



REOS

Proposed National Perpetrator Intervention Outcome Standards

Stakeholder Consultation Paper
September 2013

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Document Summary

PURPOSE AND CONTENT

This **Consultation Paper** has been developed by Reos Partners who have been engaged by the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) to develop and deliver national consultations to inform a nationally agreed perpetrator intervention outcome standards*.

Broadly, the Paper aims to assist stakeholders to consider draft outcome standards and related issues.

In particular, the Paper

- ❑ Provides a context for the national consultations
- ❑ Details the process undertaken to date
- ❑ Provides an outline of our approach and methodology
- ❑ Outlines the next steps towards to a national agreed set of perpetrator intervention outcome standards.

The consultation process will involve one on one dialogue interviews, workshops in all jurisdictions (including Indigenous specific workshops), structured on-line feedback, and presentation and feedback to the National Plan Implementation Panel (NPIP) and providing a high level report.

Whilst the Consultation Strategy is aligned with current initiatives announced, particularly the recently announced Commonwealth funding for research into preventing perpetrator re-offending research to be undertaken by the National Centre for Excellence. (See: Minister Collins' media release dated and circulated on 23 July, 2013 - <http://juliecollins.fahcsia.gov.au/>) The focus of this work is firmly placed on the conduct of consultation with key stakeholders nationally agreed perpetrator intervention outcome standards.

* - We recognise there are a range of terms that are used in referring to these programs, however for the sake of consistency and alignment with project title and COAG recommendations, the term perpetrator intervention will be used as a generic term consistently throughout the project as a generic term.

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ABOUT DR. GASSNER

Dr Leigh Gassner, previously an Assistant Commissioner in Victoria Police, is now a partner of Reos Partners. Leigh has worked with the public and private sector to achieve sustainable social outcomes including chairing state-wide committees focused on the reduction of violence against women (family violence and sexual assault) including the reform of the family violence response system in Victoria. He has also been involved in Commonwealth committees on trafficking in women and sexual slavery. He was a member on the Australian Government’s Violence Against Women Advisory Group.

Members of Leigh’s team are Stephen Atkinson (Partner) Dr Jackie Huggins (invited facilitator) and Maria Dimopoulos (Associate). (See Appendix A for Team Bios)

ABOUT REOS PARTNERS

Reos Partners is an international social innovation consultancy that addresses complex, high-stakes challenges around the world. Our name comes from the Greek “rheos,” which means flow or stream.

We design and facilitate processes that enable teams of stakeholders—even those who don’t understand or trust one another—to work together to make progress on their toughest problems.

We work on issues such as employment, health, food, energy, the environment, security, and peace. We partner with governments, corporations, and civil society organizations.

Our approach is systemic, creative, and participative.

We are guides more than advisors. We are experienced at helping diverse groups navigate through uncharted territory to reach their most important goals.

We work both locally and globally. We have offices in Cambridge (Massachusetts), Johannesburg, Melbourne, Oxford, São Paulo, San Francisco, Sydney and The Hague. www.reospartners.com

Reos Partners acknowledge the traditional owners of country throughout Australia and their continuing connection to land, sea and community. We pay our respect to them and their cultures, and to the elders both past and present.

Acknowledgements

This Consultation Paper has been commissioned by the Office for Women, located in the Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA).

The paper is aligned with the work of the National Centre of Excellence and also approved by the Women's Safety Branch.

This consultation paper has benefited from the literature review undertaken by Urbis in 2011 and draws on preliminary advice provided by Professor Donna Chung and Professor Patrick O'Leary.

Acronyms and Abbreviations

Common abbreviations (acronyms) used throughout this document include:

ABS	Australian Bureau of Statistics
ACCSA	Australian Centre for the Study of Sexual Assault
ADFVC	Australian Domestic and Family Violence Clearinghouse
AHRC	Australian Human Rights Commission
ALRC	Australian Law Reform Commission
AMaRWA	Australian Migrant & Refugee Women's Alliance
AWAVA	Australian Women Against Violence Alliance
COAG	Council of Australian Governments
DHS	Department of Human Services
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs
FDVAG	Family and Domestic Violence Advisory Group
MBCP	Men's Behaviour Change Programs
NASASV	National Association of Services Against Sexual Violence
NATSIWA	National Aboriginal and Torres Strait Islander Women's Alliance
NCAS	National Community Attitudes Survey
NCE	National Centre of Excellence
NCRVWC	National Council to Reduce Violence against Women and their Children
NGO	Non-government organisation
NPIP	National Plan Implementation Panel
NPY	Ngaanyatjarra Pitjantjatjara Yankunytjatjara
NTV	No to Violence
OfW	Office for Women
SCLJ	Standing Council on Law and Justice
SCWI	Select Council on Women's Issues
SOP	Sex Offender Program
VAWAG	Violence Against Women Advisory Group
WESNET	Women's Services Network
WWDA	Women With Disabilities Australia

1. Introduction and Background

“Australian women and their children live free from violence in safe communities.”

