



MARAM alignment organisation self-audit tool

Acknowledgment of Aboriginal people and communities in Victoria

The Victorian Government proudly acknowledges Aboriginal people as Australia's First Peoples and as the Traditional Owners and custodians of the land and waterways upon which we depend. We acknowledge Victoria's Aboriginal communities and culture and pay respect to their Elders past and present.

Aboriginal culture is founded on a strong social and cultural order that has sustained up to 60,000 years of existence. Victorian Aboriginal communities and peoples are culturally diverse, with rich and varied heritages and histories pre- and post- invasion. The impacts of colonisation — while having devastating effects on the traditional life of Aboriginal Nations — have not diminished Aboriginal people's connection to country, culture or community.

The Victorian Government recognises the long-standing leadership of Aboriginal communities in Victoria to prevent and respond to family violence, supported through self-determination and self-management, to improve outcomes for Aboriginal people and families, whilst also acknowledging the devastating impacts and accumulation of trauma across generations as a result of colonisation and the dispossession of land and children.

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In this document, 'Aboriginal' refers to both Aboriginal and Torres Strait Islander people.

MARAM alignment organisation self-audit tool

If your organisation has obligations under the MARAM Framework, this audit tool will help you determine the steps to align with the framework.

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Introduction

This audit tool helps [framework organisations](#) <glossary link> identify key areas of alignment and the steps needed to achieve alignment with the [MARAM framework](#) <glossary link>. The tool is organised according to the [MARAM pillars](#) <glossary link>. It includes examples and resources to assist you implement changes.

The tool also prompts you to reflect on your organisation's key priorities for the next period of time, which can form the basis of a project plan.

Alignment with MARAM is part of a [maturity model process](#) <glossary link>. Organisations are not expected to immediately align, nor is there a deadline for alignment.

The MARAM framework is part of a process of extensive and far-reaching change. The number of milestones and examples in this tool reflect this broad scope.

This tool helps you identify the milestones and examples that are the next steps for your organisation's alignment journey.

Not all examples are relevant for all organisations. Some organisations will focus on one or two alignment activities at a time. Others may decide to build a comprehensive alignment activity plan with multiple milestones and examples.

Overview of the tool

Pillars and milestones

The tool is structured according to the MARAM pillars, which each include milestones. The **milestone** is the standard or activity that organisations can work towards as part of alignment. Some milestones may only apply to certain organisations or professionals.

Assessment of progress

For each milestone, the tool prompts you to undertake an **assessment** of your organisation's progress. This allows you to reflect on how much progress your organisation has made on meeting the milestone.

The **notes** field provides a space to reflect on why you chose that answer, as well as next steps.

Figure 1: Screenshot of the tool's 'Assessment of progress' and 'Notes' fields

Assessment	Notes
Significant	<input type="checkbox"/>
Good	<input type="checkbox"/>
Some	<input type="checkbox"/>
Minimal	<input type="checkbox"/>
None	<input type="checkbox"/>

Examples and resources

The **examples and resources** section shows you how your organisation can meet milestones. The examples are not compulsory, but indicate the MARAM standard.

Examples reference the resources in the right hand column that can help your organisation implement the MARAM framework. These resources are limited to government-produced documents. Other organisations and sectors may have resources you can use to assist with alignment activities.

Figure 2: Screenshot of 'Examples and resources' section

Example	Resources
<ul style="list-style-type: none"> • Family violence <glossary link> is defined in accordance with s. 5 of the <i>Family Violence Protection Act 2008</i> (FVPA) and the MARAM Framework, also noting the Aboriginal definition of family violence <glossary link>. [Resource 1; Resource 2, pp.12, 20-23] • Foundational family violence knowledge is always accessible to staff through our policies, practice guidance and procedures. 	<ol style="list-style-type: none"> 1. Family Violence Protection Act 2008 (FVPA), s. 5 <http://www8.austlii.edu.au/cgi-bin/viewdoc/au/legis/vic/consol_act/fvpa2008283/s5.html> 2. MARAM Framework https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf

Not all examples are relevant for all organisations or all program areas within an organisation. For example, programs funded only by the Commonwealth and not the State of Victoria may not participate in the [Family Violence Information Sharing Scheme \(FVISS\)](#) <glossary link> and [Child Information Sharing Scheme \(CISS\)](#) <glossary link>. Alternatively, some organisations have only screening and identification responsibilities rather than risk assessment and management responsibilities.

Consider each milestone and example carefully to determine if and how it applies in your organisation.

How to use the tool

1. Determine whether you can complete one MARAM organisational self-audit tool for the entire organisation (most likely for smaller, single program area organisations), or whether you need to complete and collate multiple audit tools (most likely for larger organisations with multiple program areas with varying alignment progress).
2. Identify who within your organisation has the knowledge of operational processes, procedures and MARAM alignment activities. Depending on the size of your organisation, several people may need to work collaboratively to pool knowledge when assessing alignment progress. Ideally, the tool would be completed with a spectrum of staff members to ensure accurate and comprehensive reflection on the organisation's current alignment progress.
3. Ensure that you're familiar with key MARAM concepts (see the '[What to read before completing the audit tool](#)' section below).
4. Consider any existing reviews that have already taken place that can be used to inform the assessment of progress. Ensure these are circulated to everyone completing the audit tool.
5. As the tool is completed, ensure that notes reflect on why the assessment score was given, and also highlight key activities from the examples that could form part of an implementation plan. An [implementation plan template](#) <<https://www.vic.gov.au/sites/default/files/2020-06/Designed%20Implementation%20Plan.xlsx>> is available to guide organisations.

It can be a complex task to apply this tool within a larger organisation with multiple program areas in different phases of alignment.

If this is the case in your organisation, we recommend completing a separate audit tool for each program area.

You can then assess the results to determine what you need to do at an organisation-wide level to support all program areas, as well as targeted alignment activities for specific program areas.

Assessing progress

There are five levels of progress for each milestone. Assessment of progress is subjective, but each level is outlined below.

Note that as alignment is an ongoing and continuous progress, even milestones with significant progress should be regularly reviewed to assess for further improvements.

