



STRATEGIC PLAN

2025 - 2028

Acknowledgements

We want to acknowledge the traditional custodians of the land on which our offices stand, and pay our respects to Elders past and present. We recognise their continuing relationship to this land, its waterways and seas and the ongoing living cultures of Aboriginal and Torres Strait Islander peoples across Australia. Finally, we would like to acknowledge that sovereignty has never been ceded. This land always was and always will be the land of Aboriginal and Torres Strait Islander peoples.

We acknowledge the strength and resilience of those who have experienced family and domestic violence, and the bravery of those who use their voices, experiences, and advocacy to inform responses to family violence. We also honour those who are prevented from coming forward by the enormity of the trauma they suffered, and those whose voices can longer be heard.



A statement from our Lived Experience Advisor

Systems and services are better by design when they are informed by the people who use them, those who provide them and others who study them. Lived and living experience, practitioner insights and empirical research are complementary ways of knowing and understanding sexual and family violence. This strategic plan is a synthesis of these sources.

Through our planning process, we wondered what it means to genuinely centre lived experience in strategy, policies, services and systems; what authentic lived expertise inclusion looks and feels like; and how co-production could enhance the operations of the region's mainstream and specialist agencies. The result of our reflections is a strategic plan co-designed by the people who use, and those who provide services.

By strategically elevating lived and living expertise to leadership levels, this plan will enable experienced experts to directly influence the governance of system integration and decisions about service innovations. It is through this plan and associated annual action plans, that this strategy will strengthen the alignment of systems and services with the evolving needs and expectations of people impacted by increasingly complex experiences of sexual and family violence.

I was helped by seven family violence services in the Bayside area. I could never have imagined that years later I would be working alongside the dedicated staff of these original organisations. I now understand the transformative power of sharing our unique insider and outsider perspectives to develop a strategy that leads the way towards integration, improvement and impact.

Katie Alexander

Lived Experience Advisor BPIFVP (2023-2025)

Member, Victim Survivors' Advisory Council, Victoria (2023-2027)

Victoria's Family Violence planning and reform context

Victoria remains a leader in family violence reform across Australia. The below diagram identifies the Federal and State family violence specific influences of our work.

National Plan For Change

National Plan to End Violence Against Women and Children 2022-2032

First Action Plan to End Violence Against Women and Children 2023-2027

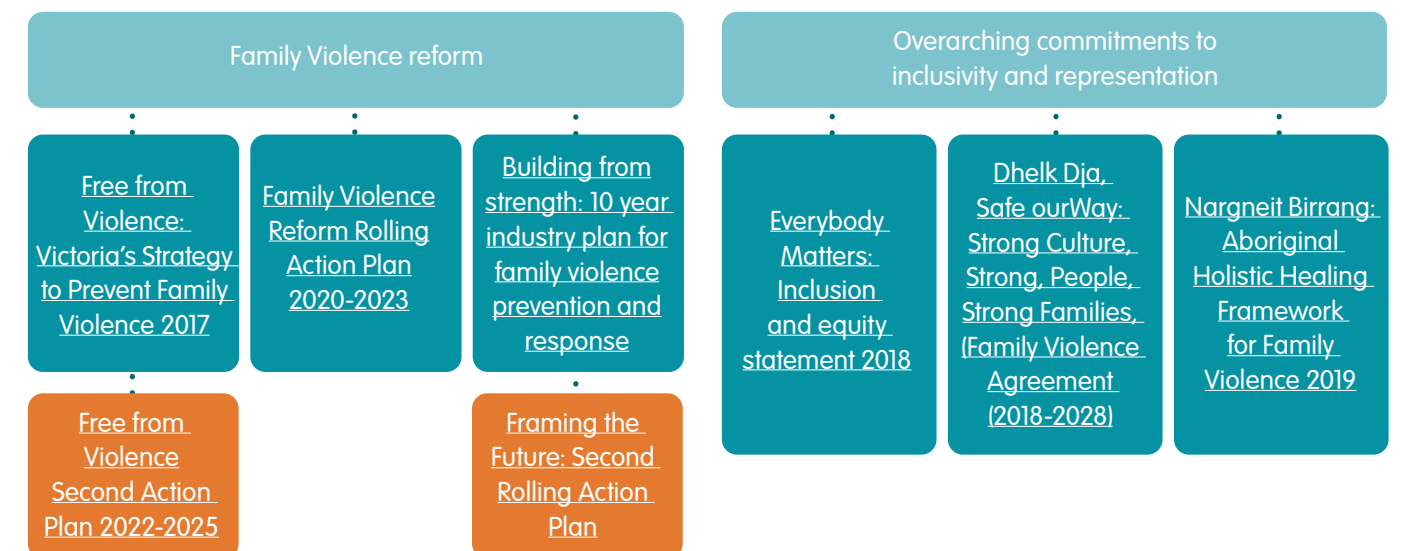
Aboriginal and Torres Strait Islander Action Plan 2023-2025