—Vision Statement – National Plan to Reduce Violence against Women and their Children 2010-2022

1.1 OVERVIEW

In July 2013, the Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) engaged **Reos Partners** to *develop and deliver national consultations to inform a nationally agreed perpetrator intervention outcome standards.*

The need for the work emerged from **Outcome 6** of the *National Plan to Reduce Violence Against Women and their Children 2010-2022* highlighting the prevention and reduction of violence against women through strong laws and programs to help reduce the level of recidivism.

At the fourth meeting of the COAG Select Council on Women’s Issues (SCWI) in May 2013, Ministers discussed the critical importance of effective perpetrator interventions to reduce violence against women and agreed to progress work to develop national outcome standards for perpetrator interventions. They agreed to broad consultations across Australia with relevant stakeholders and experts, with the outcomes of consultations to come back to Ministers for agreement later in 2013¹. Ministers noted the implementation of perpetrator intervention outcome standards would be supported through the establishment of a dedicated research stream, funded by the Australian Government, and to be managed through the National Centre for Excellence (NCE).

A number of key principles for intervention programs that could effectively provide the basis for translation into a set of draft outcome standards were drawn from a literature review conducted by Urbis (2011) and enhanced through the work of experts Prof Donna Chung (University of WA) and Prof Patrick O’Leary (Griffith University)). These standards now need to be tested with stakeholders and jurisdictions through a consultation process.

In consulting with stakeholders, the draft outcomes will be considered and refined to produce a set of high level perpetrator intervention outcome standards. These outcome standards will be submitted to the Select Council on Women’s Issues (SCWI) and the Standing Council on Law and Justice (SCLJ) for final endorsement.

1.2 ABOUT THE PROJECT

Ultimately the high level perpetrator intervention outcome standards will be presented for Ministers’ consideration. However, there will need to be a broad level of national agreement to the standards by key stakeholders and their measurement, before they are presented to the Ministers

The project includes the following key deliverables:

¹ COAG Select Council on Women’s Issues - 03 May 2013 Communiqué FINAL

- ❑ Draft consultation paper
- ❑ Undertake national consultations including interviews, jurisdictional and Indigenous workshops and online-feedback
- ❑ Set draft national perpetrator intervention outcome standards
- ❑ Recommendations on how the outcome standards may be measured and what transitional arrangements may be needed
- ❑ High level report on key themes and recommendations arising from the consultations.

2. Context for the Consultations

Violence against women does not occur in isolation from other issues faced by individuals and communities. There are strong links between the National Plan and other significant COAG reforms, such as the National Partnership Agreement on Homelessness, efforts to Close the Gap on Indigenous disadvantage, and the National Framework for Protecting Australia's Children 2009–2020. In conducting the consultations, an understanding of the current policy and legislative context underpins our overarching approach.

2.1 NATIONAL PLAN

All Australian governments have committed to achieving a significant and sustained reduction in violence against women and their children under the National Plan to reduce Violence against Women and their Children 2010-2022 (the National Plan).

The National Plan is a 12-year strategy which aims to bring together Commonwealth, state and territory government efforts, as well as the important work being done by the non-government sector, to make a sustained reduction in the levels of violence against women.

The National Plan sets out six National Outcomes for all governments to deliver over the 12 year period:

1. Communities are safe and free from violence.
2. Relationships are respectful.
3. Indigenous communities are strengthened.
4. Services meet the needs of women and their children experiencing violence.
5. Justice responses are effective.
6. Perpetrators stop their violence and are held to account.

The Outcomes will be delivered through four three-year Action Plans, the first of which, *Building a Strong Foundation*, runs from 2010 to 2013. Action Plans will support governments to work together to develop, implement and report progress within a coordinated national framework. The first three-year Action Plan identifies 68 Immediate National Initiatives the Commonwealth Government has agreed to progress, as well as a number of related actions for jurisdictions to take forward in a way that best meets the needs of their local communities².

2.2 KEY DEVELOPMENTS

Significant progress has been made against the National Outcomes under the First Action Plan and the National Priorities under the National Implementation Plan of the First Action Plan including:

- ❑ establishment of a tripartite **National Plan Implementation Panel**, in April 2012, to work together in a new way with all Australian governments and the non-government sector to reduce violence against women and their children;
- ❑ establishment of the **National Centre for Excellence on Violence against Women and their Children** in New South Wales in 2013;

² Department of Families, Housing, Community Services and Indigenous Affairs National Plan to Reduce Violence against Women and their Children: Progress Report 2010-2012

