



STRATEGIC PLAN 2023-2028



ACKNOWLEDGEMENT OF COUNTRY

Respect Victoria acknowledges Victoria's Aboriginal peoples as the First Peoples and Traditional Owners and Custodians of the lands and waterways on which we rely. We proudly acknowledge Victoria's Aboriginal communities and their ongoing strength in practising the world's oldest living culture. We acknowledge the significant and ongoing impacts of colonisation and commit to working alongside Aboriginal communities to effect change.

We recognise the ongoing leadership role of Aboriginal communities in addressing and preventing family violence and violence against women, and will continue to work in collaboration with First Peoples to eliminate these forms of violence from all communities.

VICTIM SURVIVOR ACKNOWLEDGEMENT

Respect Victoria acknowledges the significant impact of family violence and violence against women on individuals, families and communities, and the strength and resilience of the children, young people and adults who have, and are still, experiencing this violence. We pay our respects to those who did not survive, and to their loved ones.

STATEMENT OF COMMITMENT TO ABORIGINAL SELF-DETERMINATION

Aboriginal peoples continue to be impacted by the cumulative effects of individual, institutional and societal violence, colonisation and racism over generations. This has contributed to the severity and disproportionate impact of family violence on Aboriginal women, families and communities to this day, and created the conditions that significantly increase the risks and barriers to accessing support.

Respect Victoria acknowledges that self-determination is the foundation for better outcomes for Aboriginal communities. True self-determination means that Aboriginal peoples and communities are at the centre of approaches to address community experiences of family violence and violence against women. This includes recognising and respecting the inherent strength and diversity of Aboriginal peoples, families and communities across Victoria, and the leadership role of Aboriginal Community Controlled Organisations in violence prevention.

Respect Victoria's work to prevent family violence against Aboriginal peoples and violence against Aboriginal women will be informed by the principles of self-determination set out in *Dhelk Dja: Safe Our Way – Strong Culture, Strong Peoples, Strong Families*. We are firmly committed to working in collaboration with Aboriginal Community Controlled Organisations to create a more equitable, respectful and safe community.

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ON BEHALF OF THE BOARD AND STAFF OF RESPECT VICTORIA, I AM PLEASED TO SHARE WITH YOU OUR STRATEGIC PLAN 2023-2028.

As we look to the next five years, our vision remains largely unchanged: a Victoria where all people are safe, equal and respected, and live free from family violence and violence against women. It is a vision rooted in our origins of the Royal Commission into Family Violence. At that critical juncture, the individuals and organisations who have done this work for decades made clear to government that a 'bird's-eye view' was the missing piece of Victoria's prevention infrastructure.

Respect Victoria was created to be that piece: a connector between the organisations doing prevention work and the governments that resource it, between the knowledge and tools developed by the prevention sector and the settings that put them to work across the Victorian community.

We are proud of the family violence reform agenda that Victoria has delivered since the Royal Commission, but we also acknowledge that there is still much to be done. Family violence and violence against women remain at unacceptable levels across the Victorian community. We know that this violence is preventable. The work of Respect Victoria is critical to delivering upon the vision of a Victoria free from family violence and violence against women.

Our first strategic period built the foundations to do this work. We are now at an exciting phase of our evolution, where we have the opportunity to sharpen and refine our approach. The Board of Respect Victoria has made a strategic decision to concentrate our efforts over the next five years where we know we will have the greatest impact. The five strategic priorities of this plan reflect that deepened approach; the thread that connects them all is the evidence-based approaches we know work.

None of this would be achievable without the nous and dedication of our wonderful team of staff, led by our CEO Emily Maguire. These are the individuals that bring our strategic priorities to life at all levels of the organisation, guided by our values of courage, integrity and leadership.

It is a privilege to do this work in collaboration with our partners across the sector, government, and wider community. We look to the next five years with re-ignited enthusiasm and dedication to our purpose.



