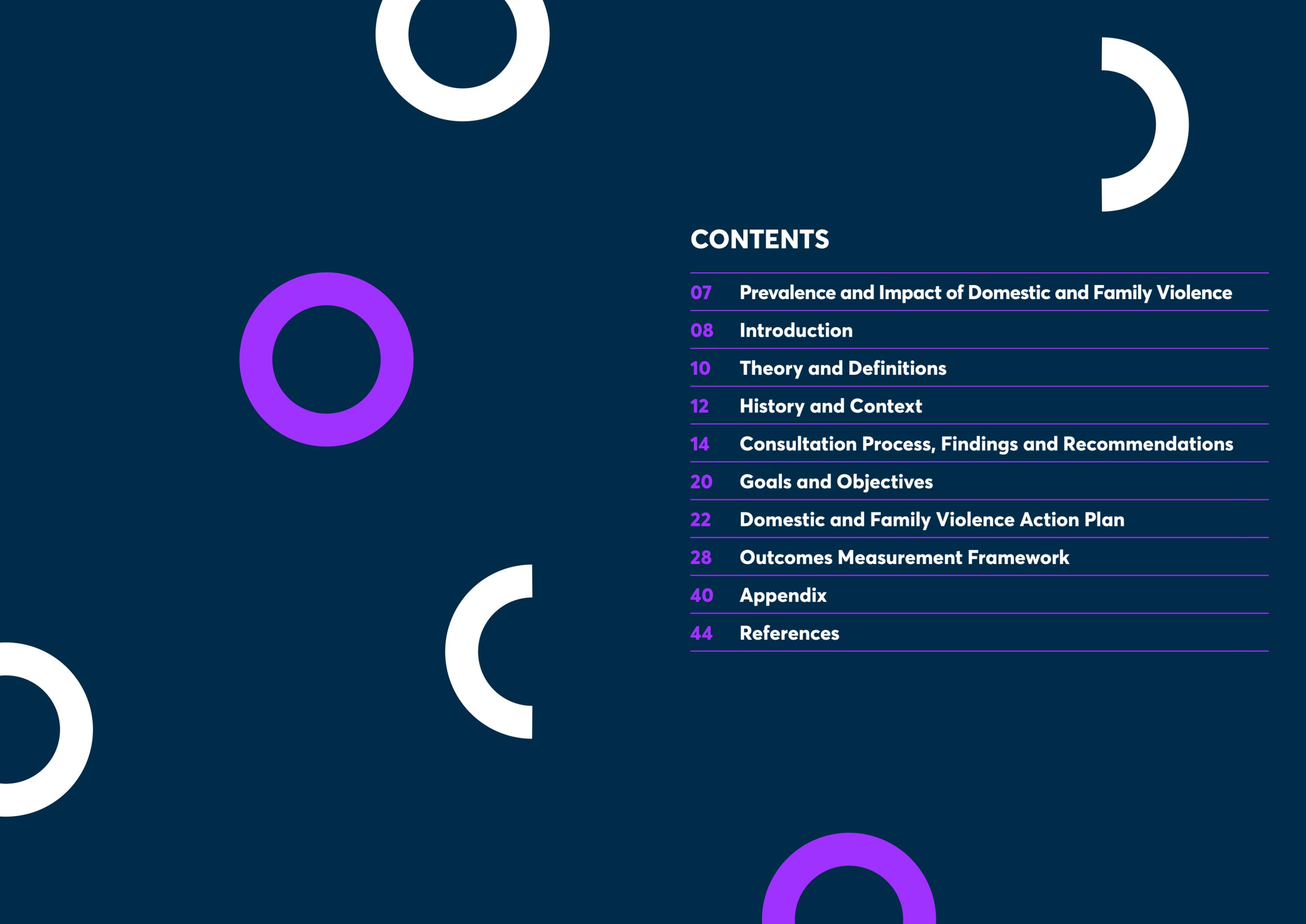


Prevention of Domestic & Family Violence



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1.0

Prevalence and Impact of Domestic and Family Violence

Prevalence in City of Parramatta:

776

776 recorded incidences of DFV (Domestic Family Violence) in the City of Parramatta

(NSW Bureau of Crime Statistics and Research, 2020)



308 incidences per 100,000 people in the City of Parramatta

(NSW Bureau of Crime Statistics and Research, 2020)

Impact in the Community:



At any point in their lifetime **17% of women and 6% of men** would have experienced domestic and/or family violence

(Australian Institute of Health and Welfare, 2018)



An analysis of health outcomes for women and men has shown that DFV is the **highest risk factor for death, disability or illness for a woman aged 18-44**

(Webster, 2016)



50% of incidences of DFV not reported to the police; the true rate of violence is likely much higher

(Birdsey, 2013)



DFV costs employers **\$2.1 billion dollars** in lost productivity

(Price Waterhouse Coopers, 2015)



Women with a disability or a long-term health condition are **twice as likely to experience abuse** from a partner compared to other women

(Australian Institute of Health and Welfare, 2018)



Aboriginal and Torres Strait Islander women are **32 times more likely** to be hospitalised due to family violence in comparison to non-Aboriginal and Torres Strait Islander women

(Australian Institute of Health and Welfare, 2018)

Introduction

City of Parramatta Council's (Council) Prevention of Domestic and Family Violence Action Plan (Action Plan), is a three-year plan that outlines Council's commitment to preventing domestic and family violence (DFV) and strengthening community groups, services and businesses' capacity to respond to the violence.

The theory underpinning the Action Plan is Change the Story: The National Framework for Primary Prevention of Violence Against Women and their Children (Change the Story). There is no single factor that causes violence against women, but international evidence consistently indicates that higher levels of violence against women is associated with lower levels of gender equality in personal relationships and public life.

Change the Story outlines this evidence base; and identifies gender inequality as a driving factor in the prevalence of violence against women. Within that framework, DFV is identified as a form of violence against women (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015).

The Action Plan acknowledges that there are commonalities between the drivers of violence for women and communities who identify as lesbian, gay, transgender, intersex and asexual (LGBTQIA+). However, Change the Story does not encapsulate all forms of violence experienced by LGBTQIA+ communities, nor does it seek to.

Therefore, the Action Plan, informed by an intersectional approach, will work closely with local LGBTQIA+ communities to develop community lead initiatives to address the violence experienced by LGBTQIA+ communities (Our Watch and Rainbow Health Victoria, 2017).

The Action Plan was developed in response to Council's Delivery Program and Operational Plan in that it details how Strategy 6.2.2 of the 2018-2022 Delivery Program and Operational Plan will be implemented:

"Tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence."

The Action Plan contributes to and compliments Council's Crime Prevention Plan 2019-2023 and Homelessness Action Plan 2019-2023; as DFV has far-reaching impacts within our community – it is a crime and is the leading cause of homelessness for women and children (Homelessness Australia, 2016).

