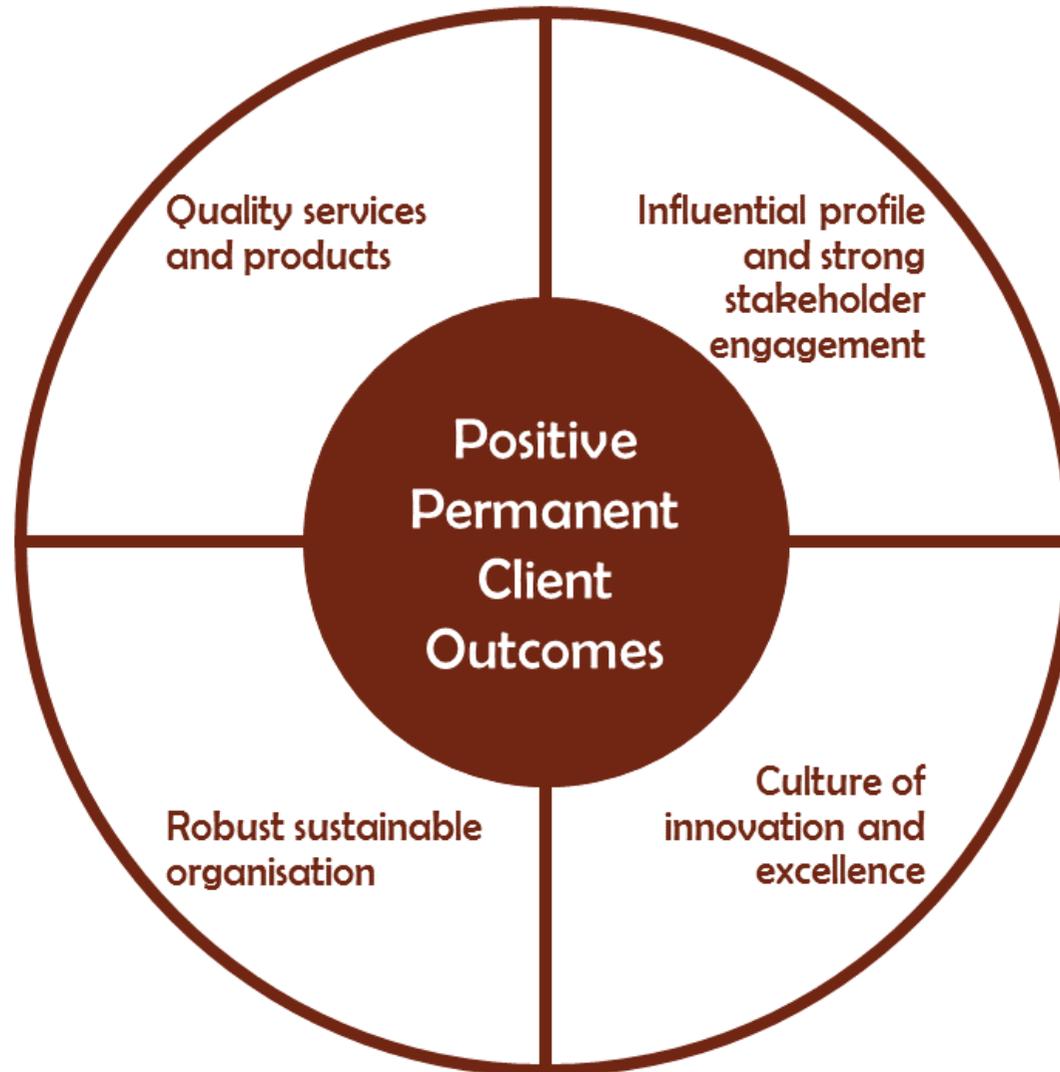




**Domestic Violence  
Service Management  
Strategic Plan  
2015 - 2018**





## Our Vision

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A world where women, families and communities live free from violence, have equal rights, opportunities, and the freedom to reach their potential.