- ❑ implementation of social marketing primary prevention campaigns such as *The Line*, which includes educational resources specifically designed for the Indigenous community,
- ❑ **supporting Indigenous communities** to develop local solutions to prevent and respond to violence;
- ❑ establishment of **1800RESPECT**, the National Sexual Assault, Domestic and Family Violence Counselling Service;
- ❑ provision of collaborative, integrated support services to women who have experienced violence, such as the **multidisciplinary centres** established in Victoria;
- ❑ the variety of programs across Australia that support women who experience violence to stay in their homes while the perpetrator leaves, such as **Staying Home, Leaving Violence** in New South Wales and **Safe at Home** in Tasmania;
- ❑ assisting perpetrators to change their behaviour and take responsibility for their violence, such as the **perpetrator intervention programs** run in the Northern Territory, New South Wales and South Australia;
- ❑ ongoing work to build the evidence base around the prevalence of violence against women, and community attitudes towards violence against women, through funding four-yearly cycles of the **Personal Safety Survey** and the **National Community Attitudes Survey**; and
- ❑ building awareness of the National Plan through **community events** such as those held by the Violence Against Women Advisory Group and the Australian Women Against Violence Alliance throughout 2011³.

2.3 OUTCOME 6 — *Perpetrators stop their violence and are held to account*

Outcome 6 of the National Plan recognises that preventing and reducing violence against women requires strong laws and programs to help reduce the level of recidivism and the development of a stronger evidence base to support future policy and program development.

Critical actions identified in the National Plan to reduce the risk of recidivism include developing evidence-based best practice domestic violence programs, and establishing and monitoring national minimum standards for programs to ensure adherence to evidence-based best practice.

2.4 DEVELOPMENT OF DRAFT STANDARDS

A key outcome of the meeting of the Select Council on Women's Issues meeting on 3 May 2013 was an agreement to progress work to develop national outcome standards for perpetrator interventions through broad national consultations with relevant stakeholders.

During 2011, work was commissioned on perpetrator interventions including a literature review to inform the development of these standards. The literature review identified a number of principles for intervention programs that could effectively provide the basis for translation into a set of draft outcomes that could apply more broadly across perpetrator interventions.⁴

The literature review describes the evidence regarding the effectiveness of domestic and sexual violence perpetrator intervention responses by drawing on current national and international evaluation research.

³ Department of Families, Housing, Community Services and Indigenous Affairs National Plan to Reduce Violence against Women and their Children: Progress Report 2010-2012

⁴ Urbis (2012)

The literature review also identified a number of principles and accountability measures for intervention programs. The table below lists the key principles and key elements of accountability focused interventions.

KEY PRINCIPLES FOR EFFECTIVE PERPETRATOR INTERVENTIONS	INTERVENTION ACCOUNTABILITY
<ul style="list-style-type: none"> ⇒ <i>Women’s and children’s safety is the paramount goal of perpetrator interventions</i> ⇒ <i>Women and children are safe and supported to live stable and good lives.</i> ⇒ <i>Perpetrators of sexual assault and domestic and family violence are held accountable for their actions. This will require appropriate and effective consequences for use of violence and abuse which are commensurate with the violation of women’s and children’s human rights.</i> ⇒ <i>They take responsibility for their actions and understand the impact their actions have on others.</i> ⇒ <i>Bring about attitudinal, behavioural and cultural change to promote non-violence and gender equality while addressing the broader social context with dominant culture of masculinity.</i> ⇒ <i>Interventions maintain a high level of professionalism, implement continual improvement through developing, monitoring and evaluation based on evidence-based practice.</i> ⇒ <i>Police, the courts, corrections, family services, specialist women’s services and interventions work together to ensure a consistent integrated series of interventions.</i> ⇒ <i>Responsibility (100% responsibility with perpetrator while addressing the broader social context and need for cultural change in the dominant culture of masculinity).</i> ⇒ <i>The underlying premise of integrated interventions is that the use of violence and abuse is the responsibility of the perpetrator as is the opportunity to take up intervention and discontinue the use of violence. Part of this process is that perpetrators take responsibility for their actions and understand the impact their actions have on others.</i> ⇒ <i>Interventions recognise that one size does not fit all. Families and communities are diverse as are the needs of participants and their partners and children.</i> ⇒ <i>Intervention strategies need to be varied to respond appropriately and effectively to men in diverse circumstances including but not limited to location, cultural and ethnic identity, language, age and cognitive capacity.</i> ⇒ <i>A national minimum data set is needed for measurement and monitoring of standards, to support evaluation and building the evidence base on effective interventions.</i> 	<p>All agencies and organisations have an important role in working towards perpetrator accountability.</p> <p>Depending on the agency or organisations role, their participation in accountability focused interventions may include (but not limited to):</p> <ul style="list-style-type: none"> ❑ <i>Violence prevention – educating/informing the community and challenging violence supportive attitudes</i> ❑ <i>Reporting violence to statutory authorities e.g., police or child protection</i> ❑ <i>Exchanging information to inform assessments of risk, safety and intervention</i> ❑ <i>Providing information to men using violence or at risk of violence</i> ❑ <i>Referral to support services</i> ❑ <i>Case management (individual agency)</i> ❑ <i>Multi-agency case (risk) management</i> ❑ <i>Violence focused individual counselling</i> ❑ <i>Men’s behaviour change programs</i> ❑ <i>Civil justice responses</i> ❑ <i>Criminal justice responses</i> ❑ <i>Community based monitoring of perpetrators use of violence.</i>