**PROFESSOR KATE FITZ-GIBBON
CHAIR, RESPECT VICTORIA**



OUR VISION

A Victorian community where all people are safe, equal and respected, and live free from family violence and violence against women.

OUR PURPOSE

To lead and support evidence-informed primary prevention and be a catalyst for transformational social change.

OUR VALUES

COURAGE

We are bold, brave and fearless

We are bold and brave in our effort to address the complexity of family violence and violence against women.

We are frank and fearless in our advice and advocacy and believe that difficult conversations progress true and lasting change.

We are committed to innovating and learning through new ideas and approaches and know that learning often comes from setbacks.

INTEGRITY

We are rigorous, evidence-informed and accountable

We are rigorous, evidence-informed and transparent in all our work and decisions.

We are accountable to our purpose, stakeholders and communities, and we act ethically, respectfully and honestly to build trust in what we do.

LEADERSHIP

We are aspirational, strategic, collaborative and dedicated

We are aspirational in our vision and seek to model and influence transformational change.

We are strategic and collaborative in our approach to leadership, and we value, respect and champion the leadership role of others.

We are dedicated and unwavering in our commitment to preventing family violence and violence against women, and to challenging the resistance and backlash we face because of this commitment.

Respect Victoria is the dedicated agency for the primary prevention of family violence and violence against women in Victoria. Primary prevention seeks to stop family violence and violence against women from occurring in the first place by addressing their underlying drivers. This requires changing the social conditions that give rise to this violence; reforming the institutions and systems that excuse, justify or promote it; and shifting the power imbalances, social norms, practices and structures that maintain it.

We work collaboratively with stakeholders to provide state-wide leadership and create social, institutional, organisational and community change. We work to ensure government has evidence-informed guidance to support sound decision-making about policy, strategy and funding. We use data, evidence and research to monitor trends and understand the medium and long-term impacts of prevention efforts. We build new knowledge and understanding of what works in prevention. We inform high-quality, sustained and impactful prevention activities across all settings and sectors.

As a statutory authority legislated under the Prevention of Family Violence Act (2018), we serve as an independent voice with functions, powers and duties protected by law. We are guided by a set of key principles under this legislation. These include an acknowledgment that everyone should live in a safe and equal society free from violence; that equality and respect should be promoted across the community; that gender equality and respectful relationships should be promoted; and that the prevention of violence contributes to a more equal society.

We are governed by an independent Board of Directors. We operate as both an active participant in the primary prevention sector, as well as the independent body responsible for objective oversight and advice on the development and impact of Victorian prevention efforts and the system to enable effective prevention work.

OUR JOURNEY SO FAR

Respect Victoria was established in 2018 in response to the Royal Commission into Family Violence, which recommended creating a dedicated primary prevention entity in Victoria.

Our first four-year strategy focused on building the structures and functions needed to meet our legislative responsibilities. In this strategic period, we set up our foundations for effectively engaging with government, the prevention sector, relevant industries and the broader community. This strategy also directed our priorities as a key sector partner in the delivery of prevention work. It focused on our role in developing research and undertaking campaigns addressing all forms of family violence, including the experiences of specific cohorts.

WHERE WE ARE HEADING

The ambitious mandate and broad remit for preventing family violence and violence against women set out in our legislation have presented significant challenges for an organisation of our size. We know that to increase our effectiveness and impact, we need to respond to these challenges by sharpening our approach and strategic priorities whilst continuing to deliver on our legislative remit. We have made significant changes within our organisation to increase our effectiveness and better position us to deliver on this strategic plan.

For primary prevention to be effective, it must be based on the best available evidence. Currently, the strongest evidence we have for prevention relates to men's violence against women. This includes robust and shared conceptual frameworks that articulate the drivers of violence, as well as the actions needed to decrease the prevalence of violence against women. By comparison, the evidence base for many other forms of family violence are still in varying stages of development. We do not currently have the same robust and shared conceptual frameworks on the drivers of most other forms of this violence. These evidence-informed conceptual frameworks are critical to effectively implementing prevention work.

