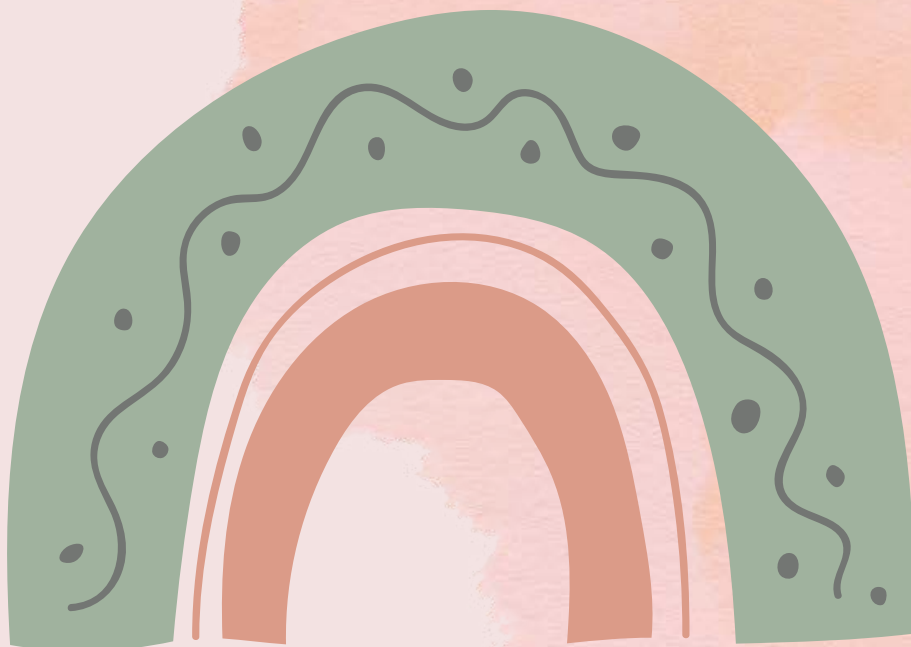




# ANNUAL REPORT

## 2021 / 2022



*Dream Bigger*

# Acknowledgement of Country



Domestic Violence Service Management operates across New South Wales on Gadigal Land, Dharug Land and Barkindji Land. We pay our respects to First Nations Elders past, present and emerging.

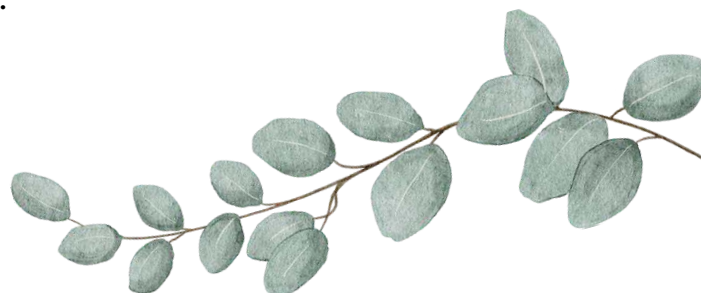
We thank the traditional owners and original custodians of lands throughout NSW for your wisdom, guidance and support to work on land that was never ceded.

We acknowledge the disproportionately high rates of violence impacting First Nations women, families and communities and the ongoing impacts of colonisation and institutional violence and racism.

We acknowledge that we work in the context of generations of resilient and holistic resistance to violence in First Nations communities.

We commit to partnering with First Nations community-controlled organisations and First Nations women and men to end domestic and family violence and create a safer world for future generations

Always was, always will be Aboriginal land.



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Thank You

# Our vision



## OUR 2025 AMBITION

THE DVSM COMMUNITY ARE UNITED IN DELIVERING IMPACT

## OUR PEOPLE

ARE AT THE CENTRE OF EVERYTHING WE DO AND WE ARE CONTINUOUS LEARNERS

# Anna Ross

## Chair



While the challenges of the COVID-19 global pandemic are not exactly in the 'rear view mirror', we have increasingly been able to return to something resembling 'normality'.

