



Frontline Workers on the Back Burner

An **Action Plan** for Systemic Accountability in the Gender-Based Violence Sector

*Frontline Workers on the Back Burner: An Action Plan for Systemic Accountability
in the Gender-Based Violence Sector*

This action plan accompanies the report
*Frontline Workers on the Back Burner: A Call for Systemic Accountability
in the Gender-Based Violence Sector*

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01

Executive Summary



Efforts from the anti-violence sector to prevent and respond to gender-based violence in Metro Vancouver and the Fraser Valley region are undoubtedly essential but also face significant challenges, primarily a lack of adequate support from all levels of government. Though there has been progress in the sector, there is still much work to be done creating conditions that enable workers and survivors to feel safe and secure.

This is especially challenging and important as demand for supportive services for survivors continues to increase in scope and complexity, without support for workers keeping pace. Changes must be made if the sector is to meet the needs of survivors while ensuring that working conditions are safe, fair, and sustainable. This action plan makes recommendations for such changes, grounded in findings from the community-based research project Social Services Workers on the Frontlines of Gender-Based Violence Response. These recommendations target both the systemic and organizational levels.



Recommendations

- 01** Increase and sustain funding for the anti-violence sector
- 02** Direct more funds toward long-term and core operational funding, rather than short-term or project-specific grant funding
- 03** Improve services that cater to survivors from underserved or marginalized groups without reducing existing services and funding streams
- 04** Support the role of frontline social services workers in the criminal and legal systems by continuing and expanding collaborations
- 05** Continue to research, develop, and evaluate alternative systems and approaches for both frontline workers and survivors as they respond to violence and crisis
- 06** Counter oppressive ideologies that contribute to gender-based violence through education and awareness
- 07** Increase opportunities for connection and coordination in the sector
- 08** Research effective collaborations between health and social services sectors
- 09** Ensure that all frontline workers in the anti-violence sector are paid a living wage to recognize the skill, experience, and emotional labour required to support survivors, and embed an accountability framework monitoring sector wages
- 10** Increase supply of and access to affordable housing for frontline workers and survivors
- 11** Improve protections for and education on frontline workers' right to unionize
- 12** Tailor WorkSafeBC standards to the anti-violence sector and include a trauma-informed approach to accessing benefits and services, including leaves of absence

Recommendations Cont.

- 13 Move toward long-term and stable jobs with access to benefits
- 14 Improve workload regulation and management
- 15 Provide accessible opportunities for professional development among management staff
- 16 Provide sufficient training for frontline workers, ensuring that they have the tools to support survivors in a trauma-informed and safe way
- 17 Improve organizational supports to strengthen frontline worker relationships and reduce interpersonal conflict
- 18 Develop policies that support a positive work culture
- 19 Improve transparency of communication and increase collaboration between management and frontline workers regarding organizational decisions
- 20 Support worker wellness and reduce burden of self-care

The following plan includes concrete action items and names partners in accountability for implementation. Many of the recommendations made here have long been called for by frontline workers and sector leadership—the opportunity to implement these changes must be met with urgency.



Introduction

Frontline workers in the anti-violence sector provide essential, life-saving services. However, their working conditions are often challenging and unsustainable. This action plan is the culmination of the Social Services Workers on the Frontlines of Gender-Based Violence Response community-based research project, developed through analysis presented in [insert title and link once finalized].^[1] The research examined the multifaceted experiences and challenges of frontline workers as well as the anti-violence sector more broadly. At the systems level, this research found that anti-violence work faces many constraints. Systems including misogyny, capitalism, racism, and colonialism contribute to gender-based violence (GBV) and create barriers to addressing its roots. Insufficient funding also has many downstream consequences for anti-violence organizations—for both working conditions and effective service provision. Silos between policy-makers, organizations, frontline workers, and interacting systems (such as the criminal and legal systems) can create gaps that harm frontline workers and survivors. These sector-specific challenges take place in the context of cost-of-living and housing crises, which are especially problematic for frontline workers, who may experience low-wage and precarious employment.