WHAT IS PRIMARY PREVENTION?

Primary prevention applies whole-of-population approaches to address the underlying drivers of violence at every level of society – across systems and institutions, organisations and communities, within relationships and families, and among individuals. Primary prevention works by using policy, legislative and regulatory levers; influencing institutional, systemic, social, cultural and organisational change; and implementing programs and initiatives across all the different places people live, learn, work, socialise and play.

To ensure we can achieve the greatest impact with limited resources dedicated to prevention, Respect Victoria will primarily focus our work on addressing the known drivers of men's violence against women. In doing so, our work will include a focus on First Nations women, women from all cultural, ethnic, religious and socioeconomic backgrounds, women with disability, older women, young women, queer and trans women.

At the same time, we will work to build knowledge and evidence and work collaboratively with stakeholders and partners to increase focus on, and commitment to, ending other forms of family violence. As part of our longer-term journey, we are confident that – together with many other partners and stakeholders – we can collectively build the conceptual frameworks to inform the policy, practice and infrastructure required to make a lasting impact on all forms of family violence and violence against women.

Over the next five years, we will take on a greater leadership role in establishing the prevention system infrastructure and mechanisms needed to sustain long-term change. We will work with government stakeholders and the prevention sector to define what success looks like at each stage of the prevention journey. We will play a stronger role in supporting and coordinating evidence-informed primary prevention activities across Victoria, actively driving uptake across a range of settings and sectors, and better equipping organisations to design, implement and evaluate prevention initiatives and activities.

We recognise we are one of many organisations working to prevent family violence and violence against women in Victoria. We will foster effective relationships with a wide range of partners and stakeholders to develop and sustain an effective prevention system, deliver impactful prevention work, and ultimately achieve structural and social change.

OUR VISION

A VICTORIAN COMMUNITY WHERE ALL PEOPLE ARE SAFE, EQUAL AND RESPECTED, AND LIVE FREE FROM FAMILY VIOLENCE AND VIOLENCE AGAINST WOMEN.

OUR PURPOSE

To lead and support evidence-informed primary prevention and be a catalyst for transformational social change.

OUR STRATEGIC PILLARS

1. PREVENTION SYSTEM

Drive an effective and coordinated primary prevention system

2. KNOWLEDGE AND EVIDENCE

Build and promote primary prevention knowledge and evidence

3. POLICY AND PUBLIC AGENDA

Keep prevention on the policy and public agenda

4. GUIDANCE AND SUPPORT

Guide effective and impactful primary prevention efforts

5. SOCIAL CHANGE

Influence community and social change

OUR VALUES

COURAGE

We are bold, brave and fearless

INTEGRITY

We are rigorous, evidence-informed and accountable

LEADERSHIP

We are aspirational, strategic, collaborative and dedicated

OUR STRATEGIC PILLARS AND PRIORITIES

Pillar 1 – Drive an effective and coordinated primary prevention system

- 1.1 Establish new prevention system infrastructure and mechanisms to enable more coordinated and coherent primary prevention activity across Victoria.
- 1.2 Inform, support and collaborate with stakeholders to strengthen state and national prevention infrastructure and system capability.
- 1.3 Build a statewide monitoring and evaluation system that enables ongoing learning about primary prevention progress and impact across Victoria.

Pillar 2 – Build and promote primary prevention knowledge and evidence

- 2.1 Bring together and translate findings from available data, research and evaluation to build new knowledge about family violence, violence against women and effective prevention approaches.
- 2.2 Build evidence on the use and effectiveness of saturation models, and opportunities for scale-up and systematisation of primary prevention initiatives.
- 2.3 Support research and evaluation that builds evidence to inform policy, practice, programming and social norms change.
- 2.4 Work with partners and stakeholders to enable the application of research and evaluation outputs to inform prevention efforts.