Victoria's Plan For Change

Family Violence Protection Act 2008

Royal Commission to Family Violence 2016

Ending family violence - Victoria's 10-year plan for change 2016

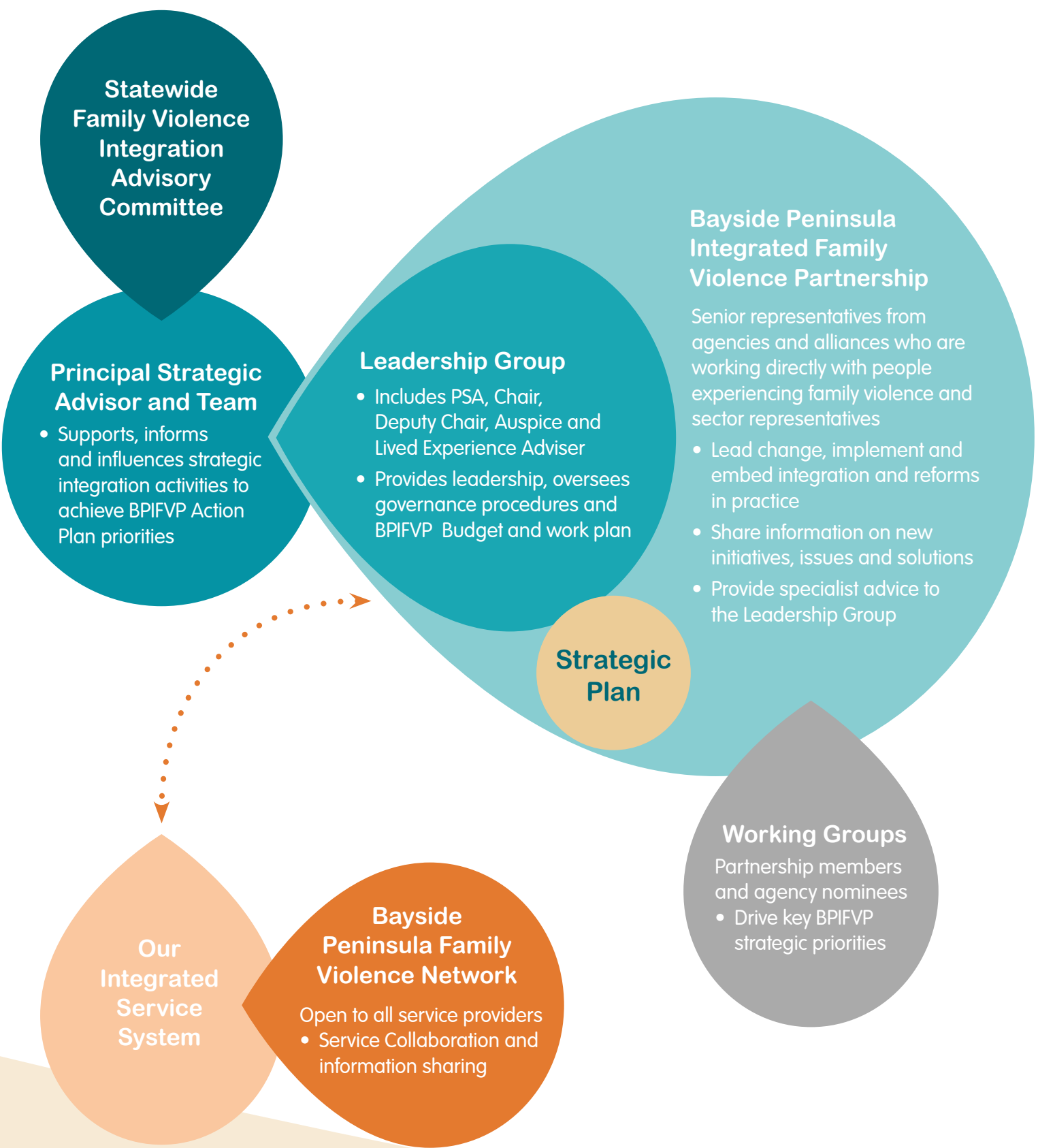


Our work is also aligned with Family Safety Victoria's current strategic priorities¹ including;

