# Co-designKalgoorlie Key Insights and Recommendations

**Family and Domestic Violence (FDV) One Stop Hub**

## Background

In 2017 the State Government released its Stopping Family and Domestic Violence Policy (the Policy). The Policy outlines a strong commitment to keeping Western Australian women and their children safe and has introduced a comprehensive package of reforms aimed at supporting victims of family and domestic violence (FDV). It included the establishment of two One Stop Hubs (Hubs) to simplify access to specialist FDV support services.

In 2018 the Department of Communities (the Department), to support an evidence-based approach and inform a state budget submission, commissioned Curtin University (Curtin) to conduct research and stakeholder consultations. This resulted in the identification of a preferred (universal) model.

In April 2019, the State Government announced the Hub locations as Kalgoorlie and Mirrabooka. Also, in 2019 the Department commissioned the University of Western Australia, Centre for Social Impact, to co-design place-based models for Mirrabooka and Kalgoorlie locations.

## Acknowledgements

The Department would like to acknowledge and thank the Centre for Social Impact for its outstanding work with building strong relationships, and leading deep and genuine conversations regarding FDV and the Hub service model. The Department believes that the co-designed models, truly reflect a place-based and community development approach to responding to FDV. This work has set the foundation for successful implementation and a sense of ‘community ownership’ of the FDV Hubs.

The Department would also like to acknowledge and thank all agencies, Aboriginal elders, people with lived experience and community members for their contribution to the co-design workshops, your input was invaluable.

## Response to co-deign

The Department is pleased to announce that it supports the co-designed model[[1]](#footnote-2) in Kalgoorlie. In the following tables, the Department has taken the opportunity to respond individually to each key finding and recommendation outlined in the Kalgoorlie co-design report. Where the Department provides ‘in-principle’ support for the key insight or recommendation, additional information has been provided. In these instances, the Department believes that some additional planning will be needed with the FDV Hub service provider prior to the commencement of the service.