Pillar 3 – Keep prevention on the policy and public agenda

- 3.1 Provide expert advice to the Victorian and Federal Government to inform and influence primary prevention policy, legislation, regulation and investment.

- 3.2 Leverage our unique role and relationships with sector and industry leaders to increase their commitment to primary prevention and drive meaningful action across institutions.
- 3.3 Lead a community-wide conversation on the prevention of violence against women to influence public sentiment and commitment to change.

Pillar 4 – Guide effective and impactful primary prevention efforts

- 4.1 Develop standards and guidelines to support the implementation of quality, evidence-informed primary prevention within and across settings and sectors.
- 4.2 Broaden the reach of mutually reinforcing prevention initiatives by driving uptake across a wider range of settings and sectors.
- 4.3 Develop resources and tools to enable consistent and effective evaluation of primary prevention initiatives.
- 4.4 Contribute to the growth and strengthening of an expert, multidisciplinary primary prevention workforce.

Pillar 5 – Influence community and social change

- 5.1 Develop, deliver and evaluate social marketing campaigns with a focus on the gendered drivers of violence against women.
- 5.2 Better connect our campaigns and messaging to primary prevention activities being implemented across Victoria.
- 5.3 Engage with a range of mainstream and industry-specific media to raise awareness of and encourage community conversations about prevention of family violence and violence against women.
- 5.4 Mobilise individuals and communities to play an active role in primary prevention by connecting them to prevention messages, information and tools.

OUR STRATEGIC PILLARS AND PRIORITIES

PILLAR 1 – DRIVE AN EFFECTIVE AND COORDINATED PRIMARY PREVENTION SYSTEM

Significant progress has been made towards a strong prevention system in Victoria. However, further work is needed to strengthen system infrastructure to ensure sustainable, long-term progress to prevent family violence and violence against women. Respect Victoria will play a leadership role in establishing the critical infrastructure and mechanisms for this prevention system. This will include providing expert advisory and support to inform broader system infrastructure and capability, overarching reforms, governance, workforce strategy, and sector development.

One of our key priorities will be to establish a state-wide Prevention Alliance. The Alliance will bring together specialist organisations working to prevent violence against women, as well as partners who lead prevention efforts across a range of settings and sectors. Its aim will be to drive a more coordinated, cohesive and mutually supportive prevention effort.

We will play a lead role in building a state-wide system to support effective and consistent monitoring and evaluation of the prevention of violence against women activity across Victoria. This system will provide the mechanism needed to enable all organisations working in prevention to measure the impact of their initiatives and activities better and support a culture of learning through evaluation. It will allow Respect Victoria to build a bird's-eye view of the overall reach, progress and impact of state-wide prevention efforts, and in turn, support us to report on progress and provide advice about what works to prevent violence against women.

Two core components of this system will be a state-wide Theory of Change and an impact framework. Together these will describe a shared prevention journey and the collective impact we expect to have if we work strategically and collaboratively as a field. We will work closely with government and prevention sector partners to build a shared understanding of and commitment to these frameworks and support for a shared measurement of impact and change.

Together with other tools and resources, our aim is for this state-wide monitoring and evaluation system to contribute to a culture of continuous learning. This will, in turn, increase comfort and confidence in evaluation practice and embed monitoring and evaluation as a core part of the prevention system.

We will also continue to develop the Prevention of Family Violence Data Platform as a mechanism for monitoring population trends and emerging prevention issues. We will identify data gaps that need to be addressed to measure short and medium-term change more effectively, and progress Victoria's prevention journey as articulated through our state-wide Theory of Change.

PRIORITIES

- 1.1** Establish new prevention system infrastructure and mechanisms to enable more coordinated and coherent primary prevention activity across Victoria.
- 1.2** Inform, support and collaborate with stakeholders to strengthen state and national prevention infrastructure and system capability.
- 1.3** Build a state-wide monitoring and evaluation system that enables ongoing learning about primary prevention progress and impact across Victoria.