At the organizational level, the research findings identified challenges around organizational continuity, employee support structures, and work culture. Where these are not functioning well, frontline workers must handle the burden of workplace difficulties such as high turnover, understaffing, insufficient benefits and wages, and toxic or unsafe work culture. The research found that experiences with these factors and systemic constraints led to direct and vicarious trauma, mental and physical health challenges, and moral distress among frontline workers. As the needs of survivors grow increasingly complex^[2] and issues of precarity and affordability escalate, frontline workers continue to do more with less.

This action plan proposes concrete steps that must be taken to address challenges faced by frontline social services workers and organizations. The plan is organized into two sections, **systems changes** and **organizational changes**, each addressing an equally essential level of the anti-violence sector. These sections offer recommendations and concrete actions sorted by themes, which reflect the research findings. Many of the proposed recommendations and actions build on or echo ideas that frontline workers have put forward time and time again.

Decades of research and advocacy have proposed improvements and solutions for better, safer work in the anti-violence sector. Though there has been progress, many problems persist or are worsening. The ongoing failure of the federal, provincial, and municipal governments to redress problems in the sector carries heavy costs for survivors, workers, and communities. Now is not a time for inaction or austerity; it is a time for putting all possible resources into building a better sector for frontline workers and, through this, a better future for survivors, and a safer British Columbia.

¹ See Appendix 1 for recent recommendations proposed by experts and advocates in the sector.

02

System Changes



This level of the action plan addresses the systemic issues identified through research and proposes recommendations to improve working conditions and service provision in the anti-violence sector. Systemic issues are the responsibility of not just one level of government, but all—federal, provincial, and municipal. The responsibility also spans across multiple ministries. It is neither acceptable nor possible to continue avoiding this responsibility by passing it to other levels of governance. All those charged with caring for people in British Columbia must be involved in implementing change.



This action plan identifies **partners in accountability** who should be involved in the implementation of the following recommendations and actions. At the systems level, certain actors are implicated in nearly all of the actions. Rather than listing these actors with each recommendation, we list them here. These parties have a particular responsibility to **ensure the safety of workers and survivors, across all recommendations and actions.**

Partners in Accountability

- Funders, including Vancouver Coastal Health and BC Housing (BCH)
- BC Gender Equity Office (GEO)
- Indigenous Services Canada
- Ministry of Public Safety and Solicitor General (BC MPSSG)
- Municipal governments
- National Action Plan to End GBV
- Women and Gender Equality Canada (WAGE)

Other actors named explicitly in recommendations include

- BC Labour Relations Board (BC LRB)
- BC Ministry of Attorney General & Family Justice (BC MAGFJ)
- BC Ministry of Children and Family Development (BC MCFD)
- BC Ministry of Education and Child Care (BC MOECC)
- BC Ministry of Health (BC MOH)
- BC Ministry of Housing and Municipal Affairs (BC MHMA)
- BC Ministry of Indigenous Relations and Reconciliation (BC MIRR)
- BC Ministry of Labour (BC MOL)
- BC Ministry of Social Development and Poverty Reduction (BC MSDPR)
- Community Coordination for Survivor Safety program (CCSS)
- Department of Justice Canada (DOJ)
- Domestic violence units (DVUs)
- Employment and Social Development Canada (ESDC)
- First Nations Health Authority (FNHA)
- Indigenous governing bodies (First Nations, Métis Nation, Tribal Councils)
- Interagency case assessment teams (ICATs)
- Justice Institute of BC (JIBC)
- Police departments (PDs)
- Police Victim Services of BC (PVSBC)
- Provincial umbrella organizations
- Public Health Agency of Canada (PHAC)
- Royal Canadian Mounted Police (RCMP)
- Situation Tables
- Unions
- Violence Against Women in Relationships/Violence in Relationships (VAWIR/VIR) tables
- WorkSafeBC (WSBC)

Funding

Insufficient levels of funding and grant-based funding structures impede anti-violence organizations from optimally supporting both survivors and frontline workers. For workers, inadequate and short-term funding contributes to precarious employment, insufficient wages and benefits, limited training, and burnout. As the workforce is largely made up of women, these challenges are also issues of gender equity. For survivors, gaps in services and long wait-lists are persistent consequences of underfunding, especially for marginalized and underresourced groups.