## Purpose of DVSM

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Empowering clients to make positive, permanent changes that improve their safety and well-being.

## Our Values

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**Client centric** – we listen and embrace diversity to support our clients to achieve their self-defined goals

**Excellence** – we exceed expectations with our professionalism and evidence based products, programs and services

**Respect** – we remain open minded and non-judgemental

**Integrity** – we are ethical, transparent and accountable



# Overview of the nature of DVSM services and our role in 2015

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2015-16 will be the third year of operations for Domestic Violence Service Management (DVSM). In September 2013, Domestic Violence NSW (DV NSW), the peak body for domestic and family violence established DVSM to create a best practice service delivery organisation with a modern back office and governance practices operating under its own constitution and with a separate, skills based board of directors.

Although both DV NSW and DVSM have changed since 2013, we remain committed to improving the lives of women and children experiencing domestic and family violence (DFV). DV NSW are a strong advocacy organisation representing a range of specialist domestic and family violence services in New South Wales to improve the spectrum of policy, legislative and program responses and eliminate DFV. DVSM continues to deliver on the original intentions of our founding member: to develop and deliver best practice domestic violence services and introduce evidence based, innovative and client centric interventions..

DVSM now has two divisions: a client services division; and a professional services division, both of which are overseen by DVSM board of directors and professional management team. A centralised back office brings economies of scale is based at HQ in central Sydney provides:

- ✔ Finance and accounting, (payroll, accounts payable, and financial auditing)
- ✔ Legal, risk and compliance and continuous improvement within a Quality Framework
- ✔ Human resources assistance including coordinated staff training and workforce development planning
- ✔ Marketing and promotion
- ✔ Governance support to the Board of Directors
- ✔ Overall reporting for the organisation to funders
- ✔ Business development.

## Professional Services Division – Quality, Evaluation and Advisory Services

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This division provides capacity building to DVSM's client services division and to external organisations. Our professional services offer includes:

- ✔ Development of quality improvement planning and self-assessment tools
- ✔ Facilitating conditions for future program and service evaluation

- ✔ Evaluation of programs and services, including surveys, face to face interviews, focus groups and reports
- ✔ Development of client programs, tools and services, including the development of theory of change
- ✔ Workforce development using Community Services Capability Framework
- ✔ Training in Domestic and Family Violence for front line workforce
- ✔ System and service mapping and gap analysis.

## Client Services Division

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At DVSM we take a holistic view of domestic and family violence. Evidence indicates that women and children are the most at risk; and recognise that their communities, friends, colleagues and family are also experiencing vicarious trauma and have a potential role in DFV prevention and the recovery process. We understand the particular vulnerabilities of the LGBTIQ, Aboriginal and CALD populations and aim to work in culturally appropriate ways. To this end, we accept transgender women, and work with clients living with us or living in the community and our services are moving to include accommodation for pets, (dogs, cats, birds, fish and reptiles).

Currently, DVSM has three direct service locations funded from four government grants, although growing this is one of our main priorities. Our current direct client services are:

### Wilcannia Safe House

The Wilcannia Safe House provides assistance to all women regardless of heritage, with specific skills to empower Aboriginal women to escape from violence. Wilcannia Safe House provides:

- ✔ A drug and alcohol free environment where women can experience time out from violence, even if it's just for the night
- ✔ Wrap around support in crisis accommodation and transitional accommodation
- ✔ Community outreach services, including early intervention and assistance to empower women in the region to prevent domestic and family violence
- ✔ A place for Women's business, including daily programs and activities
- ✔ A safe place for women to speak to or make formal statements to the Broken Hill Domestic Violence Liaison Officer
- ✔ A commitment to strength based case management for people both living in our crisis or transitional accommodation, or living in the community who want to commit to work to develop their existing strengths and achieve goals

- ✎ Additional funding is from the Indigenous Advancement Strategy, under the Children and Schooling Strategic Programme to improve education outcomes; improving youth transition into vocational work and supporting school readiness and attendance.