2.5 DRAFT OUTCOME STANDARDS

Based on a literature review which identified a number of principles and accountability measures for intervention programs, outcome standards have been drafted in partnership with experts Prof Donna Chung (University of WA) and Prof Patrick O’Leary (Griffith University).

DRAFT OUTCOME STANDARDS

- ❑ Women and children are safe and supported to live stable and good lives.
- ❑ Perpetrators of sexual assault and domestic and family violence are held accountable. They take responsibility for their use of violence and abuse and understand the impact their actions have on others.
- ❑ Interventions result in attitudinal, behavioural and cultural change while addressing the broader issue of gender inequality.
- ❑ Community awareness and prevention of violence are increased.
- ❑ Interventions maintain a high level of professionalism and implement continual improvement through developing, monitoring and evaluation based on evidence-based practice.
- ❑ Together, police, the courts, corrections, family services and interventions deliver a consistent integrated series of interventions.
- ❑ Perpetrators of sexual assault and domestic and family violence are from a diverse range of circumstances, including but not limited to location, cultural and ethnic identity, language, age and cognitive capacity. Interventions recognise that one size does not fit all and outcomes are not limited by diversity.
- ❑ The evidence base on effective interventions is continually strengthened through rigorous evaluation and identification of best practice.

Agreed national outcomes are not an end in themselves and perpetrator intervention responses do not operate in isolation from other services across the criminal justice and community sector. As part of this project, consideration will need to be given to how outcomes:

- ❑ Encourage perpetrator accountability.
- ❑ Interact with criminal justice and community sector services.
- ❑ Influence good practice in prevention through to criminal justice interventions.
- ❑ May be measured to assess effectiveness.
- ❑ Contribute to continual improvement throughout the spectrum of interventions.

2.6 ALIGNMENT WITH RESEARCH BY NATIONAL CENTRE FOR EXCELLENCE

In July 2013, the Commonwealth Government announced funding for research into preventing perpetrator re-offending research to be undertaken by the National Centre for Excellence⁵. It is anticipated these research priorities will be identified by the end of 2013, in order to commence research in 2014⁶.

The NCE will be consulting with all jurisdictions and key stakeholders on the development of the National Research Agenda (NRA) for reducing violence against women. The NRA development is separately funded. The NCE is examining various ways in which to address research in relation to perpetrator issues and interventions as well as delivering the overall NRA. The NCE is seeking to avoid having a complete series of separate consultation processes if possible while recognising that the focus of discussion will be different between the NRA and the perpetrator consultations sessions

Whilst this project is aligned with the overarching objectives of such initiatives, stakeholders need to understand that the focus of the current work is firmly placed on the **conduct of consultation with key stakeholders nationally agreed perpetrator intervention outcome standards**. It is however, expected that Reos Partners and the NCE will maintain a close engagement as the consultations on the draft standards occur, to inform the development of the perpetrator research priorities.



⁵ (See: Minister Collins' media release dated and circulated on 23 July, 2013 - <http://juliecollins.fahcsia.gov.au/>)

⁶ Reference to 'research' is being used as a catch-all description here as the priorities identified could range from evaluation of existing interventions, research on interventions in other countries or disciplines, development of tools or resource to help inform service providers about effective interventions or about how to measure their effectiveness.

3. Consultation Strategy

3.1 OVERVIEW

Reos Partners is working collaboratively with the Department to ensure the design and implementation of an effective, systemic, and participative consultation strategy towards nationally agreed perpetrator intervention outcome strategies. Meetings with the Office for Women have been held, and planning of the consultation process has commenced.

This section of the consultation paper sets out:

- The aim of the consultation strategy
- The consultation approach and key methods
- The consultation process,
- Consultation time lines

The consultation phase will extend from August 2013 to October 2013.

3.2 AIM OF CONSULTATION STRATEGY

The aim of this consultation strategy is to have agreed national outcome standards for perpetrator intervention responses that take into account credible research evidence and reflect the perspectives of victims, and perpetrators, as well as service providers and governments.

In consulting with stakeholders, the draft outcomes will be considered and refined to produce a set of high level perpetrator intervention outcome standards.

These outcome standards will be submitted to the Select Council on Women's Issues (SCWI) and the Standing Council on Law and Justice (SCLJ) for final endorsement agreement.

There are three main high-level outcomes for the consultation process.