1. Leading initiatives that support service integration and system improvements
2. Supporting the implementation, monitoring and evaluation of family violence reform initiatives
3. Developing an evidence base to inform planning, prioritisation of system improvement initiatives and advocacy for system change
4. Building workforce capacity and capability
5. Effective cross-sector governance for system leadership

1. FSV (2022) Operational guidance for Family Violence Regional Integration Committees.

BPIFVP Governance Framework



BPIFVP history and representation

Established in 2006, the Bayside Peninsula Integrated Family Violence Partnership (BPIFVP) is one of 13 Family Violence Regional Integration Committees (FVRICs) in Victoria. Formed initially to improve the coordination of family violence services, FVRICs are now key in the rollout of the Victorian Government's Family Violence reforms. Since its inception, BPIFVP has evolved into a platform for collaborative action, bringing together cross-sectoral partners from across the region.



(For a full list of current membership please refer to [SouthSafe](#) website)

BPA Profile

The Bayside Peninsula Area (BPA) spans multiple local government areas, including:

Port Phillip, Stonnington, Glen Eira, Bayside, Kingston, Frankston, Mornington Peninsula



It is a mixed urban and semi-rural region featuring:

Coastal suburbs, tourism towns, rural pockets and areas of environmental and cultural significance



Population data

- Over 1 million people live across the LGAs²
- Increasing level of cultural diversity
- Some areas in the BPA have an Aboriginal and Torres Strait Islander population above the Victorian average



Family violence trends (2022/23 to 2023/24)³

- Increase in family violence incidents:
 - Frankston LGA: **+15.7%**
 - Mornington Peninsula: **+17%**
- Decrease in family violence incidents:
 - Glen Eira: **-3.3%**
 - Bayside: **-3.1%**
 - Kingston: **-1.4%**
- Children and young people are increasingly affected by family violence
- Service providers are reporting more complex presentations involving mental health, substance use, and housing instability



The BPIFVP partnership model plays a critical role in:

- Supporting integrated and innovative responses
- Developing place-based solutions
- Addressing the diversity of lived experiences across the BPA

2. Socio-Economic Indexes for Areas (SEIFA), Australia
3. Community Profile ID: Family Violence Dashboard | Crime Statistics Agency Victoria

BPIFVP strategic planning process

1.
Collaborative engagement

The plan was developed through member surveys, individual consultations, and workshops involving over 25 partner organisations, with a focus on inclusivity and accessibility.

2.
Co-design with lived experience

An external consultant and the partnership’s lived experience advocate co-led the process, ensuring that lived and living experience was at the core of this planning process and outcome.

3.
Culturally informed input

Consultation with a local Aboriginal and Torres Strait Islander representative incorporates culturally grounded insights.

4.
Evidence-informed and practice-driven

The strategy integrates practice wisdom, lived experience, local community needs, and broader system reform priorities to support systemic change in family violence responses across the BPA.

FVRIC Strategic Priority Alignment

All FVRICs fulfil their role in strategic leadership by focusing on the [five strategic priorities](#) to achieve system development and improvement. These strategic priorities are listed on page 3. The planning process ensured that our strategic pillars addressed these priorities:

BPIFVP Strategic Pillars	FVRIC Strategic Priority Alignment				
	1	2	3	4	5
Partnership for systems impact					
Lived/living experience leadership					
Strengthening our workforce					
Prevention/early intervention					
Evidence-informed strategy					

BPIFVP foundational statement

Safety and inclusivity are at the core of everything we do

This partnership prioritises the physical, emotional, cultural, and psychological safety of all people with lived and living experience, persons using violence, children and young people, communities, and practitioners.

Our approach recognises that sustainable change is only possible when those impacted by family violence can contribute and lead through their lived realities and when it is grounded in the belief that a truly inclusive, just, and safe system must recognise and respond to the diverse communities we serve.

Our strategy reflects the Victorian Government’s **Everybody Matters: Inclusion and Equity Statement**, embedding inclusion, accessibility, and cultural responsiveness as core foundations of how we work.

We are guided by **Dhelk Dja: Safe Our Way – Strong Culture, Strong People, Strong Families**, embedding a clear commitment under each pillar to walk alongside Aboriginal people, uphold culture, and centre Aboriginal ways of knowing, being, and doing in all we do.