No progress	<ul style="list-style-type: none">• Unable to demonstrate any actions that demonstrate the milestone statement, or• Policies, procedures, practice guidance and tools that ineffective or unused
Minimal progress	<ul style="list-style-type: none">• Undertaken minimal steps towards updating policies, procedures, practice guidance and tools which demonstrate the milestone statement, or• Any policies, procedures, practice guidance and tools in place are exist are insufficiently embedded so as to be minimally followed
Some progress	<ul style="list-style-type: none">• Made some progress to update or add policies, procedures, practice guidance or tools but this is not deployed or consistent, or• Staff members are not familiar with the changes made and aligning to MARAM in the course of their work
Good progress	<ul style="list-style-type: none">• Taken demonstratable actions towards achieving the milestone through its policies, procedures, practice guidance or tools, but there is room for further work to be undertaken, including to ensure more consistent application by staff members
Significant progress	<ul style="list-style-type: none">• Comprehensive policies, procedures, practice guidance and tools and has taken effectives actions to consistently meet the milestone statement• Policies, procedures, practice guidance and tools that demonstrate successful implementation in staff understanding and use, and client outcomes• Regularly reviews the policies, procedures, practice guidance and tools

What to read before completing the audit tool

The background reading you need to do will depend on your knowledge of MARAM and associated reforms (such as FVISS and CISS).

As a minimum, we recommend you read/watch:

- How to use the organisational embedding tools video found on the [MARAM practice guide and resources webpage](https://www.vic.gov.au/maram-practice-guides-and-resources) <<https://www.vic.gov.au/maram-practice-guides-and-resources>>
- [MARAM Framework on a page](https://www.vic.gov.au/sites/default/files/2019-09/Framework-on-a-page-2019%20pptx.pdf) <<https://www.vic.gov.au/sites/default/files/2019-09/Framework-on-a-page-2019%20pptx.pdf>> (2 pages)
- [MARAM Framework summary](https://www.vic.gov.au/maram-framework-summary-organisational-leaders) <<https://www.vic.gov.au/maram-framework-summary-organisational-leaders>> (10 pages)
- [MARAM practice guide: chapter summaries](https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf) <<https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf>> (42 pages)

For a deeper dive into the MARAM reforms, read:

- [MARAM Framework](https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf) <<https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf>> (58 pages)

For a comprehensive understanding of MARAM in practice, there are extensive [MARAM victim survivor focused practice guides](https://www.vic.gov.au/sites/default/files/2020-04/MARAM%20victim%20survivor%20practice%20guides%20full_1.pdf) <https://www.vic.gov.au/sites/default/files/2020-04/MARAM%20victim%20survivor%20practice%20guides%20full_1.pdf> (400 pages)

You don't have to read these practice guides in full to complete the audit tool. They are included here because they are recommended reading for all framework organisations and professionals prescribed under MARAM.

They also contain useful guidance about best practice, which can inform your work to align your organisation with the framework.

The audit tool's 'Examples and resources' section refers to specific relevant pages and sections of the MARAM practice guides as they relate to each example.

Reviewing implementation activities

An important part of using this audit tool is to review the effectiveness of the implementation activities. The [implementation review guide](https://www.vic.gov.au/review-implementation-activities) <<https://www.vic.gov.au/review-implementation-activities>> provides guidance on how to undertake a review.

Effective implementation can be measured by:

- data collection
- qualitative surveys
- case file audits.

Acting on the suggested steps in the implementation review tool will help assess the impact of implementation activities.

It is recommended to complete this regularly (annually or after each implementation cycle, whichever is sooner) and use the results to inform future implementation efforts.

Pillar 1: Shared understanding of family violence

Framework requirement

Framework organisations demonstrate an evidence-based, shared understanding of family violence risk and impact.

A shared understanding promotes an effective, integrated service response to family violence and comprises:

- spectrum of family violence types
- all evidence-based risk factors used to support determination of seriousness of risk
- complexity of experiences across the community.

Introduction to Pillar 1

Pillar 1 contains foundational information about the prevalence and impact of family violence across ages and communities and which when incorporated in policies, procedures, practice guidance and tools, create the basis for a shared understanding of family violence.

A shared understanding across framework organisations lays a strong foundation in the response to family violence.

Key reading

- [MARAM Framework](https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf), pp. 19–37 <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> (58 pages)
- [MARAM foundation knowledge guide](https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf) <<https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf>> (67 pages)
- [MARAM Framework summary](https://www.vic.gov.au/maram-framework-summary-organisational-leaders) <<https://www.vic.gov.au/maram-framework-summary-organisational-leaders>> (10 pages)

Milestone 1A: Foundational knowledge for a shared understanding

(All organisations)

Our policies (and any associated practice guidance and procedures) include information on the spectrum of family violence types, the evidence-based risk factors and the complexity of experiences across ages and communities.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Family violence <glossary link> is defined in accordance with s. 5 of the <i>Family Violence Protection Act 2008</i> (FVPA) and the MARAM Framework, also noting the Aboriginal definition of family violence <glossary link> [Resource 1; Resource 2, pp.12, 20–23] Foundational family violence knowledge is always accessible to staff through our policies, practice guidance and procedures [Resource 3] Family violence policies outline the evidence-based risk factors [Resource 2, pp. 27–31] Family violence policies identify the different ways that family violence is experienced across diverse community groups <glossary link> including Aboriginal communities, LGBTIQ communities, multi-faith and multicultural communities, rural and remote 	<ol style="list-style-type: none"> Family Violence Protection Act 2008 (FVPA), s. 5 <http://www8.austlii.edu.au/cgi-bin/viewdoc/au/legis/vic/consol_act/fvpa2008283/s5.html> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM foundation knowledge guide <https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf> Dhelk Dja: Safe our way <https://www.vic.gov.au/sites/default/files/2019-07/Dhelk%20Dja%20-%20Safe%20Our%20Way%20-%20Strong%20Culture%2C%20Strong%20Peoples%2C%20Strong%20Families%20Agreement.pdf>

