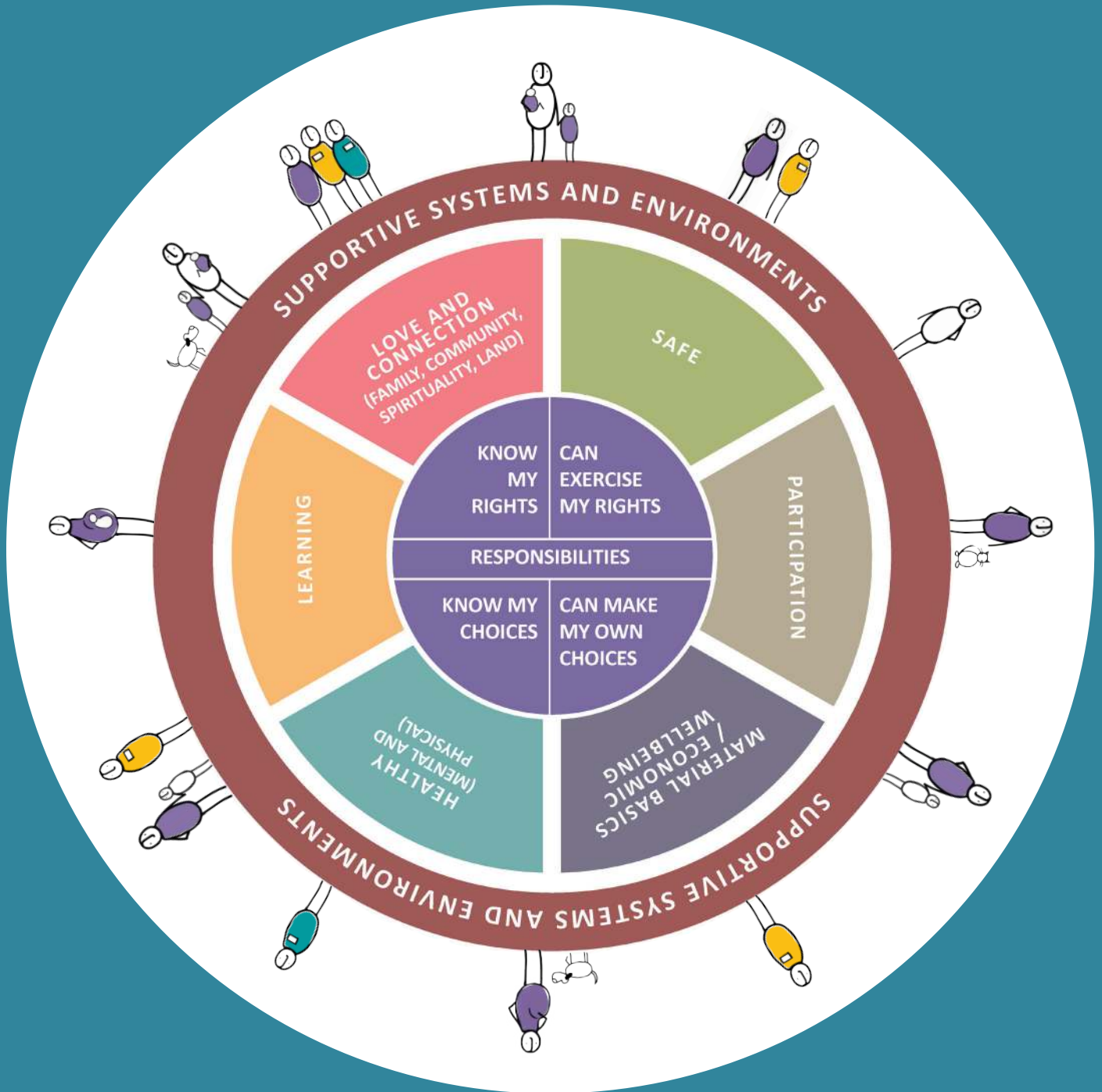



Domestic Violence Service Management Annual Report 2017 - 2018



**Building Individual and
Community Safety and Wellbeing**



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Domestic Violence NSW Service Management is a registered charity (ABN 26 165 400 635)

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Domestic Violence NSW Service Management (DVSM) was created as a non-profit company registered under the Australian Charities and Not for Profits Commission Act 2012.

We recognise the many years of important work already established and achieved through the NSW Women's Refuge Movement since 1974. We also recognise that there are many organisations working diligently and proactively to prevent, respond to and redress violence in society.

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MESSAGE FROM THE CHAIR

For several years now, I have had the honour of acting as Chair of the Board of DVSM. Unquestionably, one of the high points for me in my role as Chair each year is reflecting on the achievements of the talented, tenacious and dedicated DVSM team as I prepare my contribution to our Annual Report.

That has never been truer than when I sat down to reflect on the achievements of the DVSM team throughout 2017-2018. What a breathtaking list of successes and achievements we can lay claim to this year. Indeed our team can say with complete authenticity, consistent with the theme throughout this year's Annual Report, that they are building safety and wellbeing in a meaningful way at both an individual and community level.

Our incredible staff members working in service delivery at [MOMO](#), [ROAR](#), [WSH](#) and [DVAHS](#) play a critical role on the front line supporting clients who are living with the realities of Domestic and Family Violence. As ever, the DVSM team are tasked with the testing job of working with our clients to support them make difficult decisions and navigate through the most toughest moments of their lives. The client testimonials in this Annual Report speak more eloquently than I ever could of the empowering impact for our clients of the support, encouragement and empathy that they receive from DVSM staff and the positive changes that the DVSM team have supported them to make in their personal experiences. To feel welcome and empowered, that has been the experience of so many clients as a result of the skill, authenticity and compassion of the DVSM team working in our centres and outreach services.

Moreover, our DVSM team across MOMO, ROAR, WSH and DVAHS have consistently supported each other and meaningful contact and collaboration across services is now a daily feature of our work. Of particular note has been the legacy of the successful secondments at WSH, a fantastic initiative that has built capacity and relationships across our services. Our head office team were the architects of the secondment program and have also designed and implemented innovative training sessions and many other opportunities that our staff have enjoyed this year for collaboration and shared learning. These opportunities have also ensured that the experience and insights of our services team inform all aspects of DVSM's work.

Collaboration is also central to DVSM's work through our [Organisational Services](#) and [Professional Services \(Sightlines\)](#) teams. The vision and dedication of these teams has meant that despite our limited resources and scale, DVSM has punched above its weight in making a meaningful contribution to conversations and shared thinking that are directed to building safety and wellbeing throughout our community. Through our Organisational Services and Sightlines teams, DVSM has pioneered projects and developed content that will support not only our own interactions with clients but which are also part of a broader conversation with other organisations and individuals committed to finding more effective solutions and new insights directed to preventing Domestic and Family Violence and to better supporting those who have experienced it.

On behalf of the DVSM Board, I extend sincere thanks to the organisations and individuals who have collaborated with us during 2017/18 and whose generosity and talent has allowed our team to develop resources including [Follow My Lead](#) and to contribute to initiatives such as the [Acquired Brain Injuries Intersection Project](#). And we are in awe of the incredible work of our leadership team headed up by Sal Dennis, Mandy Greaney and Joanne Tan and our amazing front line staff who, day in and day out, are dedicated to supporting our clients to be safe and make changes to their lives when they are ready to do so.

I also want to acknowledge the amazing women who comprise the [DVSM Board](#), including Treasurer Vicki Hartley and Directors Suzanne Evans and Moo Baulch. As usual, it has been a pleasure working with these inspiring and dedicated women who care so deeply about DVSM and its important work.



Anna Ross

Chair, DVSM Board of Directors

MESSAGE FROM THE GENERAL MANAGER

At a time when we could easily be overwhelmed, exhausted and disheartened by the prevalence of violence and abuse in our society, I contrastingly feel so hopeful about the future. This hope comes from recognising how possible change is if we keep working together to better understand violence as a shared social issue. More so, our collective hope stems from a growing understanding about the significance and inherent value of every person's role as a social responder to prevent and respond to violence, no matter the context.

Social responsibility to redress violence rests with each of us, in every community and every context. By addressing our own misuse of power as organisations and as a community of employees and stakeholders we can be part of that change. When we take responsibility for our own behaviours and actions we play a meaningful part in the social and cultural change our country needs. It starts with us, as individuals, teams and organisations, and we, as DVSM have started in this work. We have begun by regularly reflecting on how our [values and principles](#) are applied through what we do, say and how we relate to each other and every person we support.

We continue to seek ways to contribute and improve our services and our service design. We do this by listening to individuals and communities and by working with others to broaden our knowledge, experience and perspective. As a secular registered charity our work draws from the value of:

- the governance and support of a skills-based sector-informed Board
- our direct connection and support for people experiencing violence, homelessness, and other safety and wellbeing needs
- our cross-context footprint in NSW with urban, suburban and remote rural services
- interdependent divisions consisting of service delivery, organisational services and Sightlines professional services
- our cross-disciplinary team as well as national and international networks of associates and collaborators
- contributions from volunteers, allies and friends of our work to support with skills, shoulder the challenges, and to take the ideas forward into professional and community networks.

This year has been purposeful and very productive. It has been a year full of achievements and progress to celebrate within each team and across the organisation as a whole. Each section of this Annual Report provides a window from which to learn and understand more about what we do, what has been achieved, and how we work together and with others.

I would like to thank each and every Board member, DVSM employee, Sightlines Associate and DVSM volunteer who has been part of DVSM's work in the 2017-2018 year. It is such a privilege to be working with you to serve the communities we reach. I would also like to thank each and every individual from outside of DVSM who has engaged in our work by investing your skills, and sharing your insights and resources. Your contribution has strengthened our work and extended our efforts to support others.

I hope you enjoy and take hope from the important work outlined in this Annual Report.

With thanks, Sal

Sal Dennis
General Manager



ABOUT DOMESTIC VIOLENCE SERVICE MANAGEMENT (DVSM)

Our vision is for a world where women, families and communities live free from violence, have equal rights, opportunities and the freedom to reach their potential. Our purpose is to build individual and community safety and wellbeing.

Our Values and Principles

The values that guide our everyday work include:

- Person Centred: 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 resources, programs and services
- Respect: we remain open-minded and non-judgmental
- Integrity: we are ethical, transparent and accountable.

We have a defined set of principles which are outlined in a summary level below.

- Violence is never acceptable or exclusive or excusable
- Our approach is person centred
- We uphold an individual's dignity
- Respect and equality is critical
- We are committed to the design and delivery of effective services
- We respond justly
- We collaborate
- We work with integrity, inclusivity and excellence
- We foster a supportive environment for staff wellbeing, development and succession
- It is necessary for all of us to take responsibility for making change happen.

Domestic and Family Violence

Domestic and Family Violence (DFV) includes any behaviour, in an intimate or family relationship, which is violent, threatening, coercive or controlling, causing a person to live in fear and to be made to do things against their will. DFV can happen to anyone and can take many forms. It is often part of a pattern of controlling or coercive behaviour.

An intimate relationship refers to people who are (or have been) in an intimate partnership whether or not the relationship involves or has involved a sexual relationship, i.e. married or engaged to be married, separated, divorced, de facto partners (whether of the same or different sex), couples promised to each other under cultural or religious tradition, or who are dating.

A family relationship has a broader definition and includes people who are related to one another through blood, marriage or de facto partnerships, adoption and fostering relationships, sibling and extended family relationships. It includes the full range of kinship ties in Aboriginal and Torres Strait Islander communities (see below – Family Violence), extended family relationships, and family of choice within lesbian, gay, bisexual, transgender, intersex or queer (LGBTIQ) communities.

People living in the same house, people living in the same residential care facility and people reliant on care may also be considered to be in a domestic relationship when one or both people in the relationship try to create an imbalance of power to establish coercive control and commit violence.

The behaviours that may represent DFV include:

- Physical violence including physical assault or abuse
- Reproductive coercion
- Sexualised assault and other abusive or coercive behaviour of a sexualised nature
- Emotional or psychological abuse including verbal abuse, threats of violence, threats of self-harm or suicide, blackmail and bribery
- Economic abuse; for example denying a person reasonable financial autonomy or financial support
- Stalking; for example harassment, intimidation or coercion of the other person's family in order to cause fear or ongoing harassment, including through the use of electronic communication or social media (NSW Government, 2014).

Women and children are overwhelmingly the victims of DFV and those who use violence are overwhelmingly male. DFV can be perpetrated by a partner, family member, carer, house mate, boyfriend or girlfriend. Women also commit DFV against men, as do same-sex partners. DFV is also committed by and committed against people who identify in non-gender binary terms. (Domestic Violence NSW, 2018)

What is Family Violence?

The term 'Family Violence' is preferred in an Indigenous context. It is used to describe the range of violence that takes place in Aboriginal and Torres Strait Islander communities including the physical, emotional, sexual, social, spiritual, cultural, psychological and economic abuses that may be perpetrated within a family. The term also recognises the broader impacts of violence; on extended families, kinship networks and community relationships. It has also been used in the past decade to include acts of self-harm and suicide, and has become widely adopted as part of the shift towards addressing intra-familial violence in all its forms. (Gordon, 2002)

Our Challenge

Domestic and Family Violence is a cross cutting national issue affecting all postcodes and communities.

We cannot 'arrest our way out of this problem'. We require a whole of government and community response to achieve long term change. This must include a focus on the prevention of violence and an early response that is tailored to the unique needs of the person experiencing violence.

Government alone cannot solve the problem. Corporate, Cultural, Faith and Local communities play an important role in the prevention and response to violence, and how we work better with these communities is emerging as we learn.

About our Work

We are committed to continuously learning and improving our work through enquiries that draw from communities, professionals and organisations to gather insight and to build new understanding. We capture and document our learning wherever we can for our own self-reflection and for the purpose of contributing to wider conversations that could assist in improving system and service design over time.

We have three key service divisions:

- Service Delivery
- Organisational Services
- Professional Services – Sightlines.

ABOUT OUR SERVICE DELIVERY

Domestic Violence Service Management operates four Services in NSW.

