape of family violence reform in Victoria. Rolling Action Plan 2020–2023 contains cross-cutting themes and priorities for progressing the reform agenda such as lived experience, Family Violence Multiagency Risk Assessment and Management Framework and Information Sharing (MARAMIS), and workforce development.

Building from Strength: 10-year industry plan for family violence prevention and response (2017)

Sector consultations, including with SFVIAC, have concluded for the Second Rolling Action Plan 2023–2026 of the statewide industry plan for family violence response and prevention. Consultations suggest three focus areas for the Second Rolling Action Plan: improve workforce attraction; enhance family violence skills and education pathways; and build better pathways for family violence and sexual assault specialists. An understanding of workforce issues is expected to be another 'stream' by way of targeted research.

Dhelk Dja: Safe Our Way – Strong culture, strong peoples, strong families (2018)

Dhelk Dja: Safe Our Way continues as the primary Aboriginal-led agreement that commits Aboriginal communities, services and government to work together on responding to and ending family violence. Dhelk Dja Regional Action Group for Melbourne's north is a source of critical advice on initiatives impacting Aboriginal communities in our local areas and plays a vital role in community-led responses that educate, prevent, reduce and respond to family violence.

Reform governance

A report on governance by Family Violence Reform Implementation Monitor (FVRIM) shows the FVRICs and SFVIAC operating clearly in whole-of-reform arrangements for collaboration between government and stakeholders.

Guidelines by Family Safety Victoria (FSV) released in May 2022 lend further support to the unique role of FVRICs in family violence reform, including the alignment of local area strategic priorities and objectives with statewide policy and other developments.

MARAMIS developments

Multiple MARAMIS developments serve as important strategic contexts for NIFVS FVRIC priorities and objectives. Specific guidance is soon to be introduced for children and young people as victim survivors, and young people using violence in the home or in intimate partner/dating relationships. MARAM Maturity Model is also soon to be introduced as a supporting resource for ongoing alignment measures.

MARAM Framework and existing guides have recently been reviewed as part of legislative requirements of the *Family Violence Protection Act 2008 (Vic.)*, with recommendations to inform continuous improvement. *Responding to Family Violence Capability Framework* (2017) has also recently been reviewed with an initial draft prepared.

An independent review of the parts of the legislation underpinning MARAMIS and Central Information Point (CIP) has resulted in 12 recommendations to support the effectiveness of the Family Violence Protection Act 2008 (Vic.) as the legal framework for MARAMIS and CIP.

National Plan to End Violence against Women and Children 2022–2032

The National Plan is the national policy that will guide actions towards ending violence against women and children over the next 10 years. Released by all Australian, state and territory governments, the National Plan encompasses prevention, early intervention and response, and recovery and healing. The *First Action Plan 2023–2027* and *Aboriginal and Torres Strait Islander Action Plan 2023–2025* have also recently been released.



Family Violence facts and figures

Prevalence rates and estimates

In Australia, one in four women (23%) has experienced violence by an intimate partner since the age of 15. In Victoria, an estimated 679,000 women (26%) have experienced violence, emotional abuse, or economic abuse by a cohabiting partner since the age of 15.[i]

In Victoria, family violence is the most pervasive form of violence perpetrated against women. While people of all genders can be perpetrators or victims of family violence, overwhelmingly, perpetrators are men, who largely perpetrate violence against women (who are their current or former partner) and children.[ii]

In Melbourne's north, rates of reported family violence incidents in 2022 were 85.7 per 10,000 females and 28.8 per 10,000 males. These rates were lower than Victorian averages at 113.8 per 10,000 females and 39.1 per 10,000 males.[iii]

Health burden and death rates

In Australia, intimate partner violence is the greatest contributor to ill health and premature death in women aged 18 to 44 years, more than any other preventable burden of disease risk factor.[iv]

In Australia over the last three decades, intimate partner homicide has comprised 60% of all domestic homicides. Of these, 76% (n = 1,589) were female intimate partner homicides.[v] On average, this means one woman a week has been killed by a current or former male intimate partner.

Over the last three decades, the rate of female intimate partner homicides has steadily declined and is currently at the lowest since data collection commenced in 1989.[vi] Based on figures in recent years, one woman is killed around every nine days by a current or former intimate partner.[vii]

[i] Australian Bureau of Statistics (2021–22). Personal Safety, Australia, website accessed 25 September 2023

[ii] State of Victoria (2021). MARAM Foundation Knowledge Guide, Melbourne: Family Safety Victoria, p. 25

[iii] Women's Health Victoria. Victorian Women's Health Atlas, website accessed 24 September 2023 [iv] Webster, K (2016). A Preventable Burden: Measuring and addressing the prevalence and health impacts of intimate partner violence in Australian women, Sydney: ANROWS, p. 2

[v] Bricknell, S (2023). Homicide in Australia 2020–21, Canberra: Australian Institute of Criminology, p. 7

[vi] Bricknell, S (2023). Homicide in Australia 2020–21, Canberra: Australian Institute of Criminology, p. 8

[vii] Australian Institute of Health and Welfare (2019). Family, Domestic and Sexual Violence in Australia: Continuing the national story 2019, Canberra: AIHW, p. x