**Table 1. Summary of Key Insights and the Department’s Response (Chapter 2)**

| **Key Insight** | **Summary** | **Response** |
| --- | --- | --- |
| **2.1.1.** Community understanding | There is very little understanding in the community of Family Violence Restraining Orders (FVROs) and the 72-hour Police Orders. It is important to create a common community understanding of what safety these interventions can achieve, and what they can’t. | **The Department supports this insight.** FVROs and on-the-spot Police orders can play a critical role in enhancing safety for victims of FDV. The FDV Hub in Kalgoorlie, is well placed to promote awareness of the benefits and limitations of restraining orders to victims and perpetrators of FDV. |
| **2.1.2.** Regional realities | One statistic which was repeated anecdotally; across the co-design process, in Kalgoorlie was that 84.7% of the prison population are Aboriginal, and that approximately 60% of these are FDV related. | **The Department supports this insight.** The overrepresentation of Aboriginal people in prison is alarming. This statistic provides evidence of the need for a priority focus of the FDV Hub to be the safety of Aboriginal people.  |
| The Hub needs to be part of a place-based approach with pathways to housing and other support. | **The Department supports this insight.** Critical to the success of the FDV Hub are place-based responses.  |
| **2.1.3.** Acknowledging the history, and being able to talk about racism | Racism was identified as a key issue across all conversations in Kalgoorlie. It is especially challenging for Aboriginal women to seek support from non-Aboriginal services in Kalgoorlie. | **The Department supports this insight** and recognise the barriers, such as institutional racism, for Aboriginal people accessing services.  |
| An unacceptable number of Aboriginal children are being removed from their families across Australia, which has led to a deep fear from many Aboriginal women towards the Department, and the Western Australia Police (WAPOL). | **The Department supports this insight** and recognises the important role the FDV Hub must have, for increasing access to support for Aboriginal women and children. The FDV Hub will play an important role in keeping children safe and together with their parent, family and community. |
| **2.1.4.** Telling the story once | It was emphasised continually that it will be crucial for the FDV Hub that victims tell their story only once. Concern was expressed that there is still a requirement to repeat stories across government departments and agencies. | **The Department supports this insight** and will support the FDV Hub by working with other government agencies to promote sharing of risk-relevant information where possible and appropriate. |
| **2.1.5.** The need for advocates | A key insight was that the Hub must include advocates, a type of case manager, to act as system navigators and walk alongside the victim. | **The Department supports this insight** and recognises that skilled and FDV-informed advocates and case managers will be critical to the success of the FDV Hub model. |
| **2.1.6.** The overwhelming need for legal support and ensuring access to justice | Legal services were ranked as one of the most needed services for the FDV Hub. Conflicts of interest present a very specific challenge for regional areas. If one party to a dispute contacts a legal service, the other party cannot access any support from that service. | **The Department supports this insight.** Critical to enhancing safety for victims of FDV, is timely access to legal services. The FDV Hub is well-placed to fill any gaps in support in the region. |
| **2.1.7.** Trust is everything | The Hub model relies on strong relationships with WAPOL, the Department and other agencies and organisations. Further, the entire system will need to earn the trust of victims. Trust and relationships must be placed at the centre of everything that the Hub does. | **The Department supports this insight** and is committed to a strong working relationship with the FDV Hub. It is recognised that critical to the success of the FDV Hub is trusting relationships between all agencies involved. |
| **2.1.8.** Lack of training and employment opportunities | Lack of training and employment opportunities in the region. This means that a) there is a lack of qualified staff, and/or limited capacity for staff to engage in ongoing professional development and b) there are limited to no pathways in terms of training and/or employment for Aboriginal people. | **The Department supports this insight.** It is recognised that an FDV-informed workforce and community is very important. Without an FDV-informed workforce, there is a risk that responses to FDV can decrease safety for victims. The FDV Hub in Kalgoorlie is well placed to lead FDV training and development.  |
| **2.1.9.** Understanding the nature of violence, and shifting public perceptions of violence | As a community we tend to focus on physical violence instead of all forms of violence, and only intervene at the point of crisis. The Hub will be a critical element in the FDV service system, and therefore should play an important role in shifting the public perception of FDV. | **The Department supports this insight** and welcomes the opportunity for the FDV Hub to have a role with awareness raising in the Community. This important aspect will go a long way in shifting public understandings of FDV. |
| **2.1.10.** Cultural knowledge | To ensure cultural safety, there must be multiple access points available for victims. Cultural knowledge and practices led by people from CaLD backgrounds and Aboriginal people is important. | **The Department supports this insight.** There is evidence that for many Aboriginal women, accessing support from FDV services occurs mostly at the point of crisis. The FDV Hub will be critical for engaging with Aboriginal and CaLD women across multiple points in their journey towards safety. |
| It is important to the Kalgoorlie community to adopt a strengths-based narrative. Keeping families safe, strong and together is the most important thing, and culture is the starting point for that. | **The Department supports this insight** and the important role the FDV Hub can play in promoting a cultural and strengths-based approach to supporting victims. |