The Action Plan also contributes to Council's Diversity and Inclusion Strategy, which has been developed for Council staff and operations.

The Action Plan recognises that firstly, gender inequality is experienced by Council staff and secondly, it is interrelated with other forms of discrimination and inequality that are also experienced by Council staff.

The Diversity and Inclusion Strategy seeks to address all these forms of discrimination and inequality within Council with an approach that is cohesive and strategic.

The Action Plan operates within the context of New South Wales and Federal Government Plans. In the Federal Government's 2010-2022 National Plan to Reduce Violence against Women and their Children the role of local governments in prevention and community capacity building is recognised and supported (Department of Social Services, 2016).

At a State level, response to DFV is largely lead by the 2017-2021 NSW Domestic and Family Violence Blueprint for Reform (the Blueprint). The Blueprint recognises the importance of capacity building within communities and the not-for-profit sector enhancing support for people experiencing violence.

The Action Plan was also informed by community consultations and discussions with various Council business units.

Conducted with local funded service providers, community groups, community members and young people—the community consultations covered a range of issues and concerns about institutional and community responses to DFV and community attitudes towards inclusion and gender equality. The process gave insight into what projects Council needs to prioritise.

The contribution provided by Council staff formed the basis for the internal Council actions. Their thoughts also helped refine the Action Plan's monitoring and measurement framework.

The underpinning theoretical framework Change the Story provided the basis for the Action Plan's goals and objectives.

Theory and Definitions

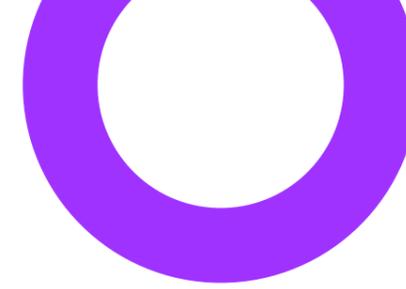
The underpinning theory of the Action Plan is **Change the Story: the National Framework for Primary Prevention of Violence Against Women and their Children**. Even though there is no single factor that causes violence against women, **Change the Story** outlines the international evidence that consistently indicates that higher levels of violence against women is associated with lower levels of gender equality in personal relationships and public life. Therefore, central to **Change the Story** is the identification of gender inequality as a driving factor in the prevalence of violence against women, which includes DFV.

Domestic and family violence is identified as a pattern of abuse within interpersonal and familial relationships, where one person seeks to exert power and control over another; and in doing so causes physical and/or psychological harm. The violence can be in the form of physical, sexual, psychological, emotional, or verbal abuse. It can also take the form of economic abuse and include harassment and/or stalking. (City of Parramatta, 2015) Dowry abuse is also recognised as a form of economic abuse within this definition (City of Parramatta, 2015).

Gender inequality can be defined as "where women and men do not have equal social status, power, resources or opportunities, and their voices, ideas and work are not valued equally by society" (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015). It is driven by social, cultural and structural norms; and perpetuated through our attitudes and belief systems (Women NSW, 2016, Commonwealth of Australia (Department of Social Services), 2016).

Change the Story (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015) identifies particular expressions of gender inequality that lead to higher rates of violence against women in our community. Labelled as "gendered drivers", these expressions of inequality are:

- ① The condoning of violence against women.
- ② Men's control of decision-making and limits to women's independence in public and private life.
- ③ Rigid gender roles and stereotyped constructions of masculinity and femininity; and
- ④ Male peer relations that emphasise aggression and disrespect towards women.



Change the Story outlines eight essential actions that must be taken by a wide range of stakeholders and government bodies to address these "gendered drivers". The Action Plan has incorporated these essential actions into the objectives of the plan; but in summary they are:

- ✔ Challenge condoning of violence against women.
- ✔ Promote women's independence and decision-making.
- ✔ Strengthen positive, equal, and respectful relations; and
- ✔ Foster positive personal identities and challenge gender stereotypes in personal and public life.

Change the Story does not include a systemic examination of the drivers of family and partner violence against LGBTQIA+ communities.

However, there is now an understanding that violence against women and violence against LGBTQIA+ people share a common driver, i.e. 'rigid gender roles and stereotyped constructions of masculinity and femininity'. This driver also encompasses values around heterosexuality and how it is constructed and perpetuated as a 'norm' (Our Watch and Rainbow Health Victoria, 2017).

Change the Story highlights the fact that many communities experience DFV in combination with other forms of discrimination and inequality.

Furthermore, the statistical evidence demonstrates that the consequence of the combined experience of gender inequality with other forms of discrimination increases the probability and severity of violence for the women in these communities (Our Watch, 2018b).

Local community and stakeholder consultations have shown that these experiences remain true for the Parramatta community. Therefore, to adequately prevent DFV, other forms of inequality and exclusion must also be addressed (Our Watch, 2018).

To that end, several of the Action Plan's objectives are also focused on increasing the inclusion and visibility of diverse communities.



4.0

History and Context

Since the 1990s, Council has been committed to taking concrete action to address DFV. At that time, Council's community development functions included coordination or networking with community services sector and providing support to those experiencing DFV.



Council's journey to understand, develop and implement a primary prevention framework began in 2015 when Council developed an internal DFV Policy for staff, relating to the impact of DFV on employees. It was also the year that Council was approached by a local organisation to assist in a grant application for a focused collaboration on DFV.

Although that grant application was ultimately unsuccessful, through the process of working on it Council became aware of Change the Story and the primary prevention framework. It led to further conversations about the role Council could play to prevent DFV on a community wide level.

In 2016, Council received a grant from the Department of Social Services under the Building Safer Communities for Women grants program.

This project led to the delivery of the 2017 round of Preventing Violence Against Women grants program; Change the Story training workshops delivered by Our Watch; and the commencement of what would become the Parramatta Primary Prevention of DFV Network.

The grant also enabled Council to undertake significant training and capacity building activities with funded and non-funded community organisations, other government agencies and internal Council departments.

In 2018, Council was nominated by Local Government NSW and selected by the Commonwealth Government to become a trial site to test the Prevention Toolkit for Local Government (the Toolkit). Council was one of five local government areas chosen nationally to trial the resource.

During the Toolkit trial, a second round of the Preventing Violence Against Women grants program was delivered; and 80 people in total attended three Change the Story workshops.

The evaluation of Council's activities demonstrated the success of the trial, with many Council lead projects being utilised as case studies within the Toolkit.

The 2018-2021 Council Delivery and Operational Plan stated in one of its focus areas that Council would "tackle disadvantage through implementing a primary prevention framework for the prevention of domestic and family violence". Through this work, Council would define the actions it would take consistent with the framework to reduce DFV within the community.

Changes to other relevant internal Action Plans has also impacted on the development of this work.