PILLAR 2 – BUILD AND PROMOTE PRIMARY PREVENTION KNOWLEDGE AND EVIDENCE

We will play a leadership role in building new knowledge about family violence and violence against women. We will do this by bringing together a wide range of evidence and translating the findings from research, evaluation and other available data. We have a responsibility to ensure that the extensive global, national and local evidence already available is relevant and useful for our partners and stakeholders by translating it in ways that are helpful to prevention efforts across settings and communities.

We will continue to support the development of research and evidence to improve primary prevention program design, implementation and impact. We will build on and consolidate our research program by enhancing our internal research capability and establishing strategic partnerships, including with research bodies and academic institutions. We will play a role in identifying and advancing national and state-wide research priorities and building evidence on what works to prevent violence against women. This will include a focus on the feasibility and impact of models that apply 'saturated' prevention activity across settings and sectors and initiatives that have the potential to be scaled up or embedded across whole settings and systems.

We will conduct our own research to inform primary prevention policy, strategy, practice and investment, both independently and in collaboration with sector partners and research bodies. We will act as a conduit between research, evaluation, knowledge and practice, and establish mechanisms to enable regular sharing of knowledge and evidence with our partners and stakeholders.

PRIORITIES

- 2.1** Bring together and translate findings from available data, research and evaluation to build new knowledge about family violence, violence against women and effective prevention approaches.
- 2.2** Build evidence on the use and effectiveness of saturation models and opportunities for scale-up and systematisation of primary prevention initiatives.
- 2.3** Support research and evaluation that builds evidence to inform policy, practice, programming and social norms change.
- 2.4** Work with partners and stakeholders to enable the application of research and evaluation outputs to inform prevention efforts.



PILLAR 3 – KEEP PREVENTION ON THE POLICY AND PUBLIC AGENDA

There has been a strong and growing commitment to addressing family violence and violence against women in Victoria. To sustain long-term social change, we will need to play an active leadership role to keep the unique possibilities that come from primary prevention on the agenda of governments, organisations and the public.

As the dedicated agency for primary prevention in Victoria, we have a legislative mandate to advise the Victorian Government on primary prevention. We will continue to provide expert, evidence-informed advice to all relevant Ministerial portfolios and government departments to ensure primary prevention efforts are state-wide and effectively integrated into specific portfolios. We will develop and disseminate evidence-informed policy positions on key issues and opportunities to strengthen primary prevention, including the economic case for investing in prevention. We will continue to inform and support the effective implementation of the Victorian Government's prevention efforts and ensure accountability for progress on primary prevention through three-yearly reporting to Parliament.

We will work alongside primary prevention experts and sector stakeholders to influence state and national prevention policy agendas, and encourage other influential leaders, organisations and institutions to take on leadership roles. Our unique position as a statutory body enables us to reach and connect with sectors and organisations that have not typically played a role in primary prevention, and to support leaders with a strong commitment to prevention to play a more significant role in their setting or sector.

We know that prevention is a long-term agenda, and we are one of many organisations working to drive social change. We will leverage our various communications and stakeholder engagement mechanisms to shape and influence public sentiment. We will ensure that the prevention of family violence and violence against women remains a priority social issue for individuals and communities across Victoria.

PRIORITIES

- 3.1** Provide expert advice to the Victorian and Federal Government to inform and influence primary prevention policy, legislation, regulation and investment.
- 3.2** Leverage our unique role and relationships with sector and industry leaders to increase their commitment to primary prevention and drive meaningful action across institutions.
- 3.3** Lead a community-wide conversation on the prevention of violence against women to influence public sentiment and commitment to change.