Remote Rural Service

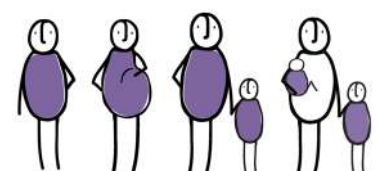
Wilcannia Safe House (WSH)

Urban Inner City Service

Moving Out Moving On (MOMO)

Suburban Services

Refuge Outreach Action Response (ROAR) | Domestic Violence After Hours Service (DVAHS)



WILCANNIA SAFE HOUSE (WSH)

[Wilcannia Safe House \(WSH\)](#) provides overnight, short and medium term accommodation for women with or without children who are escaping or experiencing Domestic and Family Violence. The accommodation available at the WSH are independent units, however, with agreement from all individuals residing there and those seeking accommodation these units can be shared with separately presenting groups or individuals.

The service also provides outreach support for people in the community who are escaping or experiencing Domestic and Family Violence, are homeless, or at risk of homelessness.

The Wilcannia Safe House predominantly supports Aboriginal and Torres Strait Islander people.

The service prioritises work with;

- Young People between 16 and 25
- Women over 25
- Families with children including those escaping Domestic and Family Violence.

The WSH also serves as a community hub, offering a safe and supportive location where women and children can meet; a space where local and visiting services can hold information sessions, events and one-on-one meetings.

A closer look at the WSH

We provide a safe space where women can come to have time out to think and make decisions for themselves and their families' future. We attempt to provide a space that is unencumbered by some of the pressures of being at home if that is what the women need.

Women can access this space either during the day if they just want to take some time, catch up with a listening ear or they can access the 'Safe House' accommodation overnight for some time out from their family situation. We not only support people who come directly to the Safe House, we also visit people in their home or other places that they feel comfortable if this supports them to be able to access our service.

We work to support people within the Wilcannia community to achieve positive sustainable change in their lives as determined by them. We do this primarily through holistic case management practice where we work with individuals to identify what it means for them to have wellbeing and assist them to establish goals and strategies to achieve this, whilst supporting them to overcome the barriers or life challenges that may be impeding them. Together we plan how to turn their stated life goals into a reality. The support we provide differs with every individual because every person is different and has goals specific to them and what they want for their future.

At the WSH we also offer a drop in service at our community hub for women who may be just wanting to find out information or to use the resources within the centre such as computers or access a private room to contact Housing or Centrelink for example.

Wilcannia has a small population of around 600 people. Many services that support the Wilcannia community have to travel here to do so. We are pleased that we are recognised as an important community hub service, with a dedicated room, where visiting services can access comfortable and functional conditions in which to work. The WSH contributes significantly into community development and engagement activities with the view of contributing to the building of a stronger community including working with other organisations in the sharing of limited resources such as vehicles to support whole of community.

Over the past number of years the WSH has had the opportunity to support young women working within the Safe House to become work ready, access tertiary education opportunities and utilise the skills gained in their study to the benefit of the WSH and the community more broadly. These young women participated in peer mentoring and had opportunities to travel to Sydney and work alongside practitioners within DVSM's Specialist Homelessness Service that has a similar model of working as the WSH. The opportunity to support these young women was made possible from funding through the Indigenous Advancement Strategy, funded by the Department of Prime Minister and Cabinet.

Every individuals' supports needs are different. Below are just a few of the ways that the WSH team have provided support to people over the year;

- Relocated women to a place where they felt safer
- Support to access long term accommodation
- Supported individuals to access legal advice
- Provided a place to get away from family situation
- Purchase of items to establish a home
- Motor vehicle repairs to reduce social isolation.

"She never gave up on me (support planner) no matter what, and because of her support I now have my L's and next I am going to buy a car. They are all really great at the Safe House, I am so happy."

- Feedback from person supported by Wilcannia Safe House



MOVING OUT MOVING ON (MOMO)

[Moving Out Moving On \(MOMO\)](#) provides outreach support to women with or without children in the inner city of Sydney, who are escaping from or experiencing Domestic and Family Violence or are homeless or at risk of homelessness.

The service prioritises work with;

- Women with or without children impacted by Domestic and Family Violence
- Aboriginal and Torres Strait Islander women with or without children impacted by Domestic and Family Violence
- Women from culturally and linguistically diverse backgrounds impacted by Domestic and Family Violence.

A closer look at MOMO

MOMO provides services through outreach, meeting with women in flexible locations across the community such as parks, libraries or cafés, essentially wherever people feel most comfortable. The team relies heavily on formal agreements that we have with four service partners across the inner city. These services provide a space to enable us to meet with people and assist MOMO to be more readily accessible to women who wish to access support.

MOMO staff are located at the following services regularly each week:

- Surry Hills Neighbourhood Centre
- Newtown Neighbourhood Centre
- Housing NSW City Office – Strawberry Hills
- Redfern Community Centre.

We also provide monthly support at the Women's Hub based in Ultimo and Potts Point in collaboration with the NSW Elder Abuse Helpline and Resource Unit.

At MOMO we provide holistic case management support with a focus on an individual's sense of safety across all aspects of their wellbeing. We support women to navigate the complex systems associated with gaining housing and accessing support services for themselves and their children. We aim to support all people we come into contact with in a way which helps inform, uphold and exercise their human rights and enable informed decision making which aligns with the person's priorities and goals.

The women we support are often facing multiple complexities and are in unstable or unsafe accommodation when we first come into contact with each other. These circumstances are often a direct result of abuse and the impact of experiencing Domestic and Family Violence and the barriers women face when navigating their safety options. Adding to the challenge for women in the inner city is the increased cost of accommodation and lack of availability of affordable options. The delay in being able to secure long-term safe and affordable housing options often has a significant impact on individuals' mental health and wellbeing as well as affecting the potential to positively engage with other services in a meaningful way which creates additional barriers for the women we support.

MOMO maintains a flexible and person-centred approach to service provision to assist in mitigating the effects of these challenges where possible.

Every individuals' support needs are different. Below are just a few of the ways that the MOMO team have provided support to people over the year;

- Supported women to navigate and understand the different housing options available to them.
- Assisted with the completion of documentation for access to financial support or housing assistance.
- Provided information and referrals regarding Apprehended Domestic Violence Orders (ADVOs) and Family Law matters. MOMO is unable to provide legal advice, however, does refer individuals to organisations that can.
- Supported access to services that women have stated they needed including counselling, financial counselling or advocacy, health services, parenting support, employment and education.
- Purchase of necessary items to support children educational needs including laptops and school uniforms.
- Assistance to connect to other supports or community if relocating outside of the inner city.

“As I was preparing to leave family violence, I called Moving Out Moving On. I was in desperate need of support. MOMO team took the time to listen to me, although I wasn't a client, and help understand my situation. Then when I had to move out suddenly, MOMO again was there to help me through the very difficult first few months. I had tried so many avenues to get help and MOMO were there when I felt like I had no-one. I didn't need to tell my story again. MOMO constantly checked in to see how I was coping and it was a lifeline. It really kept me going, knowing there was someone who understood, encouraged and supported me when everything was so overwhelming and hard. I will always be grateful for the respectful, amazing support I received through the biggest challenge of my life, and my children's. Thank you for the incredibly valuable work you do to support people at a traumatic time in their life.”

- Feedback from person supported by MOMO



REFUGE OUTREACH ACTION RESPONSE (ROAR)

[Refuge Outreach Action Response \(ROAR\)](#) operates in Sydney's Hills district and Blacktown local government areas and provides refuge accommodation for women and their children escaping Domestic and Family Violence. Additionally, the service also provides outreach support for people who are escaping or experiencing Domestic and Family Violence, and those who are homeless, or at risk of homelessness.

The service prioritises work with;

- Women with children who are escaping or experiencing Domestic and Family Violence
- Women with children who are leaving institutions
- Other family groups
- Fathers with accompanying children who are homeless or at risk of homelessness
- Aboriginal and Torres Strait Islander families.

A closer look at ROAR

At ROAR our aim is for people to be and feel safe. Our service model includes the provision of short to medium term accommodation as well as supporting people in the community, in their homes or in alternative settings to minimise barriers for people in engaging with our service.

Individuals accommodated at the refuge are provided with free access to essential items such as linen, personal items, children's clothing, Wi-Fi and unlimited access to dedicated spaces and toys/activities for children of all ages.

We understand that pets form part of the family and can accommodate cats, dogs and other small animals on site.

We develop a support plan with all individuals that the service supports, both in the refuge and through outreach, with the aim of assisting people to reach their stated goals with brokerage funding available to assist them in this endeavour. ROAR has working partnerships with local services to enable easy access to therapeutic services for children and young people in the service as well as programs to support the parenting relationship where this is wanted.

A large proportion of the women we support through the service are on Temporary Visa arrangements and as such, have limited options as well as additional barriers to access community supports that are available to others. These barriers include access to an income, access to public housing and health care. We provide support, advocacy and financial support through brokerage funding as needed to enable women to make choices about their lives without the fear of being forced back into Domestic and Family Violence due to lack of support or access to essential items or services for themselves and their children.

Our approach is person-centred and we acknowledge that people are experts in their own lives and use a support planning model which upholds the dignity of all people we support. We do this by listening to the individuals and taking their direction on how we can best support them in a way which protects their dignity, safety and wellbeing.

Every individuals' support needs are different. Below are just a few of the ways that the ROAR team have provided support to people over the year;

- Support to access therapeutic interventions for women and children.
- Assistance to navigate the housing options available and support to find longer-term accommodation.
- Access and payment for items such as motor vehicle registration or denture to increase opportunities for successful employment.
- Support to access legal advice and referrals to other services as identified through the support planning process.
- Support at the hospital during birth as no other support network available due to Domestic and Family Violence.

“Before I came to ROAR I thought refuges would be really bad and scary places. If I had of known how good they would be then I would have left (the violence) years ago. I was just scared, but everyone here has been so good to us and it really feels like home.”

- Feedback from person supported by ROAR



DOMESTIC VIOLENCE AFTER HOURS SERVICE (DVAHS)

[Domestic Violence After Hours Service \(DVAHS\)](#) provides an after hours response for women and women with accompanying children in Western Sydney who are experiencing or escaping Domestic and Family Violence.

The service prioritises work with;

- Women and any accompanying children who are in temporary accommodation due to escaping Domestic and Family Violence
- Aboriginal and Torres Strait Islander people who are escaping or experiencing Domestic and Family Violence.

A closer look at DVAHS

DVAHS was established to provide an after hours response to women accommodated in temporary accommodation after an incident of Domestic and Family Violence. Families were initially referred only through Link2Home or the Domestic Violence Line. However, the service found that limiting access to the service through this referral point has created barriers to gaining support. As a result, DVAHS is flexible in its approach when it comes to supporting families and will accept self-referrals or referrals from other parties such as Police. The DVAHS team often attend temporary accommodation sites and initiate direct contact with women who are in temporary accommodation due to Domestic and Family Violence.

Support provided to women is usually for a short-term period however the service will remain involved if there is a need or requested by the women and a suitable alternative is not available. The support provided often has a strong focus on supporting women to know what types of supports are available to them to assist them to make informed choices about their life decisions. DVAHS will often refer women into refuge accommodation which provides longer-term and more holistic support planning opportunities. DVAHS works very closely with other Specialist Homelessness Services, in particular, DVSM's ROAR service. DVAHS service operates 24 hours a day including weekends. At all times, the women lead the support and in the first instance if a woman is referred to the service during the night, then the woman herself determines if a visit by staff is helpful during after hours or if the next day suits her better. All women are visited face-to-face within a 24 hour period if they have not wanted to meet during the night. Women are provided with a direct number to call if they require support throughout the night or on weekends. These calls can often be just because the women needs someone that she can talk to.

Every individuals' support needs are different. Below are just a few of the ways that the DVAHS team have provided support to people over the year;

- Immediate access to emotional support and contact throughout the night if needed.
- Support with knowledge of what services are available to women escaping or experiencing Domestic and Family Violence.
- Provision of essentials such as food, clothing or personal items or other pressing needs such as medication.
- Help with the cost of establishment of, and relocation to a new home.
- Assistance to access financial benefit including crisis payments.



"I have left him many times before but always went back because I didn't know what to do. Knowing that I could just call you has made all the difference to me."

- Feedback from person supported by DVAHS

ABOUT OUR ORGANISATIONAL SERVICES

The [Organisational Services](#) team is a multifaceted function which supports and contributes to DVSM's strategic and operational objectives, including collaborating with Service Delivery and Professional Services teams in delivering quality outcomes to both internal and external stakeholders.

This is conducted via the provision of cross-organisational business support functions, to encourage and enable the organisation to deliver effective services; foster a dynamic, flexible and innovative approach and culture; and ensuring organisational financial viability and future sustainability.

Main functions within DVSM's Organisational Services team are:

Human Resources

HR leadership and supports, to foster and sustain high organisation performance through improved management processes, and to support an adaptable DVSM workforce and culture. Services include skills/people development and coordination initiatives, employee wellbeing support, HR policies and procedures as well as the fulfilment of HR legislative responsibilities.

Finance

Delivery and oversight of financial and management reporting, statutory audit and reporting, payroll and accounting services, financial planning and budgeting, procurement and taxation. Assists in maintaining the financial integrity of the organisation by developing and embedding a financial controls framework supported by value-adding policies and procedures.

Quality Assurance and Compliance

Commitment to the design, coordination and monitoring of DVSM wide quality and continuous improvement activities, targeting the development and embedding a strong compliance culture. Drives and develops efficient processes and quality system enabling compliance with regulatory, industry and best practice standards, including accreditation processes for service programs.

Projects and Business Support

Focussed on elevating DVSM wide capabilities across project planning and execution; service sustainability; strengthen collaborating and efficiency; IT capacity and mobility across sites, as well as facilitate/encourage shared learnings between programs, services and systems. Provision of administrative and technological support for internal and external, to optimise communication, collaboration and productivity.



ABOUT OUR PROFESSIONAL SERVICES

Sightlines is the Professional Services division of DVSM, established in 2015 and works in an internal and external facing way, providing support to DVSM services, and providing capacity building supports to corporates, institutes, organisations, services and communities.

Sightlines works in a way that involves actively listening to people and communities with lived experience of Domestic and Family Violence and draws on evidence-based practice and practice-based evidence to improve social, service and systemic responses to violence.

The prevalence of Domestic and Family Violence cannot be understood or addressed by one portfolio, sector or organisation alone. Sightlines works to influence Sectors, Systems and Society to better understand and respond to the needs of individuals, families and communities experiencing Domestic and Family Violence and how to redress abuse within communities.

Sightlines Team and Associates

The Sightlines Team includes DVSM's General Manager, the Sightlines Participation and Engagement Advisor, a Client Pathways Lead (in the 2017-2018 financial year) and a team of [Sightlines Associates](#) who lead and/or support with projects that relate to practice priorities and community needs.