Recommendation 1:

Increase and sustain funding for the anti-violence sector

Action 1.1

Increase funding allocated to the anti-violence sector. Make any increases permanent, ensuring stability for organizations and the sector.

Ongoing work:

- Approximately \$61 million in GBV response funding is being distributed over four years [JR1] (2023-2027) through a bilateral agreement between the federal and provincial governments.^[3]
- The BC and federal governments partnered to increase funding to two crisis lines for GBV support.^[4]

Recommendation 2:

Direct more funds toward long-term and core operational funding, rather than short-term or project-specific grant funding

Action 2.1

Convert project-specific and one- or two-year grants into long-term funding with a minimum term of five years.

Partners in accountability: **BC MIRR, BC MSDPR**

Action 2.2

Dedicate a greater percentage of funds to core operations, allowing organizations discretion to use funds for costs including but not limited to

- worker salaries
- facilities
- worker supports
- administrative costs
- professional development

Action 2.3

Collaboratively develop requests for proposals (RFPs) with organizations and frontline workers to ensure RFPs meet or exceed minimum standards for safe, stable, and sustainable

- staffing
- wages
- training

Recommendation 3:

Improve services that cater to survivors from underserved or marginalized groups *without reducing existing services and funding streams*

Action 3.1

Increase support to underserved groups, ensuring adequate services to meet their needs. The groups highlighted by frontline workers include survivors who are

- male
- Indigenous
- immigrants and/or newcomers
- transgender
- racialized

Maintain mandate flexibility so that organizations can support underserved and marginalized groups without preventing other community members from accessing services if resources are sufficient.

Partners in accountability: **FNHA, Indigenous governing bodies, relevant organizations**

Action 3.2

In collaboration with WSBC, develop standards of anti-racism, anti-discrimination, Indigenous inclusion, and cultural safety to include in funding and reporting requirements.

Require funded organizations to meet standards for

- anti-racism
- Indigenous inclusion
- anti-discrimination
- cultural safety

Partners in accountability: **WSBC, anti-violence organizations, Indigenous-led organizations, BC MOL**

Ongoing work:

The BC Safe and Supported GBV action plan includes a commitment from the province to “lifting up Indigenous-led approaches.”^[3,p.26]

Approaches to Violence and Accountability

Survivors who choose to use criminal and legal systems frequently experience retraumatization and challenges navigating complex bureaucracies. Though collaboration between social services workers and these systems may mitigate some harm for survivors, social services workers can still experience vicarious trauma. Research found negative experiences with police and courts and distrust in law enforcement, which may lead to an avoidance of direct contact with criminal and legal structures altogether, both for survivors and frontline workers. This is especially true for those who are racialized or Indigenous and who experience higher rates of police violence. Limitations in traditional legal and policing structures emphasize the need for alternative avenues to provide safety and accountability.

Recommendation 4:

Support the role of frontline social services workers in the criminal and legal systems by continuing and expanding collaborations

Action 4.1

Continue to support and expand the involvement of frontline social services workers in criminal and legal contexts through roles and initiatives, including community-based support workers, police-based victim services workers, court support workers, child and youth advocacy centres, culturally safe Indigenous supports, services supporting visitation between offending parents and children, and trauma-informed policing initiatives to

- increase availability of services
- increase staffing, particularly for positions embedded in community organizations

Partners in accountability: **BC MIRR, RCMP, PDs, PVSBC, relevant organizations**

Action 4.2

Consult with frontline social services workers to develop evaluations of trainings used by police, courts, and corrections for impact on interaction with survivors.