With the revisions to the Stretch Reconciliation Action Plan and the Disability Inclusion Action Plan in 2017; Council has committed to furthering a Diversity and Inclusion Strategy for staff and operations.

The 2021 - 2023 Diversity and Inclusion Strategy looks to implement its actions via several Employee Reference Groups that are focused on one particular dimension of Diversity and Inclusion, one of which is gender.

In parallel, in 2019 a Gender Diversity Committee was convened by the CEO, which has identified a number of 'quick wins' for furthering gender equality within Council.

5.0

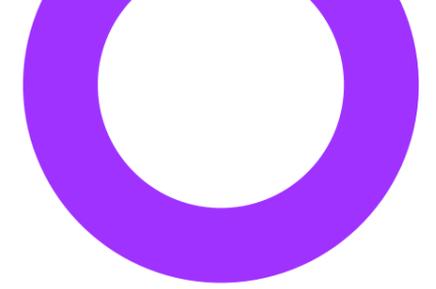
Consultation Process, Findings and Recommendations

Further to Change the Story, the actions and activities within the Action Plan are informed by consultations with external stakeholders, internal stakeholders and community members. Additional research

included a literature review of relevant DFV action plans, study of international best practice and an analysis of local Australian Bureau of Statistics data on the status of women. The process, though

not exhaustive, was undertaken to gain a better understanding of what strategies would work best in the Parramatta Local Government Area.

1	Consultation Process	External Stakeholders Young People Internal Stakeholders
2	Findings and Recommendations	Internal Stakeholders Young People and Healthy Relationships External Stakeholders Intersectionality



5.1 Consultation Process

5.1.1 External Stakeholders

A total of fourteen external stakeholder interviews were held. Individual interviews were held with the NSW Police; local DFV services for women, men and families; and multicultural services. Group consultations were held with community legal services, service providers for both Aboriginal and Torres Strait Islander communities, and communities who identified as lesbian, gay, and/or transgender. Some of these service providers were volunteer organisations.

5.1.2 Young People

Young people aged 12-17 years were consulted at Council's 2019 Youth Forum. The consultation structure and purpose were informed by a review of the current literature on young people's attitudes towards violence against women and respectful relationships. The review highlighted that young people in Australia, aged 12-18 years, are aware of DFV and what it is. Therefore, at the 2019 Youth Forum, young people were asked:

- ▶ How the community could support them to have healthy relationships; and
- ▶ Those who were in senior years were asked if they were aware of the online website developed by Our Watch "The Line"-- which is a website for young people, 12 to 20 yrs., to promote healthy, respectful and consensual relationships.

5.1.3 Internal Stakeholders

Internally, two teams within Council's People and Culture Business Unit were consulted at two different time points. In 2020, we consulted Business Partners about their experiences in supporting staff who are victims and/or perpetrators of DFV; and the current support provisions for staff experiencing DFV.

In 2021, we had discussions with the Organisational Capability team. These discussions situated the Action Plan within Council's proposed 2021-2023 Diversity and Inclusion Strategy and the implementation of organisational wide DFV Awareness Training. Also, in 2021, discussions were had with chairs of the Gender Diversity Committee. These discussions were centred on potential opportunities to lead the internal strategies outlined in the Action Plan.

5.2 Findings and Recommendations

There were several themes that emerged from the consultation findings which likely apply beyond the Parramatta Local Government area. Despite this lack of local specificity, the consultation findings reflected the experiences and priorities of our local communities, and therefore Council has a role in addressing them.

5.2.1 Internal Stakeholders

The key findings that emerged from consultations with internal stakeholders were:

- ▶ At present, the support available to staff is governed by the Domestic and Family Violence Policy. The current policy provides DFV leave; the right to flexible work conditions to address abuse; access to the Employment Assistance Scheme; and dictates that staff experiencing DFV shall not be disadvantaged in their employment.
- ▶ Opportunities exist to improve the implementation of Council's Domestic and Family Violence Policy (2016) and there is growing support to make the necessary changes.
- ▶ The Action Plan is seen as one piece of work that is situated within the larger strategic frameworks; and
- ▶ Staff Self-determination is vital. It was communicated that for true organisational change and commitment, it is important for the Gender Diversity Committee and the Employee Reference Group to plan and initiate its own actions.

Recommendations:

- ▶ DFV awareness and response training to be provided first to those People and Culture staff (including Business Partners) who have yet to receive it and then to managers within the business as a priority.
- ▶ Resources to be provided to general staff about DFV, either in the form of a pamphlet or intranet page.
- ▶ Action Plan to demonstrate how it is situated within the proposed 2021-2023 Diversity and Inclusion Strategy.
- ▶ Action Plan to not be overly prescriptive on staff activities; and
- ▶ Action Plan to detail minimum organisational outcomes or best practice indicators, as contained in Change the Story and other sources.

5.2.2 Young People and Healthy Relationships

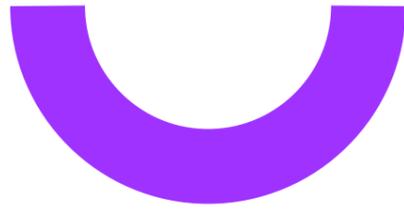
The findings from the 2019 Youth Forum consultation fell into three broad categories. Young people wanted:

- ▶ Spaces and/or opportunities to connect with other young people outside of school.
- ▶ Information about healthy relationships via school-based workshops, social media posts/pages and events; and
- ▶ Counselling services to support young people who are struggling with the impacts of mental illness and family violence.

5.2.3 External Stakeholders

External stakeholders identified systemic, mental health and social issues that were specific to the Action Plan:

- ▶ Social isolation and loneliness were key issues experienced by women in the community. Women from (Culturally And Linguistically Diverse) CALD backgrounds were more likely to be affected by social isolation whereas loneliness was more likely to be experienced by older women and women with disabilities.
- ▶ Participation in community-based activities and connection to community was important to those recovering from DFV.
- ▶ Several case studies were also provided, which demonstrated how the immigration system is being utilised by partners to perpetuate abuse against women in precarious migration situations; and
- ▶ Other examples given demonstrated that there are several Western Sydney based LGBTQIA+ community groups that provide social support; that LGBTQIA+ communities still face significant levels of discrimination; and that there are very few Western Sydney based services to support them.



5.2.3 External Stakeholders (Continued)

A range of systemic and funding issues were identified, and can be categorised as:

- ▶ Issues with service provision and coordination:
 - A perceived shortage of DFV casework services within the LGA.
 - Significant gaps in service provision for women on temporary visas and for women seeking asylum; and
 - A need to improve referral pathways to domestic and family violence services from primary health care services, businesses and volunteer groups;
- ▶ Professional development and networking:
 - A need for networking and low-cost professional development opportunities.
 - A need for Aboriginal Cultural Awareness and Competency training, particularly targeted to not-for-profit organisations, government agencies and community members to improve access to supports for Aboriginal and Torres Strait Islander communities.
 - A need to deliver LGBTQIA+ inclusive practice training and training about abuse in LGBTQIA+ relationships, that was targeted to not-for-profit organisations, government agencies and community members; and
 - An opportunity exists to undertake community capacity building work with Aboriginal and Torres Strait Islander women who live and work in the City of Parramatta.