Working intentionally with others

Domestic and Family Violence, is prevalent throughout society, and we need to continue to work actively and adaptively with others in order to contribute to change at scale.

The Sightlines Team, Associates and related networks bring together experience, skills and community voice in ways that may not ordinarily intersect.

The shared learning approach within the team and within our networks, relies on the discomfort of 'not knowing' and 'not holding' the answers alone – it is a way of working together that invites and explores difference, fosters enquiry and openness to identify and create clear pathways to outcomes.



STRATEGIC PLAN PROGRESS UPDATE

Our Strategic Plan 2015-2018, identifies four focus areas that are designed to work together to build the capacity of DVSM as a sustainable organisation, strengthening our workforce, and to create a positive impact for the people we support.

- **Focus Area One – Creating a robust sustainable organisation**
- **Focus Area Two – Developing quality services and products**
- **Focus Area Three – Building an influential profile and strong stakeholder engagement**
- **Focus Area Four – Supporting the development of a culture of innovation and excellence**

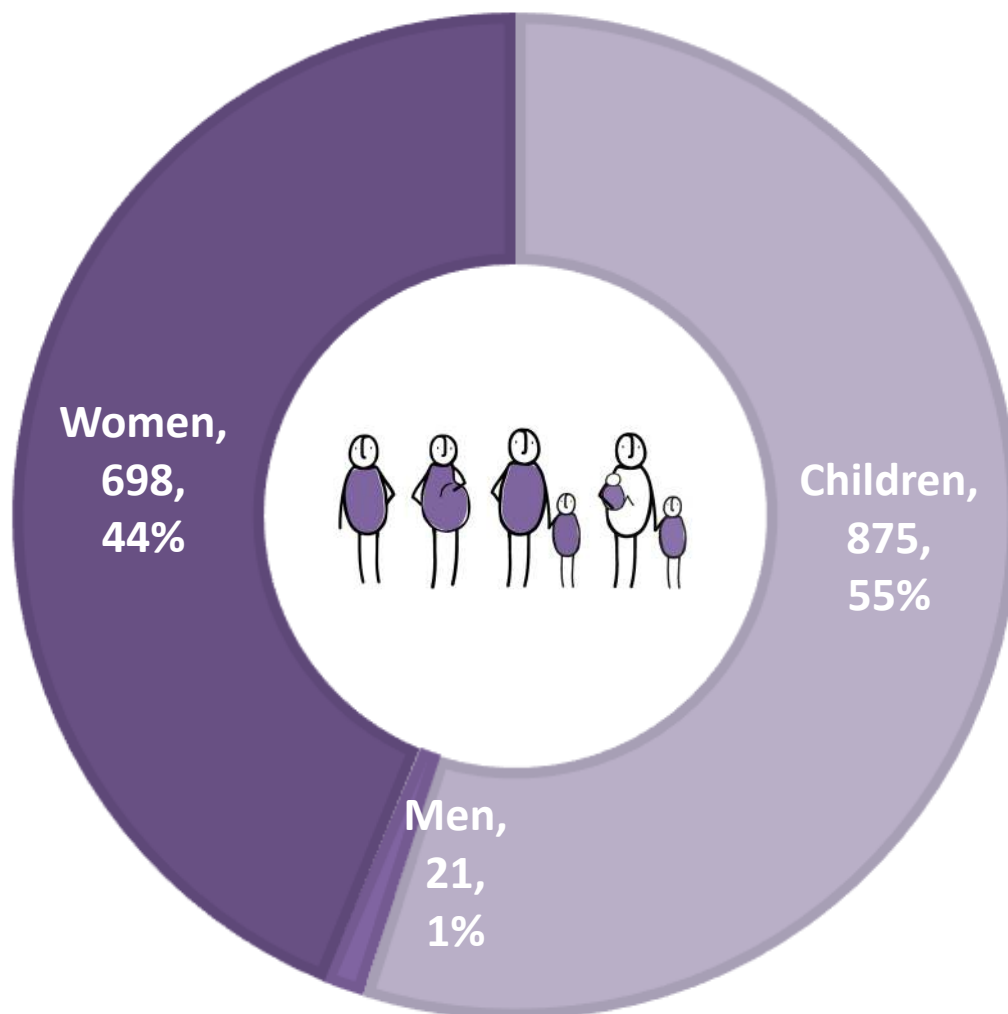
This third year of the Strategic Plan has made a significant contribution to achieving the strong foundations we rely on for the future.

Strategic Planning for 2019-2021 has commenced amongst teams and the body of work achieved in the last three years has not only laid a strong foundation it has led to a clearer stance about what we stand for and how our future work will be shaped.

The ground made in 2017-2018 is outlined in the pages that follow, celebrating key achievements and highlights within each of the service areas.

SERVICE DELIVERY 2017 - 2018 HIGHLIGHTS

People supported by DVSM (WSH | MOMO | ROAR | DVAHS) 2017-2018



1594 People Supported

WILCANNIA SAFE HOUSE (WSH)

It has been a busy year for the [Wilcannia Safe House \(WSH\)](#) and while in no way exhaustive a few of the highlights for the service over the year are listed below in more detail.

- Recruitment of a full-time case manager position enabled more engagement with the local community and increased intensity of support provided to individuals accessing the service.
- The WSH team developed and delivered a program to local children called RRR's - Recognise, React, Report. This program aimed to increase children and young persons' safety by supporting them to have increased self-awareness and knowledge and additionally self-select people that they consider to be "safe people" in their lives. The WSH ran this program across multiple forums but perhaps most notable was working alongside other services while providing a vacation experience for the children and young people of Wilcannia. A laser tag event was hosted that incorporated this child safety awareness program.
- The team at the WSH worked alongside 25 other service providers and contributed to community awareness raising events including Suicide Prevention Day.
- Service Manager has spent a significant part of the year building purposeful relationships and with other organisations within the community. These include being an active member in the Wilcannia Working Party Group and the newly formed Wilcannia Local Suicide Prevention Group.
- Facilitated the development of a Community Calendar for the use of all services in the area.
- Staff teams in Wilcannia commenced accessing external supervision through a provider in Sydney and now routinely obtain this support. Being able to access an external supervisor to work through issues that are causing concern to the staff has proved to be a very supportive strategy given the complexities that each staff member needs to navigate. This type of support for the team is particularly pertinent given the sensitivities of working in and often having familial connections within Wilcannia.
- Extension of the IAS funding to enable the WSH to continue support and learning for the young women funded through the program.

Wilcannia Safe House (WSH) – Stakeholders we work with

WSH has a range of informal relationships with organisations where our work intersects. These include:

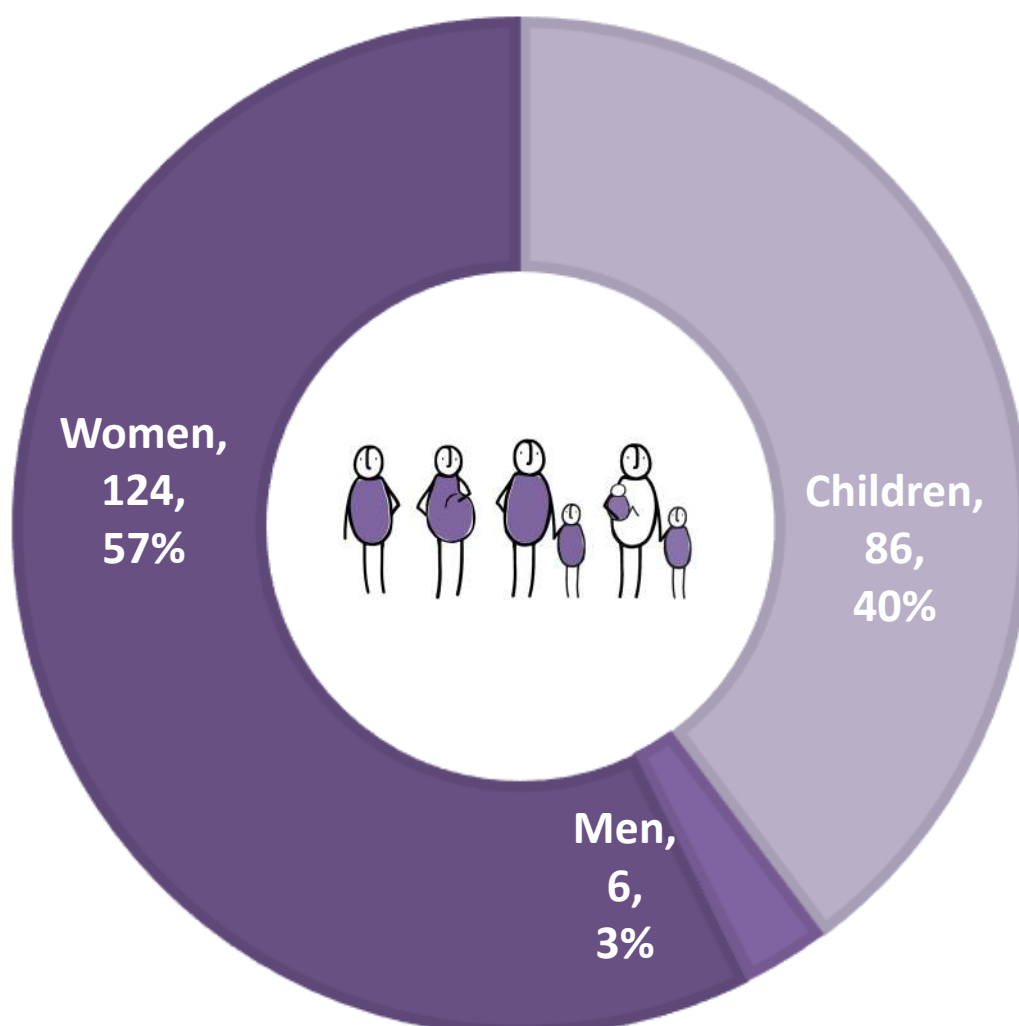
- Broken Hill Domestic Violence Court Advocacy Service
- Catherine Haven
- Catholic Care
- Integrated Violence Prevention Response Service
- Junior Rugby League
- Lifeline
- Link2home
- Local Suicide Prevention group
- Maari mai
- Mission Australia
- NCOSS
- NDIS
- No to Violence (Peak)
- NSW Justice
- NSW Police
- NSW Police Domestic Violence Coordinator
- Outback Rugby League
- Warra Warra Family Violence Legal Service
- Wilcannia Central Darling Shire Council
- Wilcannia Central School
- Wilcannia Community Restorative Centre
- Wilcannia Community Working party
- Wilcannia Eagle Arts
- Wilcannia Health Council
- Wilcannia Interagency
- Wilcannia Men's Group
- Wilcannia Motel
- Wilcannia Primary Health
- Wilcannia Woman's Football team
- Woman's Legal Service (Sydney)

Into the future

The team are planning to further develop and improve on service support to the community at large and to the individuals who seek out support from the WSH by;

- Hosting a fashion show with the children and young people of Wilcannia with the aim to increase understanding of their human rights.
- Developing new ways of incorporating community feedback to ensure that the service reflects the needs of the community.
- Embedding new ways of working that align with the DVSM Practice Framework.

Our environment and practice is non-judgmental and welcoming, so that people feel safe to return to us in the future, should they need to.



People supported through Wilcannia Safe House 2017-2018

MOVING OUT MOVING ON (MOMO)

Throughout this past year, [Moving Out Moving On \(MOMO\)](#) has been busy providing support to women experiencing Domestic and Family Violence and working through activities that enhanced service delivery and contributed to DVSM's Strategic Plan. While in no way exhaustive a few of the highlights for the service over the year are listed below in more detail.

- In April a Team Leader was appointed to support the two MOMO case managers. A new case manager joined the team at the beginning of July, replacing a case manager who had been in the team for about a year. In response to these changes, the team has spent some time in the process of internal consolidation and development, as well as relationship building with external partners and other stakeholders. The team is working very effectively and despite a shortage of staff at times during the year, has reached out to support a substantial number of women and children who are affected by Domestic and Family Violence, or are homeless or at risk of homelessness.
- Collaboration and co-case management with other service providers have been a successful aspect of the year's activities, providing valuable support and shared expertise and experience both to the women and children we support, as well as to MOMO staff and hopefully to the agencies with whom we collaborate.

Moving Out Moving On (MOMO) – Stakeholders we work with

Formal Partnerships

MOMO has a formal partnership with four services located in the community. MOMO staff provide services one day each week from:

1. Surry Hills Neighbourhood Centre
2. Newtown Neighbourhood Centre
3. Housing NSW City Office – Strawberry Hills
4. Redfern Community Centre.

These partnerships aim to have a direct referral path and presence in the local community.

MOMO benefits from having access to physical workspace in the community. This space is used for case management meetings with people engaging with the service and to take on new referrals from individuals who access the centre as well as people referred through DVSM's intake line.

Through our partnerships with these services we also support people with a range of needs to access appropriate services within the community and provide hands-on practical support with forms, information and time.

Uniting Care

During this year MOMO has welcomed the opportunity to work in partnership with Uniting Care in their project to provide short-term accommodation for single women over 45 with low to moderate needs, who are homeless or at risk of homelessness. MOMO offers on-going case management support to the women we assist in taking up that accommodation. MOMO is excited to be a part of this project, providing temporary accommodation for up to 40 women when the building would otherwise be empty. The building used will be de-commissioned in early 2019.

Milk Crate Theatre

MOMO has partnered with Milk Crate Theatre to provide four rounds of creative arts workshops. Based at the Redfern Community Centre, the workshops have been based on various aspects of wellbeing. In the workshops, participants have been supported through the arts to explore what 'wellbeing' means to them. The workshops have produced videos and photographic self-portraits which powerfully communicate the participants' "voice". It is hoped that an exhibition can be mounted in the next year to share the work with the broader community.

Elder Abuse Hub

MOMO has been part of the Elder Abuse Hubs taking place in Ultimo Community Centre and the Reginald Murphy Centre, Potts Point, which are organised by NSW Elder Abuse helpline and resource unit. The Hubs, which are available for women over the age of 55, provide information on legal rights, accommodation options, relationships, domestic violence and aged care services.

