



ANITA MORRIS: Thank you for joining today's panel event. This event follows on nicely from last year's information session introducing our best practice supervision videos. My name is Anita Morris and I am a director at Family Safety Victoria. Many of you will know me from when I was in the Statewide Family Violence Principal Practitioner role in the Department of Families, Fairness and Housing. But more relevant to this important event you may have seen me featured in a series of supervision videos that the Centre For Workforce Excellence did last year. This morning I have the pleasure of introducing you to Aunty Daph a proud Yoowinna woman and also CEO of Yoowinna Wurnalung Aboriginal Healing Service, which is a specialist family violence service in outer Gippsland. She has been involved in family violence since 16 years of age. Throughout her working life she has been a strong advocate for Aboriginal communities. I now invite Aunty Daph, would you like to do an Acknowledgment of Country this morning?

AUNTY DAPHNE YARRAM: I am very happy to do that, thank you Anita, especially as we see that this amazing State has acknowledged Treaty for Victoria and I think that's really significant. Most importantly always is an acknowledgement of Country in the land where we work and live. I am sitting on the beautiful lands of the Gunaikurnai people in Gippsland. I pay my respects to their Elders, past and present and their emerging leadership and to acknowledge land, country, sky country and water country. In saying that I also pay my respects to other First Nations people who live and work in the lands where I am based, but to everyone on the screen, all First Nations people and countries that you are on, respecting that land has never been ceded and always was and always will be Aboriginal land. For me more importantly it is acknowledging the strengths and resilience of Aboriginal people and for the communities that we work with to create safe spaces and support the healing journeys of Aboriginal individuals, families and communities who are experiencing family violence and support and recognise how important it is to acknowledge their voice and their recovery. Wherever you are sitting in Victoria, I'd like to acknowledge all of you to our allies who work and support us First Nations people to keep our community safe. I want to acknowledge the work that you all do and I am looking forward to the conversations we are going to have with you today, so thank you.

ANITA MORRIS: Thank you, Aunty Daphne. So I too would like to acknowledge victim survivors who may be joining us and keep at the forefront of our minds who are living with violence and those who have sadly lost their lives because of family violence or sexual abuse and for whom we undertake this important work. As always if at any time you are affected by the content of this session and require support, please feel free to have a break and you can also refer to the support numbers in the chat. Supervision has been receiving a lot of attention this year, the DFFH Graduate Program has started offering communities of practice for the supervisors for the Switch

to Social work program has focused a lot more on the supervision and we know that the family welfare are also developing a toolkit. We see these as important initiatives to supervision. They also point to the importance of supervisors receiving their own supervision and support and I think that's often forgotten when supervisors are thinking about how to do the best practice, thinking about how they are well supported in this work. Last year we published the best practice supervision guidelines and as I mentioned a series of 6 videos. Since then there have been more than 42,000 visits to the website, more than 4,200 downloads of the guidelines and over 1,200 downloads of the videos. We think this is just amazing and thank you for your engagement with the resources. The team at the Centre For Workforce Excellence also went "old school" and sent them out to more than - sent out more than 1,000 hard copies of the guidelines to every Agency across the State. So you can actually let us know if you'd like any more sent out.

We are hosting this panel event in close partnership with Safe & Equal. What we've heard from the sector is that everyone is on different timeframes and journeys in relation to supervision. Today you'll hear from two larger organisations who have dedicated projects focusing on supervision, and two smaller ones who are looking at supervision in a different way. What we would say is there is no right or wrong way and we are really pleased that there has been such widespread attention on supervision. We had 261 registrations for this event, with most of you indicating you were familiar with the guidelines, and that's really heartening for us to hear. We couldn't have developed the guidelines and videos without your help. This includes the peaks, sector organisations, the sector working group, and expert contribution of Aunty Daph and her team from Yoowinna Wurnalung Aboriginal Healing Centre in outer Gippsland. They helped us write the sections on cultural load. We are delighted to have Aunty Daph here with us today as I mentioned both to do an Acknowledgment of Country, open the event and also to sit on the panel. Over to you, Aunty Daph.

AUNTY DAPHNE YARRAM: Thank you Anita and for that lovely introduction. People who know me know I talk a lot or get really enthused and I am excited about sitting on the panel with other leaders in this space. I suppose initially for me being able to talk about supervision from a small organisation that was set up four years ago coming out of an auspice under the community health centre where we were tied to the obligations of this organisation which for us as an Aboriginal organisation was really challenging because we wanted to have an overlay of cultural lens to everything we do and supervision was integral to the importance of that. We recognise within our workforce and in the community that some of our staff, First Nations staff, had these additional layers of responsibility around cultural empowerment, cultural load, community expectations, and that we work 24/7, so even though we might leave after 5 o'clock on most days, there is an expectation from the community that we had to carry and respond to, to look at how we maintained our roles in the organisation, our relationships with our community and our families, and that was a challenge. So I was really, really excited and pleased to be involved in looking at developing what does the sections around cultural empowerment and cultural load mean because one of the most important things for me is that as a small service in the big region down here in Gippsland we have a lot of allied staff, there is not enough Aboriginal people working in our space. In aligning with that, the other part of the partnership was working with our allied staff who were working with our community also needed a reflection on how do we support sharing our information around cultural responsibilities and a lens around supporting those staff that are working in our space. So as Anita said, we as a small organisation have been developing our

model of supervision with a cultural lens that looks at the needs of the staff as importantly as it looks at the needs of the organisation. One of the things that we've realised was that supervision should not be seen as punitive. Supervision should be seen as a way of allowing the staff member to be able to share their aspirations and concerns and more importantly creating a safe space for them to help identifying what's going on and how they can be well supported. The other side of that is making sure as a supervisor we don't bring any biases or other punitive models of what we assume is a supervision template, and I am really pleased to acknowledge the work that's been done by the Department to develop this framework because we have adopted adjustments of it just as much as anybody else, I think and as part of our journey to formally set out our organisation supervision framework we have also recognised that we needed to consider how do we support our workers in a way that they are engaged in the process and not seeing supervision as punitive. I think for me this opportunity to share with you our learnings from today and the opportunity for you to hear from some of us who work in that space and looking at ways that we want to improve the relationships and the importance of staff, because our staff are our main asset and they are absolutely, for me, are the connection to the community to create safer spaces for us all, and we need to make sure that we are looking after them in a meaningful, respectful way, that also holds them accountable too; that there are obligations that we all have in this space. One of the challenges when I will talk on the panel in a minute is about how do we support staff who have lived experience or come from spaces where they are very vulnerable and have histories in the community that had an impact on their ability to do their work? But that's for me to share with you in a little while as part of the panel. So I look forward to continuing the conversation with you all. I am inspired by the work that the Department has been doing in this space, because it is so, so very important. More importantly, I hope some of the information we share you are able to put in your toolkit and take hope, whether you are a supervisor or a practitioner looking for a better way that supervision is performed to support you, I hope you get something out of today and thank you for allowing me to share the time and space with you.

