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KINGSTON
FRONTENAC
ANTI-VIOLENCE
COORDINATING
COMMITTEE

PLANNING FOR 2008-09 & BEYOND

Summary Report: 22 May and 26 June 2008

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Introduction

This report, prepared by Francis Wooby, Wooby Communications, and Judith Moses, Collective Wisdom Consulting, is respectfully submitted to the Kingston Frontenac Anti-Violence Coordinating Committee (KFACT) as a summary of discussions held 22 May, and 26 June 2008.

Representatives from member agencies gathered for a full day session on 22 May 2008 at the Little Cataraqui Conservation Area, and for a regular KFACT meeting held at Kingston Community Counselling Centre on 26 June 2008. Time was allocated at both sessions to identify issues requiring attention and discuss strategies to build capacity within KFACT, and in relation to gender-based violence and the broader service-delivery community in Kingston, Frontenac, Lennox & Addington.

Appendix One: Participants' List: 22 May 2008
 Attendance List: 26 June 2008

The Coordinating Committee has held annual planning sessions for the past three (3) years. While these sessions have been both productive and energizing for members and KFACT at large, the Coordinating Committee plans to make the transition to formal strategic planning in the near future, within the next year if possible, including but not necessarily limited to completing internal and external environmental scans, identifying critical issues, and confirming strategic directions, goals and specific projects and activities in relation to said issues. The discussion and planning process in 2008 remained relatively fluid and informal; however, the group made several decisions and commitments regarding the structure and functioning of KFACT that will strengthen, consolidate and formalize its practices in a manner compatible with the gradual transition to more structured planning processes.

This report includes:

- ✓ an overview of work completed, work in progress and commitments made to date by KFACT and specific subcommittees in relation to ongoing and/or approved projects (December 2007 - June 2008);
- ✓ confirmation and description of projects and activities approved for implementation in 2008-09 or beyond;
- ✓ an overview of critical issues pertaining to partner abuse and/or sexual violence that will be monitored and/or addressed in some manner by KFACT in the future;
- and -

- ✓ a detailed summary of decisions made and processes approved by KFACC membership in relation to representation and participation of member agencies, decision-making, conflict of interest, and accountability.

Membership changes and regular turnover in representatives may compromise the institutional memory of an organization or group, including coordinating committees. This is especially in those instances when detailed information about critical activities such as planning and prioritization of projects and activities is not available. It is hoped that this report will not only facilitate the work of KFACC in 2008-09 and beyond, but that it will also serve as a meaningful contribution to the organizational memory and ongoing development of the Coordinating Committee.

Accomplishments & Work in Progress January - June 2008

BACKGROUND

KFACT member agencies met in June 2007 to identify issues requiring attention and confirm priorities for action for the coming year. It was agreed that resources would be secured as and if necessary to:

- ✓ build capacity within KFACT with attention to membership outreach, orientation of new members and accountability structures;
- ✓ enhance and promote the visibility of KFACT in the service delivery community and the community-at-large;
- ✓ complete the production and distribution of the revised Partner Abuse Protocol;
- ✓ complete the production, launch, distribution and training for the new Sexual Assault Protocol;
- ✓ develop and implement a court watch program for partner abuse and sexual violence; - and -
- ✓ explore the feasibility and desirability of establishing a collaborative service delivery site for victims of partner abuse and sexual violence in Kingston.

Funding proposals were developed and submitted to the Ontario Ministry of Community & Social Services for coordination and project support, and to the Law Foundation of Ontario for the court watch project, in the fall 2007. Both proposals were approved and funds disseminated to KFACT as requested. Francis Wooby and Judith Moses were hired in December 2007 to support and help KFACT realize its goals and priorities. Initial contracts were negotiated to purchase the services of both consultants from December 2007 to June 2008.

In addition to the projects and activities identified during or arising from the discussions held at the planning session in June 2007, a decision was made early in 2008 to explore the feasibility of implementing a “healthy relationship video project” in cooperation with area school boards.

ACTIVITY & PROJECT UPDATES

The following is an overview of work completed in relation to the various projects, tasks and activities undertaken by KFACT or specific subcommittees between December 2007 and June 2008. Work in progress, decisions required or taken, and/or commitments made in relation to these projects for 2008-09 have been included where appropriate.

Capacity Building within KFACT

Issue #1: Membership Outreach and Expansion

The Membership, Outreach and Communications Committee (MCO) assumed responsibility for overseeing and coordinating membership outreach and the possible expansion of KFACT into the County of Lennox & Addington. It was decided outreach to anti-violence organizations in Lennox & Addington not currently represented on KFACT should be completed prior to the launch of any electronic or hard copy promotional materials, such as the new website.

Work Completed: December 2007 - May 2008

Sue Weir, Executive Director of L&A Interval House, agreed to assist with identification of and outreach to appropriate L&A agencies and organizations not currently members of the Coordinating Committee.

Eight (8) organizations not currently represented on KFACT were invited to attend a community meeting held in Napanee on 18 February 2008 to introduce the Coordinating Committee to relevant organizations. Personalized emails and individualized letters of introduction, including an invitation to attend the aforementioned community meeting, were sent to the executive director or equivalent at the following organizations:

- CCARES (Crisis Assistance & Referral Services)
- Crown Attorney's Office
- L&A Addictions and Community Mental Health Services
- L&A County General Hospital
- L&A Family & Children's Services
- L&A Resources for Children
- Ontario Provincial Police, Napanee Detachment
- Prince Edward Lennox and Addington Social Services
- Seniors Outreach Services.

Representatives from three groups not currently associated with KFACT attended the information session facilitated by Lisa Fox, Chair, Francis Wooby and Judith Moses: the Crown Attorney's Office; the Napanee OPP; and the L&A Family & Children's Services. Representatives from two KFACT member agencies, Land O' Lakes Community Services and L&A Interval House, also attended the information session.

In addition to providing a brief overview of the Coordinating Committee and its recent activities, the KFACT representatives reviewed the following membership options for L&A organizations: formal expansion of KFACT's catchment area to include Lennox and Addington county; individual membership for any interested agencies or organizations not currently represented at KFACT; or no change in status or representation from L&A at KFACT. Handouts summarizing the information presented were distributed to participants.

It was agreed that interested L&A organizations would:

- meet prior to the next KFACT meeting, scheduled for 27 March 2008, to discuss and consider these options; - and -
- attend the KFACT meeting in March to update the membership about their decision re: joining the Coordinating Committee.

Individual follow-up with the agencies invited and in attendance at the initial community meeting was completed, including telephone outreach, individualized written correspondence inviting agency representatives to attend the upcoming KFACT meeting on 27 March 2008, and a "reminder email" pertaining to said meeting. One (1) new/potential member agency from L&A county attended the KFACT meeting held 27 March 2008: Crisis Assistance & Referral Services. The representative was unaware of any meetings or discussions that may have taken place about the proposed membership expansion in her area between 18 February and 27 March 2008 and, consequently, was unable to provide any formal report or update regarding L&A's representation on, or participation in KFACT. As a potential new member of KFACT, the representative from Crisis Assistance & Referral Services was given an Orientation & Welcome Kit, Application Form and Statement of Commitment.

Again, individual follow-up with the agencies invited and in attendance at the regular KFACT meeting held 27 March 2008 was completed following said meeting. Three organizations confirmed their interest in joining KFACT:

- L&A Family & Children's Services
- L&A Resources for Children
- Ontario Provincial Police, Napanee Detachment.

Individualized letters, Orientation & Welcome Kits, Application Forms, and Statements of Commitment were sent to the designated representatives of the three (3) new/potential member agencies from L&A County. The representatives were asked to return the completed Application Forms and Statements of Commitment to KFACT either via mail, or to bring them to the planning session on 22 May 2008.

In addition to the general email reminder and pre-session materials sent to all KFACT members prior to the planning session held 22 May 2008, individualized email invitations were sent to the three new/potential members from L&A County. Representatives from L&A Resources for Children and the Napanee OPP attended the full day planning session, as well as representatives from several long standing L&A member agencies, such as L&A Interval House and Land O' Lakes Community Services.

Discussion and Follow-up: 22 May 2008

New and long standing L&A member agencies in attendance at the planning session raised several important issues pertaining to the outreach completed in their community and their ongoing involvement with KFACT:

- ☆ Outreach to L&A agencies resulted in some unfortunate misunderstandings about KFACT's "real agenda."

It appears some agencies thought KFACT hoped to receive more money from the Ministry of Community & Social Services if the Coordinating Committee's catchment area was officially expanded to include L&A County and/or that KFACT was reluctant to change its name in the event of any such decision.

Clarification:

Annualized moneys allocated to KFACT for coordination activities remain the same regardless of catchment area.