- Validation and building on the draft perpetrator outcome standards.
- Recommendations on how the outcomes standards may be measured.
- Suggestions for transitional arrangements that may need to be put in place.

Each of the project stages are interdependent and designed to continuously build to deliver the above three outcomes and generate a broad national agreement and a common intent for effective perpetrator intervention strategies across jurisdictions.

3.3 APPROACH

Reos Partners' fundamental method of operating is to work with diverse groups of stakeholders and their equally diverse perspectives on how particular social systems can operate to deliver sustained social outcomes.

Reos Partners experience includes many settings and group environments from national and international dialogues to system change and innovation work that has resulted in many examples of sustainable change and positive impact on larger social systems.

Our approach is systemic, creative, and participative.

A convening question will form the primary focus of the interviews and workshops:

“How can we work together to improve the safety of women and their children through the effective development, measurement and implementation of national perpetrator outcome standards?”

This question has been designed in a purposeful way. Firstly, it asks how “we together” can tackle this challenge, not how the challenge can be tackled separately or in competition. Secondly, it includes a focus on both “working AND collaborating” – both are seen as necessary challenges to tackle if the national perpetrator outcomes standards are effectively developed, implemented and measured. Thirdly, the convening questions invites those in the system to imagine the way perpetrator intervention can be best managed and understood in finding sustainable safety solutions for women and children.

Key features informing the approach include:

- ❑ any consultation is sensitive in dealing with victims and their voices are heard;
- ❑ perpetrator intervention outcomes standards are to be in the context of both sexual assault and family violence;
- ❑ national consultations will be inclusive of a diverse range of stakeholders with a wide range of perspectives.

3.4 PROJECT PHASES

The table below provides a summary of the key project phases and key activities to be undertaken during each stage of project implementation.

PHASE	PROCESS AND PURPOSE
<p>1</p> <p>Consultation Preparation</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Identify key stakeholders in jurisdictions to conduct dialogue interviews. <input type="checkbox"/> Identify key stakeholders to participate in jurisdiction and Indigenous workshops. <input type="checkbox"/> Prepare interview and workshop invitation process. <input type="checkbox"/> Prepare on-line feedback process. <input type="checkbox"/> Prepare background information sheet for Men's Behaviour Change programs for victims, partners and participants of programs.
<p>2</p> <p>Conduct Consultation</p>	<p>Conduct a consultation process to refine the proposed national perpetrator intervention outcomes standards, including recommendations for their measurement and suggestions for transition.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Conduct dialogue interviews <input type="checkbox"/> Synthesise the interviews of the key themes and perspective relating to the draft standards. <input type="checkbox"/> Conduct jurisdictional based workshops and Indigenous workshops (to include Indigenous facilitators). <input type="checkbox"/> The Indigenous workshops to include key Indigenous stakeholders in perpetrators intervention service delivery. <input type="checkbox"/> Commence on-line feedback process structured around the draft standards, their measurement and transition arrangements. <input type="checkbox"/> On line feedback back process structured around the draft standards, their measurement and transitional arrangements.
<p>3</p> <p>Provide High Level Report</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Final report as to the national perpetrator intervention outcome standards and a collation of the current best thinking of the stakeholder groups across the nation in relation to the requirements of implementation and measurement of perpetrator intervention strategies.

3.5 CONSULTATION PROCESS

In order to finalise the consultation methodology, Reos sought input from jurisdictions to help identify which part of the process stakeholders can make the most productive contribution, keeping in mind their location and any other impediments to participation.

To date, jurisdictions have been active in identifying key stakeholders for consultation. Reos has also been active in validating these lists and seeking input from other sources to ensure the most appropriate stakeholders are included in the consultation process.

Stakeholders for consultation purposes include the following key categories:

- ❑ Providers of domestic and family violence services which includes those working with victims and perpetrators
- ❑ Perpetrator intervention response providers
- ❑ Intervention program participants and women whose (ex) partners have participated in programs, (ex) partners of participants/victims
- ❑ Academic experts
- ❑ Peak bodies including NASASV, AWAVA, AMaRWA, NATSIWA, No to Violence
- ❑ Members of the National Plan Implementation Panel
- ❑ Governments

A stakeholder list for each state and territory has been developed.

3.6 CONSULTATION METHODS

“Instead of pouring knowledge into people’s heads, you need to help them grind a new set of eyeglasses so they can see the world in a new way.”

—John Seely Brown (*Seeing Differently: Insights on Innovation*)

The consultation methods include:

- ❑ One on One Dialogue Interviews
- ❑ Workshops in each jurisdiction
- ❑ On-Line Feedback

All jurisdictions will be involved in the interviews, workshops and on-line feedback processes as will Indigenous stakeholders. A more detailed description of each of these methods is described below.

