



**WorkUP**  
QUEENSLAND

*Strengthening practice: Creating healing*

# Reference Group

**Terms of Reference and Application Process**

**February 2024**

## Introduction

WorkUP Queensland will provide Queenslanders with a strategic, well-trained and strongly supported domestic and family violence, sexual assault and women's health and wellbeing workforce that will help in the effort to end violence in Queensland. As part of the governance of this service the Reference Group provides advice and support directly to the Steering Committee.

We are seeking expressions of interest for membership of the Reference Group. This document sets out the context of WorkUP Queensland, Terms of Reference and the expression of interest process. If you would like to express interest, read the following and complete the survey linked on page 7.

## Context

The Queensland Department of Justice and Attorney General (the Department), through the Office for Women's Safety and Violence Prevention, provides funding for more than 180 services across Queensland. The services are delivered by a range of small single-purpose incorporated associations, medium and large statewide non-government and Aboriginal and Torres Strait Islander organisations, and include:

- state-wide helplines
- women's refuges
- counselling and support services
- specialist DFV, sexual assault and women's health and wellbeing services
- women's health and wellbeing services
- Aboriginal and Torres Strait Islander family violence services
- court support services
- legal support services
- perpetrator intervention initiatives
- high risk teams.

The Special Taskforce on Domestic and Family Violence in Queensland, chaired by the Honourable Dame Quentin Bryce AD CVO, undertook a comprehensive review of domestic and family violence in Queensland. The *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland* report (Not Now, Not Ever Report) made 140 recommendations to inform a long-term vision and strategy for Government and the community, to end domestic and family violence in Queensland.

As part of its lead responsibility for implementing several recommendations from the Not Now, Not Ever report, the Department has invested in new and enhanced domestic and family violence services.

Like much of the community services industry, the Sector's most crucial resource is its workforce, and it currently employs an estimated 600-700 workers. A report commissioned by the Department in 2018 highlighted that significant increases in demand (exemplified by a 45% increase in domestic violence order applications relative to population in the 10 years to 2016-17), increasing complexity of client needs, a significant workforce cohort nearing retirement age, new practice evidence and skill requirements, and recruitment challenges are all impacting on service providers' capacity and capability. The report also estimated that within the next five years, services may need to create between 80 and 215 new positions.

Drawing on the Not Now, Not Ever report, the Department also identified 29 priority areas for professional development across the Sector, focusing on domestic and family violence-specific training, generalist practitioner skills and business/organisational capability. In addition, induction training for new staff in High Risk Teams is to continue.

As a key part of its response to these issues and priorities, the Department has funded The Healing Foundation and Australia’s National Research Organisation for Women’s Safety (ANROWS) to deliver the service known as WorkUP Queensland.

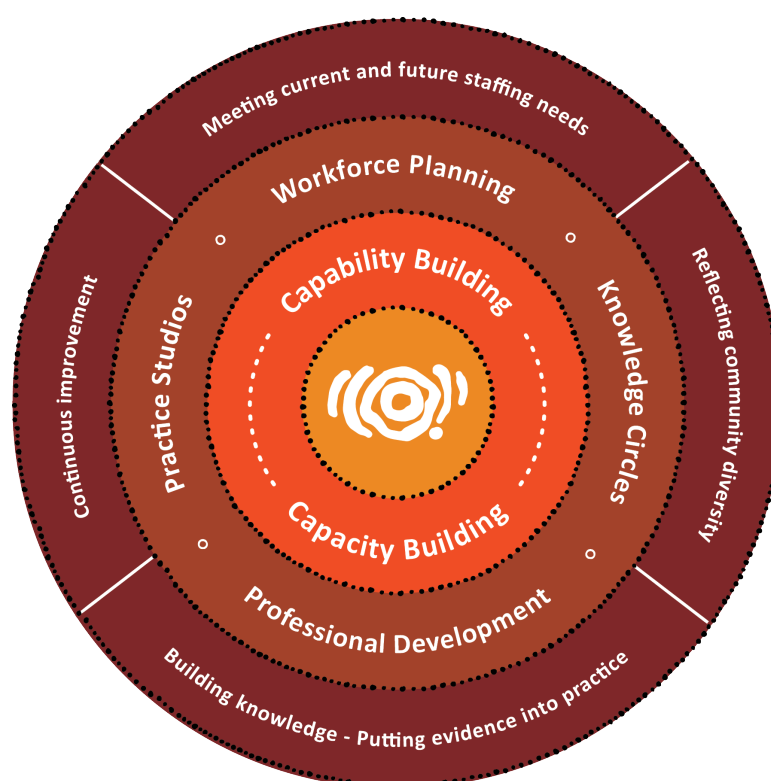
Since the inception of WorkUP Queensland in 2019 advocacy by the sector and others has led to further inquiries through the Women’s Safety and Justice Taskforce. Following these inquiries, the state government has committed to implementing all recommendations. This will see the sector grow by another 300-500 positions, highlighting the need for strategic workforce responses.