KFACT was willing to change its name as and if necessary in accordance with the L&A service community's decision. In fact, name options which incorporated L&A County had been developed and preferred options confirmed by the MCO and Steering Committees prior to any outreach activities in L&A County.

- ☆ It was suggested that additional outreach to L&A organizations, including but not necessarily limited to the Crown Attorney's Office, might be appropriate and beneficial.

Representatives from current L&A member agencies were encouraged to network with their colleagues and reintroduce the possibility of membership/participation on the Coordinating Committee as they saw fit. Additional formal outreach to potential member agencies may be completed at some time in the future by the MCO Committee; however, written correspondence from agencies or groups contacted during the initial outreach to L&A, including the Crown Attorney's Office, strongly suggests that any such outreach at this time would not be appropriate/welcome.

☆ Status of L&A member agencies unclear to new members.

L&A member agencies requested and received clarification of their status as full and equal members of the Coordinating Committee.

☆ Meaningful participation of L&A member agencies.

It was noted that the continuing participation of L&A agencies on the Coordinating Committee depends, to a large extent, on the relevance of the Committee's projects and activities to the L&A anti-violence service community. Again, member agencies from L&A were encouraged to identify specific initiatives or undertakings for KFACC that would benefit their region and/or to identify any specific changes in the structure or functioning of KFACC that would support their participation, such as scheduling KFACC meetings in both Frontenac and L&A counties.

Decisions Made: 22 May 2008

☆ Membership Outreach & Expansion

Suggestions for additional outreach and/or new member agencies from Kingston, Frontenac and/or Lennox & Addington, may be forwarded to the MCO Committee on an ongoing and regular basis. The Committee will assume responsibility for overseeing and coordinating any future outreach activities.

Information pertaining to the next MCO Committee meeting will be forward to all L&A member agencies including:

- confirmation of date, time and location for said meeting;
- invitation for one or more L&A members to join the MCO Committee; - and -
- a request that L&A members forward any specific suggestions for additional outreach in their community to the Committee, including agency name, contact name, mailing address, telephone number and email address.

☆ Meaningful Participation

It was agreed that representatives from L&A member agencies will attend the KFACT meeting scheduled for 26 June 2008 at which time they will:

- present any specific requests relating to their participation, such as rotating meeting location between Frontenac and L&A counties;
- highlight issues pertaining to partner abuse and/or sexual violence requiring attention in their community;
- suggest any specific projects they think might be particularly beneficial for their community at this time; - and -
- present any requests for assistance or support from KFACT and/or KFACT member agencies, such as letter(s) of support for funding for specific L&A initiatives and/or permission to use KFACT's Protocols as template for similar documents for their own region.

In addition, at the KFACT meeting scheduled for 26 June 2008, all representatives including those from agencies located in and/or serving L&A county will be invited to confirm their sub-committee involvement for the coming year. It was noted that participation on sub-committees is an excellent way for member agencies to introduce and/or contribute to the specific projects and activities undertaken by KFACT.

Follow-up Required: 26 June 2008

Requests from and discussion with representatives from new and long standing L&A member agencies, including but not necessarily limited to L&A Interval House, Napanee O.P.P., L&A Family & Children's Services, and L&A Resources for Children, regarding their participation in KFACT will have to be rescheduled at a mutually convenient time as none of the representatives from said organizations were in attendance at the 26 June 2008 meeting.

Issue #2: Orientation & Welcome Kit

The Membership, Outreach and Communications Committee assumed responsibility for overseeing the development of an Orientation & Welcome Kit for new members. In keeping with their mandate, the MCO Committee will also assume responsibility for:

- maintaining the Kit on an ongoing basis;

- initiating and completing comprehensive reviews of and revisions to the Kit on a regular basis; - and -
- distributing the Kit to new members as necessary.

Work Completed: December 2007 - April 2008

The consultants worked with the MCO Committee to develop and finalize the content of:

- the Orientation & Welcome Kit for new members;
- the Application Form for new members; - and -
- the Statement of Commitment for new and current members.

The completed Kit and forms were distributed to members and potential members (1) in attendance at the regular KFACT meeting held 27 March 2008. These materials were mailed to absentee members and new and potential members from L&A County (4) in April 2008.

Content from the Orientation & Welcome Kit, the Application Form and the Statement of Commitment was also incorporated into various sections of the new website for KFACT.
Discussion: 22 May 2008

New members found the Kit to be clear, concise and “reader-friendly.” No revisions, changes or additions required at this time.

Decision Required: 22 May 2008

It was suggested that KFACT confirm a three (3) year review cycle for all formal documents developed by the Coordinating Committee, including but not necessary limited to the Orientation & Welcome Kit, the Partner Abuse Protocol and the Sexual Assault Protocol.

If approved: next review to be completed in 2011.

Issue #3: Name Change

The anti-violence coordinating committee for Kingston and Frontenac County has modified its name several times over the past few years in response to various internal changes, such as the group’s decision to include sexual violence within its mandate. As a result of the Committee’s decision to address a variety of issues relating to membership and visibility in 2008, attention was directed once again to the group’s name.

Work Completed: December 2007 - May 2008

As noted previously, the consultants worked with the MCO and Steering Committees to develop and finalize several preferred options for name changes in consideration of the proposed membership expansion into Lennox & Addington County. While the Coordinating Committee currently has representation from a number of organizations either based in or providing services in Lennox & Addington County, including three new L&A member agencies, the L&A anti-violence service community did not request that the Coordinating Committee formally expand its catchment area to include Lennox & Addington and consequently, the group's name was not revised to include any reference to Lennox & Addington County.

However, the Coordinating Committee formally changed its name from Kingston Frontenac Anti-Violence Coordinating Team to **Kingston Frontenac Anti-Violence Coordinating Committee**¹ in May 2008 in response to a recommendation from the MCO and Steering Committees. Formally embracing the use of "coordinating committee" serves to align the group with its colleagues and counterparts throughout the province and to communicate its purpose more clearly to the community-at-large.

Issue #4: Accountability Structures

In keeping with the group's decision to allocate resources towards capacity building and the continuing development of its infrastructure, the consultants were asked to prepare and present an overview of accountability structures currently in use throughout the province by other anti-violence coordinating committees, with attention to committee functioning and protocol implementation.

Work Completed: December 2007 - May 2008

The consultants researched and compiled information about various processes, systems and strategies currently in use by other coordinating committees throughout the province with attention to internal committee accountability and accountability within protocol frameworks.

A written overview of information compiled was prepared and distributed to KFACC members for review prior to the planning session.

Appendix Two: KFACC: Revisiting Accountability Handout

¹In the interest of consistency and clarity, the new name for KFACC has been used throughout this report.

Decisions Made: 22 May 2008

The terms of reference for KFACT, relevant information found on the group's website, and the Orientation & Welcome Kit will be revised to include the following information.

Membership

- Agencies or organizations will be identified as KFACT members, not the agency's designated representative(s). The definition of agency or organization will be guided and informed by the listing of signatory partner and associate agencies in the Partner Abuse and Sexual Assault Protocols; however, KFACT will accommodate agencies' self definition whenever possible.
- Each agency will have one vote in formal decision making processes.
- Each agency will be asked to identify one (1) designated representative for at least a one year term of office.
One agency = one designated representative = one vote
- Agencies may identify two or more designated representatives with voting privileges in accordance with their own definition of "agency," and in those instances when the organization covers an extensive catchment area served by several sites and/or has multiple, distinct programs or services that would benefit from independent representation.
- Designated representatives should have an appropriate level of decision-making authority within their own organization to facilitate effective and efficient decision-making at the KFACT table - or - will take responsibility to confirm efficient, internal decision-making processes within their agency in relation to KFACT matters.
- Designated representatives are responsible for:
 - ✓ reading any materials distributed prior to meetings;
 - ✓ attending meetings;
 - ✓ sending regrets If unable to attend - or - identifying and sending alternate representative;
 - ✓ deciding if one or more alternate representatives is required or appropriate for their agency;
 - ✓ confirming name(s) of possible alternate(s) at beginning of term;
 - ✓ sharing agendas, minutes and KFACT materials with alternate in order to ensure that s/he can make informed decisions in the event that s/he attends one or more KFACT meetings on behalf of the designated

- representative; - and -
- ✓ updating the chair if her/his alternate will be attending a meeting on her/his behalf - or - ensuring that the alternate introduces her/himself as such at the beginning of the KFACT meeting.
- Guests are welcome to attend KFACT meetings in the following and similar situations:
 - ✓ if their agency is considering becoming a member of KFACT;
 - ✓ if a new executive director or program manager for a member agency wishes to introduce themselves and/or familiarize themselves with KFACT (but will not be serving as the designated representative);
 - ✓ students completing placements at member agencies; - and -
 - ✓ to introduce alternate representatives.
- Staff members from member agencies, other than the designated representative(s), are welcome and encouraged to participate on sub-committees or working groups in accordance with their interests and expertise.