While continuing to successfully navigate pandemic and flood related disruptions, during the 21/22 Financial Year, the DVSM teams across Western Sydney, Sydney and Far West NSW have:

- Supported 1500 Women and their Children experiencing or escaping domestic & family violence, well over our contracted numbers
- Achieved an impressive outcome in the ASES audit process of 97% with only 3 recommendations to action to attain full accreditation
- Finalising our 2022/25 Strategic Plan after extensive consultation and contribution from all members of our workforce
- After acquiring a property in Wilcannia in late 2021 through the support of a Women NSW grant we have been working to refurbish it to become the Wilcannia Community Hub. The Hub has enormous potential to support staff and clients at Wilcannia Safe House but also to become an important meeting place and facility for use by the broader Wilcannia community. This exciting project has been made possible by one grant of \$596,000.
- Continued to prioritise the wellbeing and engagement of our team at DVSM. In May, our all Staff Conference focused on resilience and our staff's super powers. We had a number of amazing guest speakers and a highlight was Cultural Engagement workshops delivered by the Wilcannia team.
- Focused on capacity building in relation to our support of children including through engagement with the Australian Childhood Foundation on certification and working with external consultants to enhance our policies, practices and staff training on safeguarding. We have also secured Children and Young People funding for both Wilcannia Safe House and Western Sydney which are only 2 out of 20 priority refuges across NSW to receive this funding.
- Invested heavily in internal and external communications, with a new intranet going live in late 2021 to improve internal connection and information sharing, establishment of a supporter database; and a focus on profile building through social media, community awareness and partnership opportunities.

Insight Exchange has continued to challenge the status quo and broaden its impact by developing powerful and provoking resources informed by people with lived experience of domestic, family and sexualised violence, including the 'Seeing possibilities' animation that challenges us to imagine the difference it would make for victims-survivors if all workplaces, businesses, family, friends and specialist and statutory services were informed and ready to respond. We have also increased how and where we share these important resources including through our masterclasses with EAP providers and initiatives to make information and resources available to the Clubs industry, which in FY21/22 saw us meet 27 clubs representing a combined total of 62 venues, 7,070 staff, and 1,330,520 members. Organisations using Insight Exchange resources include TelstraHealth, NSW Police and Sydney University Law School.

The DVSM Board has been extremely proud of the many 'wins' by DVSM and Insight Exchange this year and I extend my sincere thanks to my fellow Board members Vicki Hartley, Suzanne Evans, Leigh Gassner, Lizette Twisleton and Delia Donovan for their wise counsel and support.

The Board of DVSM wish to take this opportunity to extend our thanks to Sally Grimsley Ballard who at the time of writing has recently decided to step down as General Manager (GM) of DVSM. Sally has made an immensely valuable contribution to DVSM during her time as GM, including steering us successfully through the pandemic, overseeing our successful ASES accreditation process, building successful partnerships with DCJ and other key stakeholders and leading our team to secure grants and funding, including for the acquisition and refurbishment of the Wilcannia Community Hub.

We wish Sally all the very best in her future endeavours.

ANNA ROSS  
CHAIR | DVSM BOARD OF DIRECTORS



# Board of Directors

The DVSM Board of Directors drive the strategic direction of the organisation. Working with the General Manager and Senior Leadership Team to enable DVSM to obtain the resources, funds and personnel necessary to implement our strategic objectives. Our Board are a strong and dynamic team with varying backgrounds and experience who bring a range of skills and expertise to the organisation, in addition to unwavering commitment to the DVSM vision.