| **2.1.11.** What about men? And what do we do for perpetrators? | The Hub should still provide some service for perpetrators, or at least we ‘can’t forget’ about the perpetrators. For example, where a 72-hour Police Order is provided, there should be a pathway to access accommodation, focusing on removing the perpetrator from the victim/family. | **The Department supports this insight** as it shows the importance of engaging with perpetrators for managing risk and supporting men toward a path of responsibility. The Department will support the FDV Hub, to establish a relationship with the Kalgoorlie Family and Domestic Violence Response Team (FDVRT), to explore options for early engagement of perpetrators. |
| Within the Kalgoorlie co-design process, it became clear that it was important to shift the narrative around men. It was emphasised that men need a different and more empathetic story. They have often been victims of FDV themselves, and for those men that do go to prison there are no healing programs and so it is challenging to break the cycle. | **The Department supports this insight in principle.** The Department recognise that there may be opportunities to engage men while in prison, to support their behaviour change. While the FDV Hub is not resourced to develop a Men’s Behaviour Change Program, the Department can initiate a discussion with the Department of Justice, to explore opportunities for the Hub to support engaging men who are in prison. |
| **2.1.12.** Existing strengths in the region | Community services in Kalgoorlie are convening regularly. This includes ‘Knowledge Circles’ which happen four times a year, alongside fortnightly barbecues.  | **The Department supports this insight.** The FDV Hub will be well placed to support and enhance existing collaboration in the region.  |
| **2.1.13.** We have to keep learning | Any training of staff engaged with the Hub and its partner services must be consistent. Trauma-informed practice needs to be at the heart of the model, and all training must be completed prior to the opening of the Hub. | **The Department supports this insight.** Consistent with key insight **2.1.8**, the FDV Hub can play a critical role in leading internal and external FDV training. |
| Live prototyping with communities is required once the Hub is operational. This process will also be integral to fostering community ownership of the Hub. The learning with the prototyping must be shared widely, and improvements made. | **The Department supports this insight.** Both Mirrabooka and Kalgoorlie FV Hubs are trial sites. The Department will fund the FDV Hubs through a grant agreement, which allows for greater flexibility to test, adjust and evolve the FDV Hub model on an ongoing basis. A feeling of ‘community ownership’ and input into the Hub’s evolution is critical to its long-term success. |
| **2.2.1.** Overall additional insights from service users | The shame and stigma associated with FDV was heavily emphasised. The likelihood of victims going somewhere that is publicly identified as an FDV Hub is extremely low. | **The Department supports this insight**. A challenge for the service provider, will be creating a safe non-identifiable ‘facade’ for the FDV Hub. |
| Aboriginal and CaLD women with lived experience should be employed as advocates, engaged in peer support and ideally sit in leadership positions within the Hub. | **The Department supports this insight in principle.** People with lived experience have a lot of knowledge to offer the FDV Hub service provider, at all levels of the organisation. However, while the Department is unable to mandate this, service providers will be strongly encouraged to employ Aboriginal or CaLD people. |
| **2.2.2.** Additional insights from Aboriginal service users | Due to institutionalised and structural racism it is harder for Aboriginal victims to gain help. Cultural healing programs that address intergenerational trauma and the effects of colonisation are of highest priority. | **The Department supports this insight**. Equally important to cultural healing programs, are efforts to break down institutionalised and structural racism. |
| For Aboriginal people to feel comfortable it is important to have yarning sessions, arts and cultural activities, cooking, gardening area, and outside space to support connection to country and nature. | **The Department supports this insight** and will encourage the service provider to identify opportunities to connect Aboriginal people with gardening areas and outside spaces. |
| It is critical to ensure that there are men’s behavioural change programs, ideally through back-to-country trips. | **The Department supports this insight in principle** however it is beyond the scope of the FDV Hub to develop a men’s behaviour change program. |
| In Kalgoorlie there are many different language groups and it is important to note that some groups may not feel comfortable in sharing the same space at the same time. This will need to be considered in the design of the FDV Hub. | **The Department supports this insight** and will consider this insight in the design of the FDV Hub. It will also be a responsibility of the FDV Hub service provider to manage the FDV Hub, so that all cultural and language groups can access the service.  |
| **2.2.3.** Perpetrator perspective | Often, perpetrators do not feel that they have done anything wrong, and in so many instances, there is past trauma in their history which they need help navigating. | **The Department supports this insight** however also recognise that not all perpetrators, have experienced trauma in their lives. |
| Perpetrators identified that there is a lack of positive role models that have perpetrated family or intimate partner violence, done the internal work, and then come through the other side to have positive, respectful relationships. | **The Department supports this key insight** and supports the idea that key to engaging perpetrators on a path of behaviour change, is access to positive role models. |