## Service delivery model

WorkUP Queensland brings together The Healing Foundation’s training and leadership expertise, strong connection to Aboriginal and Torres Strait Islander culture and knowledge about the ongoing impact of trauma and strengths based approaches to support healing for communities and frontline workers, and the capability of ANROWS to mobilise evidence into practice through a gendered lens. The Healing Foundation is formally lead for contracting purposes.

Key features include:

- strategic workforce planning through existing training structures
- delivering planning and organisational development by building leadership to drive service outcomes
- Aboriginal and Torres Strait Islander cultural leadership
- developing resources and tools with and for the sector
- using ‘Practice Studios’ and other knowledge translation tools to test methods for applying emerging evidence
- leveraging existing opportunities and connections with the sector
- strong sector engagement
- cost-effective training solutions delivered through a supply chain.



## About the project partners



HealingFoundation  
Strong Spirit • Strong Culture • Strong People

The **Healing Foundation** is a national Aboriginal and Torres Strait Islander organisation that partners with communities to build culturally strong healing solutions.

## ANROWS

AUSTRALIA'S NATIONAL RESEARCH  
ORGANISATION FOR WOMEN'S SAFETY  
*to Reduce Violence against Women & their Children*

**ANROWS** was established by the Commonwealth and all state and territory governments to produce, disseminate and assist in applying evidence for policy and practice addressing violence against women and their children.

