



WORKFORCE CAPABILITY FRAMEWORK

**Domain 3: Managing risk, prioritising
safety, and recovery**



**Domestic, Family and
Sexual Violence and Women's
Health and Wellbeing Sector**



WorkUP
QUEENSLAND



Managing risk, prioritising safety, and recovery



People's safety is always the first priority. It is dependent upon the effective identification, assessment, and management of immediate and long-term risks. Understanding and acknowledging the dynamic and cumulative nature of trauma and stress recognises and builds upon an individual's strengths, experiences, and agency.

Collaborative approaches to assessing risk must be responsive to culture, intergenerational trauma, and the compounding impacts of discrimination and disadvantage that Aboriginal and Torres Strait Islander peoples and those from different and diverse groups face. Approaches must balance promoting accountability, pursuing healing and recovery, and moving beyond a crisis lens.



DOMAIN 3

There are three supporting capabilities required within this domain:

3.1 Takes a trauma-informed approach to assessing risk and safety

A deep understanding of how trauma impacts people's thoughts, beliefs, and behaviours is necessary to uncover and embed relevant information into risk identification and assessment processes.

The nature of risks is complex and dynamic, with risks changing with time and circumstances. This requires practitioners to undertake ongoing risk assessments, examining risk, protective factors, and behaviour patterns.

3.2 Develops multi-agency responses that promote safety and wellbeing

Developing responses that prioritise immediate safety and balance the importance of longer-term wellbeing and recovery requires multidisciplinary and multiagency approaches.

Within complex, challenging, and often time-critical circumstances, creative and evidence informed responses are required. They should be based on decisions that respect an individual's wishes and unique circumstances, and they should work with and around system barriers.

3.3 Promotes accountability with people who use violence

Understanding how to hold people to account and tailor approaches to individual and cultural contexts is a critical part of holistic responses and preventing further violence.

Working within non-consent-based service contexts requires balance and nuance grounded in a gendered frame.





You need to pick up on the nuances when you hear a story, its often about what you don't hear, and this comes with experience.

3.1 Takes a trauma-informed approach to assessing risk and safety

ALLIED SUPPORT

- > Demonstrates compassion for the trauma people have experienced.
- > Documentation and data entry is done in a timely and accurate manner, relevant to role.
- > Able to identify safety concerns and indicators of risk and escalate any issues or conflicts in a timely way.
- > Is flexible and adaptable even in the face of unpredictable and challenging circumstances.

PRACTITIONER

- > Approaches risk assessments as a complex and evaluative process rather than a one-off event.
- > Seeks information from multiple sources to understand the dynamics, nuances, and shifting nature of risk.
- > Uses a trauma informed lens to undertake risk assessments identifying warning signs, risks, and protective factors.
- > Tailors risk assessment approach to different people's contexts, acknowledging the compounding effects of multiple forms of discrimination.
- > Able to diffuse and manage escalating behaviour and risk in a timely manner.
- > Documents in a timely, clear, factual, succinct, and quality manner that is respectful of people's journeys.
- > Takes a whole-of-family, whole-of-community approach when assessing risk and safety management processes with Aboriginal and Torres Strait Islander peoples and communities.

ADVANCED PRACTITIONER

- > Accomplished in identifying risk, harmful behaviours, and protective factors, and guides other staff in more complex situations.
- > Highly developed ability to collect and focus on relevant and required information, with strong intuition and ability to pick up nuances.
- > Autonomously undertakes comprehensive risk assessments and provides support and advice to other practitioners, particularly in complex situations about how to navigate issues and systems.
- > Accomplished in recording and documenting case notes and other relevant information and provides feedback and guides others to develop.
- > Has an advanced understanding of intergenerational trauma and knows how to work in partnership with Aboriginal and Torres Strait Islander peoples, families, communities, and providers.
- > Uses intersectional lens to unpack risk and develop responses that improve safety, that are unique to the individual.

LEADER

- > Has a sophisticated understanding of the signs of harm and trauma and leads people and programs in developing and embedding best practice approaches.
- > Has a strong and balanced risk management and mitigation lens at all levels of operations.
- > Prioritises and supports the development of high-quality documentation and recording practices to create evidence, comply with legislation, and manage risk.
- > Promotes the importance of a trauma-aware, healing-informed lens when working with Aboriginal and Torres Strait Islander peoples and ensures this is prioritised in practice approaches.



For women's safety, wellbeing and recovery you need an appreciation of how all the parts of the system fit together.

3.2 Develops multi-agency responses which promote safety and wellbeing

ALLIED SUPPORT

- > Actively contributes to a multidisciplinary approach as appropriate.
- > Is warm and sensitive, making people feel comfortable as part of their longer-term recovery and rebuilding journey.
- > Provides information as appropriate to non-specialist providers or agencies to build their knowledge and understanding.