<p>communities, people with disabilities and older people (elder abuse) and references an intersectional approach [Resource 2, pp. 33–37; Resource 3, pp. 32–34, 38–56]</p> <ul style="list-style-type: none"> • Children are recognised as victim survivors in their own right with specific response requirements in all relevant policies [Resource 2, p. 11 principles 5 and 6, pp. 24–25] • Family violence policies specifically discuss the intersection between family violence and systemic discrimination, particularly addressing self-determination for Aboriginal communities [Resource 2, pp. 33–34; Resource 4, pp. 20–21, pp. 26–32; Resource 5, pp. 15–18] • Policies outline perpetrator behaviour and the importance of accountability [Resource 2, pp. 31–33] • Adolescents using family violence are distinguished from perpetrators in all policies with specific response requirements outlined [Resource 2, p. 33; Resource 3, pp. 60–61] 	<p>5. Everybody Matters: inclusion and equity statement <https://www.vic.gov.au/sites/default/files/2019-05/Everybody-matters-inclusion-and-equity-statement.pdf></p>
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Milestone 1B: Training in foundational knowledge

(All organisations)

Our induction and training highlight the spectrum of family violence types, underlying drivers, the evidence-based risk factors, and the complexities of experiences across communities.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Staff induction covers <ul style="list-style-type: none"> foundational family violence knowledge, specifically the different types of family violence and the drivers of family violence [Resource 1, pp. 20–26] evidence-based risk factors [Resource 1, pp. 27–31] particular risks, forms of family violence and barriers to accessing support across the community [Resource 1, pp. 33–37] observable signs of trauma [Resource 3, pp. 102–105 Appendix 1] All existing and new employees are inducted with cultural and diversity awareness training All existing and new employees receive Aboriginal cultural training All existing and new employees are trained on intersectionality and the systemic barriers across the family violence service system [Resource 1, pp. 33–37; Resource 2, pp. 32–34 and 38–56] 	<ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM foundation knowledge guide <https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf> MARAM practice guide: Responsibility 2 – Appendix 1 <https://www.vic.gov.au/sites/default/files/2020-05/APPENDIX%201.docx>

Milestone 1C: Workplace environment

(All organisations)

Our workplace is a welcoming and safe environment, accessible for the whole community and culturally safe for Aboriginal and diverse communities.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> • Displaying appropriate images, signs and symbols in reception and waiting areas to make all feel welcome including: <ul style="list-style-type: none"> – Rainbow Pride flag – Aboriginal and Torres Strait Islander flags – interpreting symbol – wheelchair symbol • Ensuring our premises are accessible by all service users including those with disabilities • Staff recruitment reflects diversity • Physical, visible cues to staff and service users that our organisation can help in the response to family violence, and across communities • Any family violence resource produced by our service reflects the diversity of our local community and the varying types of family violence including being in locally used languages • Play areas for children and young people are appropriately resourced as a safe and welcoming environment (where applicable) 	<ol style="list-style-type: none"> 1. MARAM foundation knowledge guide <https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf> 2. MARAM practice guide: Responsibility 1 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%201_0.pdf>

<ul style="list-style-type: none"> • There are safe, welcoming and private spaces to meet with service users to conduct risk assessments • Staff profiles include other languages spoken <p>[For all examples, see Resource 1, pp. 30–37; Resource 2, pp. 72–79]</p>	
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Pillar 2: Consistent and collaborative practice

Framework requirement

Framework organisations use a shared approach to identification, screening, assessment and management of family violence risk. Framework organisations use tools that are consistent with the evidence-based risk factors, and share information relevant to family violence risk assessment and management with other services in accordance with relevant laws.

Using tools that share an evidence base and enhance information sharing supports consistency of practice across services and helps to:

- keep victim survivors safe and manage ongoing risk
- keep perpetrators in view, accountable for their actions and behaviours, and assists them to change their behaviour
- reinforce a shared understanding of family violence and risk
- strengthen formal and informal collaborative arrangements.

Seriousness of risk is assessed through structured professional judgement, which comprises a victim's self-assessed level of risk, fear and safety, assessment against evidence-based risk factors, information sharing to inform assessment and professional judgement.

Introduction to Pillar 2

Alignment with Pillar 2 aims to achieve a common approach to family violence risk identification, screening, assessment and management. This will enable a consistent response across framework organisations.

To assist with alignment with Pillar 2, there are MARAM-aligned tools for use in the identification, screening, assessment and management of family violence attached to the MARAM practice guides.

These tools can be adopted in full or adapted into existing tools as best fits the framework organisation (ensuring retention of the evidence-based factors as a minimum requirement). This includes the screening tool, the brief assessment tool, the intermediate assessment tool and the comprehensive assessment tool. These these are all available on the [MARAM resources website](https://www.vic.gov.au/maram-practice-guides-and-resources) <<https://www.vic.gov.au/maram-practice-guides-and-resources>> as appendices to the MARAM practice guides.

Key reading

- [MARAM Framework](https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf) (pp. 19 to 37) <<https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf>> (18 pages)
- [MARAM practice guides: chapter summaries](https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf) <<https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf>> (42 pages)
- [MARAM Framework summary](https://www.vic.gov.au/maram-framework-summary-organisational-leaders) <<https://www.vic.gov.au/maram-framework-summary-organisational-leaders>> (10 pages)

Milestone 2A: Identification and screening of family violence

(All organisations: responsibilities 1 and 2)

We use information gained through observation and engagement with service users to identify indicators of family violence at an early stage (identification and screening)

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Guidance to staff members on how to engage in a respectful, sensitive and safe way [Resource 3] Policy that clarifies staff responsibilities to identify and screen for family violence [Resource 1, p. 46; Resource 4; Resource 6] Procedure for staff members on how to identify family violence using family violence indicators, and how to undertake screening (or refer to a staff member for screening) [Resource 4 including appendices] Procedure and practice guidance for staff members on undertaking screening – the MARAM screening tool is used or has been adapted and included in existing organisational tools [Resource 4, appendices 2 and 3; Resource 6] Procedure and practice guidance for staff members on using elements of structured professional judgement to assess level of risk [Resource 2, pp. 30–31; Resource 4, p. 92] Procedure of response options to identified family violence based on assessed level of risk [Resource 4, p. 118] 	<ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM foundation knowledge guide <https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf> MARAM practice guide: Responsibility 1 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%201_0.pdf> MARAM practice guide: Responsibility 2 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%202.pdf> Embedding tools into existing practice guide <https://www.vic.gov.au/embedding-tools-existing-practices> MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders>