Compounding impacts of structural inequalities

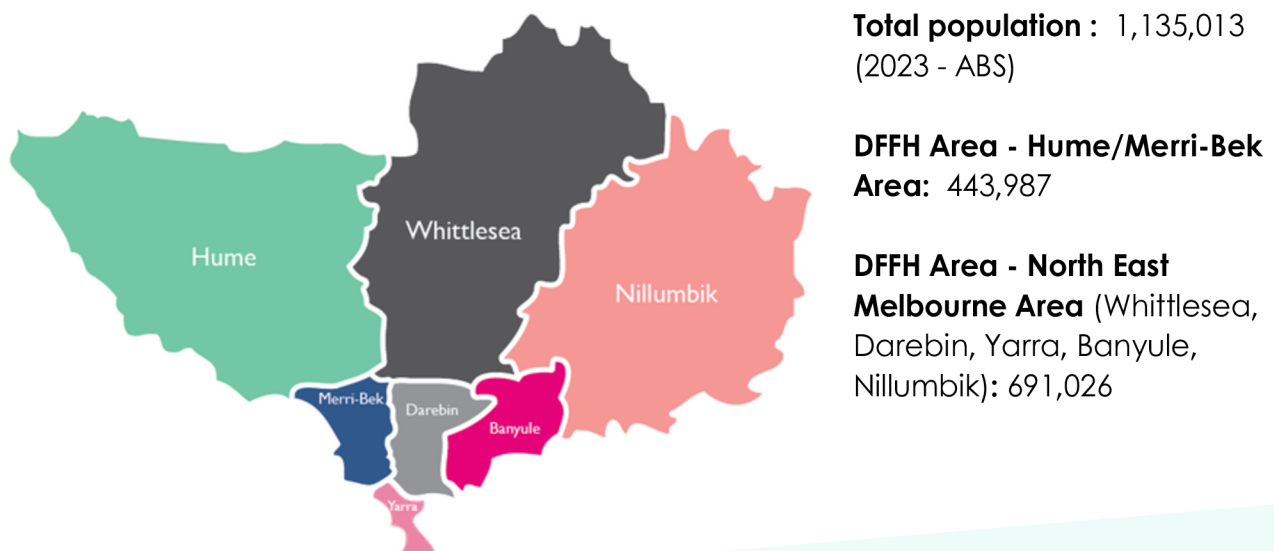
Due to intersecting forms of structural inequalities, some women and communities experience higher levels of violence generally, including family violence.

- Over a 12-month period, women with disability are at 2.3 times the risk of violence by an intimate partner than women without disability.[viii]
- Indigenous females aged 15 years and over are 34 times more likely to be hospitalised for family violence as non-Indigenous females.[ix] The majority of family violence against Aboriginal adults and children is perpetrated by non-Aboriginal family members.[x]
- Intimate partner violence is reported at similar or higher rates in same-gender relationships to heterosexual relationships. While limited research exists on trans and gender diverse experiences of violence, intimate partner violence is reported at higher rates than cisgender relationships.[xi]

Women and men experienced the COVID-19 pandemic differently, with existing gender inequalities amplified by public health suppression measures. In May 2020, two thirds of women experiencing physical or sexual violence by an intimate partner said the violence started or escalated during the three months prior i.e., since the pandemic began (February 2020).[xii]

Regional Family Violence Statistical and Demographic Data

Total Regional Data - Populations



[viii] Sutherland G, Krnjacki L, Hargrave J, Kavanagh A, Llewellyn G and Vaughan C (2021). Primary Prevention of Violence against Women with Disability: Evidence synthesis, Melbourne: University of Melbourne, p. 15

[ix] Australian Institute of Health and Welfare (2019). Family, Domestic and Sexual Violence in Australia: Continuing the national story 2019, Canberra: AIHW, p. 113

[x] State of Victoria (2021). MARAM Foundation Knowledge Guide, Melbourne: Family Safety Victoria, p. 72

[xi] Carman M, Fairchild J, Parsons M, Farrugia C, Power J and Bourne A (2020). Pride in Prevention: A guide to primary prevention of family violence experienced by LGBTIQ communities, Bundoora: Rainbow Health Victoria, p. 5

[xii] Boxall H, Morgan A and Brown R (2020). 'The prevalence of domestic violence among women during the COVID-19 pandemic,' Statistical Bulletin 28. Canberra: AIHW, p. 1

Regional Family Violence Statistical and Demographic Data

HMA: Merri-bek Population 181,223 (2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)

In 2023 Victoria Police attended **1,786** incidences of family violence:

- **36.3%** were identified as being born in Australia, 11.7% overseas and 52% were unknown
- **660** Family Violence Intervention Orders were sought through the Magistrate's Court
- **190** Family Violence Safety Notices were issued - **89.4%** FVSNs were not issued at the time of the incident
- **199** resulted in Emergency Department responses 35 (resulting in Ambulance attendances)
- In **25.8%** of incidences children were present as witness and or victim of violence
- In **1,401** cases the victim was an adult victim and perpetrator
- In **113** cases the victim was elderly and the perpetrator was an adult
- In **99** cases the victim was a young person and the perpetrator was an adult
- In **13** cases the victim and perpetrator were both elderly
- **89.4%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **39.1%**
- Emotional Abuse **30.3%**
- Physical Abuse **13.6%**
- Other Abuse **12.8%**
- Economic Abuse **2.6%**
- Sexual Abuse **1.6%**

HMA: Hume Population 262,762 (2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)

In 2023 Victoria Police attended **3,635** incidences of family violence:

- **33.6%** were identified as being born in Australia, 13.2% overseas and 53.2% were unknown
- **2,753** Family Violence Intervention Orders were sought through the Magistrate's Court
- **509** Family Violence Safety Notices were issued - **86%** FVSNs were not issued at the time of the incident
- **237** resulted in Emergency Department responses 52 (resulting in Ambulance attendances)
- In **44.2%** of incidences children were present as witness and or victim of violence
- In **2,846** cases the victim was an adult victim and perpetrator
- In **183** cases the victim was elderly and the perpetrator was an adult
- In **265** cases the victim was a young person and the perpetrator was an adult
- In **15** cases the victim and perpetrator were both elderly
- **91.4%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **38.7%**
- Emotional Abuse **26.8%**
- Physical Abuse **16.8%**
- Other Abuse **13.8%**
- Economic Abuse **2.5%**
- Sexual Abuse **1.3%**

Regional Family Violence Statistical and Demographic Data

NEMA: Whittlesea Population 245,029 (2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)

In 2023 Victoria Police attended **2,888** incidences of family violence:

