

# LEADERSHIP ROADMAP

## RESPONSES TO DOMESTIC, FAMILY AND SEXUALISED VIOLENCE



### PURPOSE OF THE LEADERSHIP ROADMAP

The *Leadership Roadmap* is a resource designed to complement the *Futures Framework*.

The roadmap is designed to support organisations and institutions in setting out a sequence of work to implement the Futures Framework.

The *Leadership Roadmap* is a guide only. Each organisation engaging with the Futures Framework will vary in their development and progress in **response to domestic, family and sexualised violence**.



We acknowledge the Traditional Custodians of the land on which our work and services operate and pay our respects to Elders past and present. We extend this respect to all First Nations peoples across the country and the world. We acknowledge that the sovereignty of this land was never ceded. Always was, always will be Aboriginal land.

## THE PROBLEM OF VIOLENCE



\$26b

### IN AUSTRALIA

Domestic, family and sexualised violence can happen to anyone and is in every postcode and community in Australia. Gendered violence affects every Australian. It impacts on the health, wellbeing and safety of a significant proportion of Australians throughout all states and territories and places an enormous burden on the nation's economy across family and community services, health and hospitals, income-support and criminal justice systems (ANROWS).

From an economic perspective, in 2015 violence against women was reported to be costing Australia \$21.7 billion every year (PwC 2015). A federal parliamentary committee's bipartisan report in April 2021 said the economic cost is estimated at \$26 billion each year. The Victorian Royal Commission into Family Violence recommended ensuring the centrality of victim-survivor voices in responding to domestic and family violence.

Australia's National Research Organisation for Women's Safety (ANROWS) Limited is an independent, not-for-profit research organisation established to produce evidence to support the reduction of violence against women and their children.

PricewaterhouseCoopers (PwC). (2015). A high price to pay: The economic case for preventing violence against women.

Parliament of the Commonwealth Of Australia. (2021). Inquiry into family, domestic and sexual violence.

Royal Commission into Family Violence: Report and recommendations. (2016).



\$2.98b

### IN NEW ZEALAND

Whānau, family and sexualised violence can happen to anyone, across all communities in Aotearoa (New Zealand). Physical and sexual intimate partner violence against women is a substantial problem, as the lifetime prevalence rate of one in three women has remained stable over time (Fanslow, Hashemi, Malihi, Gulliver & McIntosh, 2021).

Gendered violence affects New Zealanders across all socio-economic and cultural groups. For many victims-survivors, this impacts on education, income, health, imprisonment and suicide rates. This translates into an enormous burden for the government, across emergency, specialist, justice, housing and health services (Ministry of Social Development, 2019).

Family violence has a significant human and social cost for many individuals, whānau and communities in New Zealand. In 1994 the annual economic cost was estimated at \$1.2 billion (Snively, 1995). In 2014 the cost of pain and suffering for victims of intimate partner violence was estimated at \$2.98 billion (Kahui & Snively, 2014). The Backbone Collective Report recommends listening to the voice of experience, as this is the key to ensuring New Zealand's response to family violence is safe and effective (The Backbone Collective, 2020).

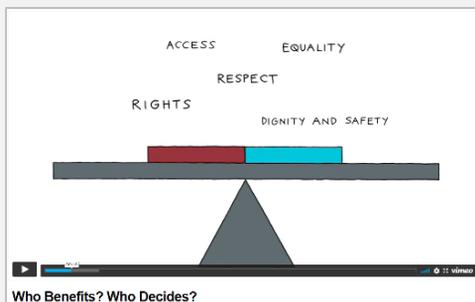
The Backbone Collective. (2020). The Victim-Survivor Perspectives on Longer-Term Support After Experiencing Violence and Abuse.

Kahui, S., & Snively, S. (2014). The Glenn Inquiry: Measuring the Economic Costs of Child Abuse and Intimate Partner Violence to New Zealand.

Fanslow, J., Hashemi, L., Malihi, Z., Gulliver, P., & McIntosh, T. (2021). Change in prevalence rates of physical and sexual intimate partner violence against women: data from two cross-sectional studies in New Zealand, 2003 and 2019. *BMJ Open*, 11, 5-12.

Ministry of Social Development (2019). Family Violence Funding Approach: Building a sustainable future for family violence services.

Snively, S. (1995). The New Zealand Economic Cost of Family Violence. *Social Policy Journal of New Zealand*, 4, pp. 98-110.



**Who benefits from the status quo?**

**Who decides to keep things the same?**

**WHAT COULD BE DECIDED DIFFERENTLY?**

View the Insight Exchange animation [‘Who Benefits? Who Decides?’](#) (4mins)

Embed code available for use in your organisation.