### **Refuges Outreach Action Response (ROAR)**

ROAR is a client service delivery DFV and homelessness support operating in the Blacktown and Hills Districts in Western Sydney. ROAR assists:

- ✎ Women and children escaping domestic violence
- ✎ Women exiting institutions
- ✎ Homeless men with children
- ✎ Assisting homeless people and women and children escaping domestic and family violence to keep their pets as part of their family while living within our crisis accommodation through work with the RSPCA and local vets.

ROAR has two crisis accommodation refuges, supports clients in transitional properties and provides a strong outreach presence in the Blacktown and the Hills districts. We co-locate with Mission Australia at Blacktown to meet our male clients.

### **Moving Out Moving On (MOMO)**

MOMO is a new service funded with restoration funding and designed to assist women and women with children escaping domestic and family violence establish long term safe affordable accommodation for women residing in the inner city and surrounding areas.

MOMO clients receive full wrap around case management, brokerage, referrals and assistance to relocate to affordable housing where they can achieve self-sufficiency. Clients include women:

- ✎ With or without children who have/are experiencing domestic violence
- ✎ Homeless or at risk of homelessness (this includes but not limited to: couch surfing; in temporary accommodation; crisis accommodation; difficulty maintaining a tenancy etc.)
- ✎ Residing in or accessing services in the inner city areas of Sydney and wish to relocate to other areas
- ✎ Who are willing to work towards being able to sustain long term housing.

MOMO works from five outreach locations in the Sydney district:

- ✔ Surry Hills Community Centre
- ✔ Newtown Neighbourhood Centre
- ✔ Ozanman Learning Centre
- ✔ Strawberry Hills Housing Office
- ✔ Redfern Community Centre

## Where will we be in 2018 - Moving ever closer to best practice

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DVSM has four focus areas that will assist us to create a best practice, financially robust, specialist domestic and family violence organisation by 2018.

Of central importance to DVSM is ensuring that our four focus areas are directed towards ensuring positive permanent client outcomes. Our clients have traditionally been women and children experiencing domestic and family violence in a homelessness context. By 2018 we will have expanded the range of clients to include women, children and communities experiencing or working to address domestic violence. This expanded client population will increase the equity of access and outcomes for all victims/ survivors, based on their self-defined needs.

### **Focus Area 1: Creating a Robust Sustainable Organisation**

In 2018, DVSM will be a Robust Sustainable Organisation, with diversified income streams, solid back office systems, be compliant with national quality systems and have solid governance. The funding for Specialist Homelessness Services (SHS) services has changed and more broadly, the Government is strongly seeking to move towards outcomes based public private contracts. DVSM will be exploring how to diversify and deliver specialised domestic violence services to a range of Government Departments, broadening out from SHS funding to increase our influence in service provision. Additionally, DVSM will be growing our professional services arm, providing assistance to the private and non-profit sectors in our areas of strength, including domestic and family violence, outcomes based interventions and service design. Lastly, we will be seeking opportunities to grow income from philanthropic grants to enable positive permanent client outcomes for a wider range of clients. We recognise that the more we diversify revenue streams, the more robust our back office financial systems need to be to remain competitive and compliant.

## **Focus Area 2: Developing and Delivering Quality Services and Products**

DVSM is focused on closing the gap towards best practice in domestic and family violence support, through the introduction of quality systems, and the ongoing improvement of interventions based on the latest evidence. Since our establishment, we have been asking ourselves questions about how we can better meet the needs of anyone experiencing domestic and family violence; and how we can to fill gaps within the service offering to improve outcomes for women, children, communities and families. Over the next three years we will be thinking about:

- ✔ Client centric practice and how we can move what has traditionally been a service based system (refuges) to client based practices (individualised assistance irrespective of accommodation);
- ✔ Improving safety especially how to improve safety assessment and safety planning for anyone in the community experiencing DFV;
- ✔ Perpetrators, especially how to work with them to increase client safety and if there is a need/ wish for family reconciliation;
- ✔ Developing and testing practice guidelines and ensuring fidelity of practice and external independent evaluation with a feedback loop for ongoing quality improvement;
- ✔ Workforce development especially identifying and building the skills needed by the workforce to move towards outcomes based services.