<ul style="list-style-type: none"> • Procedure and tool for completion of a safety plan and support planning where family violence is identified by screening [Resource 4, p. 118] • Appropriate supervision and support to staff members undertaking identification and screening of family violence <p>In respect of perpetrators of family violence:</p> <ul style="list-style-type: none"> • Guidance on what to do when a service user is suspected of being a perpetrator including invitations to collude [Resource 2, pp. 57–62; Resource 3, p. 81; see also Milestone 2D on secondary consultations, in this case specifically with Men's Behavioural Change Programs] 	
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Milestone 2B: Assessment of family violence risk

(Some organisations: responsibilities 3 and 7)

We assess family violence risk fulfilling the standards set out in MARAM practice guidance.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Policy which clarifies staff responsibilities to assess for family violence risk [Resource 1, p. 46; Resource 5; Resource 6; Resource 8] Procedure and practice guidance for staff members on undertaking assessments (or how to refer to assessment whether internally or externally) The MARAM assessment tools are used or have been adapted and included in existing organisational tools (brief, intermediate, comprehensive, child) [Resource 5, pp. 129–130 and appendices 5–8; Resource 6, pp. 279–80 and appendix 11] Practice guidance on undertaking risk assessments of children, that these are undertaken for each child and whether directly or through the protective parent / information sharing [Resource 3, pp. 82–86; Resource 5, pp. 135–142; Resource 6, pp. 288–92] Procedure and practice guidance for staff members on using Structured Professional Judgement to assess level of risk [Resource 5, p. 126; Resource 6, p. 276] Risk levels reflect those identified in MARAM (i.e. 'at risk', 'elevated risk', 'serious risk' and 'serious risk – at risk of immediate harm') [Resource 5, pp. 131–34; Resource 6, pp. 281–87] 	<p>[Note: Resource 5 is for universal services and Resource 6 is for specialist family violence practitioners]</p> <ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM foundation knowledge guide <https://www.vic.gov.au/sites/default/files/2020-05/Foundation%20Knowledge%20guide.pdf> MARAM practice guide: responsibility 1 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%201_0.pdf> MARAM practice guide: responsibility 2 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%202.pdf> MARAM practice guide: responsibility 3 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%203.pdf> MARAM practice guide: responsibility 7 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%207.pdf>

<ul style="list-style-type: none"> • Procedure of response options based on assessed level of risk including for moving to risk management [Resource 5, pp. 146–47; Resource 6, p. 303] • The agency, dignity and empowerment of victim survivors is respected (Principle 4) by partnering with them as active decision-making participants [Resource 3, pp. 72–80] • Guidance on what to do where it is suspected there is a misidentification of victim survivor and perpetrator [Resource 5, pp. 146] • Appropriate supervision and support to staff members undertaking risk assessments <p>For specialist services and/or responsibility 7 only:</p> <ul style="list-style-type: none"> • Practice guidance on determining the predominant aggressor and policy and procedure on sharing this information to relevant services [Resource 6, pp. 301–02] • Practice guidance on risk assessment practice guidance across Aboriginal and diverse communities [Resource 6, pp. 296, appendix 13 from p. 322] • Use of additional tools, such as genograms to help identify vulnerabilities and protective factors [Resourced 6, pp. 279 and appendix 12] 	<ul style="list-style-type: none"> 7. Embedding tools into existing practice guide <https://www.vic.gov.au/embedding-tools-existing-practices> 8. MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders>
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Milestone 2C: Management of family violence risk

(Some organisations: responsibilities 4 and 8)

We manage family violence risk fulfilling the standards set out in MARAM practice guidance.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Policy that clarifies staff responsibilities to manage family violence risk [Resource 1, p. 46; Resource 2; Resource 3; Resource 9] Procedure and practice guidance for staff members on undertaking risk management [Resource 2; Resource 3] Guidance on: <ul style="list-style-type: none"> completing safety plans for adults [Resource 2, pp. 227–28] children and young people [Resource 2, pp. 229–32] where adolescents use family violence [Resource 2, pp. 233–34] The MARAM risk management tools are used or have been adapted and included in existing organisational tools and we have separate safety plans for each child [Resource 4; Resource 5; Resource 6] The risk management tools include evidence of multi-agency coordination (i.e. details of external partners involved in risk management) [Resource 4; Resource 5] 	<p>[Note: Resource 2 is for universal services and Resource 3 is for specialist family violence practitioners]</p> <ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM practice guide: responsibility 4 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%204.pdf> MARAM practice guide: responsibility 8 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%208.pdf> MARAM practice guide: responsibility 4 – Appendix 9 (safety plan template) <https://www.vic.gov.au/sites/default/files/2020-05/APPENDIX%209.docx> MARAM practice guide: responsibility 8 – Appendix 14 and Appendix 15 (comprehensive safety plan and tools) <https://www.vic.gov.au/sites/default/files/2020-05/APPENDIX%2014.docx> and <https://www.vic.gov.au/sites/default/files/2020-05/APPENDIX%2015.docx>