**ANNA ROSS**  
**NON-EXECUTIVE DIRECTOR**  
**AND CHAIR**



**VICKI HARTLEY**  
**NON-EXECUTIVE DIRECTOR**  
**AND TREASURER**



**SUZANNE EVANS**  
**NON-EXECUTIVE DIRECTOR**  
**AND COMPANY SECRETARY**



**DR LEIGH GASSNER**  
**NON-EXECUTIVE DIRECTOR**



**LIZETTE TWISLETON**  
**NON-EXECUTIVE DIRECTOR**



**DELIA DONOVAN\***  
**NON-EXECUTIVE DIRECTOR**  
**AND MEMBER, CEO DV NSW**

# Sally Grimsley-Ballard

## General Manager



Firstly I'd like to acknowledge all that the DVSM community have achieved has been on unceded Aboriginal land, including Darug, Barkindji and Gadigal lands, where generations of Aboriginal elders and communities have cared and connected with the lands, the rivers and seas and each other and our communities directly benefit from this extensive leadership, wisdom and care. It has been a great privilege to lead DVSM over the 2021-2022 financial year and I am filled with gratitude and a deep sense of pride and admiration for all the DVSM community has achieved together. It was another very full and exciting year as we have continued to navigate the covid-19 pandemic lockdowns and other world events that impacted all Australians. The dedicated and resilient DVSM team and Board have continued to support and walk alongside more than 1500 women and children in Sydney and Far West NSW in the past 12 months. I thank each member of the DVSM team for their service, care, and capacity to problem solve and advocate for the families we support and each other. And on behalf of the DVSM team we thank each of the DVSM Board members for their continued wisdom, guidance and support in all aspects of governance, risk management and our strategic directions.

Our DVSM team and work has continued to grow as we have taken on further projects and been awarded further grants and funding. The resilience and determination demonstrated by our teams was extraordinary as they successfully navigated the further months of covid-19 pandemic lockdowns and the challenging impacts including in Western Sydney and with our Wilcannia Safehouse team very much at the frontline part of the team supporting the remote community of Wilcannia. The Wilcannia region was significantly impacted with the highest rate of infection per capita in Australia and our clients and team being amongst those with minimal options to isolate and experiencing unprecedented delays in access to basic necessities including food. All of the DVSM frontline teams managed the impacts of the Covid-19 virus so well, ably supported by the agile DVSM Leadership Team. We were able to continue our services across the 7 NSW LGAs we support throughout all Covid-19 challenges and support further community members in the first half of the financial year.

The DVSM team has also achieved key milestones this year including:

- successfully demonstrated their quality practice, policies and procedures across the 8 standards of the Australian Service Excellence Standards (ASES) audit with an initial 97% result;
- purchased a building in Wilcannia and commenced refurbishing the building to create extra short term accommodation options and community spaces thanks to a generous Women NSW Covid-19 Infrastructure grant; and expanded our support offers including counselling and an organisation wide focus continuing to tailor, safeguard and meet the needs of our children and young people, First Nations clients and women on temporary visas.

This is my final GM Annual report for DVSM and I would also like to take the opportunity to thank my Senior Leadership Team, the Blacktown Domestic and Family Violence Leadership Group and each of our dedicated sister services who have been advocating, educating and providing expert advice on key domestic, family and sexual violence issues. There has been coordinated discussion and improved general responses across pandemic responses, the coercive control legislative and cultural changes, the National Plan to End Violence against Women and Children 2022-2032, the NSW DV & Sexual Violence Plan and primary prevention and crisis responses and support to women experiencing homelessness. It has been impressive to see improvements and understanding grow in regards to domestic, family and sexual violence at all levels of government and in the not for profit and corporate sectors, but there is still much work to do. We all have a role to play in improving responses to and our community understanding of how widespread and prevalent domestic, family and sexual violence is. Change is not possible without everyone working together, and it has been an absolute privilege to work with the DVSM team and Board and our extended community for the communities we support. I look forward to seeing all that the DVSM team and partners achieve in the future. Congratulations and thank you to everyone involved in our work to ensure women are living in a world free from violence.

**SALLY GRIMSLEY-BALLARD**  
**GENERAL MANAGER**



# Senior Leadership Team : Reflections

DVSM has undergone some swift growth over the past 12 months, growth which has also informed change across the organisation. From adapting to the new normal during a pandemic, to launching initiatives to enhance service, advocating for our clients, and the purchase of a brand new property to increase our offering, the DVSM team have managed to successfully meet every challenge. We are proud of the accomplishments over a short period of time and wanted to share a snapshot of some of our key achievements this past year;

## CHANGE & DEVELOPMENT:

- The departure of our Organisational Service Manager saw the restructure of Executive Team to a broader Senior Leadership Team (team of 6) in early 2022 including dedicated support to Finance & Risk, and Human Resources & Quality
- We connected as an organisation during an All Staff 2 day Development Conference in May 2022 in Sydney. The theme was "Recovery \* Connection \* Resilience - Discover Your Superpowers"
- Created the Strategic Plan 2022-2025 - through detailed consultations across the organisation, the new Strategic Plan 2022-2025 was informed and developed.