Attendance/Participation

- In the event that a member agency does not participate in or contribute to KFACT activities for a six (6) month period, the KFACT Chair or her/his designate will contact the designated representative for the agency, or the executive director in those instances when the designated representative is not the executive director, to discuss and confirm the agency's interest in maintaining their membership.
- For the purpose of this guideline, participation or contribution includes but is not necessarily limited to: attendance at regular and special planning KFACT meetings; attendance at sub-committee or work group meetings; submitting input and feedback via email; and/or participating in ongoing discussions on KFACT's website.
- Membership issues, including participation, will be monitored by the MCO Committee. The MCO Committee will notify the chair of any concerns or issues requiring attention.

Conflict of Interest

- KFACT will adopt a more formal, overt process for declaring, recording and responding to perceived and real conflicts of interest. The agenda for all KFACT

meetings will be modified to include a call for real or perceived conflicts prior to the beginning of new business.

- Designated representatives are required to identify specific conflicts of interest for themselves and/or their organizations as necessary throughout their involvement with KFACC.
- When designated representatives/member agencies declare a specific conflict of interest:
 - ✓ the declaration will be noted in the minutes;
 - ✓ the designated representative may remain in the room during any discussion and/or decision making relevant to the area of conflict if s/he wishes, however, s/he will NOT participate in any discussion or decision making pertaining to area of conflict; - and -
 - ✓ in the event that the designated representative chooses to excuse her/himself from the room during said discussions or decision making, her/his decision and the duration of her/his absence will be noted in the minutes.
- Any member agency/designated representative has the right to seek clarification regarding a perceived conflict of interest involving another member agency and/or their designated representative(s) in the event that that representative(s) does not raise the issue.
- The chair has the authority to rule on conflicts as necessary.
- In the event that the chair is involved in a self-identified conflict or discussion about a perceived conflict, the Steering Committee will assume the authority to rule on said conflict.

Decisions Required: 22 May 2008

It was suggested that KFACC identify a reasonable and meaningful consequence for member agencies that do not participate in any KFACC activities for a six (6) month period, if necessary. For example, it was suggested that KFACC might encourage the agency to remain a member; however, the agency in question would lose their decision making vote until their designated representative was participating actively once again and able to contribute to discussion and decision making in an informed manner - i.e., had reviewed all relevant materials and attended at least one or two KFACC meetings.

It was suggested that KFACC consider creating a "support," "resource" or "ally" membership category for organizations that cannot participate in any meaningful way

for at least a one (1) year period (or permanently), but who remain strong allies in relation to KFACT's purpose, mandate and activities.

It was suggested that time be allocated at a future KFACT meeting to discuss the feasibility and desirability of implementing a collaborative service planning and review process similar to that currently in use in the Kawartha Lakes Haliburton region (SafetyNet). It was suggested that it may be appropriate to consider implementing such a system in conjunction with or as a precursor to the development of the "one stop" collaborative service delivery site.

Enhancing Visibility of KFACT

Issue #5: Communications Strategy

The consultants are working with the MCO and Steering Committees to develop and finalize an overarching Communication Strategy for KFACT. The Strategy will guide and inform the Coordinating Committee's ongoing and project-oriented communication activities, including but not limited to website content and media relations.

Work Completed: December 2007 - May 2008

The consultants compiled, reviewed and analyzed various documents and materials pertaining to KFACT's internal communications and its representation and visibility in the community. Input regarding the group's communication needs and goals was solicited from various sub-committees and individual representatives.

Core communications objectives for KFACT were identified and incorporated into a draft Communications Strategy.

Follow-up and Decisions Required: 22 May 2008

Communications Strategy to be finalized and approved. Tentative timeline: June 2008. Revised to July 2008.

Communications Strategy to be presented to the MCO and Steering Committees, and any other interested KFACT representatives, at joint committee meeting tentatively scheduled for early Fall 2008. The joint session will serve to build capacity within KFACT re: coordinating and managing communications, and will address a variety of issues including but not limited to implementing, using, monitoring and revising the Strategy.

Date, time and location for joint session needs to be confirmed.

Specific tasks, activities and processes to implement, monitor and revise the Communications Strategy on an ongoing basis, with attention to ensuring that it remains a “living document” for KFACC, need to be confirmed.

Issues #6: Website Development

www.kfacc.org

In keeping with its stated commitment to enhance and promote its visibility, KFACC secured funding required to support development of an independent website for the Coordinating Committee.

Work Completed: December 2007 - May 2008

Input pertaining to the purpose, content and format of the website was solicited from representatives in attendance at the regular KFACC meeting held in December 2007. The resulting suggestions were summarized and forwarded to the MCO Committee.

A Website Development Working Group (WDWG) with accountability to the MCO Committee was established to oversee and coordinate the construction, content and launch of the KFACC website. A comprehensive “Website Development Project Plan” was prepared and approved for implementation in February 2008. The services of an external web developer were purchased to facilitate development and maintenance of the site.

The website was activated and informally launched in April 2008 in compliance with the funder’s expectations; however, content for the site continues to be developed and posted at this time.

Decisions Made: 22 May 2008

☆ Website Content

The consultants will continue to send emails to KFACC members requesting suggestions and/or content for specific sections of the website on a regular basis over the next several weeks.

Some sections of the website will include links to other sites and/or contact information for other groups and organizations, such as the areas designed to facilitate visitors’ access to specific services for survivors of partner abuse or sexual violence. In those instances when other organizations, groups, agencies or resources have an independent website or web presence, it will be assumed that they are comfortable with their contact information being included on KFACC’s site; consequently, this information will be incorporated into KFACC’s website without requesting permission from the agency or group in question. Organizations, groups or agencies without an independent

website or web presence will be contacted to request permission to include relevant information on the KFACC website.

☆ In Memoriam

Lisa Fox, Kingston Interval House, and Jeannie Harrison, Land O' Lakes Community Services, will serve on a working group to establish criteria and parameters for, and to development the format and content of, the "In Memoriam" page on KFACC's website.

The video honouring women killed by their partners or ex-partners in Kingston developed by Kingston Police Services will be linked to the "In Memoriam" page as soon as possible.

☆ Posting and Updating Content

The WDWG will clarify and confirm the following with KFACC members in the near future:

- plan, process and responsibility centre(s) for inserting regular updates and announcements on the KFACC website on an ongoing basis;
- criteria for posting non-KFACC events on the public calendar; - and -
- Web search terms that will be used to raise the KFACC website's online visibility.

☆ Promoting Website

The website address will be incorporated into all materials developed and used by KFACC, including but not necessarily limited to letterhead, pamphlets and promotional materials.

Follow-up and Decisions Required: 22 May 2008

The Website Development Working Group will confirm the "next steps" and additional moneys required for the website project, including ongoing and long term maintenance, prior to the next KFACC meeting (26 June 2008).

Protocol Projects

Partner Abuse Protocol

The Partner Abuse Protocol was launched in 2003; an initial evaluation and review of the Protocol was completed in 2006-07.

Work Completed: December 2007 - May 2008

The consultants compiled, confirmed and integrated the final revisions required to the Partner Abuse Protocol in February 2008. The Protocol was reformatted to include the new logo and colour theme for KFACT.

Hard and electronic (PDF) copies of the revised Protocol were distributed to member agencies represented at the regular KFACT meeting held 27 March 2008.

Work in Progress: May - June 2008

Hard and electronic copies of the revised Protocol will be mailed to KFACT members, signatory partners and associate agencies as necessary.

Sexual Assault Protocol

The first Sexual Assault Protocol for Kingston and Frontenac County was completed in February 2008. The Protocol was formally launched at a public event held at Memorial Hall, City Hall in February 2008, and training sessions for staff members from signatory partner and associate agencies were held in Kingston and Sharbot Lake in March 2008.

Hard and electronic (PDF) copies of the Protocol were distributed to member agencies at the regular KFACT meeting held 27 March 2008.

Work in Progress: May - June 2008

Hard and electronic copies of the revised Protocol will be mailed to KFACT members, signatory partners and associate agencies as necessary.

Decision Required: 22 May 2008

It was suggested that KFACT confirm a three (3) year review cycle for all formal documents developed by the Coordinating Committee, including the Protocols and the Orientation & Kit,

If approved: next review to be completed in 2011.

Specific Projects

Project #1: Court Watch Project

KFACT membership confirmed an interest in developing a partner abuse and sexual violence court watch program at the planning session held in June 2007. KFACT secured funding to support this initiative from the Ministry of Community & Social Services and the Law Foundation of Ontario.