I have just realised that maybe I have another obligation as well, which is introduce the next speaker who I have had the pleasure to work alongside and be supported in the First Nations community, Aboriginal or culture space and that gorgeous person is Tania Farha and she is the CEO of Safe & Equal. I have sat beside her for a number of years and her commitment and passion to supporting young people is not under question. She has this passion to support our vulnerable communities and stand alongside to strengthen and support the voices of Aboriginal people and Torres Strait people who are part of Victoria. The work that she does in Safe & Equal and elevating how we look at family violence, not in a punitive way, but to be promote and supported and carry our voices is very important. So I am hoping Tania is here, and I would really love - there you are, you are gorgeous person. I am looking forward to hearing with you and yarning with you today. It is lovely to see you again. Thank you lovely.

TANIA FARHA: Thank you, Aunty Daph, it is always such a privilege to be able to work with you over these many years. I actually remember 20 years ago when the indigenous partnership was being set up and I was working over at Vic Pol and how great you were. Thank you very much. Thanks for everything you do. You always show up with such great positivity. Yeah, despite the heavy burden on, and you know, I recall the event we were at the other day, the colonial burden that everyone has to deal with in First Nations communities, so thank you. So on that note can I just start by acknowledging country as well? I am on Wurundjeri lands today, so I acknowledge

the Wurundjeri people, the Elders past and present. I acknowledge all people from different lands, Aboriginal people and of course all the Aboriginal colleagues who are here today, acknowledging of course sovereignty of these lands was never ceded, it always was, always will be Aboriginal lands and very pleased to see that we are moving along somewhat with the introduction of Treaty and I really hope that it delivers what it is meant to deliver for our First Nations community, and for all Victorians, actually, because this will be a benefit to all of us. So really great to be here. This event I think it is actually perfectly timed, it is the day before the last day of the 16 Days of Activism and there have been so many events taking place, including, I think the largest walk we have had in Melbourne against family violence, I think it was - I heard recently - over 11,000 people marching. I went to a Bowen south-west event last week and saw all the amazing things that are happening out there too with the regional group and all the innovation and engagement by people in this work. So that really helps me think about when I think about the backlash that we are probably facing against many things, the issue around gender-based violence and racism and I know First Nations people have been dealing with these things for a long time, but as we see these things all come together it is so great to see everybody who is in this space out there engaging and being part of the solution. Of course while the 16 Days of Activism highlighted the urgent need for change and action behind the scenes, 365 days a year our dedicated workforce supports children, young people, adults and families experiencing family violence every single day. I just want to say a big thank you to all the practitioners out there for doing that. The importance of supporting this workforce to undertake complex and specialist work I think hasn't been greater. I have been a big fan of these supervision guidelines and I know Safe & Equal has been working really hard to support that. Because of course supervision is really critical, particularly in this very difficult environment where we see the complexity and the levels of violence increasing, at least that's what I am hearing from services out there. Research shows clearly one-to-one supervision improves worker retention. Group or peer supervision further lowers the intention to leave, and supervision is specially critical for new workers and its supervisors when the learning curve is steep, and of course it is in this work.

Specialist family violence services and, in fact, all orgs differing family violence services have long recognised the importance of supervision. We hear from our members how, good supervision is, building practitioner confidence skills and capability and creating space to reflect on the values and purpose that underpin this work. But we needed guidance and consistency across the State and that's where the supervision guidelines and videos have provided this and supported programs enormously. When I heard across our sector, particularly that several agencies were investing time and resources into implementing the guidelines and improving supervision quality, I was really thrilled as were all the colleagues in Safe & Equal because I think this is such a critical part of the work that we do. It is really the thing that underpins the foundation of this very, you know, I want to say, it is fulfilling work, but it is difficult work, I don't think any of us would deny that. Today's session features four family violence programs sharing their approaches to improving supervision, the challenges they face, the learnings they have taken from the process and each journey is unique and full of valuable insights. Now, I was listening to Aunty Daph there about the issue of supervision with a cultural lens, and you know, this is so critical particularly for mainstream specialist family violence services because we know that people entering our services will be diverse, diversive culture and diversive experience. This is really on the forefront of my mind as I am about to transition to a new role as the CEO of In Touch, which of course is a targeted services where cultural service is critical. I know that we use cultural safety a lot more broadly, but this was something that was coined by First Nations people

and very much again we have learned from our First Nations people. So I just really want to acknowledge that and thank them for everything they share with us. I also want to say a big thank you to Safe & Equal staff who have been participating in this and the Centre For Workforce Excellence of course for organising today's event. I know there is always a huge amount of behind the scenes work and collaboration to get us here today. I think my last job is actually to introduce our MC for today, and I am really delighted to introduce Emma Wahee. She designs initiatives that strengthen leadership capability across the family violence and intersecting sectors. She believes leadership learning and community are powerful changers. She is passionate about leadership that is purposeful, collaborative and grounded in equity and I can really attest to that. Emma believes ending family and gender-based violence requires leadership and collective care. Over to you Emma.

EMMA WAHEED: Thank you so much Tania and Aunty Daphne and Anita. I am calling from Wurundjeri country. I want to express my sorrow and my hope and belief that we can move to equity and partnership together. It is my pleasure to speak at this Webinar along with Aunty Daphne from Yoowinna. I'd like to introduce to our call Jan Earthstar from GenWest. Hi Jan. Jan is the clinical practice leader at GenWest with 19 years' experience. Jan has spent the last decade, she recently led the implementation of GenWest framework. We also have Lucy Taylor from FVREE. Lucy is the learning and development lead at FVREE and has been in the family violence sector for 9 years as a specialist family violence practitioner in project management roles. Her current role focuses on capability building across the organisation and she has been working on aligning supervision processes with the guideline. Hi Lucy, wonderful to have you here. I'd also like to introduce Oula Ibrahim. She leads the family violence program for both response and prevention teams. She is deeply committed to advancing trauma-informed approaches to family violence and refugee support. Hi Oula, great to see you. Before we begin I'd like to quickly preface that I may need to interrupt our panellists in the interests of time, so please forgive me if I do so. It is wonderful to have everyone's insights. Oula, can you please share a bit about your program and how supervision occurs at Wellsprings?