This will lead to an organisation in 2018 that leads in the delivery of high quality, evidence based, evaluation ready client services.

## **Focus Area 3: Building an Influential Profile and Strong Stakeholder**

By 2018, DVSM aims to be recognised as a pioneer in evidence based service design and delivery, and as an innovator in building evidence with academic partnerships. Our services will be known for inclusive and effective service delivery and we will have a range of strong partnerships with allied organisations offering mental health, drug and alcohol, relationship and other services.

## **Focus Area 4: Supporting the Development of a Culture of Innovation and Excellence**

DVSM is already a leader in cultural and workforce development. In the next three years, as we introduce a new practice model and new evidence based interventions, we will be continuing our focus on ensuring staff training is supported with strong management and change processes to embed skills within services. Our workforce development strategy, capability framework and performance agreement system will ensure individual strengths are built to ensure consistency in client work. Over the next three years, this workforce development expertise will be offered more widely to the sector through our professional services division. This will supplement the Industry Partnership training and allow other organisations to be ready to deliver evidence and outcomes based services.

DVSM has identified four key focus areas for the next 3 years, each is specially designed to support positive, permanent outcomes for our clients.

<i>Between 2015 and 2018, DVSM will focus on....</i>	<i>The results we will see in 2018 will be....</i>	<i>A client might describe their experience of these results...</i>
<p><b>FOCUS AREA 1. Creating a Robust Sustainable Organisation.</b></p> <p><b>Goal:</b> <i>We develop into a financially stable, agile organisation with capability to quickly scale up to increase numbers of clients and diversify support for new types of clients.</i></p>	<p>1.1. DVSM financial position moves from strong to robust.</p> <p>1.2. Strong governance is underpinned by a policy board model separating management from governance and ensuring credibility of DVSM.</p> <p>1.3. DVSM compliant with national quality framework.</p> <p>1.4. Optimal organisational systems and processes designed and implemented.</p>	<ul style="list-style-type: none"> <li>• <i>I know that DVSM is well run and that I can trust that the organisation is accountable to the public.</i></li> <li>• <i>I know that funding is being put into improvements that lead to better service delivery.</i></li> <li>• <i>I know that DVSM is committed to meeting national standards and that my feedback about the system is heard and actioned.</i></li> <li>• <i>I feel secure that DVSM is a stable organisation here for the long term.</i></li> </ul>
<p><b>FOCUS AREA 2. Developing and Delivering Quality Services and Products.</b></p> <p><b>Goal:</b> <i>Our products and services are designed using latest evidence, delivered to achieve outcomes and independently evaluated to facilitate broad dissemination and share practice knowledge.</i></p>	<p>2.1. DVSM products, programs and services are based on sound theoretical models and latest evidence to facilitate effective client outcomes.</p> <p>2.2. We have documented evidence of positive client outcomes to evaluate products, programs and services.</p> <p>2.3. New Quality products developed to address identified gaps and to strengthen practice</p> <p>2.4. Agile, adaptive approach to service design and delivery informed by client outcomes, client feedback and monitoring and evaluation system.</p>	<ul style="list-style-type: none"> <li>• <i>I'm kept up to date with DVSM's new products and services.</i></li> <li>• <i>I'm aware of and can ask about the evidence behind DVSM programs and products.</i></li> <li>• <i>I have benefited from working with DVSM.</i></li> <li>• <i>I feel connected and supported to make changes since working with DVSM.</i></li> <li>• <i>I have greater choice and control in decisions about the services I want.</i></li> <li>• <i>I know I can contribute to service improvement by participating in evaluation and giving feedback.</i></li> </ul>