## YOUR SOCIAL LEADERSHIP

'Social leaders' of systems, services, organisations, institutions and communities understand the power of knowledge, courage and morality to forge and support change. 'Social leaders' don't wait for obligations or for others. They take up their leadership ethically, holistically and practically.

Organisations and institutions are not neutral to the problem of domestic, family and sexualised violence. Understanding violence, becoming informed, recognising our role and the possibility of complicity, can shape how we close gaps, build safety and stop violence.

### UNDERSTANDING OUR PART

**"If you're not part of the problem, you can't be part of the solution."**

"If we cannot see how what we are doing or not doing is contributing to things being the way that they are, then logically we have no basis at all, zero leverage, to change the way things are -- except from the outside, by persuasion or force."

Adam Kahane, author of *Solving Tough Problems: An Open Way of Talking, Listening and Creating New Realities*

Organisations and institutions are integral to uplifting responses to domestic, family and sexualised violence.

### PLAYING OUR PART

"The Committee recommends that the next National Plan promote and enhance a whole-of-society response to family, domestic and sexual violence that involves businesses, community groups and other non-government bodies, as well as governments."

Recommendation 7.2.209

[Inquiry into family, domestic and sexual violence](#)

House of Representatives Standing Committee on Social Policy and Legal Affairs March 2021 CANBERRA

## SEEING POSSIBILITIES



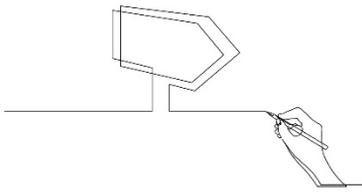
What we understand about domestic, family and sexualised violence informs how we respond; it influences how we design products, services and systems. It influences how we communicate about those products, services and systems.

Imagine the difference it would make for victims-survivors if all workplaces, businesses, family, friends and services understood the part they play.

View the Insight Exchange animation

['Seeing Possibilities'](#) (6mins)

Embed code available for use in your organisation.



**STARTING OR RESTARTING TODAY?  
LOOKING TO BROADEN AND DEEPEN YOUR WORK?**

**Every organisation varies in its leadership, self- awareness, culture and commitments. Your organisation might be starting today, restarting differently, or looking to broaden and deepen the path you are on.**

The following pages of the Leadership Roadmap sets out a possible sequence of steps for **Board and Senior Executives** ([page 5](#)) and subsequent steps for **Leaders and Managers** ([page 6](#))

**Key Readings** are listed below there is a **Quick Guide: Insight Exchange readings and resources** for viewing, reading and discussing ([Page 7](#)).

**KEY READINGS**

The following key readings draw from government and non-government subject matter expertise. This list is not exhaustive. The table indicates which streams of work that the reading applies to.

Ref	Key Readings and Resources	Workplace Responses	Customer/Client Responses	Ecosystem Responses
1	<a href="#">Human Rights approaches</a> (AHRC)	●	●	●
2	<a href="#">Change the Story Framework</a> (Our Watch) Note: The second edition of Change the Story Framework released 2021 supersedes the first edition from 2015.	●	●	●
3	<a href="#">Change the Picture Resource</a> (Our Watch)	●	●	●
4	<a href="#">Dealing with backlash</a> (Our Watch)	●	●	●
5	Understanding the obligations of <a href="#">Safe Work</a> (Safe at Work Australia)	●	●	●
6	Understanding the obligations and responsibilities outlined in the <a href="#">Respect@Work Report</a> (AHRC)	●	●	●
7	<a href="#">Preventing workplace sexual harassment obligations for directors</a> (Australian Institute of Company Directors (AICD))	●	●	●
8	eSafety Commission <a href="http://www.esafety.gov.au">www.esafety.gov.au</a> Understanding eSafety & technology facilitated abuse	●	●	●
9	<a href="#">Workplace responses to staff who perpetrate violence against women</a> (Our Watch)	●	●	●
10	<a href="#">Stopping the mis-use of Non-Disclosure Agreements</a> (Can't Buy My Silence)	●	●	●

For more readings and resources this list continued on Page 3 in the related [Support Menu](#)