Stakeholder Relationships

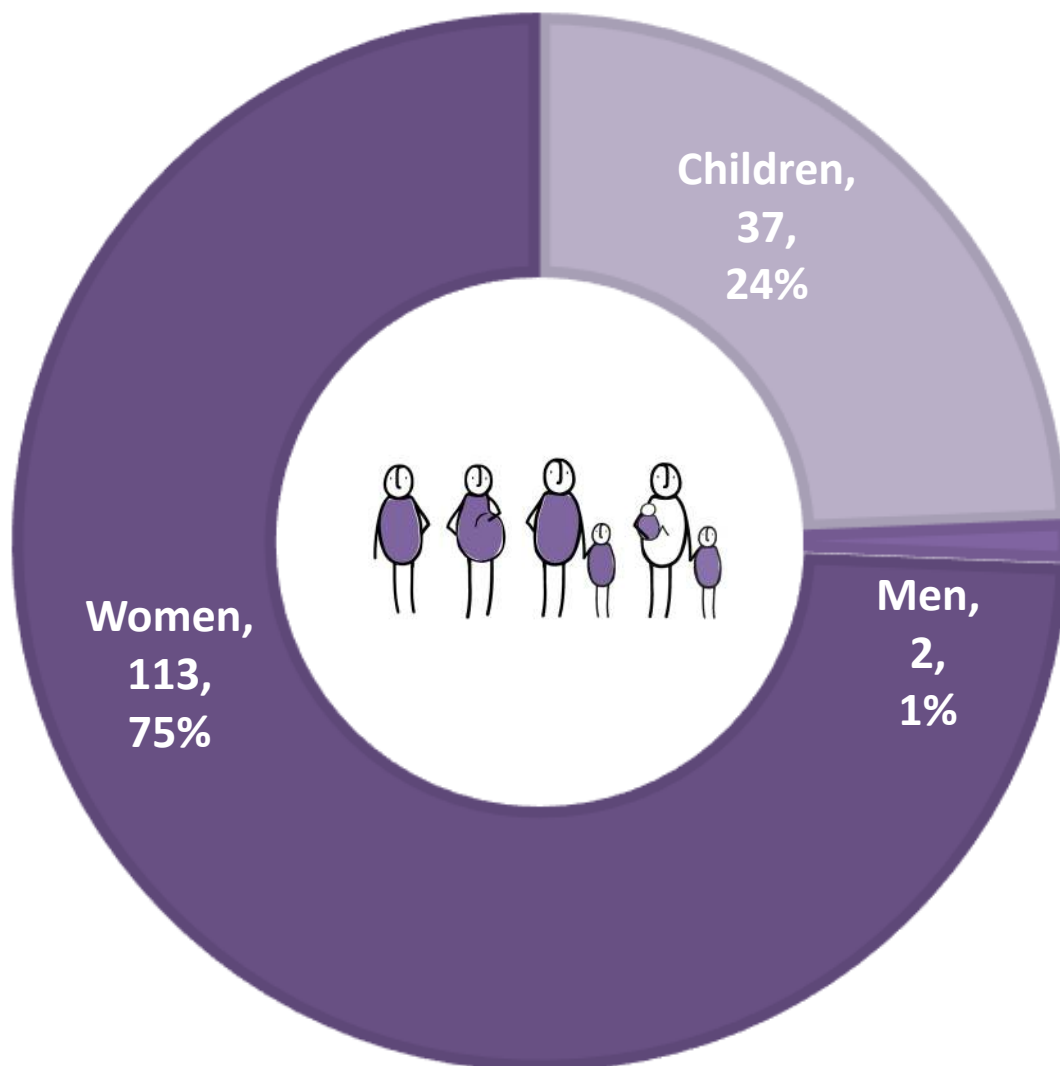
MOMO has a range of relationships with organisations whose work intersects with women who are experiencing Domestic and Family Violence. We greatly value the opportunity to work in collaboration with these services, including:

- Anglicare Sydney
- Baptist Care Hope Street
- Counterpoint Community Services Inc.
- Dress for Success Sydney
- Domestic Violence & Women's Health, Community Health, SLHD
- Family and Community Services - Housing
- Haymarket Foundation
- Legal Aid NSW (Domestic Violence Unit)
- Milk Crate Theatre
- Samaritan Women and Children's Services
- St Vincent's Hospital – Health (social workers)
- Vincentian House
- WEAVE Youth and Community Centre
- Women's Domestic Violence Court Advocacy Service (WDVCAS)
- Women's Housing Company
- Women and Girls Emergency Centre (WAGEC) – Homelessness
- YWCA

Into the future

The MOMO model relies on agile, flexible staff with good personal proficiency to be able to work in a highly mobile way. MOMO staff also need to have a strong team commitment to create a sense of belonging and support when working across diverse sites. We will be working on improving reliable technology, and enriching supportive working practices that match the needs of the MOMO team to continue to work effectively in context, bringing services to the individuals accessing the service.

We work flexibly with people in the community, respecting their dignity and the directions they seek to take in their lives.



People supported through Moving Out Moving On 2017-2018

REFUGE OUTREACH ACTION RESPONSE (ROAR)

[Refuge Outreach Action Response \(ROAR\)](#) have spent this year strengthening and building our practice and the service we provide to families as well as building on the environment at the refuges with a strong focus on dignity. Some examples include:

- To better meet the therapeutic needs of children and increase their social and emotional wellbeing we have continued in our partnership with Rosie’s Place. Rosie’s Place supports the children with counselling and provision of group activities for the children of the service as well as working with the family unit to improve or build on the parent/child relationship.
- Establishing a basketball court at one of our refuges that offers additional age-appropriate activities and has shown to be valuable mainly for the older children who were less likely to use the playground on site.
- We have had a significant focus on improving the refuge environment by updating the furniture and bathroom facilities to create a more welcoming and home-like place for the residents. We have worked mostly with existing resources to increase the resident bathrooms from one to three showers with minimal financial impact but with considerable benefits to residents.
- We have installed barbeques on both sites and playrooms are available to residents 24 hours a day with free and unlimited access to donated goods such as toys, toiletries and clothing items.
- Throughout this financial year, the ROAR service has been working on implementing our new DVSM Practice Framework within the team supporting team members to engage in structured and regular reflective practise sessions with their peers.
- Staff have engaged in a range of learning opportunities facilitated through formal training courses, all staff events, looking at resistance to violence and upholding dignity, and some staff have undertaken secondments to other services or divisions within the calendar year.

Formal Partnerships

ROAR has a formal partnership with six organisations located in the community:

<ol style="list-style-type: none"> 1. Address Housing 2. Evolve Housing (transitional) 3. Mission Australia (MOU) 	<p>ROAR has partnerships with three community housing providers that involve ease of access to properties for the individuals that we work with. ROAR supports individuals through providing support to increase the potential for a successful tenancy.</p>
<ol style="list-style-type: none"> 4. Dandelion Support Network 	<p>ROAR and Dandelion Support Network work closely together to provide individuals, women and children leaving situations of Domestic and Family Violence with essential nursery items such as cots, prams, toys etc.</p>
<ol style="list-style-type: none"> 5. Castle Hill Community Health 	<p>ROAR provide outreach support fortnightly from the office space of the Castle Hill Community Health Centre to widen the opportunities for support for women in the Hills district.</p>
<ol style="list-style-type: none"> 6. Rosie’s Place 	<p>Provides priority access to therapeutic interventions for children and young people who have been impacted by Domestic and Family Violence. Supports women who are requiring support with parenting skills.</p>

Semi-formal Partnerships on Programs

ROAR has one semi-formal partnership with Gumnut Childcare based on a shared commitment to outcomes. The partnership aims to ensure that children who have experienced Domestic and Family Violence can receive the support and care they need and to enable their families to have time apart from the child.

The partnership entails the provision of long-day care for children of residents at the DVSM refuges.

Informal Relationships

ROAR has a range of informal relationships with organisations where our work intersects. These include:

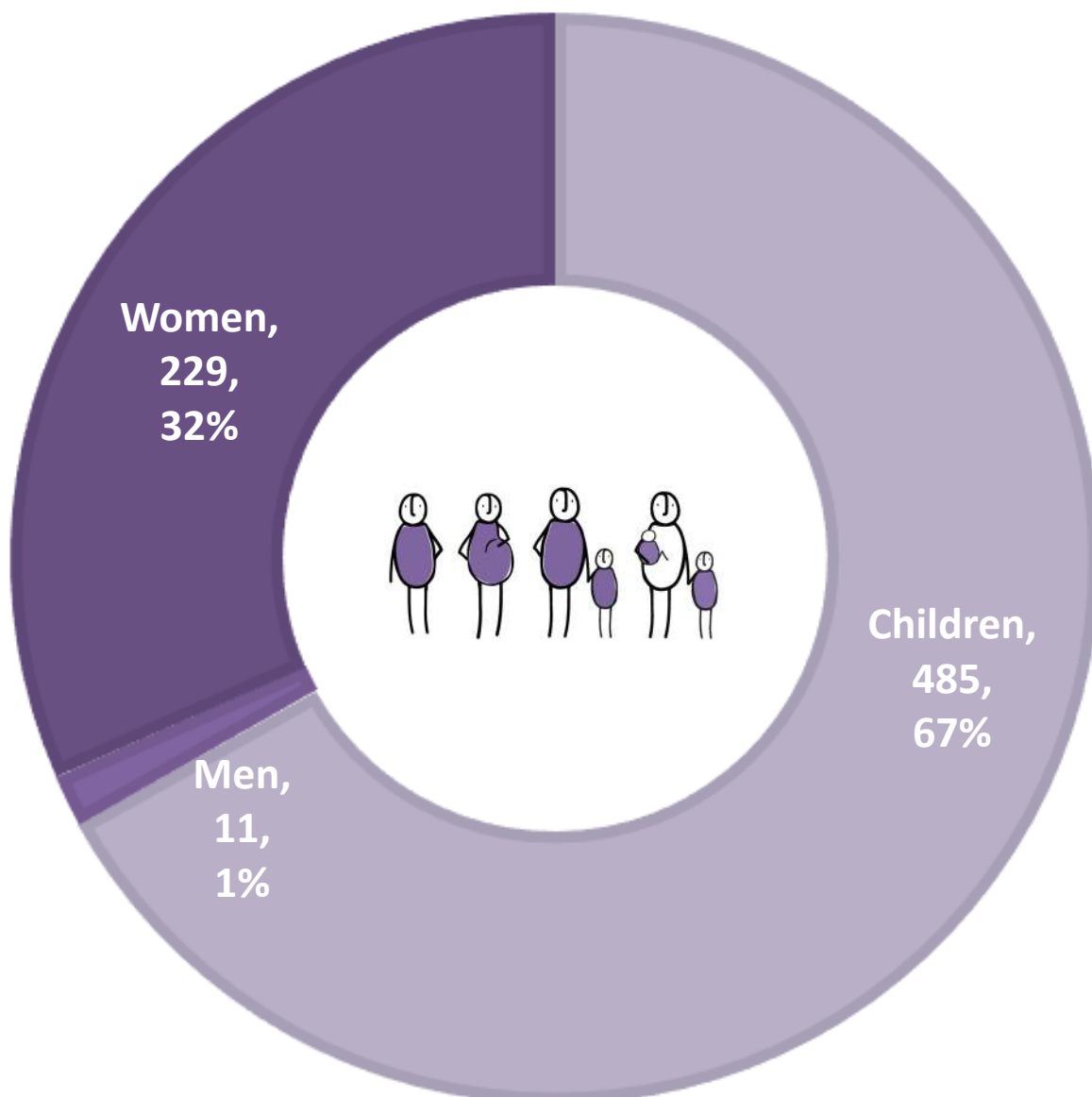
- Legal Aid NSW – regular education sessions held by Legal Aid at refuge sites for staff, and DVSM and Legal Aid representatives have a streamlined referral in place for the people ROAR supports.
- Mount Druitt Family Violence Service – support with co-case management and brokerage.
- Corrective Services NSW – work closely with each other to identify and break down barriers to accessing support for women leaving prison.

These partnerships aim to support adults and children to feel safer across all aspects of their wellbeing.

The ROAR service will be working to continue implementing the learnings gained from this year into service delivery with a staged approach to improving practice and service design through the work of the DVSM Practice Framework.

We are also in the process of implementing a new additional position which will work across three services in Sydney to ensure a seamless and consistent implementation of the No Wrong Door policy across all our services. This position will have the capacity to go above, and beyond what is expected regarding this policy, however, we have identified the positive impact this could have to people accessing services, as well as this, being aligned with DVSM's core values and mission.

We have a strong commitment to create pathways that enable access to services for all people.



People supported through Refuge Outreach Action Response 2017-2018

DOMESTIC VIOLENCE AFTER HOURS SERVICE (DVAHS)

[Domestic Violence After Hours Service \(DVAHS\)](#) has this year seen growth within the team which has enabled the service to reach out and support more women. Referral pathways into the service have been streamlined to provide reassurance and ensure that women needing the assistance can access DVAHS with as much ease as currently possible.

The DVAHS team has had a strong focus on increasing the visibility of the service and building stronger relationships to enable easier access by women.

To increase accessibility DVAHS met with the Blacktown Police DVLO and together they identified a need for a rapid and intense response for women reporting an incident of Domestic and Family Violence, particularly during the night. As a result of these discussions referral practices were changed, with Police making direct referrals to DVAHS to make the process quick and supportive for women who require support. Information about the process was provided to the DVLOs at the Police stations in all our local areas and a process put in place for these referrals.

DVAHS team also presented at Auburn and Blacktown Hospitals, with the Emergency Unit doctors and nurses welcoming information about who can be contacted if a woman attends the Emergency Unit and would like support to leave Domestic and Family Violence.

The service also gave presentations to TAFE, local area Family and Community Services and at local domestic violence network and interagency meetings.

DVAHS continues working on growing stronger relationships and awareness to increase the opportunity for women to know that there is support available to them.

Formal Relationships

DVAHS has two primary referral pathways that form formal relationships. These services can provide Temporary Accommodation and transport to the Accommodation:

1. Domestic Violence Line

2. Link2Home

Informal Relationships

DVAHS has a range of informal relationships with organisations whose work intersects with women with or without accompanying children who are experiencing Domestic and Family Violence. These include:

1. Temporary Accommodation Providers: Providential Homes in Blckett, Rooty Hill, Doonside, Granville; Liberty Plains Motel Lidcombe; Voyager Minchinbury; Parramatta City Motel	6. Hospital Emergency Departments: Auburn; Blacktown
2. Housing NSW: Blacktown; Mount Druitt; Parramatta	7. Outer Western Domestic Violence Network
3. Centrelink: Parramatta; Merrylands; Blacktown; Mount Druitt	8. Blacktown Domestic Violence Forum
4. Immigrant Women's Speakout	9. FACS (Child Protection) – Auburn/Parramatta
5. Indian Sub Con Crisis Support Agency	10. Western Sydney Family Referral.