PRACTITIONER

- > Makes evidence-informed and balanced decisions as a result of the assessment process, setting goals with individuals that focus on safety and empowerment.
- > Develops and documents safety plans that are tailored to the individual's circumstances and that take a holistic view.
- > Develops multidisciplinary case management approaches that refer, consult, advocate, and share information (as appropriate) to ensure safety and promote wraparound supports.
- > Incorporates wellbeing and recovery into a holistic case management approach to promote the journey of rebuilding.
- > Works as an ally with women and families, including in decision-making and identifying solutions that build upon strengths and prioritise autonomy, agency, and expertise.
- > Is aware of options for Aboriginal and Torres Strait Islander peoples to access community-driven responses that prioritise cultural healing.

ADVANCED PRACTITIONER

- > Displays advanced capability in complex decision-making, balancing safety, best practice, resource limitations and desired outcomes.
- > Highly competent and autonomous in safety planning and supports others to develop in this area.
- > Promotes multidisciplinary approaches, referring and communicating to resolve safety issues and optimise responses.
- > Shares information (as appropriate) across agencies to ensure safety, promote accountability, and focus on longer-term wellbeing.
- > Models a strengths-based approach, particularly in complex situations, and ensures processes and systems minimise the need for people to retell their stories.
- > Has strong relationships and alliances with community-controlled and other cultural and specialised organisations.

LEADER

- > Demonstrates superior and balanced decision-making skills within complex and challenging situations and environments.
- > Has a sophisticated understanding of the complexities of safety planning and can take a pragmatic yet supportive approach that ensures systems, resourcing, and support as needed.
- > Highly attuned to the dynamics of multidisciplinary practice and drives a culture of collaboration.
- > A sophisticated strengths-based leader who embeds principles of empowerment, responsibility, and shared decision making across the organisation.
- > Leads collaborative practice approaches with diverse agencies that are open and sufficiently robust to enable challenge.
- > Engages with Elders, takes account of local protocols, and establishes relationships to understand and respond appropriately to intergenerational trauma.



Being passionate and advocating for survivors must be a core belief.

3.3 Promotes accountability with people who use violence

ALLIED SUPPORT

- > Facilitates and supports connections with advocates and others as requested.
- > Professional, effective, and timely logistic management to enable effective group and therapeutic interventions.
- > Is non-judgmental and respectful in any contact with those who use violence.
- > Is neutral and professional in contact with people who use violence, avoiding the establishment of overfamiliar connections.

PRACTITIONER

- > Places work within a gendered lens and creates safe, respectful, and trusting relationships and spaces to promote accountability.
- > Avoids collusion and recognises and rejects tactics used to minimise or deny use of violence.
- > Supports inclusive and safe interventions that challenge attitudes and harmful patterns of behaviours, which supports personal accountability and change.
- > Uses a community approach to holding people who use violence to account when working with Aboriginal and Torres Strait Islander communities.
- > Monitors and evaluates behaviour change and works collaboratively with others to respond to escalation while maintaining relationships.
- > Highly developed ability to build rapport and hold the space for and with those who use violence. Guides other practitioners to do the same.
- > Models best practice and evidence-informed behaviour planning, particularly in more complex situations.
- > Accomplished in maintaining accountability to sustain safe behaviours as part of ongoing interventions.

ADVANCED PRACTITIONER

- > Highly developed ability to build rapport and hold the space for and with those who use violence. Guides other practitioners to do the same.
- > Models best practice and evidence-informed behaviour planning, particularly in more complex situations.
- > Accomplished in maintaining accountability to sustain safe behaviours as part of ongoing interventions.
- > Sophisticated, reflexive, and able to pivot and respond to changes in dynamics and behaviours. Guides other practitioners to develop.
- > Adept at balancing the tension between developing effective relationships and collusion and has an advanced understanding of the tactics used and how to manage and mitigate these.
- > Leads collaboration and connection with advocates and others, educating and building the understanding of working with perpetrators.
- > Engages in critical reflection and supports the development of practice accountability across the team.

LEADER

- > Ensures compliance with requirements and specifications and works to balance complex needs in delivering effective group programs.
- > Advanced gender analysis, championing the importance of this work as a key component of the overall solution to domestic, family and sexual violence and women's health and wellbeing as a whole.
- > Believes that people who use violence can choose to change and engenders this belief in the way staff and programs work and relate.
- > Appreciates that working in the perpetrator space is a growing area that may not be well understood by others. Advocates for and educates others in translating outcomes and influencing outwardly.
- > Provides supervision to enable critical reflection, development, and accountability of practice with people who use violence.