Partners in accountability: **Provincial umbrella organizations (e.g., Ending Violence Association of BC, BC Society of Transition Houses, PBVSBC), JIBC, BC MAGFJ, DOJ**

Recommendation 5:

Continue to research, develop, and evaluate alternative systems and approaches for both frontline workers and survivors as they respond to violence and crisis

Action 5.1

Increase availability of non-police crisis supports or collaborative crisis response between social services workers and law enforcement.

Partners in accountability: **frontline workers, relevant organizations (e.g., Restorative City Vancouver, Car 87), BC MOH**

Action 5.2

Continue researching, evaluating, and supporting restorative and transformative justice alternatives, improving access to effective approaches.

Partners in accountability: **Indigenous Sentencing Courts, frontline workers, relevant organizations (e.g., Restorative City Vancouver)**

Action 5.3

5.3 Expand evidence-based rehabilitative and accountability-focused services for men and others who use violence, including

- counselling
- groups
- educational initiatives (classes for anger management, healthy relationships, parenting, etc.)

Regularly evaluate the effectiveness of these programs.

Partners in accountability: **relevant organizations**

Ongoing work:

- The Restorative City Vancouver collective works toward a restorative justice program for the Hastings–Sunrise neighbourhood, including peacemaker training to facilitate dialogue circles.^[5]
- BC opened six Indigenous justice centres in 2025, bringing the provincial total to 15.^[6]

Recommendation 6:

Counter oppressive ideologies that contribute to gender-based violence through education and awareness

Action 6.1

Increase the availability of evidence-based educational programs that challenge misogynistic norms, particularly among youth and men. Topics to address may include

- online misogyny and social media
- bystander training
- consent

Partners in accountability: **ESDC, PHAC, sector leadership, BC MOECC**

Action 6.2

Identify and increase availability of evidence-based services for men and others identified as being at risk of using violence so as to teach alternatives to violent behaviour with the aim of preventing GBV before it occurs and escalates.

Regularly evaluate effectiveness of preventative services.

Partners in accountability: **BC MOECC, BC MOH, PHAC, provincial umbrella organizations, BC MIRR**

Ongoing work:

The BC government has implemented additional curriculum on sexual abuse and consent for K–12 schools and invested additional funds for sexual violence prevention and response in post-secondary programs.^[4] The Safe and Supported action plan also includes funding for the BC Society of Transition Houses Prevention, Education, Advocacy, Counselling and Empowerment (PEACE) program and the Violence is Preventable program to present on intimate partner violence in school classrooms.^[4]

Connection and Community

Silos are an entrenched problem in the anti-violence sector, both among different organizations (horizontal) and between policy-makers and organizations (vertical). Interorganizational challenges include ensuring smooth referrals and making sure survivors receive the support they need without getting lost while navigating multiple organizations. A lack of connection between frontline workers, organizations, and policy-makers intensifies areas where mandates, relationships, and opportunities for collaboration are unclear.

Recommendation 7:

Increase opportunities for connection and coordination in the sector

Action 7.1

Increase funding and staffing for coordination and connection tables and programs for both frontline workers and sector leadership.^[3]

Partners in accountability: **ICATs, DVUs, CCSS, VAWIR/VIR tables, child and youth advocacy centres**

Action 7.2

Hold an annual round table with frontline workers, sector leadership, and relevant ministry actors and policy-makers to communicate organizational initiatives and gaps.

Partners in accountability: **provincial umbrella organizations, management, frontline workers**

Action 7.3

Develop online tools to increase knowledge of organizational programs to facilitate better collaboration between frontline workers and leadership. Information presented may include

- programs
- availability of resources (e.g., available shelter beds)
- points of contact for particular programs

Partners in accountability: **sector leadership, provincial umbrella organizations**

Ongoing work:

Existing spaces for connection include Ending Violence Association of BC's CCSS or provincial government Situation Tables, but additional support is needed to ensure that frontline workers organizing these spaces are properly resourced and valued.

³ Refers to formal organizational leaders, particularly executive directors or chief executive officers.