- **36.9%** were identified as being born in Australia, 13% overseas and 50.1% were unknown
- **1,735** Family Violence Intervention Orders were sought through the Magistrate's Court
- **436** Family Violence Safety Notices were issued - **84.9%** FVSNs were not issued at the time of the incident
- **181** resulted in Emergency Department responses 22 (resulting in Ambulance attendances)
- In **38.4%** of incidences children were present as witness and or victim of violence
- In **2,293** cases the victim was an adult victim and perpetrator
- In **170** cases the victim was elderly and the perpetrator was an adult
- In **130** cases the victim was a young person and the perpetrator was an adult
- In **14** cases the victim and perpetrator were both elderly
- **90.3%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **38.6%**
- Emotional Abuse **28.4%**
- Physical Abuse **15.8%**
- Other Abuse **13.3%**
- Economic Abuse **2.4%**
- Sexual Abuse **1.5%**

NEMA: Banyule Population 129,602 (2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)

In 2023 Victoria Police attended **1,412** incidences of family violence:

- **46.8%** were identified as being born in Australia, 6.8% overseas and 46.8% were unknown
- **1,137** Family Violence Intervention Orders were sought through the Magistrate's Court
- **150** Family Violence Safety Notices were issued - **89.4%** FVSNs were not issued at the time of the incident
- **122** resulted in Emergency Department responses 15 (resulting in Ambulance attendances)
- In **25.6%** of incidences children were present as witness and or victim of violence
- In **1,023** cases the victim was an adult victim and perpetrator
- In **113** cases the victim was elderly and the perpetrator was an adult
- In **84** cases the victim was a young person and the perpetrator was an adult
- In **18** cases the victim and perpetrator were both elderly
- **89.4%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **42.8%**
- Emotional Abuse **29%**
- Physical Abuse **11.9%**
- Other Abuse **11.8%**
- Economic Abuse **3%**
- Sexual Abuse **1.5%**

Regional Family Violence Statistical and Demographic Data

NEMA: Darebin Population 155,683(2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)



In 2023 Victoria Police attended **1,766** incidences of family violence:

- **44.5%** were identified as being born in Australia, 8.7% overseas and 46.9% were unknown
- **694** Family Violence Intervention Orders were sought through the Magistrate's Court
- **187** Family Violence Safety Notices were issued - **89.4%** FVSNs were not issued at the time of the incident
- **694** resulted in Emergency Department responses 18 (resulting in Ambulance attendances)
- In **26.8%** of incidences children were present as witness and or victim of violence
- In **1,329** cases the victim was an adult victim and perpetrator
- In **159** cases the victim was elderly and the perpetrator was an adult
- In **65** cases the victim was a young person and the perpetrator was an adult
- In **24** cases the victim and perpetrator were both elderly
- **90%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **40%**
- Emotional Abuse **28.8%**
- Physical Abuse **13%**
- Other Abuse **13.3%**
- Economic Abuse **3.3%**
- Sexual Abuse **1.2%**

NEMA: Nillumbik Population 63,264 (2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)



In 2023 Victoria Police attended **440** incidences of family violence:

- **40.9%** were identified as being born in Australia, 5.5% overseas and 53.6% were unknown
- **228** Family Violence Intervention Orders were sought through the Magistrate's Court
- **56** Family Violence Safety Notices were issued - **87.3%** FVSNs were not issued at the time of the incident
- **33** resulted in Emergency Department responses 5 (resulting in Ambulance attendances)
- In **33.4%** of incidences children were present as witness and or victim of violence
- In **300** cases the victim was an adult victim and perpetrator
- In **42** cases the victim was elderly and the perpetrator was an adult
- In **21** cases the victim was a young person and the perpetrator was an adult
- In **5** cases the victim and perpetrator were both elderly
- **87.3%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **44.7%**
- Emotional Abuse **29.9%**
- Physical Abuse **10.2%**
- Other Abuse **10.4%**
- Economic Abuse **2.7%**
- Sexual Abuse **2.1%**

Regional Family Violence Statistical and Demographic Data

NEMA: Yarra Population 97,448 (2023 - ABS)



Victoria Police Family Violence Dashboard Data (2023-24)



In 2023 Victoria Police attended **1,036** incidences of family violence:

- **39.7%** were identified as being born in Australia, 14.4% overseas and 45.9% were unknown
- **379** Family Violence Intervention Orders were sought through the Magistrate's Court
- **121** Family Violence Safety Notices were issued - **88.3%** FVSNs were not issued at the time of the incident
- **195** resulted in Emergency Department responses 22 (resulting in Ambulance attendances)
- In **17.8%** of incidences children were present as witness and or victim of violence
- In **826** cases the victim was an adult victim and perpetrator
- In **48** cases the victim was elderly and the perpetrator was an adult
- In **68** cases the victim was a young person and the perpetrator was an adult
- In **9** cases the victim and perpetrator were both elderly
- **82.4%** incidences of family violence occurred at the residential address

Of the recorded abuse types:

- Verbal Abuse **41.6%**
- Emotional Abuse **27.9%**
- Physical Abuse **15%**
- Other Abuse **11.6%**
- Economic Abuse **2.6%**
- Sexual Abuse **1.3%**

Analysis - Snapshot Summary of Victoria Police Data

- **77.3%** of all incidences of family violence across the region were adult men using family violence against adult women.
- **88.6%** of all incidences of family violence are perpetrated at the family residence.
- Despite the most common forms of family violence being recorded by police as being emotional and verbal abuse in **13% of all incidences** of family violence the victim survivor is admitted to a hospital emergency department.
- Family Safety Notices are issued **13%** of the time and **87.8%** of the time Police were **unable** to serve notice on the person using violence at the time of the incident.
- **59%** of victim survivors sought Family Violence Intervention Orders from the Magistrate's Court.
- Children were witnesses to family violence **30%** of the time.
- Young people are significantly more likely to be a victim survivor of family violence than they are to be using family violence.
- For older people victim survivors of family violence the person using violence was significantly more likely to be a younger adult than an adult of a similar age; demonstrating that elder abuse is a concern that needs to be addressed across the region.

Our Vision and Purpose

VISION

Our vision is for a future where all people are equal, respected and thriving.