Monies received from MCSS were used to support the consultants' initial involvement in the project; monies provided by the Law Foundation would be used to hire a coordinator for the court watch program. It was agreed the consultants would complete initial research, develop resources needed to launch the program, and determine the parameters, responsibilities and requirements for a project coordinator.

Work Completed: December 2007 - April 2008

Initial discussion about the proposed project at the regular KFACT meeting held in December 2008 suggested that some members did not support the initiative and/or had serious concerns about how the project might affect the working relationships between and among KFACT member agencies. It was determined that additional information and discussion was required before KFACT could comfortably proceed with the project.

The consultants researched and compiled detailed information about similar initiatives currently in existence. Research suggested that it would be difficult to develop and implement a meaningful program within the time frame for the grant funding received from the Law Foundation. Consequently, permission was secured from the Foundation to use funds received to date to conduct a study to explore the feasibility, desirability and possible usefulness of a court watch program for Frontenac County (rather than develop and implement said program).

The consultants met with the Domestic Violence Court Advisory Committee on 05 February 2008 to share information about the proposed project and solicit input regarding their reaction to and/or support for such an initiative. Arrangements were made to share all this information with the KFACT membership at a special meeting scheduled for 19 February 2008; however, turnout at said meeting was very small and consequently, the issue was redirected to the Steering Committee.

The Steering Committee reviewed the following in relation to the proposed program:

- concerns raised by some stakeholders and KFACT member agencies;
- real or perceived conflicts of interest for some member agencies; - and -

- the potential for the program to generate or result in division, tension and/or conflict among member agencies as opposed to promoting collaboration and cooperation as per the Coordinating Committee's mandate.

The Steering Committee decided it would be most appropriate to return funds received to date to the Law Foundation of Ontario rather than proceed with either a feasibility study or program development and implementation. The grant moneys were returned to the Law Foundation of Ontario in April 2008.

Learning Outcomes Arising from Court Watch Initiative

KFACC members identified the following learning outcomes relating to the proposed court watch initiative at the full day planning session held 22 May 2008:

- ☆ KFACC and its member agencies need to be very clear about what we are doing, why we want to do it, and how we will proceed before KFACC applies for grant funding.
- ☆ Requests for funding should be driven by an idea, issue or confirmed need, rather than the availability of funding.
- ☆ Research should be completed and information shared as necessary before funding proposals are submitted. Members' decisions should be informed by well researched information.
- ☆ The group needs to make every effort to confirm membership support for all funding proposals and projects prior to developing and/or submitting said proposals.
- ☆ Agency representatives need to make every effort to read materials distributed prior to meetings, attend meetings regularly and/or submit input via email prior to meetings.
- ☆ Assuming sufficient research has been completed, all relevant information has been shared with KFACC members, and the group has allocated sufficient time for discussion and decision making, agency representatives are expected to accept formal decisions made in their absence.
- ☆ KFACC continues to mature and build capacity. At this point in its development it would be appropriate to adopt more formal planning and decision-making processes, including conflict of interest procedures.

- ☆ KFACC needs to clarify its understanding of and involvement with advocacy work.

Project #2: “One Stop” Collaborative Service Delivery Site

KFACC membership confirmed an interest in developing a “one stop” collaborative service delivery site for victims of partner abuse and sexual violence at the planning session held in June 2007. A One Stop Collaborative Site Committee was established to oversee and coordinate work completed in relation to this initiative.

Work Completed: December 2007 - May 2008

Beginning in December 2007 and continuing up to the planning session, the consultants completed and compiled extensive research into similar programs either in existence or being developed in Ontario, as well as Australia, Great Britain and the USA.

Service providers commonly involved with collaborative service delivery sites for victims of partner abuse and sexual violence were identified and contacted to explore their interest in participating in ongoing discussions about establishing such a site in Kingston. Individual meetings with interested parties were scheduled and completed throughout March and April 2008.

In addition, meetings with persons delivering other programs and services that might have some relevance to the collaborative site, such as the Neighbours, Friends and Families Program, were also scheduled and completed in April 2008.

A focus group with six (6) women who have had extensive involvement with a variety of law enforcement, justice, child welfare and anti-violence service providers was held in April 2008. Participants were asked to share their experiences with current services, discuss the possible advantages or disadvantages of a collaborative site, and offer suggestions for possible service components for such a site.

Work in Progress: May - June 2008

An initial large group meeting of confirmed Phase I stakeholders was held on 26 May 2008. In addition to providing the stakeholders with an opportunity to meet and confirm their common interest in this project, the consultants presented information about similar projects currently in existence and identified some of the more critical issues that must be addressed by the service community in the event they decide to proceed with this initiative. A Discussion Paper addressing these same topics in more detail was distributed to all participants and posted on the KFACC website.

All Phase I stakeholders in attendance at the initial meeting agreed to send an appropriate representative(s) to a follow-up meeting to be held in June 2008. The Phase I stakeholders are expected to confirm a plan for assuming ownership for this initiative, explore options for coordination and leadership for Phase II and beyond, develop a plan to secure resources needed for Phase II, and identify priority tasks and activities to be completed during Phase II.

Discussion: 22 May 2008

It was suggested that it may be difficult to secure funds for Phase II and beyond of this initiative, and that proposals for grant funding should be submitted to foundations, such as the Trillium Foundation of Ontario, as well government sources such as the Ministry of the Attorney General. It was also suggested that the business community be approached to support the project with funds or donations in kind at appropriate junctures in the future.

It was noted that the Family Resource Centre, CFB Kingston, uses a collaborative approach to service delivery similar to that proposed in relation to “one stop” sites for victims of violence.

Decisions Made: 22 May 2008

KFACC will continue to support this initiative through transition from Phase I to Phase II with the understanding that:

- the community must embrace and accept responsibility for the project as soon as possible;
- one or more lead agencies, or an equivalent responsibility centre, must be identified as soon as possible; - and -
- a Phase I stakeholder, possibly a lead agency, should secure the resources needed to hire a coordinator to assist with Phase II ~ e.g., prepare and submit a proposal for grant funding.

The consultants will contact the Family Resource Centre, CFB Kingston and request information about their collaborative approach to service delivery.

The consultants will report back to KFACC re: the outcome of meeting(s) with Phase I stakeholders at a future KFACC meeting.

Project #3: Healthy Relationship Video Contest

KFACC membership approved the use of KFACC resources to explore the possibility of working collaboratively with local school boards to develop and implement an age-appropriate educational project for students, specifically a “healthy relationship video contest” project. The MCO Committee assumed responsibility for overseeing and coordinating work completed in relation to this initiative.

Work Completed: December 2007 - May 2008

Work in relation to this project began with research and outreach to potential community partners to gauge the feasibility of and interest in such a project. Contacts were initiated with teachers and student counsellors, school administrators, school board officials, and film and television industry professionals. In addition to confirming their support for this type of project, input and suggestions into the parameters, focus and organization of such an undertaking were also solicited.

The MCO Committee confirmed the purpose and focus of the project and established basic parameters for the initiative in consideration of feedback and suggestions received from community partners. This information was presented to the KFACC membership at the planning session held 22 May 2008 and the project was approved for implementation in September 2008 pending confirmation of an internal “lead” for the initiative among the KFACC membership.

Appendix Three: Summary: Healthy Relationships Video Contest

Discussion: 22 May 2008

It was noted that the parameters for the initial project were developed with attention to effective implementation, with or without assistance from a project coordinator, within the time frame recommended by school officials: September 2008 to February 2009. However, it was suggested that KFACC may wish to expand the project in the future as part of a “phase II” undertaking, such as inviting video contributions from younger students.

It was suggested that the project include the rural high schools in Frontenac County administered by local school boards, in addition to those in located in Kingston.

It was suggested that it may also be appropriate to contact the Home Schooling Association in the Kingston area to offer any grades 9 to 12 students who are being

home schooled the opportunity to participate in the project, and to contact private and French schools in the area, either as part of this project or possibly, as part of “phase II” for the healthy relationship project.

Decisions Made: 22 May 2008

The representative for Pathways for Children & Youth will serve as the lead within KFACT for this project. She will join or work with the MCO Committee which will continue to oversee and coordinate the project. A smaller working group may be struck to work specifically on this initiative with the Pathways representative as and if necessary.

KFACT will try to secure project funding to support this undertaking, specifically to hire a project coordinator to work with the Pathways representative/MCO Committee and help bring the project to fruition. The consultants will prepare and submit an estimate of project costs to the Steering Committee as soon as possible.

Decision Required: 22 May 2008

It was suggested that KFACT consider committing itself to developing and implementing one (1) project oriented specifically towards children and/or youth each year in keeping with its commitment to work towards ending partner abuse and sexual violence.