Our strategy outlines actionable pathways to creating a more just, responsive, and connected system across the BPA.

Our accountability

Annual Action Plans identify clear activities, responsibilities, and progress indicators under each strategic pillar. These guide all Partnership work.

The Principal Strategic Advisor supports alignment, implementation, and collaboration, while working groups will drive ongoing development and embed accountability across partner organisations.

Review cycles occur annually, with mid-term reflections used to review and realign where needed, with the Partnership committed to adaptive systems thinking.

Our values and principles

Collaboration and inclusion

We are committed to collaborating with those affected by our decisions to develop solutions together.

As a partnership, we recognise that systemic change is only possible when the voices of people with lived and living experience are enabled to participate at every level.

Systems thinking

We are committed to understanding the patterns, structures, precipitating and perpetuating causes that drive family violence in our communities.

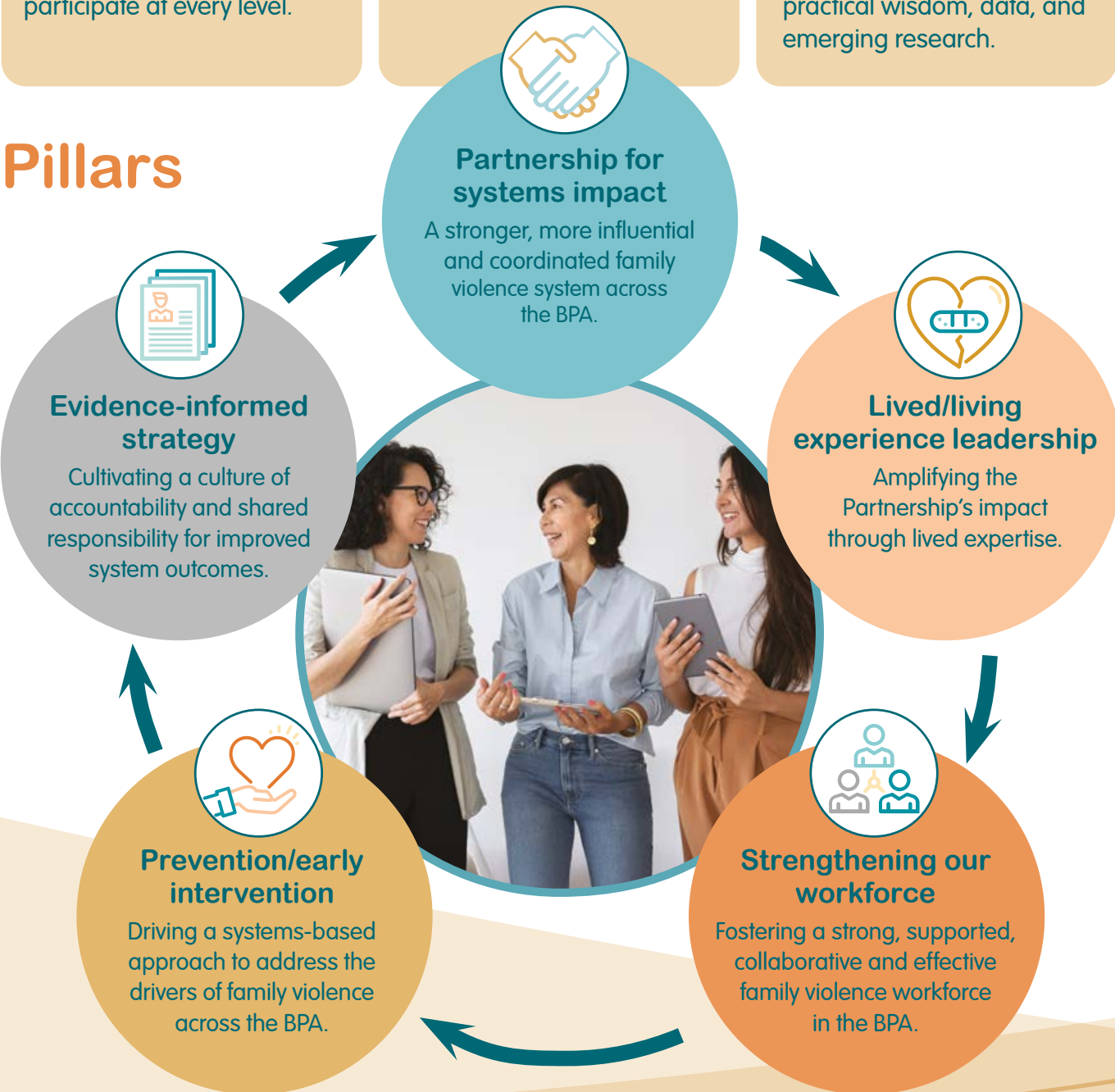
As a partnership, we elevate this understanding to inform policy and practice.