<ul style="list-style-type: none"> Practice guidance and procedures for risk management require regular reviews of risk assessments [Resource 4, p. 239] Risk management procedures require collaborative practice through the promotion of information sharing, referrals and secondary consultations (for information sharing see Milestone 2E and for referrals and secondary consultations see Milestone 2D) Risk management actions for the adult victim survivor also consider the potential impact upon children as victim survivors as well as child well-being and any therapeutic responses required (Principles 5 and 6) Appropriate supervision and support to staff members undertaking risk management <p>In respect of children:</p> <ul style="list-style-type: none"> Policies on reporting concerns for children including mandatory reporting under the <i>Children, Youth and Families Act 2005</i> as well as referrals under Child FIRST and information sharing under both the FVIS and CIS Schemes [Resource 2, p. 229] <p>Where directly engaging with children:</p> <ul style="list-style-type: none"> Staff members have received appropriate training Children and young people are directly informed of decisions made and actions being taken in an age appropriate way [Resource 2, pp. 229–33] The observable signs of trauma in children and young people are included in training materials and resources [Resource 7] A safe space to engage directly with child and young people victim survivors and age appropriate resources [Resource 8, pp. 82–88] <p>For specialist services and/or responsibility 8 only:</p> <ul style="list-style-type: none"> Resources are available to enable staff members to undertake a range of risk management activities, actively monitor risk and proactively share and gather information Policies and procedures are in place to enable staff with responsibility 8 to advocate for victim survivors in the justice system [Resource 3, pp. 350–56] 	<ul style="list-style-type: none"> 6. Embedding tools into existing practice guide <https://www.vic.gov.au/embedding-tools-existing-practices> 7. MARAM practice guide: responsibility 2 – Appendix 1 <https://www.vic.gov.au/sites/default/files/2020-05/APPENDIX%201.docx> 8. MARAM practice guide: responsibility 1 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%201_0.pdf> 9. MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders>
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<p>In respect of Aboriginal Victim Survivors for specialist services:</p> <ul style="list-style-type: none"> • Risk management includes additional considerations including any concerns about involving other agencies and recognising the importance of connection to culture and community [Resource 2, p. 360] <p>In respect of diverse communities and at-risk age groups for specialist services:</p> <ul style="list-style-type: none"> • Risk management includes additional considerations [Resource 2, pp. 360–63] • In cases of potential elder abuse consider capacity [Resource 2, pp. 362] 	
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Milestone 2D: Secondary consultations and referrals

(All organisations: responsibility 5)

We enable staff to respond to family violence through seeking and providing secondary consultations (internally and externally) and making referrals.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Policy which clarifies staff responsibility to seek secondary consultations and make referrals [Resource 1, p. 46; Resource 2; Resource 4] Procedures and practice guidance promote the importance of secondary consultations, who and when to seek secondary consultations and make referrals, how this assists risk assessment and risk management of family violence [Resource 1, pp. 251–53] Practice guidance on making warm referrals, and respecting the victim-survivor's choice in respect of referrals [Resource 1, p. 255–60] Consent forms are in place and signed before making referrals and seeking identified secondary consultations [Resource 1, p. 260; Resource 2, p. 246], or secondary consultations are de-identified where there is no consent Records are kept of secondary consultations and referrals [Resource 1, p. 260; Resource 2, p. 244–45] Developed strong relationships with local services and resource lists for staff members (see Milestone 4B) [Resource 5] 	<ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM practice guide: responsibility 5 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%205.pdf> MARAM practice guide: responsibility 4 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%204.pdf> MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders> External partnerships guide <https://www.vic.gov.au/external-partnerships-guidance-organisational-leaders>

<ul style="list-style-type: none"> • Organisational chart showing where can seek supervision and secondary consultations internally in respect of family violence matters <p>For specialist services only</p> <ul style="list-style-type: none"> • A procedure in place to accept referrals from universal services for comprehensive risk assessment and management, secondary consultations and information sharing – including a prioritisation system 	
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Milestone 2E: Information sharing

(All organisations: responsibility 6)

We enable staff to proactively share risk relevant information, make information sharing requests and respond to information sharing.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Organisation fully understands its role in information sharing under FVIS and CIS and has updated any existing policies to reflect the interaction of FVIS and CIS with existing legislative responsibilities to share information [Resource 4; Resource 8; Resource 9; Resource 13; Resource 14] Policy which clarifies staff responsibility to share information [Resource 1, p. 46; Resource 2; Resource 3] Procedure and practice guidance promotes the importance of information sharing to risk assessment and management of family violence [Resource 3, p. 264] Staff have access to resources on how to raise information sharing with victim survivors and ask for consent If applicable [Resource 6; Resource 7] Checklists in place for staff members to use [Resource 15] Consent forms are in place and signed (where required) before sharing information [Resource 11] 	<ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders> MARAM practice guide: responsibility 6 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%206.pdf> Organisational readiness checklist <https://www.vic.gov.au/sites/default/files/2020-02/Organisational-readiness-checklist.pdf> Tips for information sharing record keeping (FVIS and CIS Scheme) <https://www.vic.gov.au/sites/default/files/2020-02/Tips-for-information-sharing-record-keeping.pdf> Tip for conversations with adult victim survivors about consenting to information sharing (FVIS Scheme)

<ul style="list-style-type: none"> • Resource available for service users explaining the purpose of information sharing under the FVIS and their rights [Resource 12] • Record keeping procedures for FVIS are compliant and in place for staff use and systems are in place to use these [Resource 5; Resource 10] • Where applicable: policies and procedures are in place for CIP requests 	<p><https://www.vic.gov.au/sites/default/files/2020-01/Tips-for-conversations-with-adult-victim-survivors-about-consenting-to-information-sharing_0.PDF></p> <ol style="list-style-type: none"> 7. Tips for a conversation with a child or parent about information sharing (FVIS and CIS Scheme) <https://www.vic.gov.au/sites/default/files/2020-02/Tips-for-a-conversation-with-a-child-or-parent-about-information-sharing.pdf> 8. FVIS ministerial guidelines <https://www.vic.gov.au/sites/default/files/2020-01/Family-Violence-Information-Sharing-Guidelines-%28accessible-version%29.DOCX> 9. CIS ministerial guidelines <https://www.vic.gov.au/sites/default/files/2019-05/Child-Info-Sharing-Scheme-Ministerial-Guidelines-accessible.docx> 10. FVIS example record keeping form <https://www.vic.gov.au/sites/default/files/2020-01/Example-record-keeping-form.docx> 11. Example information sharing consent form – FVIS (adult victim survivor) <https://www.vic.gov.au/sites/default/files/2020-01/Information-sharing-consent-form-%28for-adult-victim-survivors-only%29.docx> 12. Your information and your safety factsheet – FVIS <https://www.vic.gov.au/sites/default/files/2020-01/Your-information-and-your-safety-factsheet.docx> 13. Guide for organisations how to share information (FVIS Scheme) <https://www.vic.gov.au/sites/default/files/2019-01/A%20guide%20for%20ISEs%20on%20how%20to%20share%20information.pdf> 14. Guide for organisations on how to request information (FVIS Scheme) <https://www.vic.gov.au/sites/default/files/2020-01/How-to-request-information-under-the-Family-Violence-Information-Sharing-Scheme.DOCX> 15. Checklist when making a request <https://www.vic.gov.au/sites/default/files/2020-01/Information-sharing-process-checklist-when-making-a-request.docx> and Checklist when responding to a request <https://www.vic.gov.au/sites/default/files/2020-01/Information-sharing-process-checklist-when-responding-to-a-request.docx>
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Pillar 3: responsibilities for risk assessment and management

Framework requirement

Framework organisations understand their responsibilities in risk assessment and management practice and how these relate to the operation of Part 5A of the *Family Violence Protection Act 2008*, as applicable.