PURPOSE

Our purpose is to lead systems integration and improvements for the benefit of those who experience family violence. We keep victim survivors at the centre of everything we do and hold people who use violence to account.

ROLE AND FUNCTIONS

NIFV FVRIC provides **leadership, advocacy** and **expertise** for a strengthened family violence system in Melbourne's north.

- We **collaborate** and **partner** to achieve systems integration and improvements.
- We **communicate** with multiple stakeholders to **positively influence** discussions and decisions that impact on an integrated systems-level response to family violence.
- We are **strategic** in our engagements and linkages.
- We are **evidence-informed** including (especially) in relation to lived experience.
- We understand that the enduring systems-level change we seek for family violence will be the result of our **collective endeavour** and **impact**.



Our guiding principles

Everyone has the right to live free from family violence and the fear of family violence. The experiences, choices, safety and longer-term recovery and healing of victim survivors are central to our responses to family violence.

The use of family violence is a choice. The underlying intent of this choice is to attain and maintain power within relationships through an ongoing pattern of coercive and controlling behaviours and tactics.

Family violence is predominantly gendered in its contexts and dynamics, and is derived from, and maintained by, structural inequities or hierarchies that perpetuate gender inequality.

All family violence also occurs in contexts of power imbalances that derive from, and are maintained by, other intersecting forms of structural inequality and discrimination.

The use of family violence is not part of Aboriginal culture. Family violence disproportionately impacts Aboriginal people and communities. It occurs as a result of colonisation and ongoing systemic racism, discrimination and exclusion. Aboriginal people and communities have the right to self-determination in responding to and preventing family violence.

Children are recognised victim survivors of family violence in their own right, whether they are directly or indirectly exposed to its occurrence and/or its effects.

Family violence is not inevitable. We can be free of family violence.



People and communities experience structural inequality, barriers and discrimination as oppression and domination.

These relate to the impacts of patriarchy, colonisation and dispossession, racism, ableism, ageism, biphobia, homophobia and trans-phobia.

MARAM Foundational Knowledge Guide



True self-determination means that Aboriginal people and communities are at the centre of the campaign to rid our communities of violence. [...] Self determination must be valued as a strength, with Aboriginal people represented on family violence reform and decision making structures at local, regional and statewide levels.

Dhelk Dja: Safe Our Way

Our core values



Accountability

We are accountable to the experiences, safety, choices and long-term recovery and healing of victim survivors of family violence. We value their strengths and survivorship. We take a whole-of-system approach to maintain our collective responsibility to victim survivors. Everyone in our system has a role to play. We also take a whole-of-systems approach to keep people who use family violence firmly in view so their actions, and the impacts of their actions, cannot be justified, minimised, trivialised or excused, and blame cannot be shifted. We hold each other accountable to the improvements and changes we seek in family violence for Melbourne's north.



Cultural safety

We maintain cultural safety for Aboriginal organisations and communities partnering with us, and uphold their knowledge, self-determination and leadership in Aboriginal family violence prevention, early intervention, response, recovery and healing.



Accessibility and inclusion

The family violence system we seek is holistic, inclusive, respectful and safe to all who experience family violence and seek support. We maintain accessibility, inclusion and safety for specialist organisations that support or represent diverse communities partnering with us. We recognise their leadership and expertise in family violence and acknowledge their connections with communities.



Regional uniqueness

We value the socio-demographic diversity and distinct systems infrastructure of Melbourne's north. We regard these characteristics as opportunities for (and not barriers to) systems integration and improvements.



Collaboration and partnerships

We work together with shared intent to realise our purpose and move closer to our collective vision for Melbourne's north. We value the complementary strengths we bring and the contributions we make to the work of NIFVS FVRIC.



Integrity

We are respectful and transparent in our relationships, collaborations and communications with one another and those with whom we work. We use evidence-based understandings of family violence to inform everything we do. We look to new ways of doing things and are adaptive to changing contexts. We are reflective and committed to ongoing learning.

Strategic Priorities



Priority 1. Service integration and systems improvements

This priority supports NIFVS FVRIC in contributing to integrated service responses by identifying opportunities for systems improvements. Opportunities include building connections between services; fostering a commitment to collaboration; making use of relevant data and evidence; and designing and delivering solutions. Solutions include projects; coordination activities; protocols for cross-sector work; initiatives that support access for specific cohorts; and work to align with activities of Building a Respectful Community, the primary prevention partnership for Melbourne's north.

For our Strategic Plan 2023–2026, NIFVS FVRIC will:

- Ensure all of our decisions and innovations for systems improvements and service integration are evidence based (see also Priority 4)
- Continue to enhance our understandings of the elements, roles and components that comprise our family violence system (and the systems that intersect with it) in support of responsive, flexible and integrated services
- Design, implement and evaluate innovations for local area systems improvements and service integration.

Priority 2. Support of statewide family violence reform

In keeping with the vital role of FVRICs in the Victorian Government's family violence reform agenda, NIFVS FVRIC is expected to work in ways that promote, embed and sustain statewide initiatives that have been implemented in our local areas. This can be done through MARAMIS alignment and MARAM maturity activities, and activities that support the ongoing integration of TOD with local systems.

For our Strategic Plan 2023–2026, NIFVS FVRIC will:

- Actively contribute to the implementation and sustainability of the reform pieces contained in Ending Family Violence and its current rolling action plan, ensuring these pieces are the right fit for our local areas (see also Priority 3)
- Explore avenues for meaningful participation and partnership in the evaluation of reform pieces as they are implemented in our local areas, assisting in service user input as specific data collection activity (see also Priority 4)

Priority 3. Workforces capacity and capability building

This priority supports NIFVS FVRIC to develop initiatives that address workforces capacity issues and build workforces capability. For this priority, NIFVS FVRIC is informed by the priorities of Building from Strength and its current rolling action plan, and the workforce development plans of Safe and Equal and other relevant peak bodies. Capability building activities for Melbourne's north include training and other types of professional development, and communities of practice. Professional development is targeted to practitioners and sector leaders, especially to strengthen shared understandings of family violence.