OULA IBRAHIM: Thank you for the opportunity, Wellsprings For Women is a small cultural organisation that has about 45 staff members working across three main departments which are family dedication and family violence. We work under family, but we do both, response and prevention under family violence. All the programs aim to support women and children from migrant and refugee backgrounds. We operate in the south-east region of Melbourne and our main office is in Bendigo. About the family violence team, our team of bilingual. They live in the same communities. This unique position shapes everything about how we approach supervision. In this sense I would model supports with community connection and informal learning opportunities. Also we recognise that our practitioners carry emotional and lived experience that need safe, protected private and protected space for reflection. They see their own communities trauma affected in the case work, so we have been passionate about our staff's safety, creating spaces where practitioners feel valued, seen and supported. Also at Wellsprings we understand that our staff have cultural loads and community obligations or expectations and sometimes some informal roles that each one play within their communities. So they don't clock off at 5 pm from their communities, they run into clients at the supermarket at mosque, community events and sometimes extended community members call them for advice and they are expected to attend to those calls and support networks. All of these factors are embedded in our supervision

tools and resources. This is perhaps our most important consideration. In terms of supervision, we do provide like at the moment we provide like different types of supervision, but we keep scheduled clinical and managerial supervision as the backbone and use supervision agreements that explicitly reflect cultural or community obligations.

EMMA WAHEED: Thanks, you've been working at Wellsprings For Women for about 5 months. Can you tell us what you've noticed about culture in that time and what it means for planning supervision?

OULA IBRAHIM: Yeah. Wellsprings has a positive and nurtured culture that obviously is organically - that was obvious from day one, however our organic and open culture risks unscheduled supervision replace scheduled reflective practice. So we are formalising what already works. We are still at the beginning, but we are formalising what already works, while embedding predictable reflective time for supervision. We also support our staff workers with lived and living experience of family violence and trauma, and treat lived experience as an asset. But to maintain this culture and to make sure that the culture load is visible to all our workload planning tools we took some steps that I am happy to share with you all. For example we build in flexibility for workplace things. We are monitoring for signs that community expectations are overwhelming, not just case load numbers. In supervision we explicitly name and validate cultural load, and we explore cultural things and how is that affecting you. We solve problems about boundaries by respecting cultural values. We discuss the conflicts that arise like when a client's family member approaches them at a wedding, for example, we discuss those in supervision. Also we have an open door policy with boundaries, for example we understand that we need to protect scheduled time for supervision, like 60 minutes of full supervision, but also in the supervision we celebrate wins together with staff, we make sure that there is psychological safety, we embed familism and we include cultural inclusive lands. At the moment we have - we are still reviewing our resources and making sure just to embed the guidelines or how to incorporate the guidelines into the existing resources, but we are trying just to review with the staff, we are consulting with the staff at the moment to see how we can formalise what has been already working, and has been perceived by staff as supportive or supporting.

EMMA WAHEED: And the importance of having a supported and nurturing culture at Wellsprings must provide a really solid foundation for effective supervision, especially given that a trusting relationship is the key. What do you think are some of the advantages of exploring supervision practices?

OULA IBRAHIM: At the moment we are trying to make sure that the staff, I mean it is going to help the staff with their friendships and to help them understand the difference between the briefing employee assistance to meeting supervision. Those things will be more explored with the staff and exploring the guidelines if that will help the staff understand more the different types of supervision. But to be honest with you we are worried that this might impact negatively on the positive culture that we have at the moment at Wellsprings, but we are trying just to make sure

that we explore together with the staff the guidelines and see which elements we are going to incorporate in our tools and resources.

EMMA WAHEED: Thank you for those reflections Oula and for sharing your insights. Aunty Daphne can we hear a little bit about your program and how supervision occurs at Yoowinna?

AUNTY DAPHNE YARRAM: Thank you Emma. I think some of the stuff you have said it is reflecting our little organisation. Adds I mentioned in my opening address, we have moved out of transitions out of an auspice organisation after 14 years and set up this new organisation at the time of the establishment of it we had 9 staff, 3 and a half, nearly 4 years later we have 35. So our evolution and growth has had a significant impact on our capacities to develop supervision frameworks and to a degree, I think it is a bit about trying to keep up with what's going on and I think for me all those elements that Oula talked about making sure that the diversity of our staff, that we have staff that do have lived experience, that we are living in a region where we cover two LGAs and we have 5 Aboriginal communities that are separated from some of our services by an hour or two hours with limited public transport. So a lot of our time is on the road travelling and visiting clients and families remotely for home visits and things like that. That creates some challenges around the worker's capacity, the worker able to invest in the time they need to do to support clients and their ability to come back into the office and do case loads and all that sort of stuff. Also being mindful that workload and we see because we are only a small organisation with 15 clinicians to cover 5 communities, and we work with in the prevention space as well as we do frontline clinical space and we work with people who use violence and people affected by violence. At times we are working with the partner of someone who is using violence and absolutely there is confidentiality and there is definitely distinctions about how and what that level of support and information shared, but it also creates some challenges around how different supervisors support their individual workload, the workers when they are talking about what's going on in the family setting. Very quickly the other parts that I am interested to share with you is that we do one-on-one's direct, what do you call, it management supervision operational supervision is what I would call it. Then we have an external number of amazing practitioners who provide the clinical supervision. We wanted it to be independent of the organisation, one because we are in a regional area where the expertise of practitioners may already be working with us in some capacity, so there is a biasness and we wanted to have total impartiality for staff to feel that they can share with those specialist practitioners around clinical supervision, their stories in a way that they feel that they are being heard, that there is no biasness or anything that could be triggered. The external supervisors also have a contract with our conversation with me and part of that obligation is that if in the yarning with the worker that they feel that there are things that are elevating or that they are anxious about that could impact on their personal wellbeing or impact on their work, then there is an agreement and contract between the staff member, the external clinical supervisor to make contact with me, then we work out a way to support the worker in a meaningful way. So there is no breach of confidentiality, because that practitioner isn't biased by the clinical supervisor saying, I think we should invite Aunty Daph to come and have a yarn to see what we can support to see what that looks like. I have to say I have been really privileged in trying to hold our staff and our organisation safe in a way that looks after the individuals who work with me. The other part that was really interesting for me is that we are starting to engage in, not so much a peer supervision, but we have - all the clinical team meet every day for half an hour just to check in and see how their case load or if it is too heavy or what