Framework organisations assign responsibilities of services and service providers within them in accordance with the 10 MARAM responsibilities.

Introduction to Pillar 3

Pillar 3 lists 10 responsibilities. The responsibilities cover understanding and identifying family violence, assessment and management of family violence risk and collaborative practice, including through information sharing.

Framework organisations are required to understand what responsibilities apply to their organisation and then equip their workforces with the necessary tools, resources and training to meet those responsibilities.

Mapping responsibilities will take time and careful consideration of many factors. An organisation may map roles and responsibilities in its metro service in a different way to a rural service to take into account different structures and community needs. Weekday and weekend/night shifts may need to be mapped differently. Organisations with multiple program areas will find the MARAM responsibilities may apply differently. The key reading will help organisational leaders understand the intent behind each MARAM responsibility to inform the mapping exercise.

Key reading

- [MARAM Framework](https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf) (pp. 45 to 47) <<https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf>> (3 pages)
- [MARAM practice guides: chapter summaries](https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf) <<https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf>> (42 pages)
- [MARAM Framework summary](https://www.vic.gov.au/maram-framework-summary-organisational-leaders) <<https://www.vic.gov.au/maram-framework-summary-organisational-leaders>> (10 pages)
- [MARAM responsibilities guide](https://www.vic.gov.au/understanding-responsibilities-organisational-leaders) <<https://www.vic.gov.au/understanding-responsibilities-organisational-leaders>> (16 pages)

Milestone 3A: Mapping MARAM responsibilities

(All organisations)

We understand our responsibilities in risk assessment and management practice and how these apply across the organisation.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Leaders and managers have read the <i>MARAM Framework</i> and the MARAM practice guides or summaries [Resource 1, Resource 2; Resource 3] Executives have been briefed on the MARAM Framework and the organisation's requirements [Resource 4] Determined organisation's levels of responsibility [Resource 6] Mapped workforce's roles and responsibility with leadership groups, and in consultation and collaboration with staff [Resource 5] Effectively communicate to staff the responsibility level that our organisation holds Identify and update policies, procedures, practice guidance and tools needed to fulfil the responsibilities [Resource 7] Map procedures for how service users receive a family violence response from our organisation across staff with varying responsibility levels 	<ol style="list-style-type: none"> MARAM Framework <https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf> MARAM practice guides <https://www.vic.gov.au/sites/default/files/2020-04/MARAM%20victim%20survivor%20practice%20guides%20full_1.pdf> MARAM practice guides: chapter summaries <https://www.vic.gov.au/sites/default/files/2020-05/MARAM%20Chapter%20Summaries%20FINAL.pdf> Executive briefing slides <https://www.vic.gov.au/sites/default/files/2020-06/Designed%20Executive%20Briefing%20Pack.pptx> MARAM responsibilities mapping tool <https://www.vic.gov.au/sites/default/files/2020-06/Designed%20Mapping%20Tool.xlsx>

<ul style="list-style-type: none"> Regularly review the mapping of the MARAM responsibilities to determine any opportunities to increase staff capabilities (i.e. to raise staff capability from Responsibility 2 to Responsibility 3 and 4). 	<p>6. MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders></p> <p>7. MARAM policy and procedure example table <https://www.vic.gov.au/maram-policy-and-procedure-example-table></p>
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Milestone 3B: Staff communications on responsibilities

(All organisations)

We have a plan in place for how to ensure all staff are aware of their responsibilities.

Assessment	Notes
Significant <input type="checkbox"/> Good <input type="checkbox"/> Some <input type="checkbox"/> Minimal <input type="checkbox"/> None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Effectively communicate to staff the responsibility level that they hold (individually) and collectively as a team Hold staff consultations and internal information sessions on the assignment of responsibilities Update position descriptions using responsibilities guidance (Resource 2) Update / create organisational chart setting out MARAM responsibilities and reporting lines Allocate staff to be change champions to encourage collaboration and consultation 	<ol style="list-style-type: none"> MARAM responsibilities mapping tool <https://www.vic.gov.au/sites/default/files/2020-06/Designed%20Mapping%20Tool.xlsx> MARAM responsibilities guide <https://www.vic.gov.au/understanding-responsibilities-organisational-leaders>

Milestone 3C: Staff training on responsibilities

(All organisations)

We ensure all staff with MARAM responsibilities receive the relevant training and feel confident working with service users to implement their training.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> Developed a formal plan and schedule for relevant staff to receive MARAM training to enable them to practise their MARAM responsibilities, including leaders attending leading alignment training [Resource 1, Resource 2] Identified opportunities for internal professional development and training, such as info sessions, community of practice, case reviews or case studies and tailored materials relevant to the workforce Utilising informal training methods such as reflective practice, closing feedback loops, joint training with close external partners, lunch and learns, peer to peer networks and communities of practice Explored and mapped additional training requirements across the workforce which will support MARAM practice such as cultural awareness training, working with children, asking demographic identity questions, using interpreters etc. 	<ol style="list-style-type: none"> Overview of MARAM training modules <https://www.vic.gov.au/sites/default/files/2019-08/MARAM-Training-Map-%2021-08-2019.pdf> MARAM training decision tree <https://www.vic.gov.au/sites/default/files/2019-12/MARAM%20Training%20Decision%20Tree.pdf>

Pillar 4: Systems, outcomes and continuous improvement

Framework requirement

Framework organisations:

- establish or utilise relevant governance and advisory structures to implement the Framework
- collect consistent information about the evidence-based family violence risk factors, through tools aligned to [the evidence-based risk factors] and of service users' individual experience of the forms of family violence
- undertake activities to change organisational culture and practice to promote continuous improvement in risk assessment and management practice, information sharing and enhanced collaboration with other services

Introduction to Pillar 4

Pillar 4 outlines the requirements as well as the benefits to Framework organisations in aligning to MARAM, and participating in data collection and evaluation of family violence response. It outlines how organisational leaders can contribute to the implementation of MARAM, to continuous improvement and an understanding of the evidence base over time.