For our Strategic Plan 2023–2026, NIFVS FVRIC will:

- Develop and implement a multi-pronged workforces strategy that builds workforces capacity and capability in response to identified needs of our family violence system. This includes a focus on building capacity and capability of our system leaders
- Continue to implement statewide policies, procedures and frameworks across our local workforces as foundational to embedding integrated systems for family violence (see also Priority 2)

Priority 4. Evidence-based decision making and advocacy

This priority supports NIFVS FVRIC to collate and analyse relevant data and evidence in relation to local area needs, and to use findings to identify systems issues and support advocacy for our systems. For this priority, NIFVS FVRIC is expected to develop meaningful ways to engage people with family violence lived experience to help deepen understandings of service user needs and opportunities for systems improvements. Enhancing the capacity of NIFVS FVRIC to collect, manage and analyse data is also recognised as an enabler of evidence-based decision making and advocacy.

For our Strategic Plan 2023–2026, NIFVS FVRIC will:

- Establish an academic partnership/s to enable us to identify the data and evidence required for effective decision making and advocacy as a FVRIC.
- Develop and implement a multi-pronged data and evidence strategy comprising:
 - a. selection of two or three systems-level outcomes from the statewide Family Violence Outcomes Framework for strategic application to our local areas;
 - b. development of shared indicators to collect data against agreed outcomes;
 - c. meaningful data collection, collation and analysis that can support decision making and advocacy in everything we do.
- Develop sustainable infrastructure that supports the data and evidence strategy including activity that builds NIFVS FVRIC capacity for uptake and use of data and evidence.

Priority 5. Cross-sector governance for systems leadership

This priority supports NIFVS FVRIC to ensure there are structures, arrangements and processes in place for effective communications and exchanges across the family violence system and the systems that intersect with family violence. This priority supports NIFVS FVRIC for participatory decision-making and strategic engagements with stakeholders, and sound planning and accountability as a FVRIC.

For our Strategic Plan 2023–2026, NIFVS FVRIC will:

- Ensure our governance structures, arrangements and processes provide effective strategic oversight of and leadership in systems integration. This includes fostering positive relationships with relevant partnerships such as Local Site Executive Committees (LSECs), Smart Services Network (SSN), Building Respectful Communities, and Child and Family Services Alliances
- Continue to build shared understandings of systems integration as foundational to the purpose, function and role of NIFVS FVRIC
- Actively partner with statewide decision makers in support of the indispensable and ongoing role of FVRICs in family violence reform



Monitoring, Evaluation and Review

The priorities and objectives of our Strategic Plan 2023–2026 will inform 12-month action plans led by NIFVS FVRIC, including through specifically constituted Working Groups. Action plans will contain details on responsibilities and leads, timeframes, and 'progress indicators' to help monitor performance on our Strategic Plan 2023–2026.

An accompanying logic model has been developed that shows the targets (outputs) and changes to be expected from implementation of the Strategic Plan 2023–2026 and its 12-month action plans. The logic model can be operationalised to inform evaluations that answer strategic point-in-time questions about the value of NIFVS FVRIC (i.e., its processes, quality and achievements) in the context of its role and function in systems integration and improvement.

Evaluation and Outcomes Framework

In 2024, as a key strategic action, the NIFVS FVRIC Leadership Group will commence the process of developing an Evaluation and Outcomes Framework (EOF) to support the monitoring of this three-year Strategic Plan and Annual Action Plans.

The EOF will provide an evidence-based systematic method for testing the under-riding logic model and key strategic priorities and support NIFVS FVRIC to:

- Demonstrate the effectiveness of the strategic actions and stated objectives over the life of the Strategic Plan
- Improve the effectiveness of, and/or inform future planning decisions of the FVRIC.

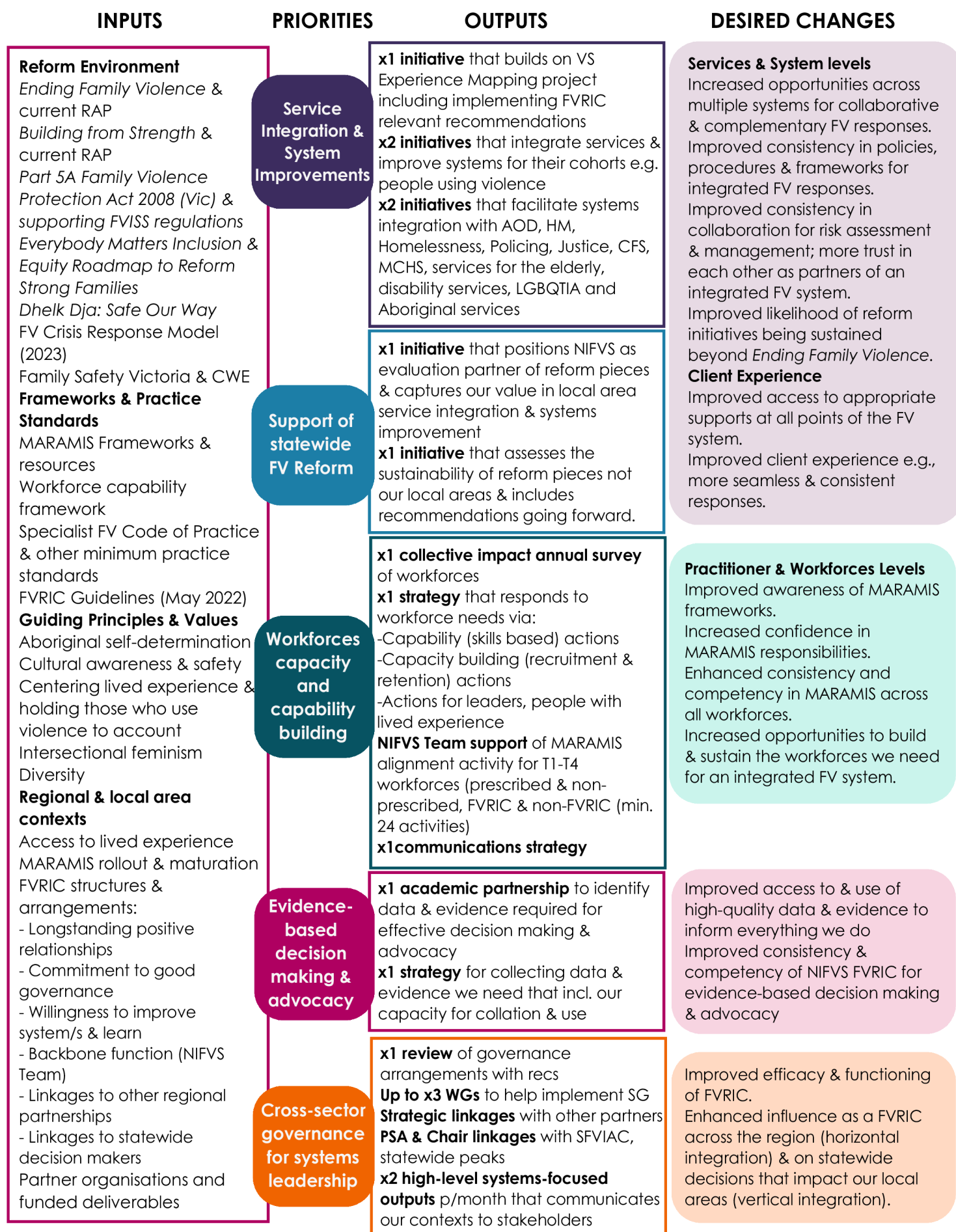
The NIFVS FVRIC definition of integration will be integral in assisting the NIFVS FVRIC Leadership Group in designing the EOF.