These partnerships aim to support women and their children on their journey from experiencing Domestic and Family Violence to a greater sense of wellbeing. DVAHS is currently working on building stronger relationships with other organisations and community supports.

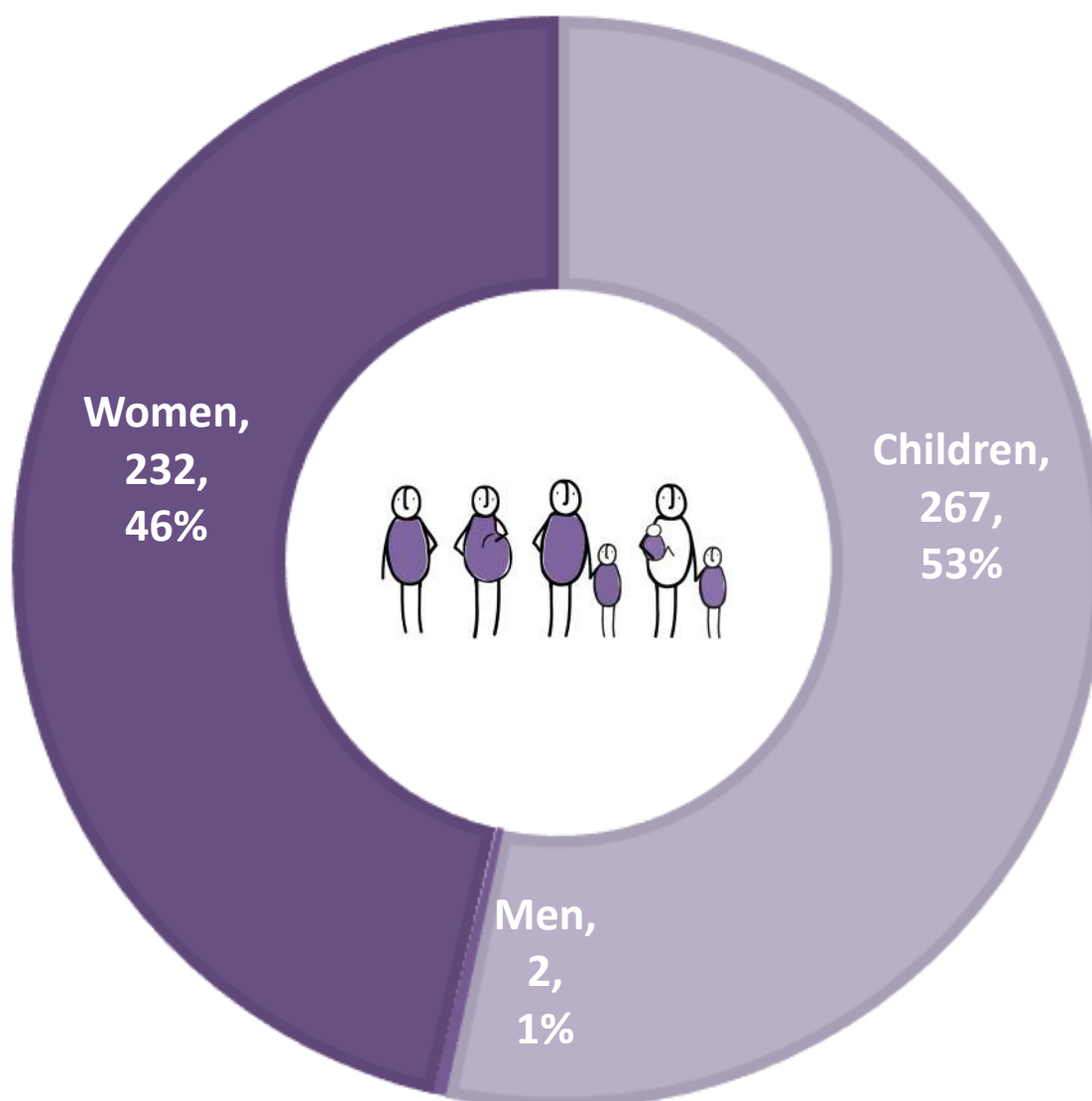
Into the future

Into the future DVAHS will be focusing on widening its strategy to increase accessibility for all individuals who need the support of the service.

DVAHS will look at meeting with community organisations and other services to provide information and to set up Pop-ups to be able to provide support to women that may not be able to access the service through the current pathways. DVAHS will support these families to access the service through referrals from the Domestic Violence Line and Link2Home.

DVAHS will continue to build networks with CALD communities to help support women that are on Visa types that are unable to find support through Housing NSW and Centrelink.

Women who have used the DVAHS service described how the immediate contact from staff when placed in a motel has made all the difference in their ability to see that it is possible to leave the violence and there is hope for the future.



People supported through Domestic Violence After Hours Response 2017-2018

ORGANISATIONAL SERVICES 2017 - 2018 HIGHLIGHTS

2017/18 has seen the [Organisational Services](#) team rationalise its services and roles, with outcomes being the expansion on the range of available skills set through new team members, and clearer segregation of roles and responsibilities within the team. We have also established a more streamlined structure to increase the capacity and efficiency in supporting DVSM program and service delivery, to increase and sustain our focus on stakeholders.

Throughout the year, the Organisational Services team have continued to, and further expanded on services provided to internal and external stakeholders including Finance and Financial Reporting; Human Resources; Compliance and Reporting; Information Technology; Governance; Employee Training and Professional Development; Projects; Website and Print Design; Work Health and Safety and Administration.

Our achievements

Building on the work and outcomes from prior year, the team have made significant efforts and taken great strides, in strengthening and improving internal service delivery and support to our employees and therefore our service users. This years' successes include:

- completion of IT Strategy and Roadmap exercise, with clearer view and identification of DVSM's IT needs to achieve IT efficiencies, collaborative & mobile working solutions and IT risk and data management requirements.
- launch of updated DVSM website including improving design, usability and accessibility, with data analytics capabilities now also implemented, allowing DVSM to conduct meaningful review on website traffic, use by visitors and content management.
- facilitated employee secondments focussed on skills development, knowledge sharing and capability building purposes, specifically case management and community support:
 - two ROAR team members to Wilcannia Safe House (three months)
 - one ROAR team member to MOMO (three months)
 - one ROAR team member to Sightlines for Client Communications project (six months).
- tighter financial policies and procedures, and enhancement of financial reports preparations requirements. This has enabled more efficient finance processing activities, greater understanding and clarity of financial positions on both service specific and DVSM wide aspects, as well as stronger financial management position, in monitoring and managing available funding arrangements and investment requirements or opportunities.
- on-boarding of new team members with diverse skills portfolio to drive and establish a more robust risk management, quality assurance, quality and compliance focussed environment and culture throughout the organisation.
- implementation of cloud-based online payroll software, KeyPay, significantly reducing payroll processing time and documentation requirements with the elimination of paper-based timesheets.
- business operations and projects support provided to all DSVM teams including organisation and delivery of events, project reports/outcomes, all-staff days and ensuring smooth management of organisation wide requirements.
- initiated employee engagement plan, bringing together all teams via regular DVSM All Staff Events, to induct new starters, align and re-energise existing employees, and providing opportunity for all teams to share progress, successes and plans moving forward in line with the organisations vision, values and principles.

Looking ahead

Following a year of consolidation, the Organisational Services team look forward with confidence to the coming year. Despite the many and varied challenges expected in the operating environment, the team continue to focus on our service users and stakeholders in delivering quality service experience and supports.

Efforts and plans for the coming year remain around strengthening our foundations for DVSM and our stakeholders into the future, and these plans include:

- IT Upgrade project to uplift existing DVSM administrative IT systems and applications, costs and data risk management by moving to cloud-based setting, faster internet solutions and tools to enable team connectivity given DVSM's varied locations in inner, western and remote NSW.
- development and implementation of a quality assurance 12-month plan, to review and update the full suite of DVSM policies and procedures, including where necessary creating new documents, to ensure applicability, accuracy and adequacy in line with industry, legislative and best practice standards.
- commencement of plans and activities toward attaining accreditation as a Specialist Homelessness Service (SHS) provider, funded through NSW Government – Families and Community Services (FACS). DVSM will implement quality assurance system which adopts the Australian Service Excellence Standards (ASES) as part of the accreditation requirements.
- increased focus, visibility and awareness of Human Resources functionality and services for all employees, to develop and retain a workforce who are informed and supported across all services and across our diverse locations.
- updating and refining HR activities and capabilities including DVSM wide communications and updates; implementation of stronger processes in employee records maintenance; ongoing compliance with privacy and confidentiality requirements; ensuring currency of knowledge on HR related legislative requirements and/or changes; and availability of specialised knowledge and expertise where required.
- continued review and improvement, of Finance and financial reporting processes to achieve efficiencies in multiple areas such as records documentation system both physical and digital; accounts payable process; quality of financial reports prepared for internal teams and Board; and improved utilisation of KeyPay functionalities.
- working with all stakeholders in DVSM to collaborate in the development and decision making relating to strategy, business development and/or organisational growth related activities, projects and plans, to ensure skills, knowledge and experience of Organisational Services team are optimised and add value.
- communications and media related business support across website development, maintenance and updates; creation and commencement of DVSM social media presence; and management of stakeholder accessibility to DVSM reports, information and/or publications produced as part of its objectives in influencing sectors, systems and society to better understand and respond to the needs of individuals, families and communities experiencing Domestic and Family Violence.

The Organisational Services team represent the core support pillar to DVSM's central structure and operations, which requires the dedication and commitment of all its team members, in addition to collaborating closely with our wider DVSM teams. Thank you to everyone in the Organisational Services team for the significant work and efforts over the year, and as DVSM heads into our new Strategic Plan, the Organisational Services team will no doubt continue to play a pivotal role.

SIGHTLINES 2017 - 2018 HIGHLIGHTS

[Sightlines](#) works in a way that involves actively listening to people and communities with lived experience of Domestic and Family Violence and draws on evidence-based practice and practice-based evidence to improve social, service and systemic responses to violence.

Examples of our initiatives that work across each level of influence

INDIVIDUAL LEVEL

Enable the participation of people with lived experience of violence in the design of our resources in a safe, ethical supported way that that upholds dignity.

MULTI-AGENCY LEVEL

Develop and share distribution of practice resources to services working with people experiencing violence, and to services working with people who are using violence.

PROGRAM LEVEL

Develop and share DVSM's Practitioner Toolkit across DVSM Services and freely with other organisations working with people who experience Domestic and Family Violence.

SYSTEMIC LEVEL

Contribute to improving awareness of Domestic and Family Violence and improved practice and systemic response to individuals and communities through sharing the experiences of people with lived experience of violence.

COMMUNITY LEVEL

Supporting cross-community leadership through sharing insights, products and resources and engaging change agents in Creating Conversations Events.

ECOSYSTEM

Build awareness of concepts of safety from the voice of lived experience across the response continuum (informal through to statutory responses).
Engage organisations, institutes, faith and cultural groups and communities in Creating Conversations Events to build awareness and social responsibility across contexts.
Begin to host accessible awareness raising resources on Insight Exchange that serve to support reflection and informed responses.

More Information

Our [Projects and Initiatives](#) are available in PDF on our website www.dvnsdsm.org.au

Concepts of Safety

The [Concepts of Safety](#) Project arose from the critical question we found ourselves asking: how can we increase safety for people experiencing Domestic and Family Violence? This project has required us to review and to more clearly define what we mean by the concepts of; Domestic and Family Violence; Wellbeing; Safety; and Dignity, and to do this within the broader social context within which violence is occurring.

The project has enabled DVSM to better understand the world that a person experiencing abuse is navigating on a daily basis.

People experiencing Domestic and Family Violence are already navigating their safety before they ever reach out for support. They are self-assessing the risks they face and use strategies to mitigate the risk of harm. Any advice given or action taken by a social or service responder may unintentionally or unknowingly increase the harm and threat that a person may face as a result of not fully understanding a person's situation and context.

The Concepts of Safety Project has resulted in DVSM asking ourselves a new question: How can we work with people in a way that upholds their dignity and supports them to:

- increase their safety awareness?
- anticipate and self-assess the harms or threats they face?
- build on the strategies they use to increase their safety and wellbeing?

DVSM has taken the learning from this project to inform the development of resources that aim to guide our work with people experiencing Domestic and Family Violence and the work of other sectors and of social responders. These resources include:

- DVSM Practitioner Toolkit: Practice Framework | Conversation Cards | Practice Review Guide
- Follow My Lead

DVSM Practitioner Toolkit

The DVSM [Practitioner Toolkit](#) was launched across all DVSM Services and was made available free of charge to the public in March 2018.

The purpose of the [Practice Framework](#) is to guide the way we practice at DVSM. It outlines the way we approach our work with individuals, communities, stakeholders and partners to address Domestic and Family Violence. It sets out 'how we do things around here' and underpins our policies, practice guides and tools, and our planning reflection in order to continuously improve.

Our Approach: We know that when someone seeks support, it might be the first, last or only time they reach out. Every interaction to support someone is important. Our approach aims to be:

- **Informing:** Offering new information or increasing an individual's awareness about Domestic and Family Violence and homelessness, risks to their personal safety and wellbeing and ways to enhance their safety and wellbeing.
- **Empowering:** Supporting individuals to restore dignity, power and control over their life, enabling them to exercise options and make informed decisions about their lives and set their own goals.
- **Enduring:** Offering information and support that can be used by individuals now and after they leave our service, to stay safe and enhance their wellbeing.

Follow My Lead

[Follow My Lead](#) speaks from the voices of people with lived experience of Domestic and Family Violence who need the professionals and their social networks to be more prepared to respond effectively. More prepared to respond in ways that uphold dignity and build on safety. The resource is developed for any person who may at some point be listening to and responding to their friends, family members, colleagues, peers or to the people who use their service and who are experiencing Domestic and Family Violence. The resource may also have benefits for people who are:

- thinking about their own relationships, safety and their experience of Domestic and Family Violence
- seeking support about their own lived (or live) experience of Domestic and Family Violence
- working as a service responder to people experiencing Domestic and Family Violence.