It should be noted that Pillar 4 reiterates that alignment to MARAM requires a significant culture change and systemic reform which will take time. The collection of data and evaluation is part of this ongoing process.

Key reading

- [MARAM Framework](https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf) (pp. 48 to 53) <<https://www.vic.gov.au/sites/default/files/2019-01/Family%20violence%20multi-agency%20risk%20assessment%20and%20management%20framework.pdf>> (6 pages)

Milestone 4A : Collect and collate data

(All organisations)

We collect and are able to collate for analysis data about the evidence-based risk factors and service-users' individual experience of the forms of family violence.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<p>[For all examples, refer to Resource 1, Resource 2 and Resource 3]</p> <ul style="list-style-type: none"> • Collect data on individual files related to service users' individual experience • Gather information at an organisational level to under service users' individual experiences and the organisation's role in the wider service system • Can analyse data collected to better inform the organisation's response to family violence, key achievements and where to focus the organisation's efforts for improvement • Process to review data to reflect service user type and who may be missing – not accessing and why not 	<ol style="list-style-type: none"> 1. MARAM practice guide: responsibility 3, appendix 5 (pp. 146–147 for demographic questions) <https://www.vic.gov.au/sites/default/files/2020-05/APPENDIX%205.docx> 2. Implementation review guide <https://www.vic.gov.au/review-implementation-activities> 3. Victorian family violence data collection framework <https://www.vic.gov.au/victorian-family-violence-data-collection-framework>

Milestone 4B: Establish external partnerships

(All organisations)

We have established partnerships with local relevant services and agencies to implement the Framework.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<p>[For all examples, refer to Resources 1–7]</p> <ul style="list-style-type: none"> Identified key partners for the purposes of risk assessment and management, information sharing, secondary consultations and referrals, and taking steps to establish connections with such services. This includes organisations that would support service users with intersecting needs, as identified in the MARAM Framework Co-designing agreed forms for ease of use between services where frequent information sharing, referrals and secondary consultations take place Referral and secondary consultation procedures where appropriate when entering into a memorandum of understanding for more formal information sharing An up-to-date resource list that details local and national partners relevant for information sharing, secondary consultations and referrals Policies and procedures are in place to appropriately prioritise intake of requests and respond in appropriate timescales. This is so collaborative practice may lead to an increase in family violence referrals, consultations and information-sharing requests Participation in inter-agency and network meetings as an active member of community networks and communities of practice on family violence (contact your local PSA for details) 	<ol style="list-style-type: none"> MARAM practice guide: responsibility 5 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%205.pdf> MARAM practice guide: responsibility 6 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%206.pdf> MARAM practice guide: responsibility 9 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%209.pdf> MARAM practice guide: responsibility 10 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%2010_0.pdf> External partnerships guide <https://www.vic.gov.au/external-partnerships-guidance-organisational-leaders> Family violence regional integration factsheet (The Lookout website) <https://www.thelookout.org.au/sites/default/files/Family%20Violence%20Regional%20Integration%20Factsheet%20Dec%202017_2.pdf> List of Principal Strategic Advisors (The Lookout website)

	https://www.thelookout.org.au/family-violence-workers/regional-integration
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Milestone 4C: Organisational culture change

(All organisations)

We undertake activities to change our organisational culture to promote continuous improvement in risk assessment and management practice, information sharing and enhanced collaboration with other services.

Assessment	Notes
Significant <input type="checkbox"/>	
Good <input type="checkbox"/>	
Some <input type="checkbox"/>	
Minimal <input type="checkbox"/>	
None <input type="checkbox"/>	

Example	Resources
<ul style="list-style-type: none"> We regularly undertake an implementation review to help inform further MARAM alignment activities [Resource 8] A public, organisational vision statement and objectives includes family violence information for service users and a commitment to supporting the Victorian Government's 10-year plan to end family violence [Resource 1] Creating a supportive and psychologically safe environment for staff members who are responding to family violence Provide a comprehensive family violence leave policy for those experiencing family violence and choosing to use family violence [Resource 2] A comprehensive equal opportunities policy which is effective in practice through staff employment and engagement Embed an intersectional lens into our family violence response [Resource 3, pp. 127-128; Resource 4, p. 254; Resource 5, pp. 296–297; Resource 6, pp. 359–60] 	<ol style="list-style-type: none"> Ending family violence: Victoria's plan for change <https://www.vic.gov.au/sites/default/files/2019-07/Ending-Family-Violence-10-Year-Plan.pdf> Supporting staff: family violence leave policy considerations <https://www.vic.gov.au/supporting-staff-family-violence-leave-policy-considerations> MARAM practice guide: responsibility 3 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%203.pdf> MARAM practice guide: responsibility 5 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%205.pdf> MARAM practice guide: responsibility 7 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%207.pdf> MARAM practice guide: responsibility 8 <https://www.vic.gov.au/sites/default/files/2020-05/PG%20Responsibility%208.pdf>

<ul style="list-style-type: none"> • Providing additional training (contacting local PSAs for recommendations on appropriate training available [Resource 7]) to staff members which supports MARAM implementation including: <ul style="list-style-type: none"> – trauma-informed practice – cultural awareness – intersectionality – collaborative practice – relevant local issues (i.e. pertaining to local Aboriginal or CALD communities) – mental health awareness including, for specialist practitioners, seeking a capacity assessment – child safe practices 	<ol style="list-style-type: none"> 7. List of Principal Strategic Advisors (The Lookout website) <https://www.thelookout.org.au/family-violence-workers/regional-integration> 8. Implementation review guide <https://www.vic.gov.au/review-implementation-activities>
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Completion details