Find out more

For more information about the NIFVS FVRIC Strategic Plan 2023–2026 contact Ronnie (Veronica) Hunt Principal Strategic Advisor, veronica.h@whin.org.au or 03 9484 1666. Visit the [NIFVS website](#) to learn more about the work that we do and the actions we are undertaking to implement our Strategic Plan 2023–2026.



Attachment 1: 2023-2026 Logic Model



Attachment 2: Strategic Plan Matrix

Priority 1: Service Integration & Systems Improvement

This priority supports NIFVS FVRIC contributing to integrated services responses by identifying opportunities for systems improvements. Opportunities include building connection between services; fostering a commitment to collaboration; making use of relevant data and evidence; and designing and delivering solutions. Solutions include special projects; coordination activities; protocols that support cross-sector work; specific working groups; initiatives that support access for specific cohorts; and work to align activities of Building a Respectful Community (the region's primary prevention partnership).

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
Ensure all of our decisions and innovations for systems improvements and service integration are evidence based (see also Priority 4) Continue to enhance our understandings of the elements, roles and components that comprise our family violence system (and the systems that intersect with it) in support of responsive, flexible and integrated services Design, implement and evaluate innovations for local area systems improvements and service integration	x1 Initiative that builds on VS Experience Mapping Project including implementing FVRIC relevant recommendations				
	Undertake 2nd Victim Survivor Journey Mapping Project	Commence project planning by 1 July 2024 Conduct project during 2024.25 Evaluate by 30 June 2025 Forum in 2025.26 Incorporation of learnings to inform future planning in 2025.26	Leadership Group NIFVS Team Working Group	Publish and analysis learnings Apply learnings to system to inform broader service integration & improvement activities across the region Incorporate into 2026.2031 Strategic Plan	Working Group is established 2nd Victim Survivor Journey Mapping project is completed Partnership Forum is held Learnings & strategies incorporated into future planning Learnings informs policy, programs & services
	x2 Initiatives that integrate services and improve systems for other cohorts (e.g. people using violence)				
	Initiative 1: Building Bridges Forum Victim Survivor and People Using Violence (PUV) sectors incl. VicPol as first responders	Initiative 1: 5 June 2025	NIFVS Team	Initiative 1: Delivery of an 'on-line' forum focused on increasing understanding between victim-survivors and people who use violence services and alignment with the MARAM and competencies and capabilities working within the Information Sharing Schemes (ISS). Expert panel morning Expert facilitated 'practical' case study workforce development sessions across:	Initiative 1: Forum delivered – 100 registrations. Participant self-assessment on learning & feedback collated re: effectiveness of the forum. Learnings analysed & incorporated into the work of the Regional Workforce Development Working Group. Learnings are tested against the annual Regional MARAMIS survey. Workforce reports greater confidence in understanding the service system,

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
				- Information Sharing - Cultural Safety: Aboriginal and Torres Strait Islander Cultural Safety: Diversity and Intersectionality	information sharing and issues relating to intersectionality & diversity. VS Journey Mapping outcomes indicate improved client experiences & outcomes. Learnings are adopted & inform future planning
	Initiative 2: Relationships are built with LGBTIQ and Aged service sector	Initiative 2: Embedded by 30 June 2024 & continues for the life of the Strategic Plan	NIFVS Team	Initiative 2: Representation on the FVRIC General Membership Committee Co-participation in the development & delivery of the NIFVS 'Lunch & Learn' sessions for FV Sector Workforces Expert 'high-level' advice is secured through mutually beneficial partnerships.	Initiative 2: Relationships are established. Representation on the FVRIC General Membership Committee occurs. Lunch & Learn Sessions are delivered across the life of the Strategic Plan. Learnings inform the work of the Regional Workforce Development Working Group. Learnings & advice informs policy, programs & services. VS Journey Mapping outcomes indicate improved client experiences & outcomes.
	x2 Initiatives that facilitate system integrate with AOD, MH, homelessness, policing, justice, CFS, MCHS, elders services, disability services, LGBTI, & Aboriginal Services				
	Initiative 1: Develop and adopt a Reform Transition and Sustainability Strategy	Initiative 1: Commence project planning by 1 July 2024. Conduct project during 2024.25 Evaluate by July 2026	Leadership Group (as project lead) Principal Strategic Advisor (project resource). Select members form a 'Project Control Group'	Initiative 1: To create a sustainable strategy that supports post-reform activities undertaken by the NIFVS FVRIC in line with the Family violence Reform Rolling Action Plan, Family Violence Regional Activities Program, and other relevant policies.	Initiative 1: Strategy is developed and adopted Sustainable strategies are implemented Sustainable strategies are measured.
	Initiative 2: Deliver cross-sector 'Lunch and Learn' practice	Initiative 2: Commence January 2024	NIFVS MARAMIS and Workforce Development Coordinator	Initiative 2: To create an engaging and enjoyable opportunity	Initiative 2: Lunch & Learns Sessions are delivered across the life of the Strategic Plan