5.2.4 Intersectionality

Applying an intersectional lens to strategies to preventing and addressing DFV was identified as a key theme to delivering effective services. In this Action Plan, an intersectional lens or intersectionality is identified as the phenomenon of experiencing gendered drivers of violence in combination with other forms of discrimination and inequality (Our Watch, 2018b).

It is the recognition that even though gender inequality is a driving factor for DFV; it is not always the most prominent or the only factor driving violence against women (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015). Case studies provided by the stakeholders highlighted how other forms of discrimination and inequality, such as poverty, racism, ableism, homophobia and transphobia amplified the violence experienced by the women in the Parramatta community. City of Parramatta is a diverse community; therefore, applying an intersectional lens to DFV work is essential.



6.0

Goals and Objectives

The goals, objectives, and activities of the Action Plan demonstrate how the Change the Story framework can be applied locally in a way that addresses local

needs and issues. The goals and objectives of the Action Plan reflect the theoretical foundation of the Action Plan—that primary prevention of DFV and the

activities of the Action Plan should address the issues, opportunities and concerns outlined in the Community and Organisational consultation and statistics.

6.1 Goals of the Action Plan

Goal 1	Gender equality in the community is promoted
Goal 2	Gender equality within Council's workplace is promoted
Goal 3	Capacity within Council's workplace and within the community to respond effectively to domestic and family violence is increased.

6.2 Action Plan Glossary

Activities	Individual actions detailing what will be done in the community/workplace.	
Lead Responsibility	Business/service unit with primary responsibility for delivery.	
Objectives	How Council will meet the goals of the Action Plan.	
Socially Sustainable Parramatta Framework (SSPF) Tools	Selected from Council's tools for social sustainability as per the SSPF.	
Support Responsibility	Business/service unit with auxiliary roles in delivery.	
Symbols Clarifying Type of Activity	<ul style="list-style-type: none"> ▲ Refocused Activity Existing activity that has been changed to increase effectiveness ● New action Completely new activity for Council ■ Continuing Activity Existing activity that is aligned with the Action Plan 	
Timeframe	Year the activity will start/commence. Activities may not finish the year they start. Activities with multi-year commitments indicate on-going activity.	



Domestic and Family Violence Action Plan

KEY ▲ Refocused Activity ● New action ■ Continuing Activity

Goal 1: Gender Equality within the Community is Promoted

Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
1.1 Women's leadership and independence in private and public life is supported.	1.1.1 ■ Coordinate the celebration of <i>International Women's Day</i> in March each year by: <ul style="list-style-type: none"> Delivering one LGA wide activity, and Supporting grassroots celebrations. 	Partnership	Community Capacity Building (CCB)		Years 1, 2 & 3
	1.1.2 ▲ Celebrate and increase understanding of Dharug women's connection to Country by elevating and amplifying the role of women in Dharug communities through interpretation works and other projects.	Partnership Awareness Raising	CCB	Major Events Open Space	Years 1, 2 & 3
	1.1.3 ● Identify appropriate strategies to address the City of Parramatta LGA's higher than average unemployment rate for women.	Partnership Awareness Raising	CCB	Social Outcomes	Year 2
	1.1.4 ● Deliver small business workshops for women to address specific issues particular to women (e.g. starting a small business, networking and securing capital).	Partnership Research	CCB	Economic Development	Year 3

Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
1.1 (Continued)	1.1.5 ▲ Capture insights from the <i>Girls in Sports Festival</i> to share with a wider audience.	Partnership Awareness Raising	Recreation & Facilities		Years 1, 2 & 3
	1.1.6 ▲ Implement a capacity building workshop for Aboriginal and Torres Strait Islander women.	Service Provision	CCB		Year 2
	1.1.7 ● Promote the social and cultural visibility of women with disabilities by delivering a project that is co-designed community members and local disability service provider.	Partnership	CCB	Community Care	Year 2
1.2 Lesbian, gay, transgender, intersex, queer and asexual (LGBTQIA+) people's leadership, visibility, and participation in community life is promoted.	1.2.1 ● Develop a discussion paper addressing Council's role in supporting the development, growth, and engagement of LGBTQIA+ community groups and their grassroots projects, with a particular focus on groups that represent the following communities: <ul style="list-style-type: none"> Aboriginal and Torres Strait Islander people People who are form CALD (Culturally And Linguistically Diverse) backgrounds People who are gender diverse. 	Partnership Engagement	CCB		Year 1
	1.2.2 ▲ Work in partnership with the <i>Parramatta Queer Forum</i> to: <ul style="list-style-type: none"> Build its capacity to maintain and grow the network Implement actions to celebrate <i>Sydney Gay and Lesbian Mardi Gras Festival</i> in February/March each year Commemorate <i>International Day Against Homophobia, Biphobia and Transphobia</i> in May each year Support <i>Pride Picnic Day</i> in June each year. 	Partnership	CCB		Years 1, 2 & 3

Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
1.3 Equal and respectful relationships between young people, men, women and within families is promoted.	1.3.1 ● Test the feasibility of delivering the Love Bites program in local high schools, community organisations; with the aim of developing a sustainable model of program delivery.	Partnership	CCB		Year 1
	1.3.2 ▲ Work with <i>Shine for Kids</i> to support local Aboriginal and Torres Strait Islander families who have a parent incarcerated at Silverwater Corrections Complex, with a particular focus on healing activities.	Partnership	CCB		Year 3
	1.3.3 ■ Celebrate fatherhood and men as carers in the community via: <ul style="list-style-type: none"> • One LGA wide activity for Father's Day in September each year • One community campaign to promote men in caring roles activities. 	Partnership	CCB		Years 1, 2 & 3
1.4 Awareness of the systemic barriers that perpetuate violence against women is increased.	1.4.1 ■ Investigate the impact and prevalence of dowry abuse in the community; develop resources to address the issue and promote the research findings to advocate for change in NSW legislation.	Partnership Research Advocacy	CCB		Year 1
	1.4.2 ● Co-design, with a disability service, resources for service providers that increase knowledge about identifying and assisting women with a disability experiencing DFV.	Partnership Training	CCB	Community Care	Year 3
	1.4.3 ■ Coordinate the <i>16 Days of Activism Against Gender Based Violence</i> campaign in November each year with <i>Parramatta Cumberland DFV Prevention Interagency</i> to deliver: <ul style="list-style-type: none"> • One LGA wide activity • Social media communication; and • Support grassroots activities. 	Partnership	CCB		Years 1, 2 & 3
	1.4.4 ● Council advocates for legislative reforms, service and funding increases, as appropriate, to improve responses to DFV and increase primary prevention efforts.	Awareness Raising	Lord Mayor's Office		Years 1, 2 & 3

Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
1.5 Knowledge and application of the national Primary prevention of violence against women framework (i.e. <i>Change the Story</i>) is increased.	1.5.1 ■ Lead interagency partnerships to develop strategic projects and drive advocacy on the <i>Change the Story</i> framework via: <ul style="list-style-type: none"> • Convening the <i>Parramatta Primary Prevention of Violence Against Women Network</i> • Co-convening the <i>NSW Collaboration on the Primary Prevention of Gender Based Violence</i>; and • Facilitating the <i>Consortium for Take the Lead- Preventing Violence Against Women in Cumberland and Parramatta</i>. 	Partnership	CCB		Years 1, 2 & 3
	1.5.2 ■ Deliver <i>Change the Story</i> training to not-for-profit organisations, government agencies, businesses, and community members.	Training	CCB		Years 1, 2 & 3
	1.5.3 ● Utilising <i>Our Watch's Workplace Equity & Respect Program</i> ; run workshops for small/medium business on how to implement businesses practices and procedures that decrease the perpetuation of gender inequity.	Training	CCB	Economic Development	Year 3



Goal 2: Gender Equality within Council's Workplace is Promoted

Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
2.1 Workplace actions and strategies to increase gender equality are implemented.	2.1.1 ■ Council develops and implements a Diversity and Inclusion strategy, that prioritises 'Gender; as one of the diversity dimensions.		Gender Employee Reference Group	People & Culture	Year 1
	2.1.2 ▲ Council will leverage existing employee engagement survey data around diversity and inclusion to identify key themes and insights on workplace attitudes gender, diversity, and inclusion.	Research Strategic Partnerships	Gender Employee Reference Group	People & Culture	Year 1, with repeat determined by People & Culture
	2.1.3 ● Council will celebrate men as carers through workplace activities; flexible working conditions; and creating an awareness of policies and options available.	Awareness Raising	Gender Employee Reference Group/ People and Culture	CCB	Years 1, 2 & 3
2.2 Women's leadership within the workplace is supported.	2.2.1 ▲ Council's Women's Network is supported, including the meetings and its associated events.	Engagement	Gender Employee Reference Group	CCB	Years 1, 2 & 3
	2.2.2 ▲ Council scopes the potential for a mentoring and leadership program for women and LGBTQIA+ people?	Research	People and Culture/ Gender Employee Reference Group		Years 2 & 3
	2.2.3 ▲ Council celebrates International Women's Day in March via an activity for Council staff.	Awareness Raising	Gender Employee Reference Group	CCB	Years 1, 2 & 3

Goal 3: Capacity within Council's Workplace and within the Community to Respond effectively to Domestic and Family Violence is Increased

Objective	Activities	SSPF Tools	Responsibility		Timeframe
			Lead team	Support team	
3.1 Networks and interagency partnerships to improve responses to DFV are strengthened.	3.1.1 ■ Support DFV inter-agencies to implement capacity building projects, strategic partnerships, and drive advocacy on identified issues: • Parramatta-Cumberland DFV Prevention Interagency • LGBTQIA+ DFV Interagency	Partnership	CCB		Years 1, 2 & 3
	3.1.2 ● Develop resources for small/medium businesses to increase their skills and knowledge on how to assist staff experiencing DFV.	Partnership	CCB	Economic Development	Year 2
	1.1.7 ● Develop and trial referral pathway protocols between volunteer organisations and the funded DFV response service sector.	Partnership	CCB		Years 2 & 3
3.2 Knowledge and application of inclusive and culturally appropriate practice is increased.	3.2.1 ■ Provide training to not-for-profit organisations, government agencies, businesses and community members on how to support the LGBTQIA+ community regarding: • LGBTQIA+ Inclusive practice training • Intimate partner violence and family violence experienced by LGBTQIA+ communities	Training	CCB		Years 1, 2 & 3
	3.2.2 ● Investigate the feasibility of running cultural supervision for Aboriginal and Torres Strait Islander workers with the goal being to develop partnerships to provide this service.	Service Provision	CCB		Years 2 & 3
	3.3 Knowledge of domestic and family violence amongst Council staff and managers is increased.	3.3.1 ▲ Council delivers DFV Awareness and Response Training workshops for People and Culture teams and leaders.	Awareness and Training	Funding: CCB Coordination: People and Culture	CCB
	3.3.2 ▲ Council develop and maintain an Insite page of DFV resources and information targeted for staff and leaders.	Awareness and Training	People and Culture	CCB	Years 1, 2 & 3

8.0

Outcomes Measurement Framework

8.1 Purpose and Scope

The purpose of this outcome measurement framework is to provide Council with an understanding of the impact of the Action Plan; and document how Council is contributing to reducing DFV. Therefore, this framework only covers the duration of the Action Plan (three years).

Along with tracking impact of the Action Plan, the framework also seeks to provide a basis for:

- ▶ Monitoring the progress of its activities.
- ▶ Identifying results and, therefore, enabling improvement in its implementation; and

- ▶ providing accountability for its implementation (Women's Health West, 2018).

The outcomes framework seeks to answer these measurement questions:

- ▶ To what extent has the Action Plan impacted individual attitudes, knowledge, and behaviours?
- ▶ To what extent has the Action Plan changed the practices within Council's workplace and other external organisations and community groups?
- ▶ To what extent has the Action Plan increased collaboration, collective learning, and integration of primary prevention practice?

- ▶ To what extent has the Action Plan increased collaboration within the DFV response sector and between the DFV response sector and other community groups, organisations and businesses? (Women's Health West, 2018)



8.2 Theory of Change

The Action Plan works towards the following community and societal changes:

- ▶ That gender equality is normalised within the community.
- ▶ That Council is a gender equitable, safe workplace; and
- ▶ That DFV responses are effective and coordinated.