that looks like. They sit there and talk about what that looks like for them so we can consider how do we support them in carrying that load, but the colleagues are hearing some of the challenges and what that looks like. So you see this empathy of the workforce, because they are in geographical different offices as well, so they have come together for this half-hour huddle we call it to talk about how it is going, what's going on at different ends of east Gippsland which is quite a large area and that's been really important. I think the other part for me was around I forgot to mention, I am using this to throw it out, we have been invited to develop some cultural videos to talk about what are the things that we learned in providing supervision to Aboriginal staff or working with Aboriginal clients for allied staff and we are hoping that they are going to be finalised and available to everyone in June next year, because in the organisation as I mentioned there are only 7 of us First Nations who have clinical staff. The rest of our clinical staff are allied staff. Part of that supervision model and the intent is that we do as part of our induction a cultural induction just as a preparation for any staff coming in to understand the dynamics of the community that they are working in the historical contents of the community what the transgender looks like, so we try to provide tools and resources to our allied staff to have an appreciation of the different and Aboriginal lands or the impact of how they work in our space and to make sure that they are comfortable, that they are biasness or unconscious biasness or whatever they are feeling is addressed and responded to and welcomed so that we don't feel like they feel like there is a them and us. I have made a concerted effort to make sure that we, as our clinical team feel collected and connected in a way that they are very comfortable to go and work in our space in a way that at the end of the day supports the aspirations and the safety of our community. So thank you.

EMMA WAHEED: Thank you. Your service came into being in 2006 in response to raising family violence in the local Aboriginal communities, and I also want to mention the words, Yoowinna Yoowinna Wurnalung means our safe place, which I think is meaningful to share. We often hear that Aboriginal organisations team do a better job than mainstream organisations when it comes to supporting staff through supervision. Can you briefly tell us in your perspective what makes the difference?

AUNTY DAPHNE YARRAM: I suppose it is that I call it that really clear understanding that we are connected to the communities that we live in, that down in our region, the communities they have familiar relationships from Melbourne all the way to New South Wales. So whether we are staff or whether we are clients coming into the service there are connections and recognition of that. The other part that I think is really important is we talk about this, not only in, I think Tania also said it, what a cultural load looks like. I suppose it is really important to understand the definition of what that looks like to be really clear so that we don't, we think about - it is not about excuses, it is about that for me as an Aboriginal woman living and working in the community that I live, I am called on 24/7 and I think it is really important about how do I make sure my staff, especially Aboriginal staff feel nurtured and supported and also I am a bit bossy to ensure that they take time out to be able to heal and recover and to acknowledge the environment that we live in and our community. I think through the ACCO sector we recognise - and I do call it a burden sometimes, but it is also, I see it as a collective communal response that is strengthening and supportive. I think to me it is about that awareness of how important our staff are, their vulnerabilities and I take that by thinking about when we are doing supervision with one of our workers, it is about, it is their time, their voice and they need to be able to feel that that is a safe

space for them. More importantly it is not about me going what is your case load, how can I support it. It is not about the supervisor, it is about what is going on in your family life and your community life and then in your work life. In all of that my head is thinking about so how do I support you in all of these different elements of your life with intent? It is no good giving a talkfest, it is about how do we take time out. We have other elements of leave that allow our worker to step away from work for a couple of days if they need to and I authorise leave to enable them to be with their family and be supported. So I have designed some of the policies of our organisation also nurtures the clinical staff - all of our staff really - if they needed to take time to regroup, resettle, then we have that at our disposal at our organisation, the capacity to do that and I think that's really important as well.

EMMA WAHEED: Thank you for sharing that Aunty Daphne, especially about communal focus and strong sense of putting people first, I think it really highlights the relational skills that are needed for this complex work. GenWest is one of our larger organisations that we have on the call and represented on our panel. Jan, can you share a little bit about your program and how supervision occurs where you are?

JAN EARTHSTAR: Definitely. Thank you so much Aunty Daphne, so far I have gotten a lot about what you have said around formalising and what it takes, I think that's a great approach to take and Aunty Daphne, I appreciated hearing about cultural load and really looking forward to seeing the videos in June. So GenWest as the name implies is based in the western region. We have got a bit over 150 specialist family violence staff, so we are really one of the much bigger services, specialist family violence services in Victoria. We cover the western Melbourne area and Burbank area, so two regions. Over the last year we have actually developed our GenWest supervision framework. So the framework has fully adopted the minimum frequency and duration, recommendations from the Department's guidelines and then we have added some more things to it to give it our own GenWest flavour. So to give you an overview of what's in there, I guess specialist family violence workers are basically entitled to some form of supervision every week. So they get one-to-one line management supervision fortnightly and I will use the word Aunty Daphne used before, that's a lot more operational. It is very case-focused. We are looking at reflective elements to do with the cases and the clients and we are also bringing in wellbeing into those sessions as well. But probably of all the offerings we have that's the most operational. The agenda for those is cocreated by both supervisor and supervisee. The other one we have is external supervision. At the moment we apply that with some external providers and that's much more of a reflective practice space, it is not operational; they are getting both at times, operational and reflective practice. Then we have a third offering that we have designed at GenWest and we call it intentional practice. So this is unique to GenWest and if anybody is kind of familiar with the community of practice model, it is very much like that. It occurs monthly, it is in groups of about 8 or so and leadership is actually the ones who choose the topic for that one particular. In those spaces we might be doing reflections or activities. Some sort of critical thinking, but about a very particular micro skill. For example, this month we are looking at best practice closes and really focusing on that skill. I guess the other thing to say is that we also provide individual and group external group supervision to our team leaders and to our managers as well, because as people have already indicated supervisors themselves need support. That's kind of our offerings.

EMMA WAHEED: Why did GenWest decide to do an improving or refresh?