PILLAR 4 – GUIDE EFFECTIVE AND IMPACTFUL PRIMARY PREVENTION EFFORTS

One of our core legislative functions is to inform the development, delivery and evaluation of high-quality prevention across Victoria. Our role is to provide evidence-informed guidance that enables the delivery of effective, impactful and mutually-reinforcing prevention initiatives across a broad range of settings and sectors. We have a mandate to advise the Victorian government on high-quality, impactful prevention policy, programming and strategy.

We will achieve this by establishing standards for effective prevention activity, using different techniques across a wide range of settings and sectors. This will ensure that the community-level prevention work being led by our partners and stakeholders is delivered in line with the best available evidence and is contributing to shared state-wide aims and objectives.

We will develop evidence-based tools, standards and guidelines that enable our partners and stakeholders to design, deliver, and evaluate effective primary prevention initiatives and programs across settings and sectors. In addition to guiding high-quality prevention work, these products will also enable us to advocate for prevention, drive uptake across more settings and sectors, and better connect the prevention work being implemented on the ground to increase its impact. Collaboration with the Prevention Alliance and other stakeholders will be critical to this work. We will also work with new sectors, organisations and champions to encourage their leadership so that prevention efforts are happening in as many places and reach as many Victorians as possible.

Resources to guide more effective prevention efforts will contribute to the knowledge and skill development of the prevention workforce, including program implementation and evaluation capability. We will provide expert advice to inform prevention workforce strategies and work collaboratively with other agencies leading Victoria's prevention workforce development initiatives.

PRIORITIES

- 4.1** Develop standards and guidelines to support the implementation of quality, evidence-informed primary prevention within and across settings and sectors.
- 4.2** Broaden the reach of mutually reinforcing prevention initiatives by driving uptake across a wider range of settings and sectors.
- 4.3** Develop resources and tools to enable consistent and effective evaluation of primary prevention initiatives.
- 4.4** Contribute to the growth and strengthening of an expert, multidisciplinary primary prevention workforce.

PILLAR 5 – INFLUENCE COMMUNITY AND SOCIAL CHANGE

Our legislative role and the reach of our social marketing campaigns puts us in a unique position to influence community and social change. We have internally established strong media, campaign and communications capabilities to support the prevention effort and connect with leaders, organisations and individuals across Victoria. We will use these capabilities to continue to raise awareness and influence community conversations about family violence and violence against women.

One of our key priorities will be to develop and test a sustained campaign model. Using this model, we will assess the impact of longer exposure to a consistent message on people's awareness and understanding of the gendered drivers of violence against women.

To increase the reach and impact of our messages, we will collaborate with partners and stakeholders to better connect our campaigns to settings and sector-based prevention activities. The Prevention Alliance will be a critical lever in achieving this.

We will build partnerships with a range of mainstream and industry-specific media with reach into particular settings and sectors. This will enable us to raise the profile of primary prevention across wider segments of the Victorian community. Through a range of media, we will encourage ongoing community conversations about primary prevention and the underlying drivers of family violence and violence against women. We will support community advocacy and effectively challenge common myths, backlash and resistance.

We will use our broad reach to help mobilise individuals and communities to engage in primary prevention activities, both through our communications and campaign activities but also by equipping them to take action by connecting them to prevention messages, information and tools. We will engage with and reflect the diversity of the Victorian population through our communications activities, but one of our key priorities will be to enhance our focus on and engagement with men and boys as important audiences and participants in the prevention effort.

PRIORITIES

- 5.1** Develop, deliver and evaluate social marketing campaigns with a focus on the gendered drivers of violence against women.
- 5.2** Better connect our campaigns and messaging to primary prevention activities being implemented across Victoria.
- 5.3** Engage with a range of mainstream and industry-specific media to raise awareness of and encourage community conversations about the prevention of family violence and violence against women.
- 5.4** Mobilise individuals and communities to play an active role in primary prevention by connecting them to prevention messages, information and tools.