Development Process: In early 2018 Follow My Lead was circulated in prototype for feedback across contexts. The feedback has been collated into a [Follow My Lead – Feedback Summary Report](#) which includes the feedback that has been provided by individuals, including people with lived experience of Domestic and Family Violence, and how this feedback has informed the content and format of the first edition.

Acknowledgement and Thanks: DVSM would like to thank all contributors, critical friends and communities, who have engaged directly or indirectly with our Concepts of Safety Project and this Follow My Lead resource. In particular, Sightlines, the Professional Services of DVSM would like to thank Dr Linda Coates and Dr Allan Wade and their colleagues at the Centre for Response-Based Practice, Canada for their visionary and pioneering work on social responses, resistance, language, and the upholding of dignity.

Most significantly, our thanks goes to all people with lived experience of Domestic and Family Violence who have courageously shared their insights for the benefit of others.

Follow My Lead has been designed to be free for any and all readers to remove access barriers.

Sharing Follow My Lead:

Copies of Follow My Lead (first edition) are being distributed through the:

- Domestic and Family Violence and Acquired Brain Injury Project Report Launch (49 organisations)
- Women's Domestic Court Advocacy Service (WDVCAS) Annual Conference (415 participants)

We have commenced preliminary conversations about the use of Follow My Lead (first edition) with a number of other organisations who work in Australia and internationally.



Domestic and Family Violence and Acquired Brain Injury Intersection Project

The issue of Acquired Brain Injuries occurring as a result of physical violence is easily overlooked, misunderstood, and thought to be experienced by but a few 'others'. It's perhaps easier for our attention to be drawn to those extreme acts of violence that lead to death, or severe physical impairment. But what about the adult, child or young person who experiences regular assaults that cause concussions or minor head injuries? What about the woman who has been strangled to the point of passing out but then woke, and continued living, unaware of the long-term health risks associated with that assault?

The aim of the project was to identify issues, priorities and opportunities that have emerged as part of DVSM's exploration of the intersection of [Domestic and Family Violence and Acquired Brain Injury](#) through its 'practice up' project in Western Sydney.

Contributing practitioners told us that brain injury, in its many forms, is a potential health impact for people who experience Domestic and Family Violence. We also heard that Domestic and Family Violence related Acquired Brain Injury is difficult to recognise and difficult to respond to.

The project report provides a picture of the 'awareness needs', 'available resources' and 'untapped opportunities' that relate to key practitioners that respond to the intersection of Domestic and Family Violence and Acquired Brain Injury. These aim to support practitioners working both in the DFV and health sectors to understand and navigate support pathways for people facing the intersection of Domestic and Family Violence and Acquired Brain Injury.

Project Report Launch: The project report was launched by a consortium of supporters which included:

- Women's Domestic Violence Court Advocacy Service (Peak)
- Women's Health NSW
- Brain Injury Australia (Peak)
- No To Violence (Peak)
- NSW Health Education Centre Against Violence
- Domestic Violence NSW (Peak)
- Domestic Violence Service Management



These organisations outlined their commitments to supporting improved awareness and response to the intersection of Domestic and Family Violence and Acquired Brain Injury.

The [Project Report Launch](#) brought together 81 people from 49 organisations.

DVSM provided print copies of resources to all Project Report Launch attendees and has made electronic copies (at no cost) available on our website to support access across contexts, and nationally.

To support the commitments of participating organisations we have also donated print copies of resources to support the reach of:

- Women's Health NSW to 30 sites
- Domestic Violence NSW to 70 members
- No to Violence to 130 members
- 415 delegates at the WDVCS conference.



Insight Exchange

[Insight Exchange](#) is designed to strengthen social responses to Domestic and Family Violence. The INSIGHT component invites people with lived experiences of Domestic and Family Violence to share their experience through a safe and ethical process that affirms agency and upholds dignity. The EXCHANGE component shares a person's insights in a de-identified way with individuals, communities and organisations. Fully accurate insights can better inform our awareness, responsibility, and how we all respond to Domestic and Family Violence.

Insight Exchange has been designed by DVSM, in collaboration with Dr Linda Coates and Dr Allan Wade from the Centre of Response-Based Practice.

Meeting an ecosystem gap:

Currently people with lived experience of Domestic and Family Violence have a range of mechanisms through which to share their experience. Each of these are important however each have limitations in that they do not seek out, explore and give voice to peoples resistance and responses to violence. In addition many of the current mechanisms for sharing lived experience of abuse have no specific link to social change initiatives that inform prevention and improved social, service and system responses.

INSIGHT

Design of the Insight Repository:

In November Sightlines commenced the design of the interview process for gathering people's resistance and responses to violence. The interview process draws heavily from the ideas of the Centre for Response-Based Practice. In particular their work on social responses, resistance to violence, language and upholding of dignity. The process has been designed with the support of people with lived experience of violence with the aim of ensuring that people can share their experience in a safe and ethical manner with a person's ongoing consent.

EXCHANGE

Engagement Initiatives:

Sightlines through Insight Exchange has undertaken a number of initiatives that are designed so that organisations, institutes, individuals and communities can be introduced to and reflect on the ideas of resistance to violence, social responses and dignity. These initiatives include:

Creating Conversations Events:

[‘Creating Conversations’](#) events are based on the belief that;

- Society holds the answers as well as the problem
- People experiencing Domestic and Family Violence may not engage with the service system, however all rely on many parts of society and the wider ecosystem
- Every individual, group, organisation and community has the potential to play an important role in creating change within our society.

‘Creating Conversations’ events are designed to;

- Provide an opportunity for people and organisations that wouldn't ordinarily intersect or come together
- Create the conditions for conversations that enable sharing and learning about each other's contexts, challenges and contributions
- Discover the possibilities for individual, organisational and collective responses and pathways for progress.

In November 2017, Sightlines hosted its first Creating Conversations Event - '[Our Social Response](#)'. Dr Linda Coates and Dr Allan Wade explored how we – as friends, family, colleagues and influencers in corporations and communities (all of us) respond to violence matters.

The event was attended by [participants](#) from varied organisations from across the ecosystem including government, not for profit, corporate sector and faith communities and their [feedback](#) speaks to the value of these ideas across contexts.

Supporting broader awareness about the value of informed social responses is important within Sightlines work as we look ahead.

Insight Exchange Website:

The Insight Exchange platform (in concept form) was launched in late 2017. The platform hosts information and resources that contributes to peoples understanding of Domestic and Family Violence including:

- [Creating Conversations Videos](#): Short videos feature Dr Linda Coates and Dr Allan Wade talking about the ideas of dignity, resistance to violence, the importance of language and our role as social responders.
- [Creating Conversation Kit](#): The kit supports engagement in the ideas in a way that fosters reflection and discussion in responses to the related videos. Print copies of the Creating Conversation Kit have been shared with stakeholders to support continued conversations across contexts.

Listening to people and communities with lived experience of Domestic and Family Violence

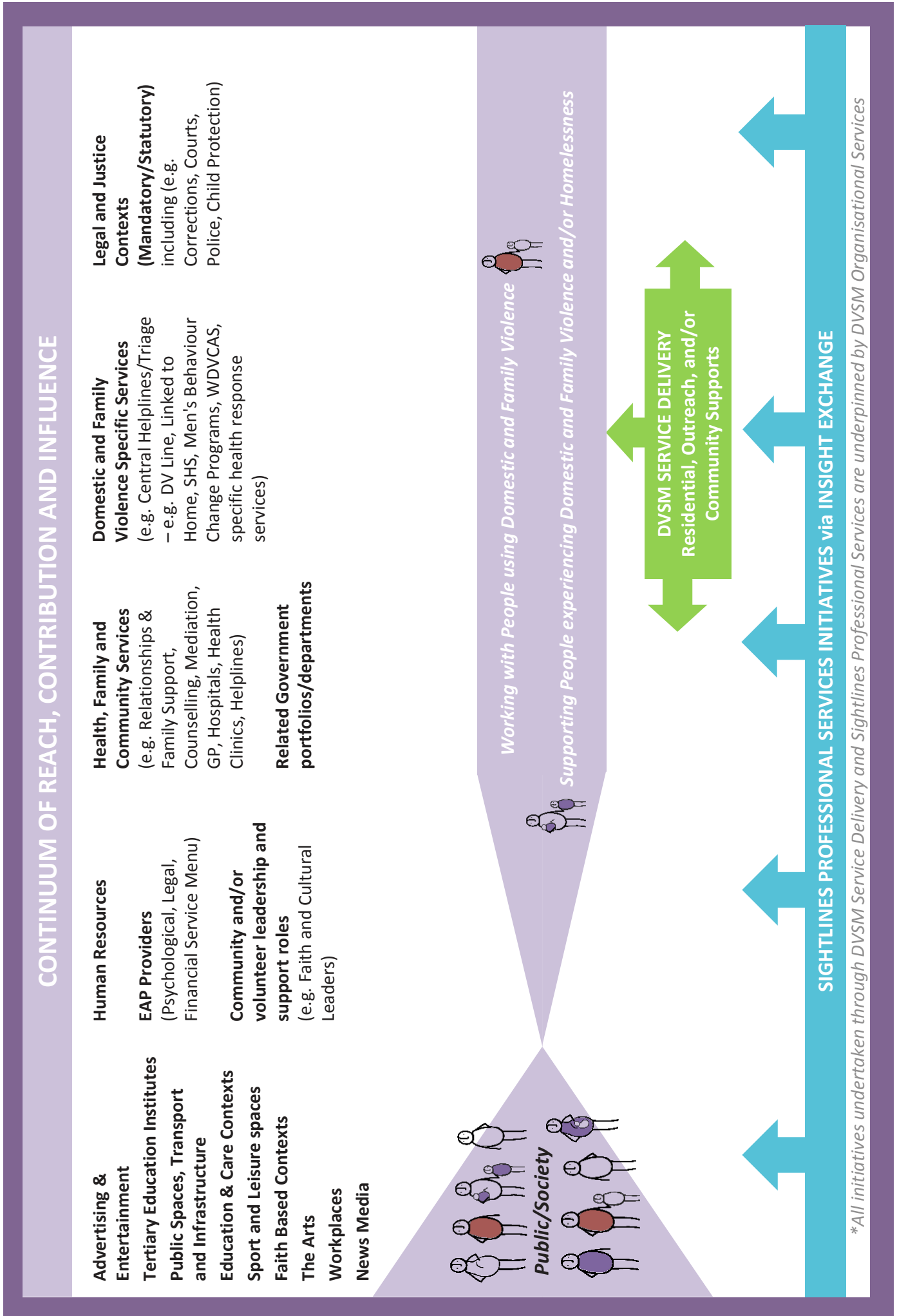
In 2017/18 Sightlines engaged people and communities with lived experience of violence across a suite of project initiatives including:

- Follow My Lead: people with lived experience of Domestic and Family Violence were invited to provide feedback on the Follow My Lead Prototype, with their feedback being incorporated into the first edition of the resource.
- Cultural Safety Project: Sightlines through our Associates team engaged with a diverse mix of Australian Muslim Communities, mostly from Western Sydney, to help identify their main concerns, views and perceptions of safety and wellbeing in the context of Domestic and Family Violence. Their engagement has provided invaluable insights that have led to the improvement of our Wellbeing Framework and Concepts of Safety Project, and related resources which has contributed to how we support all individuals and communities.
- Insight Exchange: People with lived experience of Domestic and Family Violence have shared some of their experiences of resisting and responding to violence through our [Voices of Resistance](#) Project. Their engagement has informed the development of the interview process for Insight Exchange.

Throughout 2017/18 Sightlines has strengthened its focus to ask about and listen to the ways and means through which people and communities have resisted and responded to the violence they have experienced and the social responses they have received. Our understanding of how to have conversations that have this focus is informed by the work of the Centre for Response-Based Practice.

Domestic and Family Violence is a shared social issue and we all play a role in responding from any context.

The Continuum of Reach, Contribution and Influence diagram plots where DVSM’s work is positioned along a service response continuum.



Note: People can be accessing many parts of the system simultaneously and in a non-linear way. Organisations, sectors and communities may be providing services, programs or be part of collaborations anywhere along this response continuum. This responders list is not exclusive or exhaustive.

2017 – 2018 Reach and Influence Continuum

The following list represents the breadth of organisations the Sightlines Team have been in contact with through one or more initiatives we have hosted this financial year.

Any community, network, organisation (formal or informal)	Informal, Semi-formal and Formal Service Responses to Domestic and Family Violence			
Advertising & Entertainment Tertiary Education Institutes Public Spaces, Transport and Infrastructure Education & Care Contexts Sport and Leisure spaces Faith Based Contexts The Arts Workplaces News Media	Human Resources EAP Providers (Psychological, Legal, Financial Service Menu) Community and/or volunteer leadership and support roles (e.g. Faith and Cultural Leaders)	Health, Family and Community Services (e.g. Relationships & Family Support, Counselling, Mediation, GP, Hospitals, Health Clinics, Helplines) Related Government portfolios/departments	Domestic and Family Violence Specific Services (e.g. Central Helplines/Triage – e.g. DV Line, Linked to Home, SHS, Men's Behaviour Change Programs, WDV/CAS, specific health response services)	Legal and Justice Contexts (Mandatory/Statutory) including (e.g. Corrections, Courts, Police, Child Protection)
<p>Sydney University – Faculty of Law UNSW – Gendered Violence Research Network Iraqi Australian Graduates Forum UTS – Faculty of Health and Faculty of Architecture Australian Catholic University – Students Security and Health Leadership Institute Data for Democracy The Youth Centre Imam Hussain Islamic Centre Bondi Anglican Parish AsSafe Survivor Services – Seventh Day Adventist Hillsong City Care Alphacrucis College Pricewaterhouse Coopers Commonwealth Bank of Australia Conscious Presence Dramatic Difference The Maxima Group Reziliium SERCO</p>	<p>Converge International – Employee Assistance Program White Ribbon</p>	<p>Women NSW Community Resource Network Inc Community Housing Industry Association NSW NSW Family and Community Services (FACS) Family Planning NSW Homelessness NSW Legal Aid NSW NSW Police People with Disability Australia Women's Housing Company Women's Health NSW NSW Ombudsman WASH House Inc Rosie's Place Banktown Women's Health Centre Blacktown Mount Druitt Hospital Cumberland Women's Health Centre Brain Injury Australia Central Coast Disability Network Illawarra Shoalhaven Local Health District Liverpool Brain Injury Rehabilitation Unit Moving Forward Royal Australian College of General Practitioners Royal Australian College of Surgeons St Vincent's Health Australia Sydney Local Health District Synapse Sydney Women's Counselling Centre Western Sydney Local Health District Westmead Brain Injury Service Westmead Hospital</p>	<p>DV Line Linking Hearts – Muslim Women's Association Women's Domestic Violence Court Advocacy Service No to Violence NSW Domestic Violence NSW NSW Health Education Centre Against Violence Bonnie Support Services Ltd Green Valley Liverpool Domestic Violence Service Open Support</p>	<p>Corrective Services NSW Department of Justice Domestic Violence Death Review Team</p>

LOOKING AHEAD

In order to make the most difference we can toward creating ‘**a world where women, families and communities live free from violence, have equal rights, opportunities, and the freedom to reach their potential**’, we need to work strategically, collaboratively and in new ways that accelerate positive social change.