<p><b>FOCUS AREA 3. Building an Influential Profile and Strong Stakeholder Engagement.</b></p> <p><b>Goal:</b> <i>We are widely recognized for high quality, effective service delivery and inclusive relationships with key-stakeholders.</i></p>	<p>3.1. DVSM brand and role clearly defined and identified.</p> <p>3.2. Known as a pioneer in evidence based service design and delivery.</p> <p>3.3. Recognised by partners and funders as high quality service delivery organisation.</p> <p>3.4. All employees and Directors have productive strategic relationships with key stakeholders.</p>	<ul style="list-style-type: none"> <li>• <i>I know where I can find the information on DVSM, and find their website and brochures useful.</i></li> <li>• <i>I know that DVSM has networks and links to a range of services.</i></li> <li>• <i>I know that DVSM is respected by other services.</i></li> <li>• <i>I know that DVSM works collaboratively with other services to help me.</i></li> <li>• <i>I know that I can ask DVSM about other services and that I'll be supported over time as I need.</i></li> </ul>
<p><b>FOCUS AREA 4. Supporting the development of a Culture of Innovation and Excellence.</b></p> <p><b>Goal:</b> <i>We have a high-performance culture, a strong commitment to professional development and continuous improvement to build a workforce equipped to support clients achieve their self-defined goals.</i></p>	<p>4.1. DVSM supports its workforce to achieve goals and develop meaningful careers in social justice by prioritising ongoing professional development opportunities.</p> <p>4.2. DVSM provides an inclusive, collaborative and creative working environment to ensure learnings are fed into continuous operational/ service improvement.</p> <p>4.3. DVSM attracts and retains high calibre graduates/ experienced specialists and exemplifies a high performance culture of continuous improvement.</p>	<ul style="list-style-type: none"> <li>• <i>The staff at DVSM are very professional and knowledgeable, qualified and experienced.</i></li> <li>• <i>I know the team at DVSM keep up to date and use the latest evidence in how they support me.</i></li> <li>• <i>People know who I am, listen to what I say and respond to my requests or feedback to improve services or develop new products and programs.</i></li> <li>• <i>DVSM offers interesting and relevant programs and useful resources.</i></li> </ul>

## FOCUS AREA 1. Creating a Robust Sustainable Organisation.

**Goal:** We are a financially stable, agile organisation with capability to quickly scale up to increase numbers of clients and diversify support for new types of clients.

Results by 2018	Success indicators, by 2018
1.1. DVSM financial position moved from strong to robust.	1.1.1. Retain current funding beyond 2017 1.1.2. Expansion of 2015-2016 base operating budget by 10%, equating to an increase of \$239,000. 1.1.3. 25% of income from new sources (including philanthropy, new Government grants, new other grants, and fee for products/service). 1.1.4. DVSM is able to demonstrate value for money for services to facilitate applications to retain existing and to win new tenders and philanthropic grants.
1.2. Strong governance is underpinned by a policy board model separating management from governance and ensuring credibility of DVSM.	1.2.1. Governance framework including Governance charter and manual fully implemented. 1.2.2. Full compliance with all regulatory and reporting requirements. 1.2.3. Constitutional review completed.
1.3. DVSM compliant with quality frameworks.	1.3.1. Quality Assurance (QA) System and implementation plan developed and introduced across organisation and within all services. 1.3.2. Staged implementation of QA system completed in line with implementation plan timeframes. 1.3.3. Ongoing monitoring and review of QA System including feedback into systems and service improvement. 1.3.4. Readiness for NQF third party verification (or third party verification audit completed if available)
1.4. Optimal organisational systems and processes designed and implemented.	1.4.1. Systems review and design completed: ICT, HR, WHS, Records management, Financial, Communication systems and compliance. 1.4.2. Policies and procedures developed, annually reviewed and updated implemented organisation wide. 1.4.3. Indicative benefits from improved systems and processes identified for evaluation.