CONCEPTUAL FRAMEWORKS AND APPROACHES THAT UNDERPIN OUR WORK

Efforts to prevent family violence and violence against women have a long and proud history in Victoria. Over the last two decades, there has been a range of national and international frameworks and approaches that have – individually and collectively – informed the work of primary prevention. We will draw on the following conceptual frameworks and approaches, as well as a wider range of evidence-based documents, to inform the delivery of our strategic plan.

HUMAN RIGHTS AND SOCIAL JUSTICE

The Victorian Charter of Human Rights and Responsibilities Act (2006) recognises that all people are born free and equal in dignity and rights and enshrines civil, political and cultural rights in Victorian law. Respect Victoria applies a human rights approach by meeting our human rights obligations under the Charter and translating these obligations into effective policy and practice.

We contribute to social justice by upholding human rights conventions and declarations related to the elimination of discrimination; the elimination of violence against women; civil, economic and political rights; the rights of children; and the rights of Indigenous Peoples. We ensure our work is guided by principles of equity, access, inclusion and participation. We advocate for the elimination of all forms of discrimination and exclusion in our work to prevent family violence and violence against women.

INTERSECTIONAL FEMINISM

Ensuring the safety, freedom and equality of women is at the heart of everything we do. We consider the relationship between gender and other systems of power and oppression that compound the gendered drivers of violence against women and gender inequality more broadly. We apply a gendered analysis of power and structural inequities. We challenge the structures, systems and social norms that maintain gender hierarchies and the gendered oppression of all people, including women, men, gender diverse and non-binary people.

We recognise that gender inequality and the gendered drivers frequently intersect with other forms of structural and systemic oppression, discrimination and inequality. These create power and dominance dynamics that shape and reinforce experiences of family violence and violence against women across communities. We use and promote primary prevention approaches that recognise and respond to these structural and systemic forms of power, privilege, oppression, discrimination and marginalisation, addressing the way they intersect with gender as a key driver of violence against women.

We will draw on the following conceptual frameworks and approaches, as well as a wider range of evidence-based documents, to inform the delivery of our strategic plan.

HEALTH PROMOTION

We use a range of health promotion and public health frameworks, models and techniques in our work to prevent family violence and violence against women. These include socioecological, settings-based and systems-thinking approaches to understanding and addressing the underlying drivers and social determinants of violence. These approaches seek to shape non-violent structures, norms and practices at societal, institutional, organisational, community and individual levels.

The theoretical and practical applications of these approaches are set out in *Change the Story: A shared framework for the primary prevention of violence against women in Australia*. *Change the Story* is a central guiding document for our work, together with *Changing the Picture*, *Changing the Landscape* and *Pride in Prevention*.

COLLECTIVE IMPACT

Collective impact is a framework and collaborative, cross-sector approach to addressing complex social issues. The approach is characterised by five key elements: a common agenda; continuous communication; mutually reinforcing activities; 'backbone' support; and shared measurement.

Our organisation's purpose and strategic plan are informed by the collective impact framework. Through our core functions and the implementation of this strategy, we will contribute to strengthening a collective impact approach to the prevention of family violence and violence against women in Victoria.



A TRUSTED AND THRIVING ORGANISATION

This five-year strategy is one that requires significant energy and effort from our staff and leadership from our Board and executive. To effectively deliver what we have set out to achieve, we must continue to strengthen our organisational capability, systems and processes. We will ensure strong governance and leadership by maintaining an expert and committed Board to steer our strategic direction, supported by effective governance systems.

The success of Respect Victoria depends on our people. We are committed to further building and maintaining a diverse and capable workforce by creating an inclusive and collaborative organisational culture and investing in our staff's professional development and career aspirations. To support our people, we will develop organisational systems and processes that enable us to be more agile, efficient and impactful.

We will continue to advocate for secure funding that is commensurate with our legislative remit, the complexity and scale of the issues we are seeking to address, and the time required to effect change.