Flexible, adaptable and accountable

We are responsive to emerging needs, shifting contexts, and the evolving nature of family violence.

As a partnership, we will inform and adapt our responses by undertaking continuous reflection that draws upon lived and living experiences, practical wisdom, data, and emerging research.

Pillars



STRATEGIC PILLAR ONE- Partnership for systems impact

The work of the BPIFVP results in a stronger, more influential and coordinated family violence system across the BPA—driving collective advocacy, strategic alignment, and more integrated, effective responses for victim survivors and the community.

Year one

Vision: Establish foundational structures that strengthen shared governance and partner participation.

Goal: Establish clear structures, including working groups, terms of reference/charters, and processes. Establish foundational relationships with Aboriginal and Torres Strait Island communities to facilitate opportunities for their involvement in BPIFVP activities.

Year two

Vision: Mobilise collective advocacy for regional needs

Goal: Identify areas for collective advocacy, develop shared position statements and respond to policy and legislative reform with a united voice that centres lived/living experience and the voice of our Aboriginal and Torres Strait Island community.

Year three

Vision: Elevate the Partnership's capacity as a platform for consultation, harnessing impact for systems change.

Goal: The partnership is utilised by all levels of Government (local, State, and Federal), peak bodies, and the service system for consultation and decision-making, with lived/living experience and the Aboriginal and Torres Strait Islander community as key contributors.

We are committed to engaging Aboriginal and Torres Strait Island-led organisations, Elders, and leaders in ways guided by self-determination. We will walk alongside the community to amplify their priorities and ensure their voices meaningfully shape our Partnership's collaboration, advocacy, and systems reform efforts.

Outcome measures

- Increased cross-sectoral involvement on partnership initiatives
- Evidence of joint advocacy and coordinated action
- Partner organisations report improved connection with strategic goals
- Evidence of policy influence or reform contribution through collective effort



STRATEGIC PILLAR TWO- Lived/Living Experience (LLE) leadership

Embedding LLE leadership across all layers of the BPIFVP Partnership strengthens the family violence system- deepening alignment, connection, and support for the LLE workforce, and amplifying the Partnership's impact through LLE expertise.

Year one

Vision: Develop a shared understanding of the unique values and principles of intentional LLE work and the resources required for equitable, purposeful and impactful participation. Establish strong foundations for safe, effective, and authentic LLE engagement within the Partnership.

Goal: Co-produce a BPIFVP LLE Framework to guide inclusion at all levels of partnership activities.

Year two

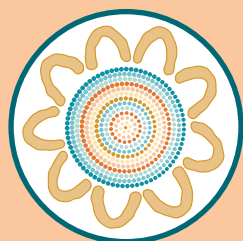
Vision: Advance LLE expertise in policy and practice across the region by drawing upon existing and strengthening emerging LLE experience resources and capacity in partner agencies.

Goal: Support the implementation of the BPIFVP's Lived and Living Experience Framework in services.

Year three

Vision: Enable high levels of LLE engagement and influence in co-produced research and practice innovations in the Partnership.

Goal: Secure resourcing and equip agencies to meet the evolving needs of diverse service users by co-producing evidence-informed initiatives tailored to the region.



We will work in collaboration with Aboriginal and Torres Strait Islander peoples to ensure that Partnership activities aiming to elevate LLE are culturally considerate, incorporating trust and deep listening at the core.

Outcome measures

- Increased representation of LLE in partnership activities
- LLE voices representatives consistently inform and influence decision-making
- Safe and supported mechanisms established for meaningful participation
- LLE workforce development initiatives are implemented
- LLE participants report feeling connected to partnership activities



STRATEGIC PILLAR THREE- Strengthening our workforce

The BPIFVP is a key enabler of workforce development across the BPA —enabling capability, collaboration, and leadership through culturally aware, trauma-informed, and MARAM-aligned approaches that foster a strong, supported, and effective family violence workforce.