## OUR PROGRESS:

- Investment in training for staff - Mental Health First Aid, Inclusion, Communications, CPR & First Aid Training.
- Senior First Aid accredited training was provided to DVSM clients by the Michael Hughes Foundation
- ASES audit successfully conducted in 2022 - overall excellent initial result of 97% awarded with 3 remaining areas requiring further action to achieve accreditation.

## OUR RESPONSES DURING COVID AND FLOODING:

- Our 4 frontline teams supported more than 1,500 women and children across the Sydney and Wilcannia regions and achieved significant outcomes for those clients including financial supports and packages, housing including long term housing options and holistic support.
- Our front line staff were classified as essential workers and continued to maintain operations of service throughout COVID lockdowns and COVID outbreaks.
- We had regular communications with staff to ensure remain current and responsive to changing NSW Health advice and Government restrictions to minimise spread of COVID.
- COVID Business Continuity Plan, Risk Management Plan and Site Safety Protocols were all implemented, together with Personal Protective Equipment purchases and Rapid Antigen Testing
- Our COVID responses to outbreaks in our refuges and community: Wilcannia township experiencing a localised lockdown and emergency management response; our Western Sydney refuges responding quickly and effectively to COVID outbreaks including the relocation of families into the NSW Health - Special Health Accommodation.

## OUR GROWTH:

DVSM received funding for 6 new initiatives over the past 12 months. These initiatives are all integral to our community connection, and some initiatives are critical to our frontline service delivery. Among the funding received:

### **Community Project: Creating the Wilcannia Community**

**Hub** - Crisis Accommodation and Community Connection project - funded through Women NSW. Property settlement occurred late 2021 and commencement of refurbishment mid 2022. Phase 1 expected to be completed end 2022.

**DCJ Covid Partnerships Grant** - Funds to support general community members impacted by COVID

**Wellbeing Grant** - Australian Communities Foundation in partnership with Paul Ramsay - focused on creating wellbeing supports for clients and staff.

**Commonwealth Surge funding:** For Western Sydney and Far West Services.

### **Regional NSW and National Indigenous Australians**

**Agency Grants** to improve infrastructure in Wilcannia for future Community engagement and events.

DVSM have also received 2 additional DCJ funding contracts for Wilcannia Safe House and Refuge Outreach Action

Response to provide **specialist support to Children and**

**Young People** living in refuge - due to commence July 2022

We have partnered with Good Shepherd Australia with a 12 month agreement to coordinate **No Interest Loans Scheme** for DFV clients which is due to commence August 2022.

We also enhanced our service with recruitment of an **in-house counsellor** to provide specialised counselling support for our women in refuge.

We built new partnerships with Immigration Advice and Rights Centre (IARC) and Western Sydney Community Legal Centre for the provision of onsite legal support

## USING OUR VOICE - ADVOCATING:

- DVSM were part of a panel with DVNSW to present to NSW Legislative Community Services Committee regarding short term housing solutions
- We worked alongside IARC to create recommendations to Women on Temporary Visas
- Participated regularly with the Blacktown DFV Leadership Group
- DVSM Client Focus groups were engaged as part of the Centre for Inclusive Design research on the role of digital technology in delivering information about the COVID vaccine and access to the vaccine in vulnerable communities.



# Senior Leadership Team

The Senior Leadership Team provide strategic and operational leadership to the organisation. Our Senior Leadership Team work together with the broader leadership and extended DVSM staff to plan, implement, monitor and support the organisation.