Recommendation 8:**Research effective collaborations between health and social services sectors****Action 8.1**

Continue research into effective GBV response in the health care sector, particularly on effective collaborations between frontline social services workers, anti-violence organizations, and the health care sector.

Partners in accountability: **PHAC, BC MOH, relevant organizations**

Affordability and Precarity

Unaffordability and economic precarity are key issues for both survivors and frontline workers, especially those experiencing multiple marginalizations. Sector leadership and frontline workers report that labour is undervalued—though frontline workers do life-saving work, they are not always paid a living wage. This can lead to negative impacts on housing stability, food affordability, and physical and mental wellness, especially in the context of the housing and cost-of-living crises. Non-unionized workplaces may face more economic precarity, which is exacerbated by challenges accessing leave and benefits through existing WSBC claims processes, as well as by short-term or casual work contracts.

Recommendation 9:**Ensure that all frontline workers in the anti-violence sector are paid a living wage^[4] to recognize the skill, experience, and emotional labour required to support survivors, and embed an accountability framework monitoring sector wages****Action 9.1**

Incorporate living wage standards into funding agreements and reporting requirements. Adjust grant structures and operational funding streams to ensure wage increases are sustainable over time, tying wage increases to inflation.

Partners in accountability: **PBC MSDPR, frontline workers, relevant organizations, BC MCFD, BC MOH**

Recommendation 10:**Increase supply of and access to affordable housing for frontline workers and survivors****Action 10.1**

Increase the number of affordable and supportive housing units by increasing housing supply targets overall and building more below-market rental units, as well as creating specific housing for frontline workers who respond to GBV, including mid-range co-operatives.^[7]

Partners in accountability: **Canadian Mortgage and Housing Corporation, ESDC, BC MSDPR, BC MIRR, BC MHMA, BCH**

⁴ See https://www.livingwagebc.ca/living_wage_rates.

Action 10.2

Increase the number of transitional, long-term and supportive housing units in consultation with the anti-violence sector.

Partners in accountability: **BC MHMA, BCH, BC MIRR, provincial umbrella organizations**

Ongoing work:

The BC government's Homes for People action plan aims to invest \$1.2 billion over 10 years into the Women's Transition Housing Fund.^[4]

Recommendation 11:

Improve protections for and education on frontline workers' right to unionize

Action 11.1

Consult with unions and frontline workers to develop recommendations to improve protections against retaliation for workers seeking to unionize.

Partners in accountability: **ESDC, BC MOL, unions, BC LRB, relevant organizations, frontline workers**

Action 11.2

Develop training modules on workers' rights regarding unionization to include in frontline worker onboarding and orientations.

Partners in accountability: **BC MOL, BC LRB, unions, frontline workers, worker advocacy groups**

Recommendation 12:

Tailor WorkSafeBC standards to the anti-violence sector and include a trauma-informed approach to accessing benefits and services, including leaves of absence

Action 12.1

Facilitate collaboration and communication between WSBC and organizations to address needed changes, including

- tailoring WSBC workplace safety policies more specifically to the sector
- creating a more trauma-informed and accessible approach to claim submission

Partners in accountability: **WSBC, sector leadership, BC MOH, PHAC, MOL**

Ongoing work:

WSBC has recently listed some social services workers in the mental health presumption of the Workers Compensation Act,^[8] reducing barriers to supports.

Recommendation 13:

Move toward long-term and stable jobs with access to benefits

Action 13.1

Shift toward more permanent work opportunities, including

- permanent positions
- longer contracts for temporary workers
- avenues for casual and peer workers to access traditional permanent employment

Partners in accountability: **unions, sector leadership, BC MHMA, BCH, BC MSDPR**

Action 13.2

Guarantee access to employer benefits for casual workers.

Partners in accountability: **unions, sector leadership**

03

Organizational Changes



This section presents recommendations for organizations to improve frontline work experiences. To implement all of these changes in full, systemic changes are necessary, particularly improvements to funding. At the same time, organizations have an obligation to address changes and challenges, even within systemic constraints.