## FOCUS AREA 2. Developing and Delivering Quality Services and Products.

**Goal:** Our products and services are designed using latest evidence, delivered to achieve outcomes and independently evaluated to facilitate broad dissemination and share practice knowledge.

Results by 2018	Success indicators
2.1. DVSM products, programs and services are based on sound theoretical models and latest evidence to facilitate effective client outcomes.	2.1.1. Documented DVSM service model clearly states assumed theory of change. 2.1.2. DVSM service model reviewed annually. 2.1.3. Updates of DVSM service model implemented. 2.1.4. All DVSM services and activities underpinned by clear rationale and logic models.
2.2. We have documented evidence of positive client outcomes to evaluate products, programs and services.	2.2.1. Monitoring and evaluation system designed to measure client outcomes. 2.2.2. Clear set of indicators of positive changes for clients developed. 2.2.3. Monitoring and evaluation systems introduced. 2.2.4. Quality client data available for independent analysis. 2.2.5. Positive client outcomes demonstrated.
2.3. <i>New quality products developed to address identified gaps and to strengthen practice.</i>	2.3.1. Gap analysis of client's support needs completed. 2.3.2. Products developed based on sound rationale and theories of change. 2.3.3. All new products are based on cost benefit analysis. 2.3.4. All new client products undergo user testing and piloting. 2.3.5. Positive client feedback about products. 2.3.6. Demand evidenced and/ or created for client products.
2.4. Agile, adaptive approach to service design and delivery informed by client outcomes, client feedback and monitoring and evaluation system.	2.4.1. Organisational learning including client outcomes, client feedback and monitoring and evaluation can be shown to inform adaptations in service design and service delivery. 2.4.2. Client feedback is both planned and responsive and is used to drive continuous improvement. 2.4.3. Evidence of learning and improvements to client outcomes to be widely disseminated to increase client outcomes across the sector.

### FOCUS AREA 3. Building an Influential Profile and Strong Stakeholder Relationships.

Goal: We are widely recognized for high quality, innovative service delivery and inclusive relationships with key-stakeholders.

Results by 2018	Success indicators
3.1. DVSM brand and role can be clearly defined and identified by key stakeholders.	3.1.1. Development and implementation of a Stakeholder Engagement Strategy. 3.1.2. Development and implementation of a Marketing and Communications Strategy. 3.1.3. DVSM clearly differentiated from the peak body Domestic Violence NSW. 3.1.4. Demonstrable evidence of website activity and of trends used to inform marketing and communications and stakeholder engagement strategies and continuous improvement.
3.2. Known as a pioneer in evidence based service design and delivery.	3.2.1. Development and collection of evidence to assist evaluations of DVSM products and services. 3.2.2. Participation in evaluations of DVSM. 3.2.3. Publication of evaluations completed for “LinKINg Hearts” program. 3.2.4. Relationships and partnerships with known researchers in the field for collaborative pilots and evaluations (identified in Stakeholder Engagement Strategy).
3.3. Recognised by clients, partners and funders as high quality service delivery organisation.	3.3.1. Effective promotion of models producing client outcomes – “evidence of what works” shared broadly to assist dissemination to other services. 3.3.2. Increasing demand for DVSM advice, services and products from Government’s and other NGOs. 3.3.3. Record of invitations and take up of our invitations to partner/ collaborate with stakeholders
3.4. All employees and Directors have productive strategic relationships with key stakeholders.	3.4.1. Directors have high quality relationships with members. 3.4.2. DVSM workforce has purposeful, sustainable relationships with key stakeholders and funders. 3.4.3. Demonstrable benefits from Director networks and relationships.