**SALLY GRIMSLEY-BALLARD**  
GENERAL MANAGER



**NEESHA ECKERSLEY**  
DEPUTY GENERAL MANAGER



**HELEN BROWN**  
HR & QUALITY MANAGER



**ERIN GAO**  
FINANCE AND RISK CONTROLLER



**MARA GREENWOOD**  
SERVICE OPERATIONS MANAGER



**KATE HURLEY**  
MARKETING, COMMUNICATIONS  
& DEVELOPMENT MANAGER

“

In the last year alone  
DVSM has helped more than

1,500

women and children experiencing  
or escaping violence

”



Each year the Domestic Violence Service Management team are advocating, educating, supporting and guiding women and their families across the state. DVSM delivers frontline services to women and children escaping violence, across 4 locations in New South Wales. Our key services include: Moving Out Moving On (Inner Sydney), Refuge Outreach Action Response and Domestic Violence After Hours Service (both in Western Sydney) and Wilcannia Safe House and Wilcannia Community Hub in Far West rural New South Wales.



# Supporting clients in a pandemic

Entering the second year of the global pandemic, the DVSM service team were able to overcome many hurdles and roadblocks to providing our services. Our teams had to create new ways to help women and children in need, through lockdowns and isolation periods, and had to find ways to deliver the usual face-to-face services in alternative ways. Our Far West team as a wider community were isolated with delayed emergency management responses. Our Western Sydney refuges were also severely impacted by localised flooding which required relocation of the families we were supporting on-site, the closure of our refuge, and refurbishment to repair the flood damage. Add to this an increasing need for support and assistance across the communities we work within and our refuges and services were constantly at capacity.

We are so proud of our team for their resilience and resolve to operate through extremely difficult circumstances and as a result, offer assistance and support to 1,500 women and children experiencing or escaping violence over the past 12 months.



DVSM has supplied

**2,185**

rapid antigen tests  
to clients



In the first half of 2022,  
DVSM staff used

**2,687**

rapid antigen tests to test  
themselves EVERY DAY before  
coming to work



We remained connected via  
technology, providing vital support to

**296**

of our clients during  
lockdown periods



# Our Work

## Moving Out, Moving On (MOMO)



*This year*

### MOVING OUT MOVING ON

provided support and guidance  
to more than

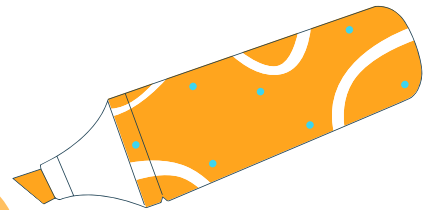


women and children escaping  
domestic violence

## ABOUT 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.

MOMO provides personalised case management support services through outreach, meeting with women in flexible locations across the community.



## KEY SERVICE HIGHLIGHTS

- \* MOMO exceeded contracted numbers for the year and provided support to 140 clients.
- \* Of the clients we supported this year
  - 19% identify as First Nations people
  - 39% identify as CALD people.
- \* MOMO made connections with Leichhardt Women's Health Centre. Case managers attended their Women's Pamper day with clients and established referral pathways for the future.
- \* Secured **No Interest Loans** partnership.
- \* Built new partnership with Uniting to secure medium-term accommodation for women.

# Our Impact

## HOW WE HELP

### A MOMO CASE STUDY

#### THE NEED:

Jennifer\*, the mother of a 4 year old child, was referred to MOMO after experiencing Domestic and Family Violence (DFV). Jennifer experienced physical, psychological, emotional, sexual, and coercive control at the hands of her ex-partner. Due to her ex-partner denying access Jennifer was unable to enter her property or access to her child. Jennifer was in need of assistance to engage legal supports, child protection and housing.

#### DVSM PROVIDED:

MOMO provided support linking Jennifer with a legal aid lawyer and family advocacy support service to have access to her daughter. Jennifer received assistance from MOMO in completing applications for counselling, financial assistance along with increased security measures to feel safe at home.

#### POSITIVE OUTCOMES:

Jennifer was supported through submitting a housing transfer to help her relocate into safer accommodation. She engages in regular appointments with her counsellor to work on her mental health and recovery needs. Jennifer now has regular visits with her daughter and has recently enrolled in TAFE and is looking to a bright future with her daughter.