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
	question sessions targeted at T1-4 practitioners focusing on the challenges of working with family violence risk in their roles	Conduct Life of Strategic Plan Evaluate End of each 'Lunch and Learn' 6-part series (over 12mths).	NIFVS Communications & Program Support Worker	for cross-sector (prescribed and non-prescribed workforces) to come together on-line to discuss issues, challenges, system reform and changes across sectors	Participants are surveyed Learnings are tested against the annual Regional MARAMIS survey Learnings are adopted & inform future planning Initiative is evaluated.

Priority 2: Supports Family Violence Reform

This priority enables NIFVS FVRIC to identify local area issues that impact on the implementation of the statewide family violence reform agenda. For this priority, NIFVS FVRIC is expected to undertake work that promotes and embeds specific reform pieces at the local level, including, but not limited to adopting practices that align with the MARAM Framework and Information Sharing Schemes; building family violence literacy across sectors; and undertaking initiatives in support of the integration of TOD with local systems.

Aims	Outputs	Timelines	Responsibility	Outcomes	Measures
Actively contribute to the implementation and sustainability of the reform pieces contained in <i>Ending Family Violence</i> and its current rolling action plan, ensuring these pieces are the right fit for our local areas (see also <i>Priority 4</i>) Explore avenues for meaningful participation and partnership in the evaluation of reform pieces as they are implemented in our local areas, assisting in service user input as specific data collection activity (see also <i>Priority 3</i>)	x1 Initiative that positions NIFVS as an evaluation partner of reform pieces & captures our value in local area service integration & system improvements				
	Develop an Annual Reform Transition and Sustainability Strategy	Commence January 2024 Conduct life of the Strategic Plan Evaluate by July 2026	Leadership Group; Data & Evidence Working Group; Reform Transition and Sustainability Working Group; NIFVS Team	Develop and adopt a consistent approach to regional integration as transition from <i>Ending Family Violence: Victoria's 10-year Plan for Change</i>	Working Group is established Annual Reform Transition and Sustainability Strategy is developed Strategies are implemented Strategies are evaluated
	x1 Initiative that assesses the sustainability of reform pieces in our local areas & includes recommendations going forward				
	Progress work on existing key innovation projects: - Annual Regional MARAMIS Survey - Victim Survivor Journey Mapping Local Area Hotel/Motel Project	Ongoing pieces of work Lifetime of the Strategic Plan	Principal Strategic Advisor (Project Lead) Leadership Group (Project Control) NIFVS Team (Project Resource) Relevant Working Groups	Project recommendations support sector alignment; Project activities embed the work of the FVRIC on an ongoing and sustainable basis; Projects promote opportunities for understanding complex inter-related service system issues providing clarity around opportunities for advocacy strategies	Projects are continually monitored and evaluated Project reports are made available across the region and statewide for the purpose of supporting the building of data and evidence based resources Project findings and recommendations support service system improvements across the region

Priority 3: Evidence-based decision making and advocacy

This priority supports NIFVS FVRIC to collate and analyse relevant data and evidence in relation to local area needs, and to use findings to identify and priorities systemic issues and support advocacy for systems improvements. For this priority, NIFVS FVRIC is expected to explore and develop meaningful ways to engage people with lived experience of the family violence system to help deepen understandings of service user needs and opportunities for systems improvement. Enhancing the capacity of NIFVS FVRIC to collect, manage and analyse local data is recognised as an enabler of evidence-based decision making and advocacy.

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
Develop and implement a multi-pronged data and evidence strategy comprising: - Selection of two or three system-level outcomes from the statewide family violence framework for strategic application to our local areas. - development of shared indicators to collect data against the agreed outcomes - meaningful data collection, collation and analysis (including with academic partners) that can support decision making and advocacy in everything we do (see also Priority 1 & 2) Develop sustainable infrastructure that supports data and evidence strategy including activity that builds NIFVS FVRIC capacity for uptake and use of data and evidence.	x1 academic partnership to identify data & evidence required for effective decision making & advocacy				
	Establish sustainable academic partnerships	Commence May 2024	Leadership Group Principal Strategic Advisor	Establish an academic partnership/s to enable us to identify the data and evidence required for effective decision making and advocacy as a FVRIC	Academic partnership is established and informs all aspects of research, data and data analysis Academic partnership provides the evidence base for making effective decision making Academic partnership supports the evidence basis that supports advocacy strategies with peak bodies
	x1 strategy for collecting data & evidence we need, that includes building our capacity for collation & use				
	Develop a Data & Evidence Framework	Commence August 2024 Conduct life of the Strategic Plan Evaluate by July 2026	Leadership Group Data & Evidence Working Group Reform Transition and Sustainability Working Group NIFVS Team	Develop and adopt a strategy describing a collective commitment to achieving the best outcomes for victim survivors of family violence; Strategy supports in achieving family violence service integration and alignment; Strategy provides a rigorous regional data collection process that ensures systems are in place to support a shared understanding of: - The impacts of current improvement activities - Regional service needs - Planning and advocacy efforts required to enact system change	Working Group is established FVOF is incorporated into all data collection and data is analysed in accordance with the FVOF Annual Reform Transition and Sustainability Strategy is developed Strategies are implemented Strategies are evaluated

Priority 4: Workforces capacity and capability building

This priority enables NIFVS FVRIC to develop initiatives that address identified workforces capacity issues and build workforces capability. For this priority, NIFVS FVRIC must refer to Building from Strength: 10-year industry plan for family violence prevention and response as the main statewide policy; NIFVS FVRIC must respond specifically to the priorities set out in this policy's current rolling action plan. NIFVS FVRIC must also consider statewide workforce capacity initiatives of peak bodies such as Safe and Equal and No To Violence. Capability building activities include training (e.g. MARAM collaborative practice module), professional development forums, working groups and communities of practice. Development opportunities should be targeted to practitioners as well as sector leaders, especially around strengthening shared understandings of family violence.