JAN EARTHSTAR: I started this role in May of last year and when I came into it it had already been kind of observed that we wanted to do something about supervision, we are this big organisation, but we had actually grown heaps just after the establishment of the stores in our region, we have got these two Orange Doors and at that point we have got 8 or 9 different teams, they were all doing things differently, so it was clear it was time for a refresh and get some consistency. I started by doing some one-to-one consultations, I undertook two surveys for staff which were really well responded to. One survey was for supervisors and the other one was for supervisees. I do want to tell you what we found from these, but I don't think there is actually anything particularly unique about what we found, I sincerely think that if just about any organisation here consulted their teams you'd find similar stuff. I think to say the only thing that was really consistent was inconsistency. Supervisors across the organisation we found they all had different styles of what they were implementing. Some people were doing clinical supervision, some people were doing operational, some people were doing it monthly, or not at all. Some were doing check-ins and others were going in quite deep. I guess another thing that came up was people talked about not being clear who was prepared for sessions, I guess, so I talked to supervisors and they'd be saying, "My supervisor never comes prepared with a topic." So we were there talking about things, but I guess, and then the supervisee would say, "My supervisor never comes prepared with a topic." I guess another thing that came up was that supervision was becoming this space just to recap what happened for the last two weeks, so people would just be reporting things rather than digging in deep. So that was a real problem we thought we needed to do something about that. Some other things is that there was just all these different forms, there was about 8 or 9 different forms, probably each team just kind of developed their own. Some supervisors were writing notes and giving them to their supervisees to sign them. Other people weren't doing notes at all, so there just wasn't this consistency. I think the other important thing to say that is probably a really common experience across the sector is that folks have talked about external supervision in particular being a really common experience for them is that it is a space that's just being used to vent. Sometimes folks would say, "I don't really know why, but I am going into external supervision, coming out not feeling that good." So we knew we needed to do something to support people around venting. The timing of the guidelines last year was really fortuitous for me. As I said I started in May and they just made my job so much easier to help give me guidance about what it is that we need to be aiming for. So how did we know we were ready? We had this doubt, we had these consultations and the other thing I guess is that we were reckoning with the fact that supervision is one, it is one of the key levers that we have to build people's professional development and two, going into supervision is, it is time spent away from doing direct service client work. So we really took seriously that we had an obligation here to both our staff and to our clients to make sure this time is really well spent.

EMMA WAHEED: I can see Susan has put in the framework as well. Can you share a little bit more about what services are planning to do to improve supervision including how you might have embedded any guidelines or videos?

JAN EARTHSTAR: Sure, thanks for putting the supervision framework in the chat. We have just decided to release this publicly. We are feeling good about the framework we have put up and we want to start sharing it with other organisations so you can think about what might work for you. So our framework, how we kind of wrote it. I guess the guidelines really clarified for us what the standard should be. So we did adopt the frequency and duration ratios that the Department suggested and we added some on top. What that framework does that wasn't happening before is it clarified what supervision and it clarified what supervision isn't as well. It gave really clear roles and responsibilities, not just to the supervisor, which is what I think we usually think about, like how can we scale up this supervisor, but there is a partnership and both people have roles and responsibilities in a partnership like that. I think one of the biggest shifts that we had in our supervision framework in terms of what we introduced that's quite unique about it is we actually ended up introducing a short form to be filled in by the supervises before the session. There was a bit of controversy with introducing something like that, there is only so much admin that our staff do. We were finding that people weren't coming into these prepared, they were so busy, they didn't have time to think about what they wanted to talk about. Even if we introduced this 5 minute form before it means people were coming in prepared to the sessions. It really asks things what's gone well this fortnight, what has been challenging, what are the key updates and importantly what do I want to focus on in the session today? That goes over to the supervisor who reads it before the session, supervisor thinks about it and thinks do I want to add anything to this agenda? Now both people are coming prepared into the meeting which is great and we are not having to time waste by doing the report or the recap and the session moves much more quickly into meaningful reflection. In addition to that we developed supervision agreements. We did look at the guidelines for that and then we adapted what we wanted to do, and then there were definitely a couple of sessions of our supervision framework that we lifted directly out of the Department guidelines because we thought they nailed it. One example is the lived experience section, with correct citations we did take those and say, this is the approach that we want to take. Another section was these four levels of reflection model in there, there was so much great stuff in there, so we definitely lifted things out. That's what we did for developing those guidelines.

EMMA WAHEED: Thank you for sharing this. I am sure many people on the call would appreciate some of those practical ideas and what it takes for reflective implementation. GenWest adopted a unique strategy I understand. Can you talk a little bit to that?

JAN EARTHSTAR: Like in terms of implementation?

EMMA WAHEED: Implementation, yeah.

JAN EARTHSTAR: Getting the framework was essential but implementation is the real key. I cannot stress enough for people to properly think that through. This isn't just a supervision thing, this is changed management. It requires consultation, drafts, feedback and then quite a deliberate plan for a rollout. So once we had this framework we needed to think about what skills both supervisors and supervises needed to be able to make it successful. So what we have

actually ended up doing, we did have a look around for different kinds of supervision trainings, but we couldn't find anything that was bespoke enough to the specialist family violence workforce. So we have actually created two different trainings. One of them is a full day training for all supervisors across GenWest and it builds core specialist skills. So things like giving and receiving feedback and managing pitfalls that people experience, reflective practice, how you actually do that, how to implement our intentional practice model that's our community of practice stuff and how to support staff with lived experience while also holding an operational role. So all of that stuff has gone into our training. Then the second element which is quite unique, I haven't really seen other things out there, but we realised that it really needed to be done for this to work. The other training we developed was supervisee training, so people usually think we've got to scale up our supervisors and that's true, but supervision is partnership and both supervisors and supervisees need skill to know how to do reflection in that space. Everybody needs to know how to do, supervisors need to know how to be giving and receiving feedback, they need to be able to do that skill in that space. Supervisees need to know how to manage conflict. Importantly we needed to address the venting stuff that was happening, because I don't think anybody was going into these spaces trying to just vent or make people feel worse coming out, it is actually just a skill, so they needed to learn how to change a vent into a reflection and how to keep each other on track if they noticed each other going outside of that agreement that this is a reflective space. In the training I guess we used the videos from the guidelines absolutely, there is so much in there. We used the lived experience video, we used starting a new relationship video, there is one about getting a history of their supervision. So there was heaps that we took from those guidelines and there is great reflective questions in the guidelines that we used for the training, so really, really helpful. I guess the other thing to say is just that we really did develop these bespoke trainings and they have been essential to the success of the implementation. We are now adapting them for the broader specialist family violence sector. We are up to the point of getting expressions of interest, so if your staff are interested, even if you just want to express interest and you are not quite ready it would be great for us to know what the advertising is out there for that. If anyone wants to you can get in contact with us at training@genwest.org.au, it would be really exciting to share this staff.

EMMA WAHEED: Thank you for all the questions and comments in the chat. Please keep them coming, we may not have time to go through everything, but we are taking notes and some of the resources are in the chat as well. GenWest have done a lot in it this space, so we appreciate you sharing that work and those resources and how you are implementing them. Lucy, you are in an organisation. Can you start with sharing a bit about your program and how supervision occurs at FVREE?

LUCY TAYLOR: My pronouns are she/her and I am joining today from Wurundjeri land. It has been so great to hear what other services are doing in this space, I am certainly learning a lot. FVREE is the specialist family violence victim survivor organisation in Melbourne. We work in early intervention and recovery. This includes operating out of the eastern Orange Doors. We have around 107 in the organisation. Similar to GenWest FVREE uses a one-to-one model for supervision. We combine clinical supervision and managerial supervision with line managers providing supervision for their direct reports. We also are in the early stages of running internal reflective practice groups for our services teams. Our standard practice is fortnightly, one-to-one

supervision for our services staff and no less than monthly, one hour monthly for non-services staff.