Completed by

Name	Position

Date completed	
Date of next review	

In respect of the following program areas/sites

[Delete if not relevant]

Glossary and definitions

Aboriginal definition of family violence	Dhelk Dja defines family violence as ‘An issue focused around a wide range of physical, emotional, sexual, social, spiritual, cultural, psychological and economic abuses that occur within families, intimate relationships, extended families, kinship networks and communities. It extends to one-on-one fighting, abuse of Indigenous community workers as well as self-harm, injury and suicide’
Adolescent who uses family violence	A young person who chooses to use coercive and controlling techniques and violence against family members, including intimate partners. Adolescents who use family violence often coexist as victims of family violence and therapeutic responses should be explored.
Child	Has the meaning set out in section 4 of the FVPA, being a person who is under the age of 18 years (which includes infants and adolescents).
Child Information Sharing Scheme (CISS)	CISS enables authorised organisations and services to share information to promote the wellbeing or safety of children. Find more information on child information sharing.
Culturally safe responses	To practice in a culturally safe way means to carry out practice in collaboration with the service user, with care and insight for their culture, while being mindful of one’s own. A culturally safe environment is one where people feel safe and where there is no challenge or need for the denial of their identity.
Diverse communities	Diverse communities include the following groups: diverse cultural, linguistic and faith communities; people with a disability; people experiencing mental health issues; lesbian, gay, bisexual, transgender and gender diverse, intersex and queer/questioning (LGBTIQ) people; women in or exiting prison or forensic institutions; people who work in the sex industry; people living in regional, remote and rural communities; male victims; older people and young people (12–25 years of age).
Family violence	Has the meaning set out in section 5 of the FVPA which is summarised here as any behaviour that occurs in family, domestic or intimate relationships that is physically or sexually abusive; emotionally or psychologically abusive; economically abusive; threatening or coercive; or is in any other way controlling that causes a person to live in fear for their safety or wellbeing or that of another person. In relation to children, family violence is also defined as behaviour by any person that causes a child to hear or witness or otherwise be exposed to the effects of the above behaviour. This definition includes violence within a broader family context, such as extended families, kinship networks and communities.
Framework organisation	An organisation prescribed by regulation to be a Framework organisation for the purposes of Part 11 of the FVPA and required to align their policies, procedures, practice guidance and tools to it. References in this document to Framework organisations include section 191 agencies.
Family Violence Information Sharing Scheme (FVISS)	FVISS enables authorised organisations and services to share information to facilitate assessment and management of family violence risk to children and adults. Find more information on family violence information sharing.
Intersectionality	Refers to the structural inequality and discrimination experienced by different individuals and communities, and the impact of these creating barriers to service access and further marginalisation. Intersectionality

is the complex, cumulative way in which the effects of multiple forms of identity-based structural inequality and discrimination (such as racism, sexism, ableism and classism) combine, overlap or intersect, in the experiences of individuals or communities.¹ These aspects of identity can include gender, ethnicity and cultural background, language, socio-economic status, disability, sexual orientation, gender identity, religion, age, geographic location or visa status.

MARAM pillar	The MARAM framework is structured in 'pillars' that aim to establish a system-wide approach and shared responsibility for family violence risk assessment and management. Each pillar has its own objective. The pillars are set at the organisation level and are designed to build knowledge and skill and support the effectiveness and integration of the system-wide response to family violence in Victoria.
MARAM framework	The Family Violence Multi-Agency Risk Assessment and Management framework
Maturity model process	<p>Implementing the MARAM Framework requires significant culture change and system reform which will take time and effort at all levels of the service system. Government's initial focus is to support organisations by developing a model of alignment with guidance for organisations. This approach recognises the complexity of the service system and the variable starting points and stages of family violence practice literacy across different sectors.</p> <p>Recognising the different dimensions of change will provide flexibility so that organisations can begin the alignment process in the way that is most appropriate for their current level of maturity, and to be supported to progress to higher levels.</p> <p>The model (in development) will describe the attributes expected of organisations at different levels of alignment with the MARAM Framework, starting with no or minimal alignment and ending with very strong alignment and sector leadership.</p>
Perpetrator	Has the same meaning as the words "a person of concern" in s 144B of the FVPA. The FVPA provides an individual is a person of concern if an information sharing entity reasonably believes that there is a risk that they may commit family violence. This will have been identified by undertaking a Framework-based family violence risk assessment.
Predominant aggressor	The term predominant aggressor seeks to assist in identifying the actual perpetrator in the relationship, by distinguishing their history and pattern of coercion, power and controlling behaviour, from a victim who may have utilised self-defence or violent resistance in an incident or series of incidents. The predominant aggressor is the perpetrator who is using violence and control to exercise general, coercive control over their partner or family member, and for whom, once they have been violent, particularly use of physical or sexual violence, all of their other actions take on the threat of violence.
Risk assessment	The process of applying the model of Structured Professional Judgement to determine the level of family violence risk.
Risk identification	Recognising through observation or enquiry that family violence risk factors are present, and then taking appropriate actions to refer or manage the risk.
Risk factors	Evidence-based factors that are associated with the likelihood of family violence occurring or the severity of the risk of family violence.

¹ Adapted from Merriam-Webster dictionary definition of intersectionality.

Risk management	Any action or intervention taken to reduce the level of risk posed to a victim and hold perpetrators to account. Actions taken and interventions that are implemented appropriate to the level of risk identified in the risk assessment stage.
Safety planning	Process of implementing a strategy or identifying steps to be taken, subject to timelines agreed with relevant parties, to reduce the likelihood of further family violence occurring and ensure safety for the victim/s.
Screening	The use of questions to explore the possibility of family violence being present, due to concerns through observation or other assessment.
Serious risk	Risk factors associated with the increased likelihood of the victim survivor being killed or nearly killed.
Service	Provision of a specific support or providing a formalised level of assistance, which is of benefit to individuals in the community.
Victim Survivor	Has the same meaning as the words “a primary person” (adult or child) in the FVPA. The FVPA provides a person is a primary person if an information sharing entity reasonably believes there is risk that the person may be subjected to family violence.