Update: 26 June 2008

The Ministry of Community & Social Services call for funding proposals from provincial coordinating committees was released shortly after the planning session held in May. The closing date for proposal submissions was prior to the June 26th KFACT meeting; consequently, in keeping with the decision made at the planning session, the Steering Committee developed and submitted a request for project funding to support the Healthy Relationship Video Contest project, as described above. Moneys requested: \$10,000.00.

Issues & Projects

Planning Session: 22 May 2008

Issue: Focus on Sexual Violence

Kim Allen, Executive Director of the Sexual Assault Centre, Kingston provided a brief overview of the process recently initiated by the provincial government to develop a Sexual Violence Action Plan. Tentative timeline for completion of the Plan is 2010. At this point, stakeholders are working with government representatives to confirm the parameters for the process to develop the SVAP and to establish a working definition of "sexual violence." Decisions made to date in relation to said Plan include a commitment to:

- ✓ incorporate and reflect a gender-based analysis of sexual violence;
- ✓ explore and address the needs of both male and female victims of sexual violence;
- ✓ consider strategies for prevention as well as support and service delivery;
- ✓ consider "related issues" which impact on victims' experience and recovery from sexual violence, such as poverty.

Community consultations have been tentatively planned for fall 2008.

Decisions Made: 22 May 2008

The KFACT meeting scheduled for 25 September 2008 will be extended for an additional 30 minutes (11:00 am - 1:00 pm) to allow for a "focus group/issue discussion" about:

- service gaps, challenges and issues pertaining to sexual violence in Frontenac and Lennox & Addington Counties with priority attention to additional resources and services needed in our region;
- specific sexual violence projects for KFACT; - and -
- strategies for ensuring sexual violence is addressed and reflected in current projects.

KFACT members will raise issues and ask questions to "keep sexual violence on the radar screen" for KFACT at each meeting and during decision making processes.

Project: Protocol Training

The Protocol Committee is responsible for ensuring signatory partners, associate agencies and interested service providers receive adequate and appropriate training regarding the purpose, content and implementation of the Partner Abuse Protocol and Sexual Assault Protocol.

Protocol training is an essential prerequisite for meaningful accountability among and between signatory partners. As such, Protocol training must be evaluated, modified and repeated on an ongoing basis in order to build capacity throughout the service community, promote and enhance buy-in and compliance with Protocol Frameworks, and ensure new employees at all agencies are oriented to the Protocols.

The Protocol Committee proposed developing an online training module to supplement and complement onsite training sessions that will be offered to staff from signatory partner and associate agencies on an annual basis. The module would be posted on KFACC's website.

Request: KFACC approve project request and secure funding required to develop online training modules for the Partner Abuse and Sexual Violence Protocols, including but not necessarily limited to an overview of said Protocols, scenarios, and resource information. Estimated cost: \$5,000 - \$15,000

Decision Made: 22 May 2008

The Protocol Committee will prepare a brief, written overview of the proposed project which will be distributed to all KFACC members prior to the meeting scheduled for 26 June 2008. The proposal will be discussed and a decision made about proceeding with development and submission of a funding request at the meeting in June 2008.

Update: 26 June 2008

As noted previously, the Ministry of Community & Social Services call for funding proposals from provincial coordinating committees was released shortly after the planning session held in May with a closing date for proposal submissions prior to the June 26th KFACC meeting. In consideration of the general support for this idea expressed at the planning session, the Steering Committee developed and submitted a request for project funding to support the Protocol Training Project, as described above. Moneys requested: \$10,000.00.

KFACT Meeting: 26 June 2008

As agreed at the Planning Session held 22 May 2008, KFACT members continued the discussion about priority issues and possible projects at the quarterly KFACT meeting held 26 June 2008. It was noted that current and outstanding commitments, as described above, represent significant commitments and undertakings for KFACT at this time; consequently, members were encouraged to identify critical or priority issues appropriate for ongoing monitoring and possible action at some point in the future. Participation of members in attendance on 26 June 2008 suggested general agreement with issues identified; however, no formal effort was made to confirm consensus or approve any specific action in relation to the following critical issues.

Critical Issues to be Monitored

1. Legal/Court Systems

KFACT should actively monitor and consider responding to and/or addressing relevant issues pertaining to the criminal and family court systems, including but not necessarily limited to:

- victims'/survivors' experiences with these systems, particularly family law/court system;
- use of family law/court system by abusers as a strategy to control and/or harass their partner or ex-partner ("legal bullying"); - and -
- impact of involvement in court systems on children and youth.

2. Elder Abuse

The Elder Abuse Task Force in Kingston has recently disbanded; consequently, the option for liaising with an official, collaborative body responsible for addressing this issue does not currently exist.

KFACT should continue to monitor issues related to elder abuse with priority attention to specific service needs and opportunities for collaboration.

Suggestion: Schedule time at future KFACT meeting to discuss possible advantages and disadvantages of formally expanding KFACT's mandate to include elder abuse.

Suggestion: One Stop Collaborative Site Committee ensure issue is addressed by community coalition involved in development of collaborative service delivery site during any decision-making processes re: mandate of site, services to be available, etc.

3. Services for/needs of immigrant and refugee populations/new Canadians

KFACC should continue to monitor issues related to immigrant and refugee populations/new Canadians with priority attention to specific service needs and opportunities for collaboration.

4. Outreach to/liaison with other groups and organizations working with multiply marginalized populations

Including but not necessarily limited to Aboriginal/First Nations persons, persons with disabilities, and working poor/persons living in poverty (Poverty Round Table).

Possible Projects

1. Service Directory

A Service Directory for victims of partner abuse and sexual violence was developed by KFACC in the past; however, the Directory needs to be updated and reformatted. Some work has already been done in relation to this task/project; specifically, a revised accordion-style pamphlet has been drafted.

Suggestion: A commitment to update, maintain, use and share the Service Directory for Kingston, Frontenac (Lennox & Addington?) be incorporated into the Communication Strategy for KFACC.

2. Prevention Focus Project

As per the "Decision Required" summarized on page 23 of this Report, it was suggested KFACC consider making a firm commitment to complete one prevention focused initiative or project each year with priority attention to outreach to children and youth.

Appendix One

PARTICIPANTS' LIST: 22 May 2008
ATTENDANCE LIST: 26 June 2008

KFACC Planning Day Participants' List 22 May 2008

Kim Allen	Sexual Assault Centre, Kingston
Tracy Brown	Ontario Provincial Police – Napanee
Margot Coulter	Queen's University Human Rights Office
Lisa Damczyk	Kingston Police
Lisa Fox	Kingston Interval House
Elza Freitas	Immigration Services Kinston & Area
Jeannie Harrison	North Rural Women's Program
Kathleen Hatt	K3C Partner Assault Response Program - Napanee
Donna Joyce	KGH SA/DV Response Program
Debbie Klassen	Ontario Works
Janet Lee	Victim/Witness Assistance Program
Natalie McDowell	Ontario Provincial Police - Frontenac
Mary Jane McLachlin	Lennox & Addington Resources for Children
Judith Moses (Consultant)	Collective Wisdom Consulting
Nicola Reid	Ontario Works
Stacey Routh	CFB Kingston Military Family Resource Centre
Mike Sullivan (for Nancy Wills)	Kingston Probation and Parole
Rosemary Thoms	Kingston Community Counselling Centres Women's Program
Diana Trainor	Pathways for Children and Youth
Julie VandenAkker	Frontenac Victim Crisis Assistance & Referral Services
Sue Weir	Lennox & Addington Interval House
Ken Wilson (for Polly Van Luven)	Limestone Mediation
Francis Wooby (Consultant)	Wooby Communications
Michael Yuille	Kingston Community Counselling Centres

KFACT Meeting Attendance List 26 June 2008

Mary Ann Beeby	K3C Women's Program
Lisa Damczyk	Kingston Police
Lisa Fox	Kingston Interval House
Elza Freitas	Immigration Services Kinston & Area
Donna Joyce	KGH SA/DV Response Program
Debbie Klassen	Ontario Works
Jeremy Mayer	33CF Health Services Centre
Natalie McDowell	Ontario Provincial Police - Frontenac
Judith Moses (Consultant)	Collective Wisdom Consulting
Nicola Reid	Ontario Works
Rosemary Thoms	Kingston Community Counselling Centres Women's Program
Diana Trainor	Pathways for Children and Youth
Julie VandenAkker	Frontenac Victim Crisis Assistance & Referral Services
Nancy Wills	Kingston Probation and Parole
Francis Wooby (Consultant)	Wooby Communications

Appendix Two

KFACC: REVISITING ACCOUNTABILITY

Kingston Frontenac Anti-violence Coordinating Committee
REVISITING ACCOUNTABILITY

Presentation to: Kingston Frontenac Anti-violence Coordinating Committee
Presentation by: Judith Moses, Collective Wisdom Consulting
Date: 22 May 2008

Accountability Structures for Coordinating Committees

This is a current and evolving issue for coordinating committees around the province.