EMMA WAHEED: Why did your organisation decide to do a refresh of supervision? How did you know that your staff were ready?

LUCY TAYLOR: Like GenWest we have received significant growth, which has created opportunities to take on new roles. We have had a real focus on leadership capability over the last four years and providing great supervision to staff is a key element to this. We also wanted to build consistency in supervision practice across the organisation, so not just in our frontline services teams. Our supervision process was due for review, and the release of the best practice guidelines presented a good opportunity to do this. So one of the first things we did was undertake some initial staff consultations to understand what was happening in supervision and what we could do better. We invited staff and leaders to attend some focus groups. We had sessions for staff and leaders to encourage frank discussion. We had more than 90 people attend across the organisation including our Orange Door staff. We found from that that staff are really keen to learn more about supervision and there was really positive feedback that this was being looked at and made a priority. In these sessions to guide the conversations we introduced the four functions of supervision from the best practice guidelines, so managerial, supportive, developmental and systemic and we asked staff and leaders where they felt they were spending most time in supervision. What we heard was most time was spent on the managerial functions so that daily operational task focused work and we were doing the wellbeing function quite well, so the supportive function. We heard that supervision again was happening pretty regularly, but there was some work to do in ensuring it remained prioritised, particularly for leaders themselves, their own supervision. We heard that the developmental and systemic functions of supervision as well as reflective supervision, so those elements that can take a bit more time and may seem less urgent, they were happening the least in supervision; mostly due to time constraints. So we found this element varied depending on how much access staff had to their line manager outside of supervision. So the more access they had to ask day-to-day questions and keep moving with their work, the more time there was in supervision to drop into that reflective space or have some more systemic conversations. We heard that our documentation process was clunky and not fit-for-purpose, our form had become a bit of a tick box exercise making supervision repetitive and like GenWest we found some confusion about the purpose of supervision notes. We had concerns around privacy of notes being raised, so for example a new manager being able to see past notes for a worker. So they may have disclosed something to a previous line manager in supervision that was noted down in a relationship where there was already trust established, so there was concern about a new manager having access to that. We had a lot of work to do, but we had really engaged staff and a leader cohort I think as a result of doing those consultations right from the start.

EMMA WAHEED: Certainly takes intentional reflection and people-centred work. We spoke about what GenWest has done or is planning to do to improve supervision including using the guidelines or videos or tools. Can you share a little bit about what FVREE has done to refocus on supervision and some of the big differences to GenWest's approach?

LUCY TAYLOR: Following those consultations we have re-developed our supervision procedure to address the feedback we heard and to align with the best practice guidelines. So one of the things we did was in response to feedback about the need to have shared understanding of supervision roles and responsibilities from the get-go. We created a supervision agreement based on the template from the best practice guidelines, something we didn't previously have in place. Our agreement has a focus on, particular focus on making supervision culturally safe, so that conversation can happen from the get-go. As part of the rollout of the new procedure we are asking all our leaders to complete this agreement with their current staff even if they have been supervising them for a while as a bit of a chance to reset in light of the refreshed procedure, so giving staff and employees a chance to have a look at the guidelines and consider how the relationship is working for them. Another change we have made is moving to an online platform for supervision notes instead of a form which is essentially a conversation between the staff manager, the staff member and the line manager. So this is to address the privacy concerns I mentioned earlier. This has also greatly reduced the admin we had around supervision allowing hopefully more time for people to spend in supervision. Because the note platform we have chosen has no prompts, no questions, we have created what we are calling a supervision map. So it is a one-pager with the aim to keep the four functions of supervision in view and ensure that supervision fulfils all of these functions over time. We are encouraging line managers while we have got minimum guidelines, we are encouraging line managers to consider booking longer sessions from time to time or separate sessions to make sure that all of those functions are happening.

EMMA WAHEED: Thank you for sharing that Lucy.

LUCY TAYLOR: I am just going to bring up the map. So this is the map as you can see it turns the functions from the guidelines, which we pulled straight from the guidelines, we have turned them from tangible topics of conversations such as explore wellbeing or reflective practices and aims to support a shared understanding of what can be covered in supervision and help staff set the agenda as has been mentioned. So you can see we've put the trauma-informed principles from the guidelines again in the centre to ensure supervision remains underpinned by those. We have put these up in our supervision rooms and provided copies to staff and leaders. So to roll this out and to introduce our leaders to the guidelines we are running currently underway a series of workshops for leaders, similar to what Jan spoke about. We are focusing these sessions on areas that we identified from the consultations as needing improvement, so things like how to have reflective supervision, a lot of similar topics there, supervising First Nations staff and staff with lived experience. So the video resources have been invaluable in this, we have used almost every one of those in sessions with leaders. An example of those workshops would be watching the first supervision videos, a couple of the prompts from the associated discussion guide, and then introducing our tool, so our supervision agreement. So that is one of the workshops we run. Like GenWest we have run sessions for staff, supervisors with an overview of the changes and again similarly highlighting topics where there was room for improvement, so about the active role of the supervisee in setting the agenda and engaging in reflective supervision. We are currently piloting a group, reflective practice program with our case management team. There is an additional space for staff to engage in reflection, and some of those systemic conversations we

heard there wasn't time for in the one-on-one supervision. Following positive feedback from the pilot we ran this year we'll continue this next year to expand to our Orange Door teams. I think one of the key, maybe unique features of this program is that it is opt-in for facilitators and also for participants, so it is not compulsory that all of our staff attend these. We found that that created a better buy-in this year. The groups are also closed to allow that trust and safety to build over time, closed for the year. So just finally in thinking about today's panel is reflecting on some of our learnings so far. I'd say one of the key lessons for us is the importance of consultation as I mentioned to build that engagement and buy-in. Another game changer which I think goes without saying has been the value of something like the best practice guidelines to lean on. So we definitely would not have been able to do what we did without the guidelines and particularly the video resources. One of the other key learnings for us has been the importance of acknowledging and naming the inherent intention in the model we used so combining line management and clinical supervision and navigating this requires real skill on the leader's part and is an ongoing conversation. I think this highlights, reinforces the fact that the relationship between the supervisor and supervisee is critical to safe and effective supervision. So I am sure there will be lots of ongoing conversations like this with our leaders and staff on some of the more nuance aspects of supervision. We are thinking about this initial rollout of the procedure as the start of the conversation and not the end of the project.