We work to build understanding of, and improved prevention and responses to Domestic and Family Violence, homelessness and other safety and wellbeing needs through a **person centred approach**.

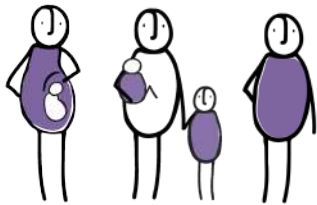
We contribute to this change through our:

- **Service Delivery** - supporting individuals, families and communities experiencing Domestic and Family Violence and/or homelessness and other safety and wellbeing needs.
- **Sightlines Professional Services** - influencing and supporting sectors, systems and society to better understand and respond to the needs of individuals, families and communities experiencing Domestic and Family Violence and how to redress abuse within communities.
- **Our Organisational Services** - supporting our strategic and operational goals through the provision of the cross-organisational infrastructure and supports in key areas of Human Resources, Finance, Projects and Business Support, and Quality Assurance & Compliance.

Together we work to develop staff as individuals and teams, fostering a continuous improvement culture and focusing on;

- **staff wellbeing**
- **skill development and capabilities**
- **leadership and succession.**

Our incoming Strategic Plan sets out the intention of our work over a three year period, allowing for **emergent learning, discovery and adaption** to achieve the broader intentions of our role in long term social change.



Together, across teams and with partners and collaborators, we work intentionally at each of these levels to build individual and community safety and wellbeing.

INDIVIDUAL LEVEL (Adults, Children, Young People and Families)

We work in a person centred way, upholding dignity, and building learning from individuals' lived experiences to shape our response and to improve our practice.

PROGRAM LEVEL (Service Delivery)

We work together as teams and across services using 'evidence based practice' and 'practice based evidence' to shape our program and to improve our service design.

COMMUNITY LEVEL (Local/Groups/Online)

We work to understand communities through project work and community engagement initiatives. We use this understanding to inform our individual practice and program level design.

MULTI-AGENCY LEVEL (Local Service Providers)

We identify and work with partners, collaborators and other providers to optimise knowledge, share expertise, resource and professional commitment to continuously improve.

SYSTEMIC LEVEL (Human Services System)

We use the learning in our work with individuals, programs, communities and other agencies to identify systemic barriers and influence change and improvements to systems.

ECOSYSTEM (The Wider System)

We collaborate with corporates, institutes, faith, cultural and local communities to support their work as influencers and leaders of social change.

The incoming [2019-2021 Strategic Plan](#) introduces for the first time a series of position statements that share our commitments to:

- Working directly with people experiencing Domestic and Family Violence, homelessness and other safety and wellbeing needs
- Working indirectly with people experiencing Domestic and Family Violence, homelessness and other safety and wellbeing needs and building the awareness and capacity of systems and sectors who also provide support
- Working with Children and Young People
- Working with Aboriginal and Torres Strait Islander Communities.

These position statements have been informed by listening to people who use our services, local and broader communities, service and system leads, evidence and population data, and the reflections developed within our projects and initiatives over the lifespan of this Strategic Plan. Our hope is that by taking a stance in these areas, and by doing so collectively and publicly, we can use these statements to guide, challenge and inform where we develop and deepen our work and pursue extended initiatives.

MESSAGE FROM THE TREASURER

The financial operations of the organisation continues to be prudently managed with the team ensuring that grants are acquitted per the terms of the Government contracts. An overall surplus for the year of \$321,941 was recorded.

Income

Total income was \$4,530,764 compared to \$4,009,131. The increase of 13% is due to increased income received for the grant relating to Domestic Violence Response Enhancement Funding (DVAHS) and spend of approved roll over of funding from 2017.

DVSM's main source of income remains State Government grant funding, however we continue to work on diversifying income sources to reduce our risk exposure and were delighted to have received corporate donations amounting to \$61,003, from supporters of our Sightlines work.

Expenses

Total expense was \$4,208,823 compared to \$3,817,677 in the prior year. Overall expenses increased by 10% across the organisation, which were mainly driven by increased employment costs and direct service delivery related costs as a result of the higher DVAHS grant funding recognised during the financial year.

Major expenses for the year included:

- Employment costs \$2,568,235;
- Client and brokerage costs \$635,660; and
- Rent and occupancy costs \$262,009.

Cash

At 30 June 2018, cash in bank was \$77,789 with a further \$3,748,626 held in cash investment accounts. Of the cash held in investment accounts \$856,468 is grant funding received in advance and restricted to funding our programs in the coming year.

The Year Ahead

Looking ahead we will continue to plan and implement strategies for relevant and sustainable growth, this will include investing in:

- Sightlines Professional Services work
Further influencing sectors, systems and society to better understand and respond to the needs of individuals, families and communities experiencing and affected by Domestic and Family Violence.

The progress achieved to date by Sightlines, and existing Domestic and Family Violence climate/ environment has provided Sightlines with current opportunities to further develop and expand its activities and deliverables, both internally and externally.
- IT Upgrade initiative
Uplifting of DVSMs IT infrastructure, strategy and capabilities, to further strengthen IT governance, operational capabilities and platform, as well as risk management aspects. The initiative will focus predominantly on improving capacity and efficiencies, work mobility and robust management of IT data and security.

Vicki Hartley

Treasurer, DVSM Board of Directors



OUR SUPPORTERS

Friends of Sightlines

Friends of Sightlines play an important role in our work.

Sightlines has had the privilege of being supported by experienced professionals and content leads:

1. Karen Muggleton – Owner, People Alignment – Outsourced HR Services and Executive Coaching www.peoplealignment.com.au
2. Naomi Abbott – Leadership Presence Coaching and Conversational Intelligence® Consulting – Communication Coaching www.consciouspresence.net.au
3. Jessica Apfel – Corporate and Executive Coaching
4. Barbara Warren – Director, Dramatic Difference Training – Presentation Coaching
5. Rodney Vlasis, Independent consultant, policy adviser and trainer in perpetrator interventions and perpetrator intervention systems – Advisory Support
6. Leigh Gassner, Independent Content Expert – Advisory Support

Sponsors, supporters, donors and volunteers

DVSM is committed to ensuring that any resources it produces, any events it hosts, and information it shares is free and without cost barriers to people and communities who need it most.

In order to develop these priority areas we need to work in new ways with new resources, supportive donors and supportive skilled volunteers.

Thank you to all our past and present sponsors, supporters, donors and volunteers from all the team and the communities we serve.

Sponsors and supporters

Snap, Circular Quay

Donors

Share the Dignity
Individual donations from members of the public

Volunteers

Commonwealth Bank – Skilled Volunteers



DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

ABN 26 165 400 635

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DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

RESPONSIBLE ENTITIES' REPORT

The Directors of Domestic Violence NSW Service Management Ltd (as registered Responsible Entities registered with the Australian Charities and Not-for-profit Commission), present their report for the financial year ended 30 June 2018.

Directors

The names of the directors in office during or since the end of the financial year are:

Anna Ross (Chair)
Moo Baulch
Suzanne Evans
Victoria Hartley

DVSM is a registered charity which aims to prevent and provide support to people escaping/experiencing Domestic and Family Violence (DFV), homelessness and other safety and wellbeing needs.

The principal activity of DVSM during the financial year was the provision of direct support and services in Inner Sydney, Western Sydney and in remote rural NSW (Wilcannia). DVSM also provides professional services to build capacity and share learnings about DFV within the Community Services Sector and more broadly, with the wider ecosystem of corporations, organisations, institutions, online and local communities.

Vision and Purpose

Our vision is a world where women, families and communities live free from violence, have equal rights, opportunities, and the freedom to reach their potential. Our purpose is to build individual and community safety and wellbeing.

Values

The values that guide DVSMs work are:

Person Centered

We listen and embrace diversity to support our service users 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

Strategy and objectives

In order to make the most difference towards achieving our vision, DVSM will:

- build understanding of, and improve prevention and responses to Domestic and Family Violence, homelessness and other safety and wellbeing needs through a person-centred approach
- use this insight to build on and to broaden social engagement in pathways for change that improve the safety and wellbeing of individuals, families and communities
- draw from lived experience and practical insights to improve our services and to inform better designs and responses
- work strategically, collaboratively and in new ways that accelerate positive social change
- continue to work actively and adaptively with others in order to achieve change at scale.

Performance measures

DVSM measures its performance against the key performance indicators of financial performance to budget and service outcomes for service users.

Auditor's Independence Declaration

The lead auditor's independence declaration for the year ending 30 June 2018 has been received and can be found on page 3 of the Financial Report.

Signed in accordance with a resolution of the Directors of the company



Victoria Hartley
Director

Dated in Sydney this 16th day of October 2018

**AUDITOR'S INDEPENDENCE DECLARATION
TO THE RESPONSIBLE ENTITIES' OF DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD
ABN 26 165 400 635**

I declare that to the best of my knowledge and belief, during the year ended 30 June 2018 there have been no contraventions of:

- i. the auditor's independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- ii. any applicable code of professional conduct in relation to the audit.



M A ALEXANDER
Partner

PITCHER PARTNERS
Sydney

16 October 2018

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2018**

	Note	2018 \$	2017 \$
Revenue	2	4,530,764	4,009,131
Employee benefits expense		(2,568,235)	(2,281,647)
Client expenses		(635,660)	(507,029)
Rent and occupancy expenses		(262,009)	(202,059)
Depreciation and amortisation expense		(131,364)	(245,674)
Travel expenses		(127,183)	(98,594)
Computer and telecommunication expenses		(92,887)	(100,134)
Professional fees		(91,954)	(73,112)
Motor vehicle expenses		(88,767)	(89,977)
Conference and meeting expenses		(31,642)	(21,461)
Other expenses		(179,122)	(197,990)
Surplus before income tax		<u>321,941</u>	<u>191,454</u>
Income tax expense		-	-
Surplus after income tax expense for the period attributable to the members of the Company		<u>321,941</u>	<u>191,454</u>
Other comprehensive income after income tax		-	-
Total comprehensive income attributable to members of the Company		<u><u>321,941</u></u>	<u><u>191,454</u></u>

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2018**

	Note	2018 \$	2017 \$
Current assets			
Cash and cash equivalents	3	77,789	801,618
Trade and other receivables	4	19,507	12,264
Other financial assets	5	3,748,626	4,190,222
Other current assets	6	65,215	65,030
Total current assets		<u>3,911,137</u>	<u>5,069,134</u>
Non-current assets			
Plant and equipment	7	303,186	300,068
Intangible assets	8	11,144	-
Total non-current assets		<u>314,330</u>	<u>300,068</u>
Total assets		<u>4,225,467</u>	<u>5,369,202</u>
Current liabilities			
Trade and other payables	9	410,216	586,648
Employee benefits	10	126,649	132,612
Other current liabilities	11	871,694	2,177,978
Total current liabilities		<u>1,408,559</u>	<u>2,897,238</u>
Non-current liabilities			
Employee benefits	10	86,328	63,325
Total non-current liabilities		<u>86,328</u>	<u>63,325</u>
Total liabilities		<u>1,494,887</u>	<u>2,960,563</u>
Net assets		<u>2,730,580</u>	<u>2,408,639</u>
Members' funds			
Retained surplus		2,730,580	2,408,639
Total members' funds		<u>2,730,580</u>	<u>2,408,639</u>

The above statement of financial position should be read in conjunction with the accompanying notes.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**STATEMENT OF CHANGES IN MEMBERS' FUNDS
FOR THE YEAR ENDED 30 JUNE 2018**

	2018	2017
	\$	\$
Balance at the beginning of the year	2,408,639	2,217,185
Surplus attributable to members	<u>321,941</u>	<u>191,454</u>
Balance at the end of the year	<u><u>2,730,580</u></u>	<u><u>2,408,639</u></u>

The above statement of changes in members' funds should be read in conjunction with the accompanying notes.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2018**

	2018	2017
	\$	\$
Cash flows from operating activities		
Grants received (inclusive of GST)	3,440,693	4,028,734
Payments to suppliers and employees (inclusive of GST)	(4,525,671)	(3,831,589)
Receipts from customers (inclusive of GST)	21,076	312,996
Donations received	21,336	230
Interest received	85,229	85,164
Dividend received	401	307
Net cash (used in) / provided by operating activities	(956,936)	595,842
Cash flows from investing activities		
Proceeds from sale of plant and equipment	-	200
Payments for plant and equipment	(208,489)	(261,774)
Receipts from short term investments	441,596	-
Payments for short term investments	-	(228,715)
Net cash provided by / (used in) operating activities	233,107	(490,289)
Net (decrease)/increase in cash and cash equivalents	(723,829)	105,553
Cash and cash equivalents at the beginning of the financial year	801,618	696,065
Cash and cash equivalents at the end of the financial year	77,789	801,618

The above statement of cash flows should be read in conjunction with the accompanying notes.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all periods presented unless otherwise stated.

New, revised or amending Accounting Standards and Interpretations adopted

The Company has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any significant impact on the accounting policies of the company from the adoption of these Accounting Standards and Interpretations are disclosed below. The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of the Company.

Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements and interpretations issued by the Australian Accounting Standards Board ('AASB'), the financial reporting requirements of the *Australian Charities and Not-for-Profits Commission Act 2012*, and the *Charitable Fundraising Act 1991*. The Company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Historical cost convention

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

Functional and Presentation Currency

The financial statements cover Domestic Violence Service NSW Management Ltd (DVSM) as an individual entity. The financial statements are presented in Australian dollars, which is DVSM's functional and presentation currency.