Initial responses to discussion about accountability among member agencies typically include:

- ⊖ buzz of quiet resistance...reluctance...disinterest...boredom;
- ⊖ “worries” or concerns about having to answer to someone outside your individual fields of expertise;
- ⊖ frustrations about perceived “over kill” since most professions and work places have internal accountability structures and requirements, particularly if they are legislated, mandated and/or public services;
- ⊖ concerns about possible conflicts or misunderstandings arising from different philosophies, approaches to, or understandings of accountability between players;
- ⊖ perception that accountability is just common knowledge and is part of common operating procedures for committees.

Despite initial concerns, many coordinating committees around the province are currently engaged in ongoing discussions about accountability among member agencies.

- ✓ Compatible with evolution of committee mandates from information-sharing bodies to action-oriented groups.
- ✓ Compatible with Ministry expectations for organizations or groups receiving annualized funding.

Accountability expectations should be compatible with over-arching purpose of coordinating committee and/or protocol.

For example:

If the overarching purpose of your coordinating committee is to build respectful, cooperative working relationships between organizations and individuals ~ then formal accountability expectations may need to “take a back seat” to relationship building in those instances when enforcement negatively impacts on cooperative relationships.

Alternately:

If the overarching purpose of your coordinating committee is to improve community response to partner abuse and sexual violence through the provision of a seamless or cohesive network of services ~ then accountability expectations regarding attendance, participation and commitment to work collaboratively may help the committee realize its purpose.

Similarly:

If your protocols are used as “service description” vehicles ~ then little or no accountability structures are necessary.

However:

If your protocols are designed to promote collaboration ~ then accountability structures designed to promote and protect the quality of service delivery within a collaborative framework may be appropriate.

Accountability expectations of coordinating committee “trump” expectations for protocol (assuming signatory partners are all members of the coordinating committee).

Accountability requirements for your coordinating committee serve as “umbrella” or overarching framework for accountability within protocols. It doesn’t make sense to have accountability requirements for Protocol signatories that are more stringent than those for committee member agencies.

Don’t say IT unless you’re prepared to DO it!

While few “best practices” regarding accountability for coordinating committees have emerged to date, it is generally accepted that it is better to develop one or more very basic accountability requirements that the group is willing and able to monitor and enforce, rather than developing a comprehensive accountability system that looks great on paper but is never referenced, used or applied.

Identify “end point(s)” for accountability expectations: be clear about what IT is.

Every accountability requirement or expectation should have a clearly articulated “end point” for noncompliance.

For example:

Committees may identify maximum number of meetings that members may miss within 12 month period. “If you miss three meetings in a row, the Chair will call to discuss your continued interest in membership.” Remember, calling to discuss interest in membership is an action, NOT an end point. What is the end point or final outcome of repeated absenteeism?

Acknowledge and address any “elephants in the room”.

When discussing issues pertaining to accountability, it is best to develop a system that acknowledges and accommodates the realities of how your committee works rather than adopting a system that reflects what you think the committee “should be”.

For example:

Coordinating committees around the province typically struggle to maintain an appropriate balance between very active vs minimally active vs invisible members. Better to acknowledge this reality and develop an accountability framework that speaks to the situation as it is, whether that means challenging and changing this mix or alternately, accommodating this mix of members.

Think about accountability as a process, not a task.

Generating accountability within a group is a dynamic, fluid process ~ we build accountability to one another, between agencies, and to victims and survivors over time.

Accountability Systems

There are four critical components to effective accountability systems for coordinating committees:

- ✓ Establishing and maintaining a **culture of accountability**.
- ✓ Identifying and articulating accountability expectations and requirements.
- ✓ Identifying and articulating processes and strategies to promote accountability with attention to “end points” for non-compliance.
- ✓ Enforcement: consistently applying strategies for dealing with non-compliance.

Coordinating Committees

The following is an overview of some of the most common and/or innovative accountability mechanisms being used by coordinating committees around the province today.

1. Formal Application Form and Membership Agreement/Statement of Commitment
2. Clearly articulated membership requirements with end points for noncompliance

Most common requirements for agency membership include:

- identification of one (1) designated agency representative to serve for minimum of one (1) year term, typically an individual with decision-making authority in relation to committee business or able to confirm consistent process for obtaining agency approval in timely manner
- identification of one or more “alternates” who may attend meetings as necessary when designated representative is unavailable
- commitment to cover costs associated with representatives’ participation, such as time and travel costs

Less common requirements for agency membership include: annual membership fees for member agencies (typically \$50.00 - \$100.00).

Most common expectations for designated agency representative include:

- attend meetings on regular basis
- read all materials relevant to meetings including preparatory materials and minutes
- support and comply with approved committee decisions
- serve on at least one (1) sub-committee or working group
- declare conflicts of interest in accordance with approved procedure
- participate in resolution of informal conflicts or disagreements as necessary

Less common expectations for designated agency representatives include: agreement to assist with chairing, note-taking and similar tasks on rotational basis.

Comment RE: attend meetings on regular basis

Coordinating committees have typically “borrowed” accountability structures from other groups, such as boards of directors, in the past; however, some of the strategies used by governing bodies are not particularly helpful or appropriate for coordinating committees, such as formally linking attendance to membership requirements. It is not particularly helpful or appropriate to dissolve or revoke the membership of an absentee member when the overarching purpose of the coordinating committee is to promote cooperation and collaboration between and among member agencies. And yet...chronically absent members who appear from time to time can negatively impact on the committee’s cohesion and decision-making processes. Consequently, some coordinating committees are now linking attendance to voting/decision-making privileges rather than membership. For example, if a member agency is not represented in any way by their designated or alternative representative at 2 (monthly) meetings (in a row or in total per term), the agency is not allowed to exercise its vote or participate in any formal decision-making processes until the designated or alternate representative has attended 2 consecutive meetings. In the event that a member agency is not represented in any way at 6 (monthly) meetings within a one year period, their membership becomes “inactive” until the designated or alternate representative has attended at least 3 consecutive meetings; the representative continues to receive notice of all meetings but does not receive minutes or other materials until membership has been re-activated.

3. Conflict of Interest procedure

Including:

- declaration of real, perceived and potential areas of conflict at onset of term
- declaration of real or perceived specific conflicts as they arise throughout term

- confirmation that members are expected and empowered to raise questions or issues about any perceived or potential conflicts of interest in relation to their colleague(s) as and if necessary
 - confirmation of Chair's responsibility and authority to rule on conflicts as and if necessary
 - confirmation of process if Chair declares conflict or is found to be in position of conflict of interest
 - parameters for involvement post-declaration ~ eg. withdraw as soon as topic/issue pertaining to real or perceived conflict of interest is presented for discussion vs attend meeting but don't participate in discussion or decision-making vs participate in discussion but not in decision-making process...etc.
4. Strategies for managing differences of opinion and/or conflicts between members
 5. Clearly identified responsibility center(s) for membership and accountability issues
 6. Opportunities for "issue discussions" at regular meetings
In keeping with their commitment to establish and maintain a culture of accountability, some committees have incorporated ongoing discussions and/or educational components into their regular meetings with priority attention to emerging or critical service delivery issues in their community, such as working effectively with transgendered persons, violence in the lives of immigrant and refugee persons, and/or benefits and challenges inherent in working collaboratively across sectors.
 7. Consistent, standardized evaluation and review cycle(s) for committee structure and functioning, accountability structure and protocols.

Protocols

The following is an overview of the three (3) most common components of accountability frameworks incorporated into protocols developed by coordinating committees around the province today.

1. Expectations and requirements regarding implementation of the protocol
Including but not necessarily limited to:
 - compliance with philosophy, beliefs and aims, and service commitments
 - acceptance of accountability framework/commitments
 - strategies to monitor implementation within and between agencies
 - collection and compilation of relevant/useful statistics
2. Concrete commitments to collaboration
Including but not necessarily limited to:
 - high risk assessment and planning: HART; Bail Safety Project

- service planning: HART; SafetyNet
- service review: SafetyNet

Comment RE: SafetyNet

SafetyNet is a collaborative process developed by Kawartha Lakes Haliburton Domestic Violence Coordinating Committee. It is designed to help signatory partners actualize their commitment to work together collaboratively, in real time in relation to real clients, and is an integral component of the accountability framework for this Coordinating Committee. Detailed information about this innovative process, taken directly from the Partner Abuse Protocol for Kawartha Lakes Haliburton Region, has been included with this package.

3. Training requirements

Ensuring that current and new staff at signatory agencies receive adequate and appropriate training about protocols is a shared responsibility of signatory partners and, as such, is part of signatories' commitment to promote community-wide accountability for the service net for victims of partner abuse and sexual violence ~ you can't hold people accountable for application and use of protocol if committee hasn't provided adequate training.