To achieve this change in the community and workplace the goals, objectives, and activities of the Action Plan have been designed based on the following assumptions:

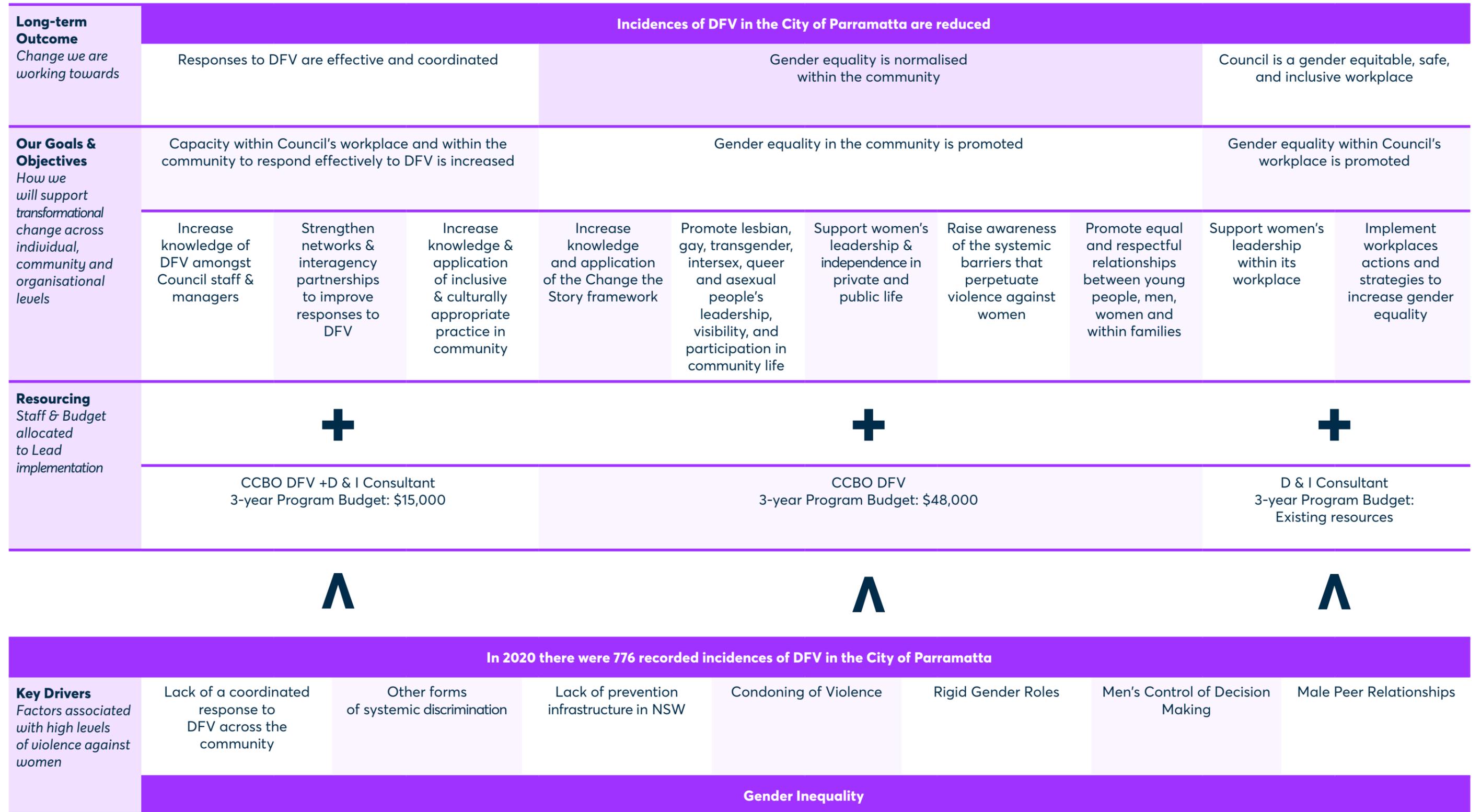
- ▶ That a change in knowledge and skills will lead to a change in attitude and behaviours that challenge gender inequity.
- ▶ That social modelling through media campaigns, events and workshops will lead to a change in attitude and behaviours that challenge gender inequity.
- ▶ That increasing collaboration and networks will lead to the integration and proliferation of primary prevention practice.
- ▶ That a targeted change to workplace practices will lead to increased participation of women in leadership and decision-making roles.
- ▶ That strengthening of networks and partnerships will lead to an improvement in DFV responses (Women's Health West, 2018).

The Action Plan was designed to address the norms, practices and structures that perpetuate domestic and family violence at multiple levels—within the individual, within organisations, in the community, and within institutions. The Change the

Story framework (Our Watch, 2017) identifies this as the approach required to achieving lasting, transformational change. To this end, Council has also added capacity building and support for the local DFV response sector.

Therefore, within the Action Plan there are multiple pathways to change and these pathways can be mutually reinforcing.

8.3 Theory of Change: Model



8.4 Indicators

8.4.1 Headline Indicators

The Socially Sustainable Parramatta Framework (SSPF) is Council's primary policy instrument which outlines how Council will create a more socially sustainable Parramatta (City of Parramatta, 2019). The Action Plan, as one of several Council plans to improve social and community well-being, is informed by the SSPF. As an example, the Action Plan utilises the SSPF's tools for Social Sustainability. The SSPF Indicator Framework (City of Parramatta, 2019) tracks Council's progress in this work; and thereby provides indicators which demonstrate Council's impact at the whole of population and organisational level.

DFV is a whole of population issue and the Action Plan encompasses activities, objectives and goals that address the whole of population and Council as a workplace. Therefore, the Action Plan requires whole of population and whole of Council indicators that provide a measure of accountability for the Action Plan at those levels.

It is, however, a challenge to align the Action Plan's Outcomes Framework with the SSPF Indicators. Best practice dictates that population level and organisational change for primary prevention of domestic and family violence work needs to be tracked utilising gender specific data (Our Watch and Australia's National Research Organisation for Women's Safety, 2017). However, such data sets are not readily available to us at a local government level in Parramatta. The SSPF Indicator Framework, at this stage does not track gender specific data (City of Parramatta, 2019) as it was developed prior to the Action Plan.

Despite these short comings, the SSPF Indicator Framework reflects best practice in outcomes measurement (City of Parramatta, 2019). It therefore remains the best way to track the Action Plan at a community and organisational level. If we see the Action Plan as furthering community well-being and inclusion—by increasing gender equality and reducing DFV—then there is a clear alignment between the Action Plan and the SSPF Indicators.

In this context, the Action Plan's Outcomes Framework aligns with the following SSPF Indicators (City of Parramatta, 2019):

- ▶ **Facilitate social connections to foster socially and culturally diverse, inclusive, and empowered communities; and**
- ▶ **Improve council's policies and practices to enable a more socially sustainable City of Parramatta.**

These SSPF Indicators (City of Parramatta, 2019) therefore become the Action Plan's 'Headline Indicators' within the Action Plan's Outcomes Framework, and the activities tracked by the Action Plan's Monitoring and Measurement Indicators contribute to the progression of these Headline Indicators.

8.4.2 Monitoring and Measurement Indicators

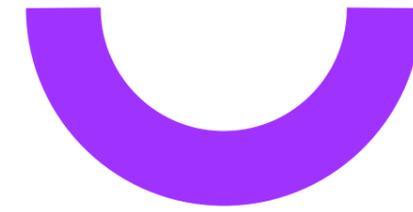
The 'Monitoring and Measurement Indicators' track the implementation of the Action Plan's activities and address the measurement questions posed at the beginning of this segment. These indicators were developed from a variety of best practice sources, with the major contributor being INCEPT by Inner West Primary Care Partnership (2021).