The financial statements were authorised for issue on 16 October 2018 by the directors.

Going Concern

The financial statements have been prepared on a going concern basis.

Revenue Recognition

Revenue is recognised when it is probable that the economic benefit will flow to the Company and the revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable.

Grant revenue is recognised in the Statement of Comprehensive Income when it is controlled. When there are conditions attached to grants, revenue relating to the use of those grants for specific purposes is recognised in the Statement of Financial Position as a liability until such conditions are met or services provided.

Donations and bequests are recognised as revenue when received unless they are designated for a specific purpose, where they are carried forward as unearned income in the Statement of Financial Position.

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial assets.

Other revenue is recognised when the right to receive the revenue has been established.

Cash and Cash Equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of less than three months that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Trade and Other Receivables

Trade and other receivables are recognised at amortised cost, less any provision for impairment.

Plant and Equipment

Plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Depreciation

The depreciable amount of all fixed assets including capitalised leased assets, are depreciated using the straight line method, at rates based on their estimated useful lives to the company commencing from the time the asset is held ready for use. Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates and methods used for each class of financial assets are as follows:

Class of fixed asset	Depreciation rates
Office equipment	10%-33%
Furniture and fittings	10%-30%
Motor vehicles	20%-25%
Property improvements	5%-25%

The residual values and useful lives are reviewed and adjusted, if appropriate, at each balance date.

An item of plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Intangible Assets

All intangible assets are accounted for using the cost model whereby capitalised costs are amortised on a straight-line basis over their estimated useful lives, as these assets are considered finite. Residual values and useful lives are reviewed at each reporting date.

The following useful lives are applied:

	Amortisation rates
Website Development	40%

Subsequent expenditures on the maintenance of the website are expensed as incurred.

When an intangible asset is disposed of, the gain or loss on disposal is determined as the difference between the proceeds and the carrying amount of the asset, and is recognised in profit or loss within other income or other expenses.

Leases

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Trade and Other Payables

These amounts represent liabilities for goods and services provided to the incorporated company prior to the end of the financial period and which are unpaid. Due to their short-term nature they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Employee Benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits.

Contributions are made by the company to employee superannuation funds and are charged as expense when incurred.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2018

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of the goods and services tax ("GST"), except where the amount of GST incurred is not recoverable from the Australian Taxation Office ("ATO"). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Critical Accounting Estimates and Judgments

The directors evaluate estimates and judgments incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Organisation.

Key Estimates – Useful lives of assets

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Key Estimates – Impairment

The directors assess impairment on each reporting date by evaluating conditions specific to the company that may lead to impairment of assets. Where an impairment trigger exists, the recoverable amount of the asset is determined. Value-in-use calculations performed in assessing recoverable amounts incorporate a number of key estimates.

Key Estimates - Employee Benefits

Provision is made for benefits accruing to employees in respect to salaries, annual leave and long service leave, when it is probably that settlement will be required, and they are capable of being measured reliably. Provision made in respect of employee benefits not expected to be settled within 12 months are measured at the present value of the estimated future cash flows to be made by the Company at the reporting date.

Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are recognised immediately as expenses in profit or loss.

Classification and subsequent measurement

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest method, or cost. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

(i) Loans and receivables

Loans and receivables are non-derivative financial instruments with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

(ii) Financial Liabilities

Non-derivative financial liabilities other than financial guarantees are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss or through the amortisation process and when the financial liability is derecognised.

Impairment

At the end of each reporting period, the company assesses whether there is objective evidence that a financial asset has been impaired. A financial asset (or a group of financial assets) is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

Impairment (continued)

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the company recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

Derecognition

Financial assets are derecognised when the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised when the related obligations are discharged or cancelled, or have expired. The difference between the carrying amount of the financial liability, which is extinguished or transferred to another party, and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

	2018	2017
	\$	\$
NOTE 2: REVENUE AND EXPENSES		
Revenue		
(a) Operating activities		
Grants received - restricted*	4,352,999	3,745,260
Resident fees	20,061	22,504
Other revenue	1,980	155,484
Other revenue - restricted*	-	182
	<u>4,375,041</u>	<u>3,923,430</u>
* Funds are allocated for a specific purpose - refer to note 18.		
(b) Donations - unrestricted		
Macquarie Bank	41,003	-
Commonwealth Bank of Australia	20,000	-
Non-corporate donations	1,336	230
	<u>62,339</u>	<u>230</u>
(b) Non-operating activities		
Interest income	92,984	85,164
Dividends received	401	307
	<u>93,385</u>	<u>85,471</u>
Total Revenue	<u>4,530,764</u>	<u>4,009,131</u>
Expenses		
Surplus before income tax includes the following specific expenses:		
Defined contribution superannuation expense	<u>205,917</u>	<u>163,357</u>
NOTE 3: CASH AND CASH EQUIVALENTS		
Cash on hand	1,200	767
Cash at bank	76,589	800,851
	<u>77,789</u>	<u>801,618</u>
NOTE 4: TRADE AND OTHER RECEIVABLES		
Trade receivables	-	1,000
Other receivables	19,507	11,264
	<u>19,507</u>	<u>12,264</u>
Terms and Conditions		
Receivables are non-interest bearing and unsecured.		
NOTE 5: OTHER FINANCIAL ASSETS		
Held to maturity investments - Interest Bearing Deposits	<u>3,748,626</u>	<u>4,190,222</u>
NOTE 6: OTHER CURRENT ASSETS		
Prepayments	65,033	64,848
Security Deposits	182	182
	<u>65,215</u>	<u>65,030</u>

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018

	2018 \$	2017 \$
NOTE 7: PLANT AND EQUIPMENT		
Office equipment - at cost	158,079	136,861
Less: accumulated depreciation	(114,621)	(101,090)
	<u>43,458</u>	<u>35,771</u>
Furniture and fittings - at cost	608,834	463,647
Less: accumulated depreciation	(363,541)	(269,989)
	<u>245,293</u>	<u>193,658</u>
Motor vehicles - at cost	62,098	62,098
Less: accumulated depreciation	(53,423)	(53,278)
	<u>8,675</u>	<u>8,820</u>
Construction work in progress - Furniture & Fittings (including outdoor)	5,760	61,819
Total Plant and Equipment	<u><u>303,186</u></u>	<u><u>300,068</u></u>

Movement in Carrying Amounts

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial period are set out below:

	Office equipment \$	Furniture and fittings \$	Motor vehicles \$	Construction work in progress \$	Total \$
Balance at 1 July 2017	35,771	193,658	8,820	61,819	300,068
Additions	34,075	113,826	-	-	147,901
Disposals	(2,275)	-	-	-	(2,275)
Transfers	-	42,159	-	(42,159)	-
Reclassification to intangible assets	-	-	-	(13,900)	(13,900)
Depreciation expense	(24,113)	(104,350)	(145)	-	(128,608)
Balance at 30 June 2018	<u>43,458</u>	<u>245,293</u>	<u>8,675</u>	<u>5,760</u>	<u>303,186</u>

	2018 \$	2017 \$
NOTE 8: INTANGIBLE ASSETS		
Reclassification from construction work in progress	13,900	-
Less amortisation	(2,756)	-
	<u>11,144</u>	<u>-</u>
Total intangible assets	<u><u>11,144</u></u>	<u><u>-</u></u>

Movement in Carrying Amounts

	Work in progress \$	Website \$	Total \$
Balance at 1 July 2017	13,900	-	13,900
Transfers	(13,900)	13,900	-
Amortisation expense	-	(2,756)	(2,756)
Balance at 30 June 2018	<u>-</u>	<u>11,144</u>	<u>11,144</u>

	2018 \$	2017 \$
NOTE 9: TRADE AND OTHER PAYABLES		
(a) Current		
Trade payables	163,926	335,095
Accrued expenses	139,816	119,192
GST payable	21,916	80,412
Other payables	84,558	51,949
	<u>410,216</u>	<u>586,648</u>

Term and conditions

All other payables are non-interest bearing and unsecured.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018**

	2018	2017
	\$	\$
NOTE 10: EMPLOYEE BENEFITS		
Current		
Employee benefits - annual leave	126,649	132,612
Employee benefits - long service leave	-	-
	<u>126,649</u>	<u>132,612</u>
Non-current		
Employee benefits - long service leave	86,328	63,325
	<u>86,328</u>	<u>63,325</u>
Analysis of total provisions:		
Opening Balance	195,937	116,687
Movements in the provisions during the period	19,707	93,057
Provisions paid out on redundancy	(2,667)	(13,807)
	<u>212,977</u>	<u>195,937</u>
NOTE 11: OTHER LIABILITIES		
Income in advance - restricted*	15,226	55,074
Grant funding in advance - restricted*	810,570	1,611,255
Grant funding - approved to be carried over to next financial year - restricted*	-	448,486
Grant funding - unspent funding to be returned to funder - restricted*	45,898	63,163
	<u>871,694</u>	<u>2,177,978</u>
* Funds are allocated for a specific purpose - refer to note 17.		
NOTE 12: LEASE COMMITMENTS		
Operating lease commitments		
Non-cancellable operating leases contracted for but not capitalised in the financial period		
Payable		
- within one year	109,371	51,195
- after one year and within five years	33,293	42,844
	<u>142,664</u>	<u>94,039</u>

Operating leases consist primarily of office premises rent and motor vehicle leasing. All leases are non-cancellable leases, with rent payable monthly in advance.

NOTE 13: RELATED PARTY TRANSACTIONS

The aggregate compensation made to key management personnel of the company is set out below:

Aggregate compensation	<u>326,247</u>	<u>258,946</u>
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Other transactions with the Organisation

All transactions with directors and director related entities were contracted on the same commercial terms and conditions offered to other parties.

NOTE 14: INFORMATION TO BE FURNISHED UNDER CHARITABLE FUNDRAISING ACT 1991

The company is authorised to fundraise under the *Charitable Fundraising Act 1991*. No fundraising appeals were conducted during the period and as such the Company did not utilise this authority in order to meet its charitable fundraising purposes.

NOTE 15: CONTINGENT LIABILITIES

At 30 June 2018 Domestic Violence NSW Service Management Ltd had contingent liabilities consisting of a bank guarantee of \$21,402 relating to the current office lease.

NOTE 16: EVENTS AFTER THE REPORTING DATE

No matter or circumstance has arisen since 30 June 2018 that has significantly affected, or may significantly affect the Company's operations, the results of those operations or the Company's state of affairs in future financial years.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2018**

NOTE 17: FINANCIAL RISK MANAGEMENT

The company's financial instruments consist mainly of deposits with banks, and accounts receivable and payable.

The carrying amount for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

	2018	2017
	\$	\$
Financial assets		
Cash and cash equivalents	77,789	801,618
Trade and other receivables	19,507	12,264
Held to maturity investments	3,748,626	4,190,222
Total financial assets	<u>3,845,922</u>	<u>5,004,104</u>
Financial liabilities at amortised cost		
Trade and other payables	410,216	586,648
Total financial liabilities	<u>410,216</u>	<u>586,648</u>

NOTE 18: TABLE OF RESTRICTED AND UNRESTRICTED CASH

Restricted cash represents funds which are to be used for a specific purpose. DVSM currently have four service contracts with the Federal and NSW Government which restrict the associated funding to the service, clients and outcomes outlined in the contract.

	Cash as at 1 July 2017	Cash received during the financial year	Cash disbursed during the financial year	Cash as at 30 June 2018
	\$	\$	\$	\$
Restricted funds				
Government Grants	2,122,904	3,147,376	(4,413,812)	856,468
Donations	55,074	21,336	(61,184)	15,226
Unrestricted funds	2,813,862	400,023	(259,164)	2,954,721
	<u>4,991,840</u>	<u>3,568,735</u>	<u>(4,734,160)</u>	<u>3,826,415</u>

NOTE 19: ADDITIONAL INFORMATION

Domestic Violence NSW Service Management Ltd is a public company, limited by guarantee and domiciled in Australia.

Principal place of business and registered office:
PO Box R898
Royal Exchange NSW 1225
Australia

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD
RESPONSIBLE ENTITIES' DECLARATION

The Responsible Entities of Domestic Violence NSW Service Management Ltd declare that:

1. The financial statements and notes as set out on pages 3 to 13 :
 - a. are in accordance with the *Australian Charities and Not-for-Profit Commission Act 2012*;
 - b. give a true and fair view of the financial position of the Company as at 30 June 2018 and of the performance for the financial ended on that date; and
 - c. comply with Australian Accounting Standards - Reduced Disclosure Requirements (including Australian Accounting Standards Interpretations) of the Australian Accounting Standards Board, and other mandatory professional reporting requirements.

2. In the Responsible Entities' opinion:
 - a. the provisions of the *Charitable Fundraising Act 1991*, the regulations under that Act and the conditions attached to the authority have been complied with; and
 - b. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Responsible Entities.



Victoria Hartley
Responsible Entity

Dated in Sydney this 16th day of October 2018

**INDEPENDENT AUDITOR'S REPORT
TO THE RESPONSIBLE ENTITIES' OF DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LIMITED
ABN 26 165 400 635**

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Domestic Violence NSW Service Management Limited, the "Registered Entity", which comprises the statement of financial position as at 30 June 2018, the statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the financial report of Domestic Violence NSW Service Management Limited has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (a) giving a true and fair view of the Registered Entity's financial position as at 30 June 2018 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations) and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Registered Entity in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* "ACNC Act" and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* "the Code" that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Those charged with governance are responsible for the other information. The other information comprises the information included in the Responsible Entities' Report for the year ended 30 June 2018, but does not include the financial report and our auditor's report thereon.

**INDEPENDENT AUDITOR'S REPORT
TO THE RESPONSIBLE ENTITIES' OF DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LIMITED
ABN 26 165 400 635**

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon. In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Responsible Entities for the Financial Report.

The responsible entities of the Registered Entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible entities are responsible for assessing the Registered Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Registered Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Registered Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Registered Entity's internal controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the responsible entities.

**INDEPENDENT AUDITOR'S REPORT
TO THE RESPONSIBLE ENTITIES' OF DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LIMITED
ABN 26 165 400 635**

- Conclude on the appropriateness of the responsible entities use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Registered Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



M A ALEXANDER
Partner



PITCHER PARTNERS
Sydney

16 October 2018

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sightlines

clear pathways to outcomes