Training options currently in use around province include:

- securing and using grant funding, or using annualized funding, to hire external trainer to provide training;
- securing and using grant funding, or using annualized funding, to hire external consultant to develop training materials for use by in-house team;
- establish training team comprised of representatives from signatory partners.

Most common option: training teams comprised of representatives from signatory partners

- Serve set term of office, usually linked to evaluation cycle for protocol (3 yrs)
- Develop and facilitate 1 or 2 training sessions per year, typically 2 - 4 hours duration, open to specific number of representatives from signatory and associate agencies
- Respond to requests for on-site training at large and/or shifted organizations, such as shelter, CAS, or police ~ usually 30 - 60 minute sessions delivered by "mini-team"

Discussion

Do we need or want to clarify, confirm, expand and/or enhance the accountability structures for KFACC at this time?

- ☆ Is this an important component of our transition from a collection of individual agency representatives to "more than the sum of our parts"?
- ☆ Would it help build capacity and/or increase the productivity, efficiency and effectiveness of the Committee?

- ☆ Are there accountability structures, systems or processes that would better position us to move forward in relation to emerging or new priorities?
- ☆ Which options fit best with the realities and priorities of our Committee?

Do we need or want to clarify, confirm, expand and/or enhance the accountability structures for the Partner Abuse Protocol and/or Sexual Assault Protocol at this time?

- ☆ Are there accountability structures, systems or processes that would strengthen and improve our use of the Protocols?

SAFETYNET PROCESS

What is SafetyNet?

SafetyNet is a voluntary, collaborative strategy designed to help service providers develop, maintain and enhance the integrated network of services and supports available to victims of partner abuse and their families in the Kawartha Lakes Haliburton region.

The SafetyNet Process is designed to help service providers work together more effectively with priority attention to the best interests, protection and well being of victims of partner abuse and their families. It is NOT designed to replace client-centered planning processes or client complaint procedures currently used by individual organizations and agencies.

SafetyNet has two distinct components:

- ☆ Service planning also known as case planning or case conferencing
- ☆ Service review also known as case review

Forms relating to the SafetyNet Process can be found in the appendices of this Protocol.

What is Service Planning?

Face-to-face meetings and/or teleconferencing involving representatives from two or more agencies who are working with a specific client may be scheduled at the onset of the service delivery relationship and/or during the service delivery process to facilitate: information sharing; service planning; risk assessment and management; problem solving; and/or efficient use of available resources.

This component of SafetyNet is especially appropriate for use when working with clients in high risk situations, clients with multiple and complex issues requiring attention, and/or clients involved with many different agencies.

This inter-agency contact is used to generate a concrete plan of action for each of the agencies or professionals working with the client in accordance with their mandate and in consideration of the client's needs, priorities, preferences, values and goals. In some instances, specific problems, gaps in service, duplications of service, communication break-downs or similar issues may be identified during the meeting or teleconference. Every effort will be made to address any such issues in relation to the specific client as they arise. When necessary and appropriate, issues may be highlighted for follow-up by a particular agency (such as problems with a particular policy or practice) or the KLHDVCC (such as reoccurring service gaps).

Service Planning Procedure

1. Agency representative(s) identifies interest or need for service planning meeting, either as a result of his/her own assessment of the situation or as requested by the client.
2. Agency representative reviews purpose and format of SafetyNet process with the client, secures permission to proceed, and encourages the client to participate in any meetings or teleconferences scheduled.
3. Agency representative confirms, through discussion with the client, the other agencies and professionals who are currently working with, or who possibly could or should be involved with, this client. A Consent to Release & Receive Information form is completed by the agency representative, reviewed with the client, and signed by both client and agency representative.
4. The meeting(s) or teleconference(s) is scheduled. In the event that the client wishes to participate in said meetings, the agency representative will do everything possible to facilitate her participation, including make arrangements for translation services, including ASL, as and if necessary. In most instances, the agency representative who initiated the process will serve as chair or facilitator at said meeting(s).
5. Each participant will complete and sign a Commitment to Confidentiality form. Original forms are submitted to the agency representative who initiated the process; each participant is responsible for making and filing a copy of said form for their own files if necessary.
6. Each participant is responsible for organizing and presenting information relevant to their agency and for record keeping in relation to their individual responsibilities and commitments.
7. The chair will assume responsibility for generating a brief written summary of decisions, agreements and action commitments generated during the meeting, for distributing said summary to all participants, and for reviewing said summary with the client in the event that s/he chose not to attend the service planning meeting.
8. Individual agency participants will assume responsibility for addressing any issues requiring follow-up or action within their own agency in accordance with their internal communication, decision-making and accountability processes.
9. The chair will assume responsibility for forwarding any issues or concerns requiring attention at a community-wide or systemic level to the Chair of the Kawartha Lakes Haliburton Domestic Violence Coordinating Committee.

What is Service Review?

Face-to-face meetings and/or teleconferencing involving representatives from two or more agencies who have worked with a specific client may be scheduled at or within one (1) year of the conclusion of the service delivery process to facilitate the identification of: best practice processes and learning relevant to the delivery of an integrated network of services; issues or areas requiring follow-up by a particular agency; and/or issues requiring attention and action at a community-wide or systemic level.

This component of SafetyNet is especially appropriate for use at the conclusion of particularly challenging, complex or unusual service delivery processes and/or at the conclusion of the service delivery process for any clients who participated in or were discussed in the SafetyNet Service Planning process.

This inter-agency contact is used to allow service providers to “de-brief” at the end of a particularly challenging or difficult service delivery process and to encourage the identification of problems or issues that are negatively impacting on the delivery of services to victims of partner abuse and their families in our region.

In some instances, a client may wish to participate in the Service Review process to provide critical feedback to the various agencies and professionals who have worked with him/her - i.e., “this is what worked for me...this is what didn’t work for me...”. However, the Service Review process should NOT be offered to or used by clients as a complaint process. Clients who wish to register formal complaint(s) about the services they received should be redirected to the individual complaint processes for relevant agencies.

The Consent to Release & Receive Information form allows clients to give permission, in advance, for a SafetyNet Service Review meeting to be scheduled at the conclusion of or within one (1) year of their involvement with identified agencies. This allows service providers to secure approval for such a review at any time during their involvement with a specific client, up to and including during departure, even if no such review has been planned or scheduled to date.

In the event that one or more service providers decide to schedule a SafetyNet Service Review meeting after contact with a specific client has concluded, all participants must sign a Commitment to Confidentiality form as outlined below.

Service Review Procedure

1. Agency representative reviews purpose and format of SafetyNet Service Review process with the client prior to or during the departure/closure process and secures permission to schedule one or more Service Review meetings within one (1) year of departure/closure date. A Consent to Release & Receive Information form is completed by the agency representative, reviewed with the client, and signed by both client and agency representative (assuming said form has not already been signed in relation to previously scheduled SafetyNet Service Planning meetings).
2. Agency representative confirms client's interest in participating in any Service Review meetings or teleconferences scheduled. Client contact information is confirmed if necessary, with attention to any safety issues or concerns.
3. Agency representative(s) identifies interest or need for Service Review meeting upon or within one (1) year of conclusion of involvement with client.
4. Meeting(s) or teleconference(s) is scheduled. In most instances, the agency representative who initiated the process will serve as chair or facilitator at said meeting(s).
5. Each participant will complete and sign a Commitment to Confidentiality form. Original forms are submitted to the agency representative who initiated the process; each participant is responsible for making and filing a copy of said form for their own files if necessary.
6. Each participant is responsible for organizing and presenting information relevant to their agency's involvement with the client and for record keeping in relation to issues requiring agency follow-up.
7. The chair will assume responsibility for generating a brief written summary of decisions, agreements and action commitments generated during the meeting, for distributing said summary to all participants, and for reviewing said summary with the client in the event that s/he chose not to attend the service review meeting whenever possible.
8. Individual agency participants will assume responsibility for addressing any issues requiring follow-up or action within their own agency in accordance with their internal communication, decision-making and accountability processes.
9. The chair will assume responsibility for forwarding any issues or concerns requiring attention at a community-wide or systemic level to the Chair of the Kawartha Lakes Haliburton Domestic Violence Coordinating Committee.