Evidence to verify the Monitoring and Measurement Indicators were derived from sources that could provide the most relevant, verifiable data at a local government/local community level. As this is the first iteration of the Action Plan, there is a challenge in obtaining relevant data sets for all the Monitoring and Measurement Indicators. Therefore, there are new data sets which will be created, including targets for success, as the Action Plan is implemented.

8.5 Monitoring and Measuring

The table below provides the detailed explanation of how the Action Plan will be monitored and its progress measured.

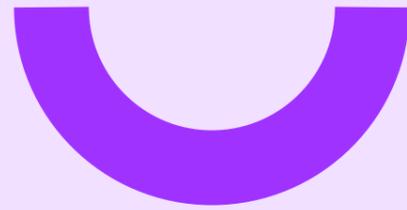
Action Plan Goal	Monitoring Objective <i>What change do we want to see?</i>	Indicators for Measurement <i>What are we tracking for change?</i>	Target <i>How do we know we have been successful?</i>	Data Source <i>Where will we get data from?</i>
Goal 1: Gender equality in the community is promoted.	1.1 There is increased knowledge and practice of the <i>Change the Story</i> framework.	1.1.1 Percentage of training participants who demonstrate an increase of knowledge of the <i>Change the Story</i> framework.	1.1.1 >75% of training participants who demonstrate an increase in knowledge of the <i>Change the Story</i> framework.	<ul style="list-style-type: none"> ▶ Post-activity/ event/ workshop surveys via paper and online platforms. ▶ Meeting minutes with community partners to collect participant observational data; and event partner feedback and reflections. ▶ CCB's Client Satisfaction Survey.
		1.1.2 Percentage of project partners undertake a primary prevention project.	1.1.2 >50% of project partners undertake a primary prevention project.	
	1.2 There is increased awareness of the harmful impacts of rigid gender roles/ stereotypes.	1.2.1 Percentage of event participant or community workshop participants that have an increased knowledge of the consequences of rigid gender roles or stereotypes.	1.2.1 >75% of event participant or community workshop participants that have an increased knowledge of the consequences of rigid gender roles or stereotypes.	<ul style="list-style-type: none"> ▶ Post-activity/ event/ workshop surveys via paper and online platforms.
1.3 There is increased support for female leadership.	1.3.1 Percentage of event participants or workshop participants who have increased their thinking "both women and men can be good community leaders in (insert situation)."	1.3.1 >75% of participants who think "both women and men can be good community leaders in (insert situation)."	<ul style="list-style-type: none"> ▶ Post-activity/ event/ workshop surveys via paper and online platforms. ▶ Metrics from social media and websites. 	



Action Plan Goal	Monitoring Objective <i>What change do we want to see?</i>	Indicators for Measurement <i>What are we tracking for change?</i>	Target <i>How do we know we have been successful?</i>	Data Source <i>Where will we get data from?</i>
Goal 1 (Continued)	1.4 There is increased knowledge of systemic barriers that perpetuate abuse against women.	1.4.1 Percentage of participants that have an increased knowledge of the types of behaviour that constitute dowry abuse.	1.4.1 >75% of participants have an increased knowledge of the types of behaviour that constitute dowry abuse.	<ul style="list-style-type: none"> ▶ Post-activity/ event/ workshop surveys via paper and online platforms. ▶ Metrics from social media and websites.
		1.4.2 Percentage of participants that report an increased confidence to support a woman with a disability experiencing DFV.	1.4.2 >75% of participants report an increased confidence to support a woman with a disability experiencing DFV.	
	1.5 There is an increase in skills in young people, men and women to negotiate respectful relationships.	1.5.1 Percentage of participants that feel more confident negotiating respectful relationships in their personal and public spheres.	1.5.1 >75% of participants feel more confident negotiating respectful relationships in their personal and public spheres.	<ul style="list-style-type: none"> ▶ Post-activity/ event/ workshop surveys via paper and online platforms. ▶ Metrics from social media and websites.
		1.5.2 Percentage of participants that feel more confident promoting respectful relationships in their personal and public spheres.	1.5.2 >75% of participants that feel more confident promoting respectful relationships in their personal and public spheres.	

Action Plan Goal	Monitoring Objective What change do we want to see?	Indicators for Measurement What are we tracking for change?	Target How do we know we have been successful?	Data Source Where will we get data from?
Goal 2: Gender equality within Council's workplace is promoted.	2.1 Council increases positive perceptions of diversity and inclusion amongst staff.	2.1.1 Percentage of staff with a 'Positive Perception' in the Diversity Dimensions of the Staff Engagement Survey.	2.1.1 Increase from the 2021 Result—the percentage of staff with a 'Positive Perception' on the following statements: a) "I feel like I belong here." Baseline: 54% b) "I feel it is safe to speak up without fear of adverse consequences." Baseline: 39% c) "We have a work environment that is accepting of diverse backgrounds and ways of thinking." Baseline: 57%	▶ Council's Staff Engagement Survey.
	2.2 Council increases its actions and strategies that promote gender equality for staff.	2.2.1 Percentage of male Council staff who indicate that they have knowledge of Council's flexible work conditions, the relevant policies, and options available.	2.2.1 >50% of male Council staff indicate that they have knowledge of Council's flexible work conditions, the relevant policies, and options available.	▶ Post-workshop surveys via paper and online platforms. ▶ Council staff engagement survey. ▶ People and Culture.
		2.2.2 Percentage of male staff who take parental leave and/or take flexible leave options.	2.2.2 Data not currently available, target to be developed.	
		2.2.3 # of policy and/or procedure changes/improvements that have occurred to promote gender equity.	2.2.3 Data not currently available, target to be developed.	▶ People and Culture.

Action Plan Goal	Monitoring Objective What change do we want to see?	Indicators for Measurement What are we tracking for change?	Target How do we know we have been successful?	Data Source Where will we get data from?
Goal 3: Capacity within Council's workplace and within the community to respond effectively to DFV is increased.	3.1 There is an increase in knowledge and application of inclusive practice.	3.1.1 Percentage of training participants who demonstrate: an increase of knowledge in how to support LGBTQIA communities experiencing DFV.	3.1.1 >75% of training participants who demonstrate: an increase of knowledge in how to support LGBTQIA communities experiencing DFV.	▶ Post-workshop surveys via paper and online platforms. ▶ Meeting minutes with community partners to collect participant observational data; and event partner feedback and reflections. ▶ Council website metrics (external).
		3.1.2 Percentage of training participants who demonstrate an increase in knowledge of how to make their services accessible for LGBTQIA communities.	3.1.2 >75% of training participants demonstrate an increase in knowledge of how to make their services accessible for LGBTQIA communities.	
		3.1.3 The number of download and page hits on Council's LGBTQIA website.	3.1.3 Data not currently available, target to be developed.	
	3.2 There is increased knowledge of domestic and family violence.	3.2.1 Percentage of participants that demonstrate an increased understanding of the types of behaviour that constitute DFV.	3.2.1 >75% of participants that demonstrate an increased understanding of the types of behaviour that constitute DFV.	
3.2.2 The number of download and page hits on: ▶ Council Connect DFV Resource Page (internal) and ▶ Council's DFV Resource Pages (external)		3.2.2 Data not currently available, target to be developed.		
3.3 Partnership between DFV response services and non-DFV services is increased.	3.3.1 DFV response services report an increase in partnerships/relationships with non-DFV services.	3.3.1 Data currently not available, target to be developed.	▶ Meeting minutes with community partners to collect participant observational data. ▶ CCB's Client Satisfaction Survey.	