Year one

Vision: Develop an understanding of workforce strengths, gaps, wellbeing, and aspirations across the BPA.

Goal: Map existing workforce initiatives and identify collective priorities, embedding Aboriginal ways of learning and knowing within these initiatives.

Year two

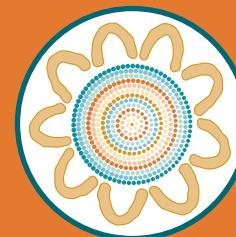
Vision: Deliver coordinated workforce capability initiatives based on identified and emerging needs and evaluate impact.

Goal: Build engagement by providing operational capability building and leadership development opportunities, including sector awareness, networking, and practical experience.

Year three

Vision: Embed a culture of learning and growth across the region, where capability development is shared and resourced, driving workforce retention and satisfaction.

Goal: Develop and implement annual processes to identify needs and evaluate capability initiatives for the overall sector workforce.



We are committed to building a culturally aware, respectful and responsive workforce for Aboriginal and Torres Strait Islander peoples. We will embed First Nations knowledge through Aboriginal-led training and collaboration, enabling our partnership and sector to respond in ways that uphold connection to culture, Country, and community.

Outcome measures

- Practitioners report increased confidence and skill in culturally safe, trauma-informed, and intersectional practice
- Improved access to shared training, tools, and reflective practice
- Stronger cross-sector workforce networks established
- Uptake and integration of MARAM-aligned capability-building activities
- Workforce retention and engagement trends inform planning



STRATEGIC PILLAR FOUR- Prevention/early intervention

The BPIFVP strengthens prevention and early intervention across the region by embedding a shared agenda and leveraging cross-sector collaboration—driving a systems-based approach to address the drivers of family violence before it occurs.

Year one

Vision: Develop a collective understanding of prevention and early intervention activities and key stakeholders across the BPA.

Goal: Describe local area needs and activities and identify opportunities for collaboration.

Year two

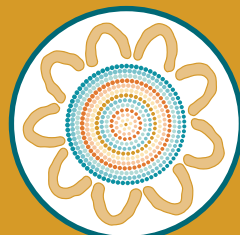
Vision: Design a prevention and early intervention agenda (position) that responds to identified community needs.

Goal: Create an agenda informed by data, practice, LLE experience, and the Aboriginal and Torres Strait Islander voice.

Year three

Vision: Enable place-based prevention activities through collective resourcing.

Goal: Support place-based prevention responses through coordinating, enabling and resourcing key partners in the delivery of activities with measurable outcomes.



Through connection, trust and listening, we will seek to understand the needs of our Aboriginal and Torres Strait Island community and leverage our partnership position to support and enable Aboriginal community-led approaches.

Outcome measures

- Prevention efforts coordinated across sectors
- Stakeholder awareness of family violence prevention increases
- Development and dissemination of shared prevention messaging
- Early intervention pathways strengthened and better understood by services
- Engagement with community-led prevention initiatives increases



STRATEGIC PILLAR FIVE- Evidence-informed strategy

The BPIFVP drives informed, collective decision-making by embedding data, LLE, and practice wisdom—cultivating a culture of accountability and shared responsibility for improved system outcomes.

Year one

Vision: Establish shared goals and a framework for outcomes-based accountability.

Goal: Endorsed annual action plan that articulates measures and timelines for activity driving the strategic plan.

Year two

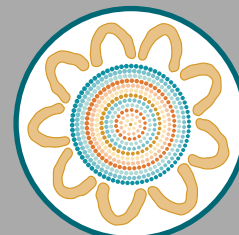
Vision: Develop mechanisms to enable shared data and monitoring, informing service access and response across BPA, and evidencing advocacy initiatives of the BPIFVP.

Goal: Structures are in place to better understand service and practice needs, as well as emerging trends and areas requiring advocacy that are presenting across the BPA.

Year three

Vision: Leverage partnerships to understand service utilisation, needs and barriers to access.

Goal: Implement processes for regularly capturing and reviewing key data points to gain a deeper understanding of the client journey, service access, and emerging needs.



We commit to privileging Aboriginal and Torres Strait Islander ways of knowing, being, and doing, and developing responses that are considerate of storytelling and ways defined by community.

Outcome measures

- Evaluation and impact reporting processes embedded across the partnership, informing annual action plan activity
- Data, LLE, and practice wisdom consistently inform strategy and partnership activities
- Transparent reporting cycles established and maintained
- Stronger use of evidence to prioritise and adapt partnership activities



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