## FOCUS AREA 4. Supporting the Development of a Culture of Innovation and Excellence.

**Goal:** We have a high-performance culture, a strong commitment to professional development and continuous improvement to build a workforce equipped to support clients achieve their self-defined goals.

Results by 2018	Success indicators
4.1. DVSM provides an inclusive, collaborative and creative working environment to ensure learnings are fed into continuous operational/ service improvement.	4.1.1. Data from QA systems and service design/ delivery adaption confirms Continuous Improvement culture. 4.1.2. Positive benefits from continuous improvement culture demonstrable from staff and team self-generating and operationalising initiatives. 4.1.3. Positive staff surveys and consistently high staff satisfaction. 4.1.4. Growing diversity and cultural competency of workforce.
4.2. DVSM supports its workforce to achieve goals and develop meaningful careers in social justice by prioritising ongoing professional development opportunities.	4.2.1. Workforce development strategy revised and amended annually. 4.2.2. Effective orientation training provided in a timely manner for new staff. 4.2.3. 100% of workforce has performance plans linked to the operational and strategic plans and 100% compliance with policy (quarterly reviews and training linked to organisational need, capability framework and career goals). 4.2.4. DVSM develops staff training and professional development where gaps exist to ensure cultural development and essential skills are fostered. 4.2.5. Evidence of learning outcomes integrated into ongoing continuous improvement cycle, including product/ service redesign.
4.3. DVSM attracts and retains high calibre graduates/ experienced specialists and exemplifies a high performance culture of continuous improvement.	4.3.1. Caliber of staff attracted to DVSM roles. 4.3.2. Demonstrable staff commitment to DVSM. 4.3.3. Career pathway into DVSM recognised from major tertiary providers.

# Acknowledgements

## Domestic Violence Service Management Board and General Manager



**Anna Ross**

Non-Executive Director and Chair

Anna Ross is a partner of National law firm **Corrs Chambers Westgarth**. Specialising in commercial dispute resolution, inquiries and investigations, Anna has consulted to many of Australia's largest companies, in addition to the **Commonwealth** and **NSW** governments. Active in community work, Anna has provided pro-bono services on behalf of Corrs for the over 10 years.



**Nicole Billett**

Former Non-Executive Director and Secretary - September 2013 to September 2015

After a 15 year career in sales, marketing and strategy within the FMCG and business services industries, Nicole is CEO and Managing Director of **Teddington Legal**, a law firm specialising in providing legal services to businesses and their owners.



**Vicki Hartley**

Non-Executive Director and Treasurer

Vicki is a Fellow of the **Institute of Chartered Accountants** and a Graduate Member of the **Institute of Company Directors** with over 25 years of international experience in finance roles in large organisations. Currently, she holds the position of Chief Financial Officer for **Australian Credit and Finance**, one of Australia's fastest growing online mortgage brokers. Vicki is a non-executive Director and treasurer of Dress for Success Sydney.



**Suzanne Evans**

Non-Executive Director

Head of Investor Relations at international property and construction group **Lend Lease**, Suzanne's prior roles have spanned the areas of Investor Relations, Treasury, Strategy and Mergers and Acquisitions at **Challenger Limited** and **Westpac Banking Corporation**. Suzanne holds a Masters of Applied Finance from **Macquarie University**.



**Moo Baulch**

Non-Executive Director

Moo is CEO at **Domestic Violence NSW**. She has worked in domestic and family violence policy and the NGO sector in Australia, Europe and South East Asia for two decades.

Moo is passionate about working in partnership to develop a deeper, more nuanced way of understanding the causes of domestic and family violence in NSW communities.



**Gillian Cohen**

General Manager

Reporting to the Board of Directors, Gillian's primary responsibility is to transition DVSM into a leader in quality community services best practice.

With 25 years' experience in non-profit sectors and consultancy, Gillian has expertise in leadership, strategy, program development, evaluation and translation of evidence based interventions.

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