8.6 Reporting

The outcomes framework provides a basis to monitor the Action Plan's activities and its impact. Consistent monitoring of the Action Plan will ensure activities are completed in a timely manner and challenges to implementation are addressed appropriately.

The DFV Community Capacity Building Officer (CCBO DFV) will coordinate the monitoring of the Action Plan. DFV CBBO will work with relevant staff within People and Culture to appropriately report on the Action Plan's internal activities. CCBO DFV will also ensure that that Council meets its reporting obligations

for the Action Plan for the Delivery Plan and Operational Plan; and will provide progress reports to the Group Manager Social and Community Services and Executive Director Community Services as needed; as well as an annual report to Council

8.7 Governance

Governance of the Action Plan will be shared between the Community Capacity Building Team and People and Culture. The Action Plan is complimentary to Council's proposed 2021 - 2023 Diversity and Inclusion Strategy.

Therefore, governance of the goal, objective and activities that are focused on staff will be led by People and Culture. External community-based goals, objectives and activities will be led by the Community Capacity Building Team.

The Diversity and Inclusion Consultant and CCBO DFV will work in partnership to ensure that the Action Plan is delivered in a timely fashion.



Appendix

9.1 Definition

To ensure consistency with internal and external outcomes and activities; the Action Plan utilises the Council's DFV Policy definition of a 'family' and 'DFV'. Thus, DFV is identified as a pattern of abuse within interpersonal and familial relationships, where one person seeks to exert power and control over another; and in doing so causes physical and/or psychological harm. The violence can be physical, sexual, psychological, emotional or verbal abuse. It can also take the form of economic abuse, harassment and/or stalking. Dowry abuse is also recognised as a form of economic abuse within this definition (City of Parramatta, 2015).

Family structures within the City of Parramatta are diverse. However, when we refer to families we mean those who are related to one another through blood; marriage or de facto partnerships; through adoption and fostering relationships, sibling and extended family relationships. Families also includes the full range of kinship ties in Aboriginal and Torres Strait Islander communities, extended family relationships, and families within lesbian, gay, bisexual, transgender, intersex or queer (LGBTQIA+) communities (City of Parramatta, 2015).



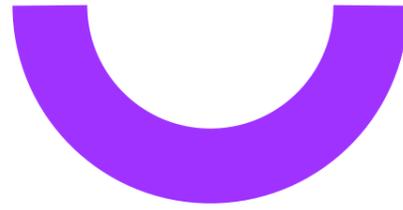
9.2 Prevalence, Community Impact and Crime Statistics

From January to December 2020, there were 776 recorded incidences of DFV in the City of Parramatta. This is a rate of 308 incidences per 100,000 people (NSW Bureau of Crime Statistics and Research, 2020). With up to 50% of incidences of DFV not reported to the police; the true rate of violence is likely much higher (Birdsey, 2013). Other social, health and economic data highlights the significant impact the issue has on the community.

DFV is prevalent in communities across Australia. At any point in their lifetime, 17% of women and 6% of men would have experienced domestic and/or family violence. Analysis of the social research and crime records demonstrate that the perpetrators of this violence are mostly male and that the victims are mostly female (Australian Institute of Health and Welfare, 2018). Thus, DFV is a gendered issue which disproportionately affects women and the children who are in their care.

DFV also has significant health and economic impacts. An analysis of health outcomes for women and men has shown that DFV is the highest risk factor for death, disability or illness for a woman aged 18-44 (Webster, 2016). DFV costs employers \$2.1 billion dollars in lost productivity (Price Waterhouse Coopers, 2015). It is also the leading cause of homelessness both within NSW and nationally (Homelessness Australia, 2016).

Furthermore, multiple forms of discrimination can increase the impact of DFV. Women with a disability or a long-term health condition are twice as likely to experience abuse from a partner compared to other women. Whereas Aboriginal and Torres Strait Islander women are 32 times more likely to be hospitalised due to family violence in comparison to non-Aboriginal and Torres Strait Islander women (Australian Institute of Health and Welfare, 2018). Therefore, strategies to prevent DFV also need to address the other forms of discrimination and exclusion experienced by women in the community.



9.3 The Primary Prevention of DFV Framework

The framework clarifies that this form of gender inequality is expressed in four ways within Australian society:

- ▶ The Condoning of violence against women.
- ▶ Men's control of decision-making and limits to women's independence in public life and relationships.
- ▶ Rigid gender roles and stereotyped constructions of masculinity and femininity; and
- ▶ Male peer relationships or 'male bonding' that emphasises aggression and disrespect towards women (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015).

Therefore, to reduce the impact of gender inequality and to stop its perpetuation, the following actions need to be undertaken to transform cultural, social and structural values, norms and practices:

- ▶ Foster positive personal identities and challenge gender stereotypes in personal and public life.
- ▶ Challenge condoning of violence against women.
- ▶ Promote women's independence and decision-making; and
- ▶ Strengthen positive, equal and respectful relations.

These actions need to be undertaken in a variety of settings to be effective. This includes such locations as workplaces, places of worship, education institutions, places of care, health services or sport and recreation organisations (Our Watch, Australia's National Research Organisation for Women's Safety (ANROWS) and VicHealth, 2015).

A multifaceted, tailored approach to the communities and organisations that are engaged is required. Local governments are well placed to lead the primary prevention of DFV at the local level with the variety of relationships that they have across their communities.



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KOREAN

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CHINESE

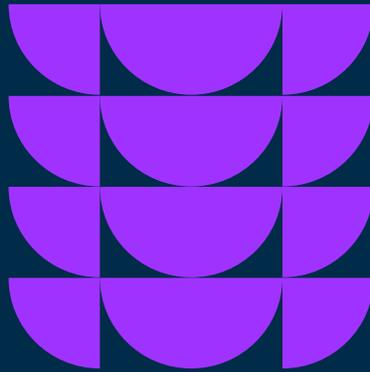
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ARABIC

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HINDI

यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।



**Prevention of
Domestic &
Family Violence**
Action Plan
2022-2025