**Table 2. Summary of Recommendations and the Department’s Response (Chapter 3)**

| **Recommendation** | **Summary** | **Response** |
| --- | --- | --- |
| **3.1.1.** Community and family centre | The community centre is a place where everyone feels welcome, where there are arts, crafts and yarning. It is a soft entry point, reducing the stigma of walking into an FDV Hub. | **The Department supports this key recommendation** and recognise the importance of ‘disguising’ the FDV Hub and providing ‘soft entry’ activities to attract women at any point in their journey. A challenge for the FDV Hub service provider will be maintaining a separate entry-point for women who are at high risk of harm and may prefer a greater sense of safety and anonymity. While this recommendation refers to being a place for ‘everyone’, a sense of safety will be enhanced by being a service for women.  |
| It is a space where Elders can meet and talk, and which houses a Prayer Room. | **The Department supports this recommendation in principle.** Based on limitations with the FDV Hub building, it may not be feasible for a service provider to establish a ‘prayer room’. In principle, the service provider should consider practical options for accommodating religious practices.  |
| *Name of the FDV Hub*Many Mara: Community Centre was one of the names that was suggested. In each session it was clear that in order for this to be a place without shame or stigma it needed to be referred to as a community or family centre. | **The Department supports this recommendation in principle,** however when procuring a service provider, the Department is unable to mandate the naming of a service. The service provider should consider the views of the co-design participants. Naming the FDV Hub using local Aboriginal words, is important for making the FDV Hub feel culturally secure.  |
| **3.1.2.** The community group | Located within the ‘community group are the Elders, community leaders and peer support; and advocates to support victims in system navigation, to advise the backbone organisation and ensure that the Hub model works and evolves. | **The Department supports this recommendation.** Critical tothe success of the FDV Hub is ongoing advisory from community members, Elders and people with lived experience, and possibly others. |
| **3.1.3.** The dynamic, backbone organisation | The dynamic backbone organisation is needed for activities such as developing a shared vision, coordination and communication, fostering connection and relationships, capacity building, shared databases, constant improvement and innovation, and support and co-ordination with the lived-experience group. | **The Department supports this recommendation.** The FDV Hub’s dynamic backbone organisation, will be critical for managing the key elements of the FDV Hub, and honouring the co-designed model in Kalgoorlie. |
| **3.2.1.** Target service users | While the FDV Hub should be available to all women experiencing FDV, Aboriginal women should be a priority target group. It was clear during the co-design interviews, workshops and within the Department’s data that Aboriginal women were still the most likely to be affected by FDV in Kalgoorlie. | **The Department supports this recommendation.** The alarming rates at which Aboriginal women experience FDV is not acceptable. The Department also believes that the FDV Hub will be a one of the important services that play a role in preventing Aboriginal children from entering care, and remain with a safe parent, family and/or community. It is expected that any service/s for men, either provided by the FDV Hub itself or an external provider, will occur offsite from the FDV Hub location |
| Participants throughout the co-design process felt that the Hub needs to address chronic FDV and not be solely for acute/crisis moments. | **The Department supports this recommendation** that the FDV Hub will provide a service to victims of FDV across any point in their journey. |
| **3.2.2.** A 24/7 experience | FDV does not simply occur during business hours People experiencing FDV require 24/7 support. Even if the building cannot be open at all hours, there must be either a) after-hours touch points and/or b) access to advocates 24/7. | **The Department supports this recommendation in principle.** The funds available for the FDV Hub, is limited for it to fully operate after hours. However, it is recognised that FDV occurs at all hours. It is therefore, for a service provider to consider how it’s staff (advocates), or a partner organisation is accessible to their clients outside of normal business hours.  |
| **3.2.3.** Interior/building design recommendations | Recommendations on interior building design are:* Warm, welcoming and inclusive
* Safe entrance and exits
* Outside and office spaces
* Creche
* Art space with local artwork
* Yarning space
* Secure fences
* Not clinical, feels like a home
 | **The Department supports this recommendation** and will ensure the building layout incorporates and aligns with the co-design principles and recommendations as much as practically possible (given constraints of the building). |
| **3.2.4.** Information and communication technology (ICT) requirements | If the Hub were to be a truly collaborative and coordinating place-based initiative for Kalgoorlie, there would be a system by which data (and therefore ICT) is shared across partner organisations and agencies. | **The Department supports this recommendation** and is currently seeking a suitable information sharing database for the FDV Hubs. |