# Terms of Reference

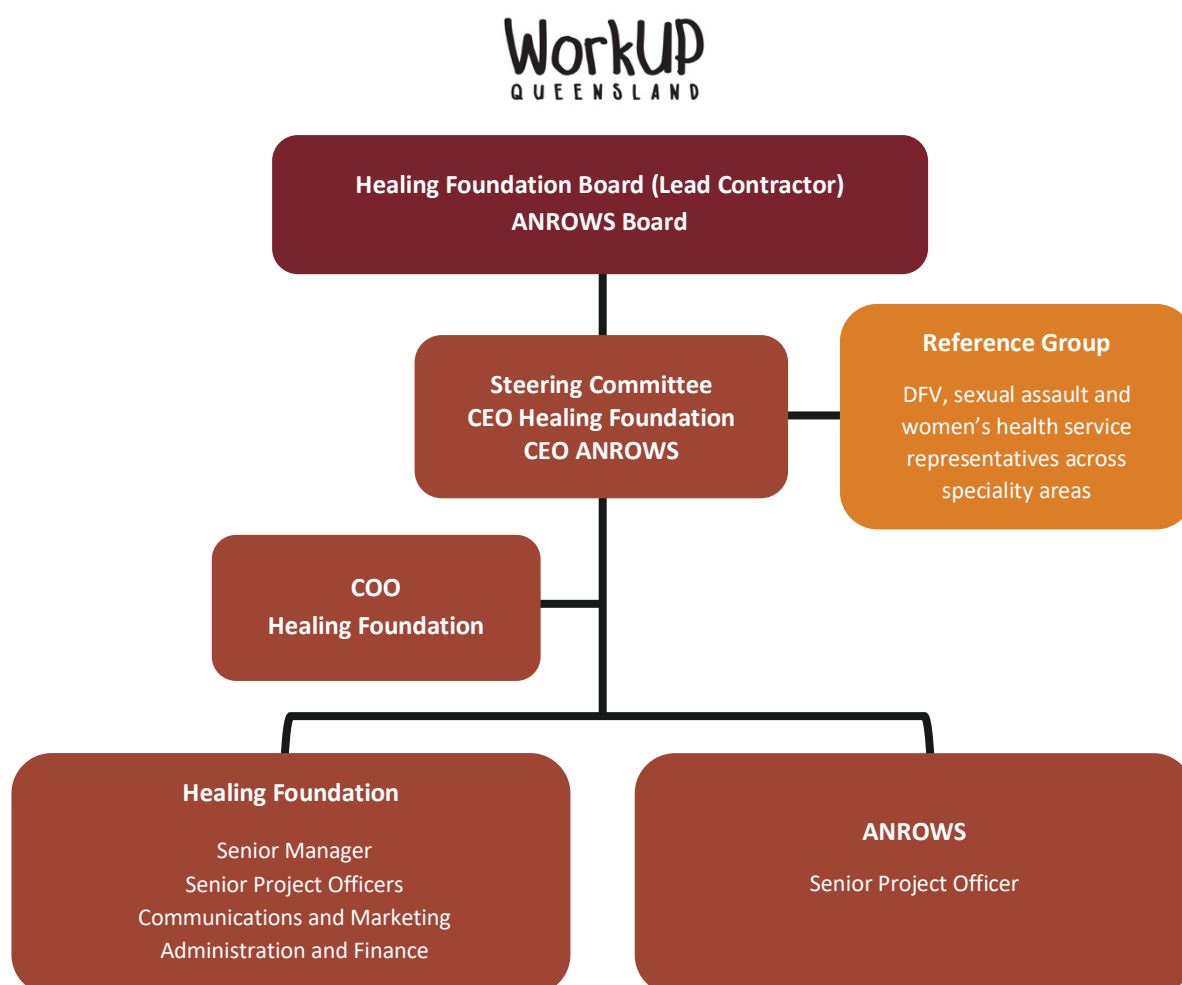
## Purpose

The Reference Group is a key component of the governance of WorkUP Queensland. Providing strategic support and advice the membership will support the Steering Committee to achieve the vision and objectives of this service.

## Service vision and objective

WorkUP Queensland will provide Queenslanders with a strategic, well-trained and strongly supported workforce that will help in the fight to end domestic and family violence in Queensland. It will achieve this vision by addressing workforce-related challenges and opportunities for the Sector through a versatile approach which may include forecasting, training and developing and supporting, growing and retaining the workforce, in coordination with other Sector reforms.

## Governance



## Scope

The Reference Group will provide strategic advice and support to the Steering Committee by:

- strengthening of relationships between the Service and the sector
- contributing toward creating a collective voice on priorities to strengthen the sector workforce
- ensuring sector and service user perspectives and interests are taken into account in the development and implementation of all initiatives
- providing advice on key initiatives including practice studios, action learning, knowledge circles, and the Statewide Workforce Strategy.

## Membership

The Reference Group will consist of up to 12 - 13 stakeholder members including:

- sector representatives from DFV, Sexual assault and women's health and wellbeing services across the diversity across specialty areas and geographical places
- Aboriginal and Torres Strait Islander representatives from the above services.

Membership will be reviewed at 2 years, to allow for opportunity for new members, while ensuring continuity across the group.

The CEOs of The Healing Foundation and ANROWS will be permanent members of the Reference Group and chair meeting. Members of the WorkUP Queensland team may attend each meeting. Secretariat will be provided by the WorkUP Queensland Senior Manager.

External parties may be invited to attend, as pre-arranged by the Chair.

The Reference Group will operate for the duration of the Service which is currently for a period of 3 years with an extension of a further 2 years.

## Meeting arrangements

The Reference Group will meet approximately three times a year. Arrangements can be made for participation online or by teleconference, though face to face is preferable.

The agenda will be developed by the WorkUP Queensland team in consultation with the Steering Committee. The agenda will be circulated by the project team, one week prior to the meeting along with relevant papers and reports. Agenda items will be invited two weeks prior.

Members may be called upon to support other activities in between meetings, including attending events and supporting other activities.

## Resources and budget

Time on the Reference Group is to be voluntary. Expenses for travel and other related expenses may be reimbursed.

## Review

The Terms of Reference will be reviewed and modified if required on an annual basis.

## THE SELECTION PROCESS

A Selection Panel will be formed, comprising the Steering Committee and an independent person.

The panel will make a selection of applicants who:

- best meet the selection criteria
- ensure appropriate sector representation
- ensure the reference group has a diversity of experience and skills.

All applicants will be informed in writing of the outcome post the selection process.

## Selection criteria

The selection criteria are designed to ensure development of a Reference Group that is reflective of the workforce.

Expressions of interest will be assessed on the following criteria:

- understanding of current workforce issues
- commitment to working collaboratively with Reference Group members and Steering Committee
- service type to ensure a diverse mix of representation across the target group
- service location to ensure diverse mix of representation across geographical areas
- strong connections and support from the sector.

## Expressing Interest

To express interest in Reference Group Membership please go to Survey Monkey to complete the Expression of interest form at <https://www.surveymonkey.com/r/WorkUPQldReferenceGroupEOI>

- You will need the names and contact details of two referees to support your expression of interest.
- You will be asked to comment on your interest and knowledge of workforce issues and your connections across the sector.

The closing date for expressions of interest is 1 March 2024.

If you have any questions please contact [workforce@healingfoundation.org.au](mailto:workforce@healingfoundation.org.au).