We will continue to build our reputation as a trusted, independent organisation with a clearly defined focus and scope. We will build effective monitoring and evaluation systems to track our progress and the impact of our work.

TRACKING OUR PROGRESS AND IMPACT

We will deliver this strategy via annual business plans detailing the specific actions we will take to deliver on our strategic priorities.

Respect Victoria's independent Board will monitor the implementation of this strategic plan on an annual basis and conduct a mid-term review to assess our progress, impact, and any adaptations required to our focus and approach.

Our work is situated within the broader Victorian prevention system, for which a state-wide Theory of Change and impact framework is being developed. Our contribution to the prevention system, activities and outcomes will be incorporated into these frameworks, and our progress will be monitored accordingly. Our contribution will also be reported as part of the three-yearly report to Parliament on Victoria's prevention progress.



GENDERED DRIVERS OF VIOLENCE

These are the underlying causes that create the necessary conditions in which violence against women occurs. They relate to the norms, practices and structures arising from gender inequality in public and private life.

MONITORING, EVALUATION AND LEARNING

Monitoring, evaluation, and learning form part of a cycle of activities that help with the design, planning, delivery, and improvement of prevention initiatives. Monitoring refers to collecting and reviewing data and information across the life of a prevention activity. Evaluation involves judging the merits of an action that can provide a picture of success or challenges and if prevention work has achieved its set objectives. Learning refers to learning from the data and information gathered so that stakeholders can continuously improve their prevention work.

MUTUALLY-REINFORCING

In order to embed, reinforce and sustain change across the population, prevention initiatives must engage people at every age and stage of life. This is done using mutually reinforcing approaches, with activities implemented in different and distinct ways by multiple different stakeholders and coordinated to contribute to a shared prevention goal.

NORMS, PRACTICES AND STRUCTURES

Norms refer to the informal, mostly unwritten and unspoken collective rules that define typical, acceptable, appropriate and obligatory actions in a social group, setting or society. Practices include everyday actions and behaviours that are undertaken both at individual and relationship levels and at organisational, institutional and societal levels. Structures are the macro-level mechanisms and structural forces (economic, political, cultural, and organisational) that maintain social order and the status quo and which, in turn, shape our lives. Social structures are reinforced through government, institutions and laws that serve to organise society, determining who has social and political power.

PRIMARY PREVENTION

Primary prevention means stopping family violence and violence against women from occurring in the first place by addressing their underlying drivers. This requires changing the social conditions that give rise to this violence; reforming the institutions and systems that excuse, justify or promote such violence; and shifting the power imbalances and social norms, structures and practices that drive and normalise it.

PREVENTION SYSTEM INFRASTRUCTURE

Prevention system infrastructure refers to the core components, facilities, services and mechanisms considered essential for long-term primary prevention efforts. These include sustained political, private sector, civil society and community leadership; a well-resourced, independent women's movement; policy, regulatory and legislative reform; mechanisms for coordination, collaboration and quality assurance; workforce and sector development; a strong evidence-base; and national monitoring and reporting mechanisms.

SATURATION MODELS

Saturation models involve primary prevention action with reach across and within different settings and sectors. They involve the use of settings or sector-based prevention activities across a defined geographical location or population group and apply mutually reinforcing activities across multiple places or sites within that location or population to achieve greater impact.

SCALE-UP

'Scale-up' involves expanding effective small-scale interventions, programs or initiatives to a whole community, setting or whole population level. Scale-up requires thorough pilot testing, tailoring to local contexts, building system infrastructure to support large-scale implementation, and adequate funding. Sustainable scale-up will also require 'systematisation' (see below definition).

SETTINGS

Settings refer to the environments in which people live, work, learn, socialise and play, such as workplaces, schools, universities, community organisations, sports clubs, the media and popular culture.

SYSTEMATISATION

Systematisation refers to embedding prevention initiatives into policy, regulation, legislation and across organisations and institutions at state-wide, regional and setting levels.



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