EMMA WAHEED: I think that's true definitely the start of conversations. Thank you for sharing that, Lucy, it is great to be able to understand the intentions and the concepts as practical steps. The guidelines describe performance management as being separate to supervision, but through early recognition and support it can prevent performance concerns growing. Aunty Daphne, really interested what are your thoughts on this statement and how has your organisation navigated that line that Lucy has also touched on between those two?

AUNTY DAPHNE YARRAM: It is really interesting because I see like there is a definite connection in how important it is around what is the evidence to determine at the end of year the performance management. I think, listening to both Lucy and Jan we do have catch-ups, we have an 8 page on how are you travelling, what does your work and family life look like? That is signed by the supervisor and the supervisee and that is used for the next month to say what's different now and by the time we get to the annual performance review, or performance management it is a check-in each time so we are able to address and respond much more quickly if something is escalating by the behaviours of the staff, but also the regular catchups what is different from the last time we caught up. So use the tool about what is the template to capture that information so that it is not, I suppose it is that thing, I thought about the supervisor, supervisee thinking about power and control as well as about the assumption, because I think nearly every one of my staff members, even in our prevention education space sees supervision as punitive that it is an accountability thing and not a responsive reflective inclusive thing. I think in this way when we talk about performance management there is the reflection and check-ins, I think it is about what that narrative looks like, making sure that at the start of any process in supervision that both parties come to the table and talk about the intent and what they both hope to get out of it right at the start so that we build an expectation for both of them about building that relationship, because I really like what you said earlier Jan that this is a collaboration and partnership and it is about both people having an expectation in a positive way about how it is going to inform, influence their relationship and the work that they do. I think in the performance management

stuff I think it is those reflective conversations each time you catch up, whether it is fortnightly or monthly, but the most important part is it has to be ongoing and on a regular basis because how can you make an assessment that something is going wrong if you are not checking in and catching up with people? I think that's really important about supervision notes I have written and about informing the progress each month and each year so when you do the annual performance review, you are both sitting down with the information that you both signed off on to say, this is what the year looked like and I think that is so important, so thank you.

EMMA WAHEED: Thank you Aunty Daphne. Interrogating power and control in every aspect of the work, it is powerful, isn't it? Jan can you share your perspective from GenWest, how do you navigate that line?

JAN EARTHSTAR: I really agree with a lot of what Aunty Daphne has just said there, really appreciated hearing that. After we have done the supervision framework I think we have a much clearer understanding as an organisation about the difference between supervision and performance management. So really good with the stuff you are saying around this is not a punitive space, that's not what supervision is, supervision is a supportive space and performance management should also not be a punitive space, it is a place where we support people to meet their performance goals. But I guess in terms of how we have sort of differentiated it, there is not discussion in our supervision framework of performance management. Supervision is really something that everybody gets. It focuses on practice and growth. Very much as Aunty Daphne said it can prevent future performance management issues. Performance management is quite separate and actually we have developed some very separate performance management toolkits basically, so we have kept those as separate documents. For the way that we currently operationalise that, it is for us the same line manager who would do both. So if somebody is doing individual line management supervision with somebody, they are the one who would also be doing the performance management. But we would really separate those meetings even. This is supervision over here, this is performance management over here. When we are doing supervision with anybody, whether you are being performance managed or not, the point is to help you build on whatever goals you have got. If your goal is to meet your performance management obligations then that's what we'd work on in supervision. But we really try to separate thinking about the process that there isn't confusion about supervision itself being anything about assessing someone's performance, that's not what we are doing there.

EMMA WAHEED: Thank you Jan. Oula and Aunty Daphne, you are from smaller organisations and I am conscious that larger organisations like GenWest and FVREE have more resources. Oula, what are your takeaways or key ideas that you'd like us to consider?

OULA IBRAHIM: Sorry, I was on mute. Thank you. I was just saying that I had the opportunity to work with Jan in the past and was there when she was developing the framework for GenWest and I continue to be fascinated by the incredible work that she does, thank you Jan. I absolutely learnt a lot from today's discussion, like I have learnt that we all agree that supervision is an act of solidarity and care and it is not just a ticking boxes. I have learned from Jan about the intentional

practice, like wow, this is a great idea the supervisee training, oh my God, this is like incredible thing from Lucy about the map of four functions and from Aunty Daph that we need to continue embedding the cultural load and community kind of obligations or expectations in everything that we do. So as I mentioned at the beginning, we are being intentional about the work that we are doing at the moment. We will maintain the positive aspects that we have already in place and we will try just to consult with the team on how we are going to embed the guidelines into our resources. And also share with my team all the things that I have learned from today. Thank you so much everyone.

EMMA WAHEED: Well, Aunty Daphne, what are your key take-aways or ideas that you'd like us to consider?

AUNTY DAPHNE YARRAM: If you could see where I am sitting in my office, I have scribbled all over the place all these anti dough tall notes. I want to say thank you lovely for sharing your wisdom and what you've been doing in your own work and practices with me as a little organisation as I am navigating to develop our own framework. I suppose like Oula, we are a little organisation, but it is around, I think it is like structuring the framework to suit our need. I think for me it is going to be a journey, what is the initial response, as I said earlier when I was introducing myself, we are only four years young, or coming up to four years young, but we have grown so quickly. So making sure that I have the basic obligations that we have talked about as part of our journey has been really important, but I really like when Lucy said about supervision agreements and that we align it to the Department meeting those four functions so that we have commonality across the whole organisation. I think that's one of the challenges is that I have different supervisors, or staff who are team leaders coming from different previous other organisations and they already have a model of what supervision was like in those settings and I have introduced it here because we haven't got that framework in place yet, but my intention was hopefully to develop that so that there is consistency, that people have a clear understanding and more importantly, it is tied to a framework that we are all bound to which I think is really, really important because then it is not to anyone's assumption or their idea this is what we are going to do. My other part is I love reflective practice as a clinician as well, it is around making sure that the voices of the supervisor and supervisee are really clear on what they are coming to meet together to do and invest in the time. I have to say one of my biggest take-outs and what has been demonstrated by me is a value that you commit to a person to provide supervision, but you just don't - that you use a time in a wise way and that you value that opportunity to do with that staff member. This is about our manager demonstrating to them that we are invested in them. Sometimes as a leader I have had to postpone supervision with staff and I always feel guilty. I think that I have to be better at that and make sure that they become my priority because when you are so busy and have this big workload, you acknowledge, sort of like in a family relationship, they forgive you and can still conditionally care for you. I think my obligation to my little organisation my workers is that prioritising their needs and their responses in supervision because they are carrying this load to make my community safer, and I have to honour that. So thank you, I really enjoyed it and the conversations and the opportunity to participate with you all.