# Our Work

## Domestic Violence After Hours Service (DVAHS)

*This year*

### DOMESTIC VIOLENCE AFTER HOURS SERVICE

provided crisis support  
to more than

**440**

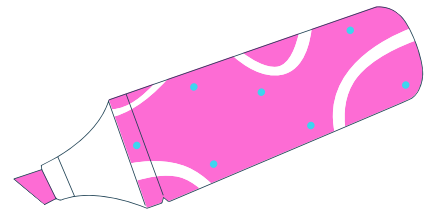
women and children escaping  
domestic violence



## ABOUT DVAHS

Domestic Violence After-Hours Service (DVAHS) services the Western Sydney Local Government Areas of Parramatta, Blacktown, The Hills, Holroyd and Auburn. DVAHS provides support to women and their children in Western Sydney who are experiencing or escaping Domestic and Family Violence. DVAHS provides personalised short-term case management outside of business hours for women who are homeless or at risk of homelessness because of domestic and family violence.

## KEY SERVICE HIGHLIGHTS



- \* DVAHS reinstated Working-From-Site framework to conduct Outreach Meetings with clients in the community; further enhancing the ability to incorporate client-centered practice to create and build professional rapport with clients and accomplish case management goals.
- \* Surpassed DVAHS's KPI's with great client outcomes.
  - > 56.1% of clients met their case management goals and immediate needs.
  - > 10.5% were referred onto a *specialist housing service* or mainstream service for continued support.
  - > 16.2% no longer required support.
- \* All DVAHS staff experienced the informative and educational presentations delivered by inspirational and empowering women in leadership roles at DVSM's Resilience Conference.



# Our Impact

## HOW WE HELP

### A DVAHS CASE STUDY

#### THE NEED:

Juliette\* and her two children escaped a violent situation, perpetrated by her former partner. They were at high risk of homelessness. After accessing temporary accommodation, Juliette and her children were referred to DVAHS for case management support to assist them through their homelessness crisis.

#### DVSM PROVIDED:

DVAHS provided Juliette and her children with intensive case management support, inclusive of advocacy and liaison to external support services. They also received financial assistance to alleviate financial hardship, along with accommodation pathways to secure safe housing. Juliette was provided with intensive emotional support to prevent further negative impact on her emotional and mental wellbeing.

#### POSITIVE OUTCOMES:

DVSM's intensive case management, Juliette was provided with options and information to enable her to make informed decisions for her next steps. Juliette was provided financial support to help alleviate the rental stress, along with the purchase and supply of essential items. Juliette and her family successfully transitioned from temporary accommodation to her family residence after receiving the help she needed.



# Our Work

## Refuge Outreach Action Response (ROAR)

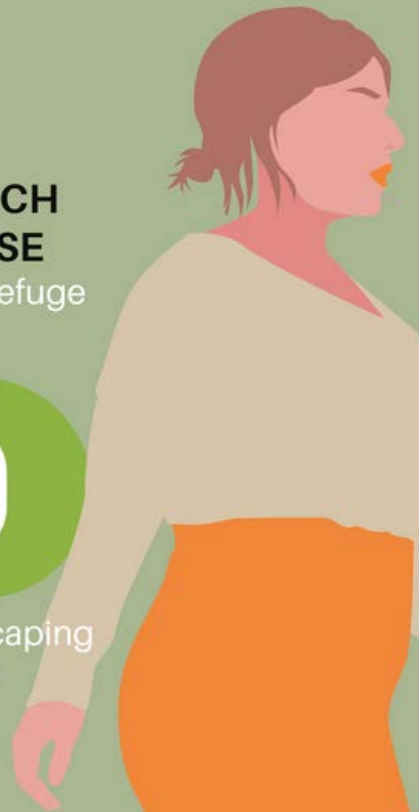
*This year*

### REFUGE OUTREACH ACTION RESPONSE

provided support and refuge to more than

**720**

women and children escaping domestic violence



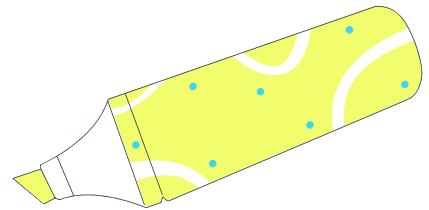
## ABOUT ROAR

Refuge Outreach Action Response (ROAR) operates in Sydney's Hills district and Blacktown local government areas.