Discussion Points for SafetyNet Service Review

Participants in SafetyNet Service Review discussion may find it helpful to explore and discuss the following issues:

- ☆ What concrete actions were taken during involvement with the client to ensure that her/his feelings, interests, priorities, and wishes were identified and addressed?
- ☆ Were one or more risk assessments completed at the onset, during and/or upon conclusion of our involvement with the client? If so, was information shared with other service providers in timely way? In what way(s) did this information affect service delivery?
- ☆ Was safety planning completed at the onset, during and/or prior to conclusion of involvement with the client? If so, was information shared with other service providers as and if necessary?
- ☆ Was information shared among service providers as necessary, in a timely manner, and in accordance with client preferences and needs throughout the service delivery process?
- ☆ Were practices sensitive and responsive to all aspects of client's personal and life circumstances and to client's identity, including but not necessarily limited to ethnocultural and racial identity, linguistic preferences, sexual orientation/preference, religious/spiritual practices, disability issues, and socio-economic factors?
- ☆ Were all necessary and appropriate referrals given in timely manner?
- ☆ Were senior managers involved in service planning and/or service delivery in accordance with each agency's policies, practices and distribution of responsibilities?
- ☆ Has the Service Review process highlighted any specific changes that might improve our collaborative service delivery system in the future ~ from both the client's and the service providers' perspective?
- ☆ Has the review process highlighted any specific changes that might enhance victims' safety and/or promote offenders' accountability in the future?
- ☆ Has the review process highlighted any agency-specific or inter-agency training needs?

**SafetyNet Process
CONSENT TO RELEASE & RECEIVE INFORMATION**

I, _____ give permission to the agency identified below to arrange and participate in SafetyNet Service Planning and/or SafetyNet Service Review processes on my behalf and to share information about my situation with representatives from the agencies identified on the back of this form. I also give permission for representatives from these agencies to participate in any SafetyNet meetings and to share any relevant information about my situation that may help with the service planning or service review process. This consent remains valid for one (1) year after signing.

My Children		
Last Name	First Name	Date of Birth/Age

Client's Signature

Date

Name of Agency Completing Consent Form

Name & Signature of Agency Representative

Date

I give permission for staff from the agency identified above to arrange a SafetyNet Service Review meeting with the agencies identified on the back of this form after my file(s) has been closed and I am no longer involved with any of these agencies. I understand this meeting will be used to discuss and evaluate services for victims of partner abuse and to help service providers learn how to work together more effectively.

Client's Signature

Date

SafetyNet Process: Consent to Release & Receive Information...continued

The following agencies may participate in SafetyNet Service Planning and/or Service Review meetings:

- A Place Called Home
 - Anishnaabe Kwewag Ganig Shelter
 - CHIMO Youth & Family Services
 - Community Care
 - Community Legal Clinic (Legal Aid)
 - Crown Attorney's Office
 - Haliburton Emergency Rural Safe Space
 - Haliburton Highlands Health Services
 - Haliburton Kawartha Pine Ridge District Health Unit
 - John Howard Society of Kawartha Lakes & Haliburton
 - Kawartha Haliburton Children's Aid Society
 - Kawartha/Haliburton Victim Services
 - Kawartha Sexual Assault Centre
 - Kinark Child & Family Services
 - New Canadian Centre
 - Niiijkiwendidaa Anishnaabe Kwewag Services Circle
 - Ontario Works (The Corporation of the City of Kawartha Lakes: Health & Social Services Dept.)
 - Peterborough Regional Health Centre
 - Police Services
 - City of Kawartha Lakes Police Service (Lindsay)
 - Ontario Provincial Police Haliburton Detachment (OPP ~ Minden)
 - Ontario Provincial Police Lindsay Detachment (OPP ~ Lindsay)
 - Probation and Parole
 - Haliburton
 - Lindsay
 - Quinte United Immigrant Services
 - Ross Memorial Hospital
 - Social Housing (The Corporation of the City of Kawartha Lakes: Social Housing Dept.)
 - Victim/Witness Assistance Program
 - Women's Resources (includes Victoria's Shelter)
 - YWCA of Peterborough, Victoria & Haliburton
 - Other - please list: (attach additional page if necessary)
-
-

**SafetyNet Process
COMMITMENT TO CONFIDENTIALITY**

Agency Name: _____

Agency Representative: _____

Position: _____

All agency representatives participating in SafetyNet Service Planning or SafetyNet Service Review processes are required to sign this Commitment to Confidentiality prior to any involvement in said processes, including but not limited to exchange of written information, telephone conversations or teleconferencing, and face-to-face discussions or meetings.

I understand and accept that protecting and ensuring the confidentiality of any and all information relating to the individuals who use our services is a trust as well as a legal obligation.

Further to this, I understand and accept that individuals who use our services have the right to protection of any and all personal information shared within a service relationship; and that disclosure of any such information may compromise the safety, security and well being of the individuals who use our services and/or their family members.

In keeping with these understandings, I agree to respect, maintain and protect the confidentiality of information shared, discussed or disclosed in relation to the SafetyNet Process within constraints of any applicable legal or government information sharing and disclosure policies, including “duty to report” as outlined in the *Child & Family Services Act*. I will restrict discussions or sharing of said information to agency representatives involved in the SafetyNet Process specific to the service user in question, to service providers within my own organization involved with the service user in question, and to representatives of the legal, justice, or child welfare sectors as required by law or policy.

Furthermore, I agree to respect, maintain and protect said confidentiality within parameters established in this document throughout and subsequent to my involvement with SafetyNet, the Kawartha Lakes Haliburton Domestic Violence Coordinating Committee, and my own agency.

Name & Signature of Agency Representative

Date

Name & Witness (must be member of KLHDVCC)
Client Signature

Date

Appendix Three

SUMMARY: HEALTHY RELATIONSHIPS VIDEO CONTEST PROJECT



SUMMARY: Healthy Relationships Video Contest

Background

In December 2007, KFACC committed to explore the option of holding a video competition, oriented around the concept of healthy relationships, for local youth. To this end, a consultant conducted outreach to potential community partners to gauge the feasibility of such a project, and to obtain their initial concerns, recommendations and other input. Feedback was collected from teachers, school administrators, school board officials, film and television industry professionals, post-secondary educators and student counsellors. Overall feedback was very positive and encouraging of the idea. Based on the results of the preliminary outreach, and taking KFACC's own mandate and interests into consideration, the Membership, Communications and Outreach Committee has devised a project proposal for the Healthy Relationships Video Contest.

Objectives/Purpose

The proposed video contest will encourage local youth to voice their ideas about problems and relating to healthy relationships and their solutions. This will promote discussions among youth and help teach them ways of building healthy relationships in their own lives.

Relationship to KFACC Mandate

Dysfunctional or unhealthy relationships are believed to contribute directly to the problems of Sexual and Domestic Violence. By helping youth learn how to build healthy relationships, KFACC is pursuing its mandate of contributing to the eradication of violence.

Scope

- ❖ Grade 9-12 students from the Limestone District School Board and the Algonquin and Lakeshore Catholic District School Board will be invited to participate in the video competition
- ❖ Buy-in and participation from the school boards will be essential to the project
- ❖ Participants will be asked to produce short videos depicting problems that relate to healthy relationships, and solutions to them. Solutions must be a part of the entries, or they will not be accepted
- ❖ There will be two categories for entries:
 - 1 minute and under in length
 - Over 1 and up to 3 minutes in length
- ❖ A panel of judges with different areas of expertise and perspective will judge the videos
- ❖ Three winners from each category will be selected, for a total of six winners
- ❖ Prizes will be awarded at an "Oscar-style" evening event in early 2009; this will include a screening of some or all entries, speeches from special guests and awards presentation
- ❖ The contestants, their families, community project partners, KFACC members and other representatives of the local anti-violence community will be invited
- ❖ Videos will be collected on a DVD and distributed to schools, contestants and other interested parties with "liner notes" describing KFACC and the contest
- ❖ Videos will be made available for viewing on the KFACC website

Implementation

A Project Coordinator will work with a volunteer **Project Lead from the KFACC membership** to carry out the Healthy Relationships Video Contest. Oversight will be the responsibility of the Membership, Communications and Outreach Committee.

Timeline

- May/June 2008, August/September 2008 – plan finalization and preparation work
- October – December 2008 – video entries accepted
- January/February 2009 – entries judged, winners selected, awards event held
- February/March 2009 – DVD produced and distributed; thank you letters and other follow-up communications

Resources

- Approximately 250 hours project management
- KFACC Lead volunteer hours
- Cash and/or other prizes (donations)
- Venue for event
- Poster and administrative materials production and distribution
- Materials and services for DVD production/distribution
- Administrative supplies

Outcomes and Deliverables

- ✓ Encouragement of youth to discuss and work on building healthy relationships in their own lives—fulfillment of KFACC mandate
- ✓ Raised profile of KFACC and its work among schools the general public
- ✓ Strengthened relationships with existing community partners
- ✓ Outreach to new and potential community partners and other stakeholders
- ✓ Video content for KFACC website

Longer-term Opportunities

- Possible annual KFACC event
- Potential for evolution of project into subsequent phases with larger, more inclusive scopes
- Creation of teaching materials for use in schools and/or in broader community
- Potential for promotion on Cogeco and/or other local television outlets