# ROADMAP | BOARD & SENIOR EXECUTIVE TEAM

A violence-informed and insight-led **Board and Senior Executive** team

POSSIBLE SEQUENCE	POSSIBLE ACTIONS
<p style="text-align: center;"><b>1</b></p>  <p style="text-align: center;"><b>Develop a commitment to changing futures</b></p>	<p><b>Essential pre-reading:</b> Insight Exchange <a href="#">Futures Framework</a></p> <p><b>View together:</b> <a href="#">Who Benefits? Who Decides?</a> short animation (4mins)</p> <p><b>Talk together:</b> Explore and discuss the <a href="#">Futures Framework</a> to consider and commit to adopting the overall scope of responsibility and social leadership.</p>
<p style="text-align: center;"><b>2</b></p>  <p style="text-align: center;"><b>Build understanding of domestic, family and sexualised violence and context</b></p>	<p><b>View independently: Board members and Executive</b> Insight Exchange <a href="#">Foundations</a> (45 mins) &amp; <a href="#">Foundations Applied</a> (40mins)</p> <p>Note: The Key Readings (listed on <a href="#">page 4</a>) may be valuable to explore as a team or to allocate across the team with a commitment to share back summaries (in step 3).</p>
<p style="text-align: center;"><b>3</b></p>  <p style="text-align: center;"><b>Develop a stance against violence</b></p>	<p><b>View together:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">“Seeing Possibilities”</a> short animation (6mins)</li> <li>• <a href="#">‘Quality Response Continuum’</a> short animation (3.30mins) <a href="#">Examples</a></li> </ul> <p><b>Talk together:</b></p> <ul style="list-style-type: none"> <li>• Share reflections from Foundations and Foundations Applied &amp; summaries from Key Readings (in step 2 above)</li> <li>• Board/Executives develop their stance against violence</li> </ul> <p>The commitment to, and renewal of, this stance involves all levels of governance and leadership, and draws from the organisation’s vision, purpose, values, principles and code of conduct.</p>
<p style="text-align: center;"><b>4</b></p>  <p style="text-align: center;"><b>Communicate with and support leaders and managers</b></p>	<p><b>Essential pre-reading &amp; pre-viewing for attending leaders and managers:</b></p> <ul style="list-style-type: none"> <li>• Insight Exchange <a href="#">Futures Framework</a></li> <li>• <a href="#">Who Benefits? Who Decides?</a> short animation (4mins)</li> <li>• <a href="#">‘Seeing Possibilities’</a> short animation (6mins)</li> <li>• <a href="#">‘Quality Response Continuum’</a> short animation (3.30mins)</li> </ul> <p><b>Talk together:</b></p> <ul style="list-style-type: none"> <li>• Senior Executive introduce the organisation’s stance against violence</li> <li>• Set out (or develop together) a plan and responsibilities (informed by the Futures Framework and drawing from the <a href="#">Support Menu</a>).</li> </ul>

Executive and Board **set, communicate and measure** organisational priorities and progress to Workforce, Customer/Clients, Community, Suppliers, Shareholders, Systems.

# ROADMAP | LEADERS AND MANAGERS

A violence-informed and insight-led **leadership and management** team.

POSSIBLE SEQUENCE	POSSIBLE ACTIONS
<p style="text-align: center;"><b>1</b></p>  <p style="text-align: center;"><b>Broaden foundational understanding of domestic, family and sexualised violence</b></p>	<p><b>View independently: Every member of the team</b></p> <ul style="list-style-type: none"> <li>• <a href="#">Foundations</a> (45 mins) &amp; <a href="#">Foundations Applied</a> (40mins)</li> <li>• Explore the <a href="#">Reflections Kit</a> (collates the featured resources from the Foundations and Foundations Applied Sessions)</li> </ul> <p><b>Key Readings:</b> (page 3 of the <a href="#">Support Menu</a>)</p>
<p style="text-align: center;"><b>2</b></p>  <p style="text-align: center;"><b>Develop streams of work</b></p>	<p><b>View together:</b></p> <ul style="list-style-type: none"> <li>• <a href="#">‘Seeing Possibilities’</a> short animation (6mins)</li> <li>• <a href="#">‘Quality Response Continuum’</a> short animation (3.30mins) <a href="#">Examples</a></li> </ul> <p><b>Talk and design together:</b></p> <ul style="list-style-type: none"> <li>• Shared summaries of Key Readings (from step 1, above)</li> <li>• Set out workstreams for:           <ul style="list-style-type: none"> <li>• <i>Workplace Responses</i></li> <li>• <i>Client/Customer Responses</i></li> <li>• <i>Ecosystem Responses</i></li> </ul> </li> </ul>
<p style="text-align: center;"><b>3</b></p>  <p style="text-align: center;"><b>START IMPLEMENTATION</b></p>	<p><b>Communicate the problem of violence and the organisation's stance against violence.</b></p> <p><b>Support <u>all</u> employees to build foundational understanding through:</b></p> <ul style="list-style-type: none"> <li>• viewing <a href="#">Follow My Lead Animation</a> &amp; <a href="#">I am I can animation</a> (as a minimum)</li> <li>• supported access to <a href="#">Foundations</a> (45 mins) &amp; <a href="#">Foundations Applied</a> (40mins) videos. <i>Includes Auslan Sign Language</i> [Seek permission to embed in eLearning platform <a href="mailto:contact@insightexchange.net">contact@insightexchange.net</a>]</li> <li>• eCopy of <a href="#">Reflections Kit</a> (collates the featured resources from the Foundations and Foundations Applied sessions and additional pathways to support (via Intranet or equivalent).</li> </ul>
<p style="text-align: center;"><b>4</b></p>  <p style="text-align: center;"><b>Establish mechanisms for insight-informed continuous improvement</b></p>	<p><b>Each workstream to establish and evolve listening mechanisms, language practices and policy functions</b> that apply the foundational knowledge and lived experience insights to workplace, customer/client and ecosystem responses. (See <a href="#">Support Menu</a>)</p> <ul style="list-style-type: none"> <li>• Engage and involve employees in the implementation and evolution of the three interdependent streams of work, drawing from the Support Menu</li> <li>• Engage with the broader ecosystem of responders and channels to listen to lived experience insights and evolving evidence.</li> </ul>