The partners in accountability at this level are primarily sector leadership and organizational management. Frontline workers should be included in implementation whenever it is possible. Rather than listing actors with each recommendation, they are named here. Their involvement is necessary for making change. Additional systems-level partners are named where relevant.



Workload

Frontline work can be high-stakes and time sensitive while taking place in a context where organizations are underfunded. Lack of funding leads to understaffing and high turnover, which increases workload for the remaining workers. These workers then may experience burnout as a consequence of systemic challenges, especially as they often overextend themselves because of the importance they place on their work.

Recommendation 14:

Improve workload regulation and management

Action 14.1

Develop or revisit workplace policies that stipulate job roles, responsibilities, workload, and boundaries, including provision for frontline workers not to engage in work activities or communication during non-work hours. Implement quarterly check-ins to ensure safe and sustainable workloads.

Action 14.2

Present optimal and actual workload data to appropriate ministries and funders to improve understandings of overwork and to advocate for funding to address workload issues.

Partners in accountability: **GEO, WSBC, BC MPSSG**

Training and Professional Development

Some frontline workers discussed the need for more training. Insufficient training may lead to situations where workers, both frontline and management, feel unequipped to deal with challenges that arise within their teams or between workers and clients. This can be harmful for both workers and survivors, especially as services become increasingly complex and in demand.

Recommendation 15:

Provide accessible opportunities for professional development among management staff

Action 15.1

Provide training and professional development for management on

- identifying and addressing lateral violence in the workplace
- trauma- and culturally informed management practices
- sectoral advocacy work

Partners in accountability: **provincial umbrella organizations**

Recommendation 16:

Provide sufficient training for frontline workers, ensuring that they have the tools to support survivors in a trauma-informed and safe way.

Action 16.1

Regularly train frontline workers on anti-bias, equity, justice, and trauma- and culturally informed approaches in service provision.

Action 16.2

Provide and evaluate orientation and mentorship for onboarding new employees.

Action 16.3

Collaboratively reach decisions around a timeline/schedule for trainings that keep frontline workers up-to-date and refreshed on critical skills and topics.

Action 16.4

Ensure that training and professional development opportunities are available to all frontline workers, including casual and peer workers.

Action 16.5

Provide opt-in mentorship and professional development for workers with lived experience interested in taking on leadership responsibilities.

Action 16.6

Evaluate effectiveness and reception of trainings.

Ongoing work:

As part of the BC Safe and Supported action plan protocols and training for workers in housing (i.e., shelters, transition housing, supportive housing) on GBV and working with survivors were updated.^[4]

Cultivating a Positive Work Culture

Negative work culture relating to communication, transparency, relationships, and hierarchy can create stress for workers. Toxic work environments are caused by factors such as negative interpersonal relationships, racism and other identity-based discrimination (such as transphobia), lateral violence from peers, alienation from management, devaluation, and isolation.

Recommendation 17:

Improve organizational supports to strengthen frontline worker relationships and reduce interpersonal conflict

Action 17.1

Support team-building among coworkers through regularly scheduled recreational activities, such as a group lunch or walk.

Action 17.2

Create mentorship programs for new staff; consider mentorship labour when defining workload.

Action 17.3

Regularly train frontline workers on trauma- and culturally informed practices for relationship-building with colleagues.

Recommendation 18:

Develop policies that support a positive work culture

Action 18.1

Evaluate the experiences of frontline workers with current codes of conduct. Where needed, collectively revisit workplace codes of conduct, including considerations for a workplace free from racism, violence, and bullying from management, colleagues, or clients. Ensure frontline workers are centred in this process.

Action 18.2

Collectively revisit modes of accountability and ways of addressing codes of conduct violations, such as racism.

Ongoing work:

Some organizations evaluate work culture through surveys with staff to check in on workplace needs and challenges.

Recommendation 19:

Improve transparency of communication and increase collaboration between management and frontline workers regarding organizational decisions

Action 19.1

Meaningfully engage frontline workers in organizational decision-making. This could mean allowing workers to opt in to leadership meetings and deliberations when appropriate, such as around program changes affecting their work, mandate expansion, or worker supports.