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
Develop and implement a multi-pronged workforces strategy that builds workforces capacity and capability in response to identified needs of our family violence system. This includes a focus on building capacity and capability of our system leaders. Continue to implement statewide policies, procedures and frameworks across our local workforces as foundational to embedding integrated systems for family violence (see also Priority 2)	x1 collective impact annual survey of workforces				
	Annual Regional MARAMIS Survey	2023 Survey Completed 2023 Survey Report to be released by June 2024 Next Survey due March 2025	Principal Strategic Advisor (Project Lead) Leadership Group (Project Control) NIFVS Team (Project Resources) Working Group	Establishment of an evidence-based mechanism that supports the monitoring of regional implementation of key system reforms (Information Sharine Schemes and MARAM Framework) Provides an ongoing evaluation report that enables the FVRIC to have access to regional specific workforce data that promotes proactive local area decision making and support strategic planning and annual action planning activities Provides an evidence-base that supports both regional strategy implementation and Statewide reporting and advocacy Provides a mechanism that measures whether MARAM alignment has matured and is consistent across the service system	Working Group is established Survey aligns with the agreed research questions adopted by the SFVIAC and FSV Survey is administrated & socialised Data is distilled and evaluated Reports are prepared and socialised Recommendations are adopted and inform planning and advocacy strategies Regional report is made available to the SFVIAC and informs statewide planning and advocacy strategies
	x1 strategy that responds to workforce needs via capability building (skills based) actions & capacity building (recruitment, retention) actions				
	Workforce Attraction, Induction and Retention Partnership Project (AIR Project)	Partner with Berry Street commencing March 2024 on the AIR Project.	Berry Street (Project Lead) Principal Strategic Advisor (Strategic Partner)	Work in strategic partnership with Berry Street on the Workforce Vacancies Demonstration Program if the application for project funding is successful.	If the EOI application is successful the project will expand the existing Berry Street – LaTrobe University FV Teaching Initiative.

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
		If successful, the project will run for 18mths from 1 July 2024.	NIFVS Team (Project Control Group Participant and Project Resource)	Project will provide the opportunity for the region to provide specific leadership on a statewide initiative that focuses the attraction, orientation, and retention of our specialist family violence workforce.	The project will test and lead innovative recruitment processes across the region; increase student placements and leverage on existing onboarding practices.
	x1 communications strategy				
	Review NIFVS Communications Strategy	Commence January 2024 Complete July 2024	NIFVS Team – primarily the Communications and Program Support Worker	Reviewing the NIFVS Communications Strategy provides the opportunity for the team to consider new and more contemporary manners in which to communicate and share resources with our workforces across the region.	All stakeholders have access to timely information that will improve responses to family violence Relevant State and National research and resources are promoted across NIFVS communication platforms

Priority 5: Cross-sector Governance for system leadership

This priority supports NIFVS FVRIC to ensure there are structures, arrangements and processes in place for effective communication and exchange across the family violence system and the systems that intersect with it; participator decision-making and strategic engagements with a wider range of stakeholders; and sound planning and accountability as family violence regional integration committee.

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
Ensure our governance structures, arrangements and processes provide effective strategic oversight of and leadership in systems integration. This includes fostering positive relationships with relevant partnerships such as Building a Respectful Community and Child and Family Services Alliances.	x1 Review of governance arrangements with recommendations				
	Implementation of the new NIFVS FVRIC Governance Structure	Commence Review July 2023 Project Completed March 2025 New governance structure in place May 2025	Principal Strategic Advisor (primary project lead) NIFVS Chair (project control) Key members from the NIFVS FVRIC (consultation) SFVIAC PSA Colleagues (consultation).	Adopt a governance structure that provides for broad organisational representation in the FVRIC to strengthen system wide collaboration and decision-making processes; an authorising environment that supports high-level guidance and decision making;	New governance structure is adopted Regional Leadership Group is adopted and positions appointed to with a TOR and adopt new governance tools and processes Regional FVRIC General Membership Committee is adopted with an expanded and more comprehensive

Strategic Priorities	Outputs	Timelines	Responsibility	Outcomes	Measures
Continue to build shared understandings of systems integration as foundational to the purpose, function and role of NIFVS RIC. Actively partner with statewide decision makers in support of the indispensable and ongoing role of FVRICs in family violence reform.				mechanisms to ensure that the voice of lived experience is prioritised and informs decision-making at all levels; enables the six guiding principles of Dhelk Dja to inform all our collective actions.	cross-sectorial representation with a TOR 6 monthly NIFVS FVRIC cross-sectorial meetings are held & outcomes & learning inform future planning.
	x3 Working Groups to help implement our strategic plan				
	Establish x3 Working Groups	Established by 30 June 2024	Leadership Group. NIFVS Team Working Groups.	1. Research and Data 2. MARAMIS and Workforce 3. Reform and Sustainability	Working Group is established Working Group reports regularly to the Leadership Group through the Principal Strategic Advisor Working Group reports bi-annually to the FVRIC General Membership Committee at the regional forums Work is in line with the Strategic Plan Working Group regularly self-evaluate and review
	x2 high-level system-focused advocacy outputs per month that communicate our context to stakeholders incl. statewide decision makers				
	Still to be discussed and developed	Pending	Leadership Group NIFVS FVRIC Principal Strategic Advisor NIFVS Team		

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