Leaders and Managers **monitor and report** on progress on the *Futures Framework* to Executive and Board.

✓	Essential Reading/Viewing
✓	Optional Reading/Viewing

**Quick guide: What to view, read and discuss**

Ref	Insight Exchange Readings and Resources	Action	Board & Senior Executives	Managers & Team Leaders	All team members
1	<a href="#">Futures Framework</a>	Read	✓	✓	
2	<a href="#">Who Benefits? Who Decides?</a> (4mins) animation	View & discuss stance	✓	✓	✓
3	<a href="#">‘Seeing Possibilities’</a> (6mins) animation	View & discuss scope	✓	✓	✓
4	<a href="#">Foundations</a> (45 mins) & <a href="#">Foundations Applied</a> (40mins) <i>Includes Auslan Sign Language</i> [Seek permission to embed in eLearning Platform <a href="mailto:contact@insightexchange.net">contact@insightexchange.net</a> ]	View & Reflect	✓	✓	✓ Follow My Lead & I am I can animations (as minimum)
5	<a href="#">Reflections Kit</a> (collates resource featured in the Foundations & Foundations Applied)	Read & Share	✓	✓	✓
6	<a href="#">‘Quality Response Continuum’</a> short animation (3.30mins) <a href="#">Examples</a>	View & Review	✓	✓	
7	<a href="#">Guidance: Website content and functions</a>	Read & Apply		✓	✓
8	<a href="#">Workplace Intranet Content Guide</a>	Read & Apply		✓	✓
9	<a href="#">Workplace Insights Paper</a> : Perceptions and experiences of workplace responses	Read	✓	✓	
10	<a href="#">Workplace Scenarios Kit</a> : Responding to victims of domestic, family and sexualised violence	Read & Discuss		✓	
11	Workplace Scenarios Kit: (Part B) Workplace Responses to people using domestic, family and sexualised violence ( <i>Coming 2022</i> )	Read & Discuss		✓	
12	<a href="#">Guide: Support My Economic Safety</a> (Insight Exchange and <a href="#">Centre for Women’s Economic Safety</a> )	Read, Discuss & Review	✓	✓	

More insights and resources about understanding and responding to domestic, family and sexualised violence [www.insightexchange.net](http://www.insightexchange.net)



## FUTURES FRAMEWORK

The [Futures Framework](#) is designed to support organisations and institutions in developing a **strategic and holistic response to domestic, family and sexualised violence**.

The *Futures Framework* can be used to scope, guide and plan short and long term commitments **to prevent and respond to domestic, family and sexualised violence**.



## SUPPORT MENU

The [Support Menu](#) is designed to support organisations and institutions in building understanding of and informing responses to domestic, family and sexualised violence.

The *Support Menu* sets out a series of content that can be introduced, supported and embedded within the organisation/institution response to domestic, family and sexualised violence.

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## INSIGHT EXCHANGE

[Insight Exchange](#) centres on the expertise of people with lived experience of domestic and family violence and gives voice to these experiences. Insight Exchange is designed to inform and strengthen social, service and systemic responses to domestic and family violence.

Insight Exchange has been established, developed and is governed by Domestic Violence Service Management (DVSM) a registered charity (ABN 26 165 400 635). Insight Exchange has been sustained through the generous donations of individuals and a silent donor for the benefit of many. Launched in November 2017, Insight Exchange was designed by Domestic Violence Service Management (DVSM), in collaboration with Dr Linda Coates and Dr Allan Wade from Centre for Response-Based Practice Canada.



Insight Exchange is for all people. Insight Exchange respects the diversity of all sexualities and gender identities including but not limited to; Lesbian, Gay, Bisexual, Transgender, Intersex, Queer and A-Sexual + identities as well as Heterosexual and Cisgender identities.

Start a conversation with the [Insight Exchange Team](#)  
[contact@insightexchange.net](mailto:contact@insightexchange.net)