ROAR provides refuge accommodation, and as part of our core response we always assist people to find suitable accommodation.

Additionally, ROAR provides outreach support in the community to people who are escaping or experiencing Domestic and Family Violence and those who are experiencing homelessness or at risk of becoming homeless.

## KEY SERVICE HIGHLIGHTS



- \* ROAR exceeded contract numbers, supporting an additional 265 clients
  - 103 individuals supported to move into our short-term crisis accommodation
  - 69 individuals supported to move into Medium-term Housing including Transitional properties with Evolve Housing and Womens Housing Centre through the Transitional Housing Plus Program.
- \* New formal partnerships were created with Immigration Advice and Rights Centre (IARC) and Western Sydney Community Legal Centre (WSCLC) who provide weekly support to families living in refuge and outreach.
- \* Introduction of an in-house counsellor who supports Women and children in refuge and our outreach clients

# Our Impact

## HOW WE HELP A ROAR CASE STUDY

### THE NEED:

Denise\* and her three children were escaping domestic violence, referred to ROAR from another support service. Denise is from a culturally and linguistically diverse background and didn't have any family or community support. The family entered ROAR crisis accommodation where they could be supported.

### DVSM PROVIDED:

ROAR provided Denise and her family with crisis accommodation and dedicated case management. Denise was assisted with referrals to support and advocacy services, along with applications for housing, parenting payments and financial assistance to provide for her family. Denise was also supported to enrol her children at the local school, providing stability.

### POSITIVE OUTCOMES:

DVSM's holistic and intensive case management - which is reflected through our Wellbeing Wheel - has helped Denise and her family achieve positive outcomes through adversity. Through the safety and support received in ROAR's crisis accommodation, Denise has continued to engage in addressing all tasks and goals on her case plan, and supporting her family for a better future.





# Our Work

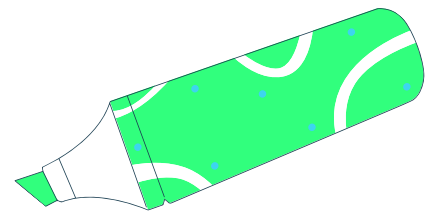
## Wilcannia Safe House (WSH)



## ABOUT 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 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.



## KEY SERVICE HIGHLIGHTS

- \* Our Community and Culture Manager Mary Ronayne was awarded the 2021 Bright Spark Motivational Award from AKURST. Mary was also a participant in the Diana Ryall Scholarship Program.
- \* DVSM expansion - with the purchase of the Courthouse Café and land. Works began to expand DVSMs footprint and the WSH service to the community with new crisis accommodation and community spaces.
- \* WSH were provided with the opportunity to voice safety issues of black spots for people escaping DFV and those seeking support experiencing suicidal ideation, with the RMIT University research regarding Digital inclusion research for Remote Communities.
- \* Senator Deborah O'Neill & Labour candidate Jack Ayoub & the Hon Paul Toole, engaged WSH to discuss community needs such as an external Community Engagement Officer within the Central darling Shire Council, Infrastructure & lack of housing for exiting clients and staff in Wilcannia.
- \* NSW MP Labor The Hon. Penny Sharpe dropped into the Wilcannia Safe House and donated bags of clothing collected from Government representatives for the 2022 Wilcannia Fashion Parade.

# Our Impact

## HOW WE HELP

### A WSH CASE STUDY

#### THE NEED:

Julia\* a single woman presented to WSH seeking support with temporary accommodation - due to homelessness. She was 47 years old, had no children and had never had a place to call home. Julia was living in severe overcrowding, sleeping on floors and couches of extended family members. She would regularly get asked to leave the homes of the family members due to her underlying Mental Health episodes.

#### DVSM PROVIDED:

WSH initially supported Julia with a short term motel stay. During this time, the team worked with her intensively providing support during this time. A safety plan was developed, giving Julia the tools she needed to gain safety and independence. The WSH team also worked with Julia to ensure she had enough medication and was receiving regular visits from the Mental Health team.