Action 19.2

Roll out significant organizational and policy changes on a trial basis to receive frontline worker feedback before permanent implementation.

Action 19.3

Consistently engage frontline workers to discuss emergent client needs, challenges in service delivery, and best practices through methods such as surveys and/or quarterly meetings.

Ongoing work:

Some organizations already implement supportive actions, such as including frontline workers in significant decision-making and regular check-ins.

Wellness as a Workplace Foundation

Through this project, frontline workers shared a myriad of ways their work negatively affects their physical and mental health, including burnout, isolation, and bodily strain. Though anti-violence organizations and workers understand the importance of self-care, some organizations offer only minimal support and wellness strategies. Barriers include limited built-in time for wellness at work, insufficient benefits, systemic challenges that constrain job satisfaction, and normalization of violence and burnout across the sector. The responsibility of cultivating wellness often falls on individual frontline workers, adding to their existing workloads.

Recommendation 20:

Support worker wellness and reduce burden of self-care

Action 20.1

Engage frontline workers, through opt-in, in creating or reviewing workplace wellness policies and procedures that outline organizational obligations, values, and expectations regarding workers' wellness, including redress mechanisms.

Action 20.2

Improve wellness support to frontline workers, through approaches such as

- in-house professional counselling support
- sufficient benefits to engage a mental health professional
- scheduled time within work hours for self-care activities

Partners in accountability: **unions**

Action 20.3

Move away from quantitative measures of success (i.e., number of clients seen, number of supports distributed) toward qualitative measures of success and supporting workers to feel successful despite systemic barriers.

Action 20.4

Create a workplace policy that guides and supports frontline workers when responding to workplace tragedies (e.g., client overdose).

Action 20.5

Develop an internal referral system so clients know who to contact when their primary worker takes time off.

Ongoing work:

Current promising practices for frontline worker include mental health benefits; on-site counselling; benefits available to all staff regardless of employment type; personal, vacation, and sick days for all staff regardless of employment type; mental health or wellness days; annual budget for staff training.^[9]

Appendix 1: Equivalent Recommendations



This appendix presents recommendations proposed by other experts and advocates in the anti-violence sector that align with those presented in this action plan. While there are reports and recommendations beyond those referenced here, the selection below serves to highlight repeated calls for change and improvement and broad sectoral support for particular recommendations.



*Reports are paired with equivalent recommendations, using the naming structure of the report.

Our recommendation:

Equivalent recommendations:

Recommendation 1:

Increase and sustain funding for the anti-violence sector

- *Turning the Tide Together*^[10] • V.13
- National Action Plan^[11] • 2P

Recommendation 2:

Direct more funds toward long-term and core operational funding, rather than short-term or project-specific grant funding

- *Feminist Brain Drain*^[9] • recommendation 1
- *The Safety Net is Tearing*^[12] • open letter
- National Action Plan^[11] • 1S

Recommendation 3:

Improve services that cater to survivors from underserved or marginalized groups without reducing existing services and funding streams.

- *National Action Plan*^[11] • 18P, 2S

Recommendation 4:

Support the role of frontline social services workers in the criminal and legal systems by continuing and expanding collaborations

- *Turning the Tide Together*^[10] • P.75
- Independent Systemic Review^[13] • recommendation 5A, 6B
- National Action Plan^[11] • 13L

Recommendation 5:

Continue to research, develop, and evaluate alternative systems and approaches for both frontline workers and survivors as they respond to violence and crisis

- National Action Plan^[11] • 13S
- Independent Systemic Review^[13] • recommendation 21

Recommendation 6:

Counter oppressive ideologies that contribute to gender-based violence through education and awareness

- Independent Systemic Review^[13] • recommendation 4A
- *Turning the Tide Together*^[10] • C.17, C.32
- National Action Plan^[11] • 3P, 5P, 7P, 15P

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