| **3.2.5.** Data and information-sharing requirements | Throughout the co-design process, it was emphasised that someone’s story should ‘move with them’ - they should not need to re-tell their story to multiple service. Real-time data sharing is ideal; however, a dedicated officer to enter, monitor and analyse data might add value. | **The Department supports this recommendation.** Preventing a victim from having to tell their story more than once is critical to the success of the FDV Hub. |
| **3.2.6.** The referral process | Referral to the Hub must be possible in a variety of ways, such as:* Victims must be able to self-refer to the Hub, by phone, presentation, email or social media and with no ‘wrong door’;
* the Hub should have formal referral pathways for Kalgoorlie services.
 | **The Department supports this recommendation.** Establishing the multiple entry-points and referral pathways will be critical to the FDV Hub. The Department is willing to work closely with the FDV Hub service providers to determine the extent of referral pathways, outside the immediate Kalgoorlie and surrounding areas. |
| **3.2.7**. Connections with WAPOL and the Department | It is recommended that there is a WA Police presence at the Hub; but that the presence is ideally female, in plain clothes (not uniformed) and they must be informed of cultural knowledge, FDV and trauma. | **The Department supports this recommendation in principle.** However, the Department is unable to make decisions on behalf of another government agency. The Department will seek advice from WA Police regarding this recommendation and support the FDV Hub service provider with further discussions. |
| Perspectives throughout the co-design process were highly varied as to whether there should be a co-located Child Protection Worker. Considering all the factors, it is recommended that there is a co-located Child Protection Worker, but that they provide support for the Hub staff, rather than directly seeing clients. A further possibility is that there is a dedicated worker at the Department whom the Hub staff and advocates can call upon for help and support when required. | **The Department supports this recommendation** and recognise that for some people, the presence of a Child Protection staff member will prevent women from attending the Hub. The Department will commit to further discussions with the FDV Hub service provider, prior to finalising the presence of a Child Protection Worker at the FDV Hub.  |
| It will be important to ensure that as much as possible, the Hub triage process can map and link to the Family and Domestic Violence Response Team (FDVRT). | **The Department supports this recommendation.** The Kalgoorlie FDVRT is a critical service for victims of FDV. Establishing a referral pathway and link between the FDV Hub and FDVRT is needed. The Department will assist the FDV Hub service provider with these discussions. |
| **3.2.8.** Operational practices such as marketing and communications | It was clear that there needs to be a variety of different ways that people can find out about the Hub. The more that people know that it has an FDV focus the greater the risk is for someone entering, especially as the location will become known and visible.  | **The Department supports this recommendation.**  A challenge for the service provider will be advertising and promoting the FDV Hub, the services they provide, and maintaining the safety of the soft-entry points. |
| **3.2.9.** Outcomes, monitoring and evaluation | Developing a monitoring and evaluation framework requires agreement on the outcomes, and then agreement between the FDV Hub service provider, its stakeholders and the Department. Some considerations that have arisen throughout the co-design process that can inform this process include:* Ensuring that success is not simply measured by the number of women attending the Hub
* Endeavouring to measure some impact for the community at large (i.e. awareness of FDV, capacity to respond, etc)
* Measuring the impact on collaboration and coordination amongst service providers
* Continuing to learn and improve the model, based on feedback and experience of service users and of service providers.
 | **The Department supports this recommendation** and is committed to developing, in conjunction with the service provider, a robust monitoring and evaluation framework. |
| It was suggested throughout the co-design process that the monitoring or evaluation of the service could be done through a ‘mystery shopper’ type methodology. This could include providing feedback to the Hub and its partners on their cultural competency as experienced by the mystery service user(s). | **The Department supports this recommendation in principle** and commends the co-design group on proposing this innovative idea. The Department will consider how to incorporate this recommendation into contract management.  |
| **3.2.10.** Geographic boundaries | Co-design participants discussed how far the FDV Hub should reach. Whilst the co-design did not land on a specific position, it was highlighted as important that the Hub does provide outreach to surrounding areas including Laverton, Leonora, Norseman and the communities further east out to Wingellina.There was a general consensus that a review of demand early in the implementation of the Hub should be undertaken. | **The Department supports this recommendation.** As per recommendation **3.2.6**. It is difficult to predict the demand on service for the Kalgoorlie FDV hub. While the primary focus of the FDV hub will be in the Kalgoorlie area, agency and self-referrals from the broader Goldfields region should be considered. The Department will work closely with the FDV Hub service provider and will consider a phased implementation approach. |

1. An overview of the Kalgoorlie FDV Hub model can be accessed online at <https://www.communities.wa.gov.au/projects/one-stop-hubs> [↑](#footnote-ref-2)