EMMA WAHEED: Thank you Aunty Daphne. What a beautiful way to finish our formal questions on the panel. We have about five minutes left and so we can move into some questions from the audience. We have received quite a few messages via the registrations and also through the chat today, which I think speaks to the panel. Thank you for taking the time to do this, please send through any questions, ideas for future sessions. We won't be able to go through all of them. I want to acknowledge the team who have organised today's panel and they will be in the chat asking some questions, I certainly can't take the credit for their expertise. We will go through some questions. One key theme was around better supporting people around family violence and plus trauma. This question has come up a lot, so if it is something that you are wondering you are not alone. Some references include sections on pages 45 to 47 with tips to consider. Links to this will be put into the chat. The Department also have a project on Workers With Lived and Experience underway with focus groups and interviews occurring next year. The aim is to develop resources for family violence organisations. Jan, would you like to add anything to what GenWest are doing to better support workers with lived and living experience?

JAN EARTHSTAR: Definitely this has been the issue that we really cover in the training that we had and of course really relied on the Department guidelines for some guidance about where we should be going. I guess we expanded on some of our thinking around it and I think Aunty Daphne and Oula spoke to this well right at the beginning that lived experience is not just about lived experience of family violence, it is about all the ways that our lived experience impacts the work, so gender, race, class, nationality, sexuality, age, weight, disability - the list goes on. So I guess one of the examples that we talk about for example in the training if you are someone who has an invisible disability and you are working with someone who also has been invisible disability, your client and maybe you see the ways in which they are discriminated against or they are experiencing some sort of system harm, that that for you is quite hard to watch or it brings up something for you about a time that you experienced that same sort of discrimination. So there is the whole thing there of like it is an invisible disability, do I feel safe enough to talk about this in supervision? There is all these different ways that we need to be creating safety within those settings so that if and when people want to talk about whatever their lived experience is that, be that family violence or something else they are able to in their spaces and have some support, but also containment and able to keep doing this work ultimately.

EMMA WAHEED: Another common question that we received is around clinical supervision and whether it should always be confidential, or if information can be shared with management to assist with understanding in planning for developmental leads and quality improvement activities? So according to the guidelines and the AASW, confidentiality and privacy must be maintained during supervision except where legislation requires otherwise. This provides the foundation for developing honest and trusting relationships, as we have heard throughout the call today. During supervision the client's confidentiality must also be maintained. It suggested that the supervision agreement example, in the example, to discuss confidentiality including any limits to this from the get-go so there is no surprises later. If the information was deidentified and with the supervisor's consent then it could be possible to use the information. We think it is trickier with how Agencies manage and discussing their team or how to support their supervises. Now GenWest have included a whole section on confidentiality. So Jan, can you add anything else?

JAN EARTHSTAR: Please have a look at the work in our supervision framework, I think it is about 3 pages long that we really get into confidentiality. We needed to do some deep thinking about what is confidential and when. I think a lot of people go into supervision thinking it is a bit like counselling and that they are not going to tell anything if I am going to hurt myself or somebody else and that is definitely the case, but actually in an organisation and doing supervision, there is a range of other limitations to confidentiality, so things like performance management, if you do performance management someone else has got to be involved in that. Upholding operational standards, I think confidentiality even talks about team cohesion, if you come into supervision you tell me there is a really big problem with team cohesion, I need to act on that and do something about that as a line manager. We talked about managing reputational risks to the organisation as well, if somebody says something like that. So there is a whole range of - there is actually a lot of limitations to confidentiality. I think the key thing is that people know what it is they are getting into, and I reckon that's not been well explained to most people undertaking any sort of supervision about what those limitations are. If that is stated from the beginning as you said Emma and people have it written out, like having those 3 pages of writing out precisely what we mean, I think that's been really clarifying for people and that creates safety in that space because you know what that space is about and what's going to happen with my information, what I want to talk about here or what I don't, so really important.

EMMA WAHEED: Thank you. That's all we have time for for our panel and there is another question that's put into the chat. We hope you found the discussion and links really helpful. Thank you again Aunty Daphne, Jan, Lucy and Oula for being with us today in sharing your expertise with us and your learnings. You continue to remind us of your dedication and skills that for decades have embraced the importance of supervision and clients and the broader system. Thank you again and I will hand back to Anita Morris so close the call.

ANITA MORRIS: Thanks so much, I think you'll all agree Emma and all our panellists have done an amazing job today. I just wanted to say a couple of things. This event is occurring at such an important time, the end of the 16 Days of Activism. Whilst acknowledging that this is a 365 day commitment and supervision is just an incredible enabler of this work, I enjoyed hearing about thinking about improving and refreshing supervision across the organisation and the really nurturing cultures that are being created in organisations like FVREE and Wellsprings. I also wanted to highlight the combined expertise that the panel shared today that whilst we know that effective supervision requires that trusting and nurturing relationship and structure, what I heard was that that really needs to be underpinned by an organisational prioritisation, authorising environment to really signal the standard expected and through co-design implement and embed change around supervision. As aunty Daphne reiterated getting supervision right for Aboriginal practitioners means having that deep and cultural understanding of cultural load and she described what that looked like in our own organisation in terms of staff being empowered to take responsibility for their own nurturing and wellbeing and that really reminded me of that concept of collective care that Vicki Reynolds talks about. So what I would like to say is we have really appreciated what seemed like a fairly intimate conversation today through the panel of being able to understand that there is so much more to these guidelines and the supporting resources and videos, and how you are all creatively thinking about making use and embedding those. What I

would love is that if people want to you are welcome to comment or provide any reflections on the session in the chat. We'd also love you to complete our brief feedback survey, just so we know whether this session has hit the mark for you. As Emma said, I'd also like to thank our - well, Emma as the wonderful facilitator, but our panellists, Aunty Daphne, Lucy, Oula and Jan, they did a wonderful job and say is a special thank you to Safe & Equal who assisted us in every step of the way in bringing this together. Just a what's next, the Workforce Development Team are open to supporting you in that at adaptation of the resources. This means that they can attend meetings, come along to a community of practice and any other forums that you have and present on the resources. So please reach out to the centre if you are interested and the email is in the chat. We are looking forward to sharing the videos focusing on cultural safety in supervision and they will be released about mid next year. You may have noted we have added links to the guidelines and videos in the chat and as well we have tried to answer as many questions as we could. So we hope you found this panel event enjoyable and useful, and as I said, we'd welcome your feedback via the survey in the chat. Thank you everyone for coming to this event, our second supervision offering. Have a great day.

(End)