Dialogue Interviews

Dialogue interviews—A dialogue interview is a creative conversation. In the best dialogue interviews, the interviewee comes to realise they know something they didn’t know they knew, or they come to realisations about what they must do. These interviews are *not* simply objective diagnostic or data-collecting activities. They strengthen the connections of key stakeholders to the system (its current reality and its potential) and to the sources of their own commitments to effecting change. The interviews are generative *interventions in themselves*, and other objectives include:

- ❑ To help the interviewee to express and clarify their own thinking about the theme and to connect to their own commitment
- ❑ To help the interviewer step into the world of the interviewee – their values and motivations, their frames for thinking about the issue, and the context in which they think and live
- ❑ To generate motivation or inspire action by the interviewee, possibly including to join in action with the interviewer (e.g. in a Change Lab)

The interviews seek to raise the quality of thinking and relating in the system.

Selected jurisdictional workshops

Jurisdictional workshops –These will occur in every jurisdiction. Whilst the aim is to facilitate a consultation process, importantly, the workshops will also be designed to assist the participants to “see” together the system in which the perpetrator outcome standards will exist. The participants in the workshops will be challenged to contribute their best thinking to gain new insight, and to evoke the power and possibility of working together to ensure effective perpetrator intervention outcome standards provide safety to women and children. We will seek creative approaches to design engagement and consultation processes that optimise everyone’s time together, and will also seek to ensure a safe space for a dialogue process that allows perspectives to be heard and considered in contributing to the implementation of the outcome standards and system change.

Structured on-line feedback

Structured on-line feedback – By using an on-line method of feedback a wider catchment of stakeholders and their perspectives can be accessed. The feedback will be structured around validating and/or building upon the draft perpetrator outcome standards and possible ways and means to measure any agreed standards. All stakeholders will be included in this part of the process.

Consultation and Engagement with Indigenous Stakeholders

Reos Partners is working closely with Dr Jackie Huggins AM to assist with our engagement and dialogue with representatives from Indigenous services and programs. In recognition of the specificities and complexities, we have adopted a consultation strategy that will include:

- ❑ Preliminary engagement with peak Indigenous bodies such as the National Aboriginal and Torres Strait Islander Women's Alliance (NATSIWA) and the National Congress
- ❑ Dialogue Interviews
- ❑ Specific targeted workshops in several states and territories (to be finalised)

3.7 CONSULTATION THEMES

In undertaking this project, consideration has to be given to how a set of perpetrator accountability outcomes can be presented as a meaningful and useful product for jurisdictions that:

- ❑ Encourage perpetrator accountability
- ❑ Apply across an integrated systems response
- ❑ Influence good practice in prevention through to criminal justice interventions
- ❑ May be measured to assess effectiveness
- ❑ Contribute to continual improvement

Throughout the Dialogue Interviews and Jurisdictional Workshops, stakeholders will be asked to provide their experiences, opinions and information on:

- ❑ current practices, including if and how the outcome standards are already being met
- ❑ any possible additional measures that may be required in order to meet the standards

- any transitional arrangements associated with compliance with the standards, and
- the benefits of compliance with the standards

3.8 CONSULTATION SCHEDULE

All Australian governments have been actively involved in the identification of key stakeholders for the standards consultations. Reos will be making contact with each state and territory government contact and a timetable for dialogue and workshop details will be developed shortly. Details will be forwarded as they are confirmed.

Appendix A

REOS TEAM BIOS

The Reos Partners team proposed for this project includes:

Dr. Leigh Gassner *Partner, Project lead*

Stephen Atkinson *Partner*

Dr. Jackie Huggins AM *Invited facilitator*

Maria Dimopoulos *Associate*

Dr Leigh Gassner

Leigh Gassner is a partner in Reos Partners, Melbourne, an international organisation dedicated to supporting and building capacity for innovative collective action in complex social systems. Previously an Assistant Commissioner in Victoria Police, Australia, Leigh became a consultant working with private and public sector organisations advising on cultural change and providing executive coaching. Leigh's passion and experience is bringing together multiple and diverse stakeholders to address complex social systems through meaningful dialogue and problem solving. This work builds on Leigh's knowledge and practice around systems thinking, on which he has lectured at post-graduate level. Because of his experience and study blended with the social innovation techniques of Reos Partners, Leigh brings a practical and innovative mix to the reform of complex social systems.

Leigh's recent work with Reos includes designing a national scenario dialogue for Indigenous Australians, and working to surface innovative solutions to environmental and social sustainability practices within the construction industry. He has also worked on Aboriginal health system reform in Australia and has recently worked with local government authorities to address the community problems associated with rapid-urban population growth. Leigh has also worked twice with Australian Human Rights Commission in China, most recently working with the Supreme People's Court in regard to family violence system and legislative reform.

Leigh has also managed significant cultural and organisational change processes in a large public sector organisation in order to re-position and align the organisation to meet community and stakeholder demands and expectations. Leigh's extensive senior executive experience has included leading and managing two of the largest police regions in Victoria and being responsible for the delivery of a wide range of services to the community.

Leigh also has extensive experience in social policy development and working through the complexity of government and non-government sectors to achieve sustainable social outcomes. In recognising the need for a larger systemic response from government and

community to the important social issues of family violence and sexual assault, he chaired the State Cabinet endorsed State-wide Steering Committee to Reduce Family Violence and the State-wide Steering Committee to Reduce Sexual Assault. This work has been recognised as both extensive and leading edge reform in the delivery of integrated government and non-government services and in achieving sustainable outcomes in multi-stakeholder settings. This area of work continues with consulting to government on the development of primary prevention plans for violence against women and other social policy issues including mental health. This work included conducting the workshops involving multi-stakeholder contribution. He is now advising other jurisdictions on how to drive similar reforms.

Leigh has participated in national committees involving trafficking in women and sexual slavery and related issues of violence against women and children and State Ministerial Mental Health Reform Council.

Leigh is a Fellow of the Institute of Public Administration of Australia (Victoria) and a Member of the Australian Institute of Company Directors.

Leigh has a Doctorate in Business Administration (Charles Sturt University); Master of Public Policy and Administration (Charles Sturt University) and is a lecturer, Masters of Business Leadership program (International Marketing Institute of Australia (IMIA) Graduate School of Leadership). Leigh is a regular speaker at the Australian New Zealand School of Government (ANZSOG) Strategy and Collaboration Workshops.

Stephen Atkinson

Steve Atkinson is a partner in the Melbourne, Australia office of Reos Partners. Steve works with corporate, government and community service clients to co-design and co-create interventions to tackle complex leadership problems in new ways, and deliver measureable improvements. While much of this work involves unlocking stuck problems, it also includes shifting from “good to great” by finding innovative ways to realise high aspirations and deliver client results.

His recent assignments include co-leading a national scenario building assignment with Adam Kahane for the country of Thailand, co-designing a national scenario dialogue for Indigenous Australians, initiating a change lab intervention for finding new ways to tackle systemic problems in a child protection sector, co-designing and facilitating an innovation forum for leading Australians to design workplaces of the future, and working to create a new global benchmark for innovative environmental and social sustainability practices within the construction industry. Steve is also working on Aboriginal health system strategy reform in Australia, and has recently facilitated two scenario projects in South Africa relating to the future of healthcare and the socio-political and economic future of South Africa. Steve has also been teaching Reos’ Transformative Scenario Planning to senior executives at GIBS Business School, University of Pretoria in Johannesburg, South Africa.

Steve brings to the Reos team over twenty years’ experience in management consulting having led key assignments of strategic impact for numerous multi-national corporations and government institutions in Australia, South Africa, New Zealand, Singapore, Vietnam, Hong Kong and USA. Projects he has led include: a leadership and work culture turnaround in a national telecommunications corporation; reshaping mindsets within a global minerals exploration organisation; building leadership capability within a leading oil and gas corporation, and across 2,000 leaders in telecommunications that translated into significant financial and process efficiency gains; creating high-performing organisations in financial services that resulted in three-fold growth; creating models of business turnaround for a

Japanese trading house; and rebuilding leadership capability across a sector of educational leaders.

Steve has worked within a range of industries and sectors particularly oil and gas, resources, telecommunications, healthcare, banking and financial services, trading, manufacturing and education. He has previously worked within two US-based international consulting firms as well as building and leading his own consultancy for 15 years specialising in building high-performing organisations, business strategy, change leadership, leadership development and work culture transformation.

Steve holds a Bachelor of Science (Honours) and a Master of Arts (Organisational Psychology) degree from the University of Melbourne. He has also completed the Oxford Scenario Programme at the Said Business School, University of Oxford. Steve is an Alumni member of both the University of Melbourne and University of Oxford. Steve is a registered psychologist and is a non-executive Board Member for the Australian Community Support Organisation (ACSO).

Dr. Jackie Huggins AM

Jackie Huggins, B.A. Hons (UQ), Dip.Ed. (Flinders), Doctor of the University Honoris Causa, AM, FAHA, is an author, historian and Aboriginal rights activist of the Bidjara Central Queensland and Birri-Gubba Juru North Queensland peoples. She has extensive experience in community, government and non-government sectors in Indigenous affairs, and is currently the director of the Telstar Foundation which aims to improve the life chances of young people across Australia.

Over the years, Jackie has been an influential and effective member of numerous organisations. Jackie is the Deputy Director of the Aboriginal and Torres Strait Islander Studies Unit at the University of Queensland. Currently she is co-chair of Reconciliation Australia; a director of the Telstra Foundation; director of the Australian Centre for Indigenous History, Australian National University; council member of the Australian Institute of Aboriginal and Torres Strait Islander Studies; member of the Indigenous Advisory Board of the Queensland Centre of Domestic and Family Violence Research, Central Queensland University; co-chair of the Independent Inquiry into Release Policy and Practice in the Queensland Prison System (2004); and member of the Indigenous Advisory Board for the State Library of Queensland. She is also an AFL Foundation Board member (2006).

Prior to these appointments, she was an executive member of the Council for Aboriginal Reconciliation (1994-2000); chair of the Queensland Domestic Violence Council (2001); commissioner for Queensland for the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from their Families (1997); and a member of the ATSIC Review Panel (2003). Jackie received a Doctor of the University honoris causa from the University of Queensland on 4 December 2006 and the position of Adjunct Professor in the School of Social Work and Applied Human Sciences on 8 December 2006. Jackie is a leading academics and an Australian icon. Her heritage, her intellect, her own experiences and her love of history, have all contributed to her deep understanding of life and people and have made her a force behind important Indigenous initiatives in Queensland and Australia. Of particular relevance is Jackie's work as the Chief Investigator for an Australian Research Council (ARC) Discovery Grant, Sentencing Indigenous offender of partner violence: A fundamental comparative analysis of Indigenous sentencing courts and specialist family violence courts. She has had an ongoing involvement as the key consultant to the National Indigenous Women's Leadership Program within the Office of Indigenous Policy Co-ordination.

Jackie's vision as an Indigenous Australian is for people to understand and know their history then they can better understand issues about native title, Wik and the stolen generations, but they first have to know and understand the 60,000 years plus of Aboriginal history in this country before we can move on. But, she adds: *I'm still hopeful. I remain forever optimistic.*

Maria Dimopoulos

Maria Dimopoulos is nationally and internationally recognised as an expert on gender equality and violence against women and with a particular expertise in working with multicultural communities and the intersections of law and gender based violence. Much of her work has been aimed at promoting and enhancing a gendered approach in the ongoing complex legal and political reform processes and to ensure the meaningful inclusion of diverse women's voices and perspectives in those reform processes, using a wide range of strategies. These strategies have included knowledge provision and advisory capacity in gender justice, advocacy, bridging and supporting participation in mainstream processes, coordination, capacity-building, and piloting innovative projects.

Together with a range of diverse legal actors Maria has also implemented a range of initiatives to address increased interaction with the legal system and multicultural communities in relation to family violence. Widespread interest in the program resulted in the commissioning of a paper by the Australian Domestic Violence Clearinghouse – 'Implementing Legal Empowerment Strategies to Prevent Domestic Violence in New and Emerging Communities'

(http://www.austdvclearinghouse.unsw.edu.au/PDF%20files/IssuesPaper_20.pdf).

Other strategies have included statewide community legal and information strategies delivered in partnership with Victoria Legal Aid and a three year program conducted with the **Justice for Refugees Program**, Victorian Department of Justice called the 'Community Educators and Family Violence and the Law initiative'. She has also actively promoted greater interaction between 'mainstream' family violence services and multicultural and settlement services around prevention of violence strategies. Initiatives have included the development of a national policy statement on behalf of the peak body, the Settlement Council of Australia. The development of the policy included a comprehensive multi-stakeholder consultation process which sought to engage agencies not traditionally regarded as part of the 'settlement network'. The endorsement by the Settlement Council has subsequently resulted in enhanced partnerships between locally based Migrant Resource Centres across a number of States with a range of family violence and sexual assault services.

In 2008, she was appointed by the Federal government to the National Council to Reduce Violence Against Women and their Children. The Council provided expert advice to Government on ways of reducing the incidence and impact of domestic and family violence and sexual assault on women and their children and has been tasked with the development and distribution of a National Plan of Action. Maria was also a member of the Access and Equity Inquiry Panel which reported to Government in 2012 on the accessibility of government services to multicultural Australia

Maria is also a recipient of an Amnesty International Human Rights Award for her work on the legal and human rights of women from culturally, religiously and diverse background. Maria was also selected to participate in a Global Leadership Course offered to a select 20 people from around the world at Rutgers University, New Brunswick, NJ USA (2001).

As a Human Rights and Gender Consultant, Maria has recently undertaken work for a diverse range of organisations including: UNDP, UNHCR, Government of Kiribati, Government of the Kingdom of Tonga, Australian Human Rights Commission; AusAID; AFL; Department of Immigration and Citizenship; Australian Institute of Judicial Administration; Australian Institute of Criminology; National Judicial College of Australia; Family Court of Australia; Fiji Law Reform Commission; Policing Jurisdictions, including Victoria Police, NSW Police and the Australasian Police Multicultural Advisory Bureau; Australian Multicultural Foundation; Emergency Management Australia; Islamic Women's Welfare Association of Victoria.

Appendix B

ADDITIONAL BACKGROUND REFERENCES

(Please Note: The list of references below was reviewed. This list is not exhaustive but is intended to assist project participants who may be interested in further reading)

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