#### POSITIVE OUTCOMES:

Julia was able to regain independence, and eventually move onsite at WSH when a room was available. She regularly attended Resident meetings, case plan meetings and Information Session Sessions with services.

Julia has now been allocated her first long term home and has been busy buying items and is very excited to move in.

# Special Project

## Wilcannia Community Hub (WSH)

As an organisation, DVSM is always focused on the future and increasing the positive impact DVSM's services have in the communities we work with. Our experience in the Wilcannia community led to DVSM embarking on a much-needed expansion project in Far West NSW. After applying for and successfully receiving additional funding in mid-2021, from the NSW Government's COVID-19 Sexual, Domestic and Family Violence Infrastructure Grant Program, DVSM purchased a large property on Reid Street in Wilcannia at the end of 2021. Refurbishment and renovation work was delayed due to covid and the floods. Work began mid 2022, with the aim of creating much-needed additional support and community spaces for the people of Wilcannia.

This well-known building located in central Wilcannia will enable us to provide an additional 1,095 nights of safe accommodation each year. The urgent need for this accommodation has become even more apparent recently, as the only two motels within the town are now privately owned and no longer in operation. In addition to the crisis accommodation, this large property and its indoor and outdoor spaces will also be utilized to promote community engagement, and will become a hub for community and service events, meetings, and be a welcoming safe place to connect with each other. The first phase of the project is due to be operational in late 2022.



## Behind The Project:

### The need

Addressing the chronic shortage of crisis accommodation in Central Darling Shire.

Additional bricks and mortar infrastructure to help more women and children escaping domestic violence.

### The project goals

Facilitating options for women and children escaping Domestic and Family Violence.

Engaging, connecting and educating the Wilcannia Community

### The solution

Wilcannia Community Safe Centre (Wilcannia Community Hub)  
Crisis accommodation and shared community space



# Our Impact

We are proud of the positive impact DVSM continues to have throughout the communities we serve. We are committed to increasing our impact across NSW, and enhancing the support we offer women and children experiencing domestic and family violence and homelessness. This year we have seen enhancements across the wider organisation to help support our critical frontline staff. Reflecting on our impact for FY 21/22...

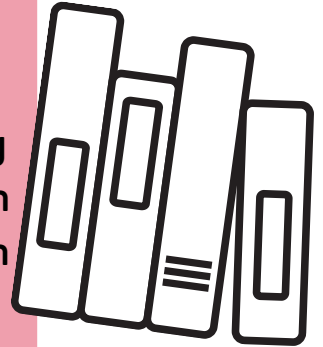


DVSM secured funding to launch **SIX** new initiatives to further support our clients

Staff participated in over

**250**

hours of training in key focus areas of Inclusion & Safeguarding Children



**PURCHASED**

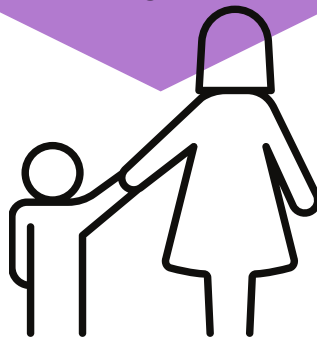
a large property in Wilcannia and began refurbishment of DVSM's NEW Community Hub



DVSM supported more than

**1,500**

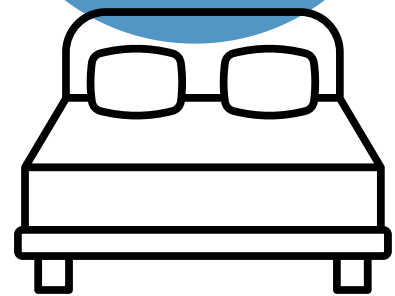
women and children escaping violence



DVSM provided more than

**29,873**

Bed Nights



DVSM achieved

**97%**

in our 1st cycle of accreditation against the Australian Service Excellence Standards (ASES)

In addition to our clients,

**318**

families were directly supported through our COVID-19 support line



# Our Strategic Priorities

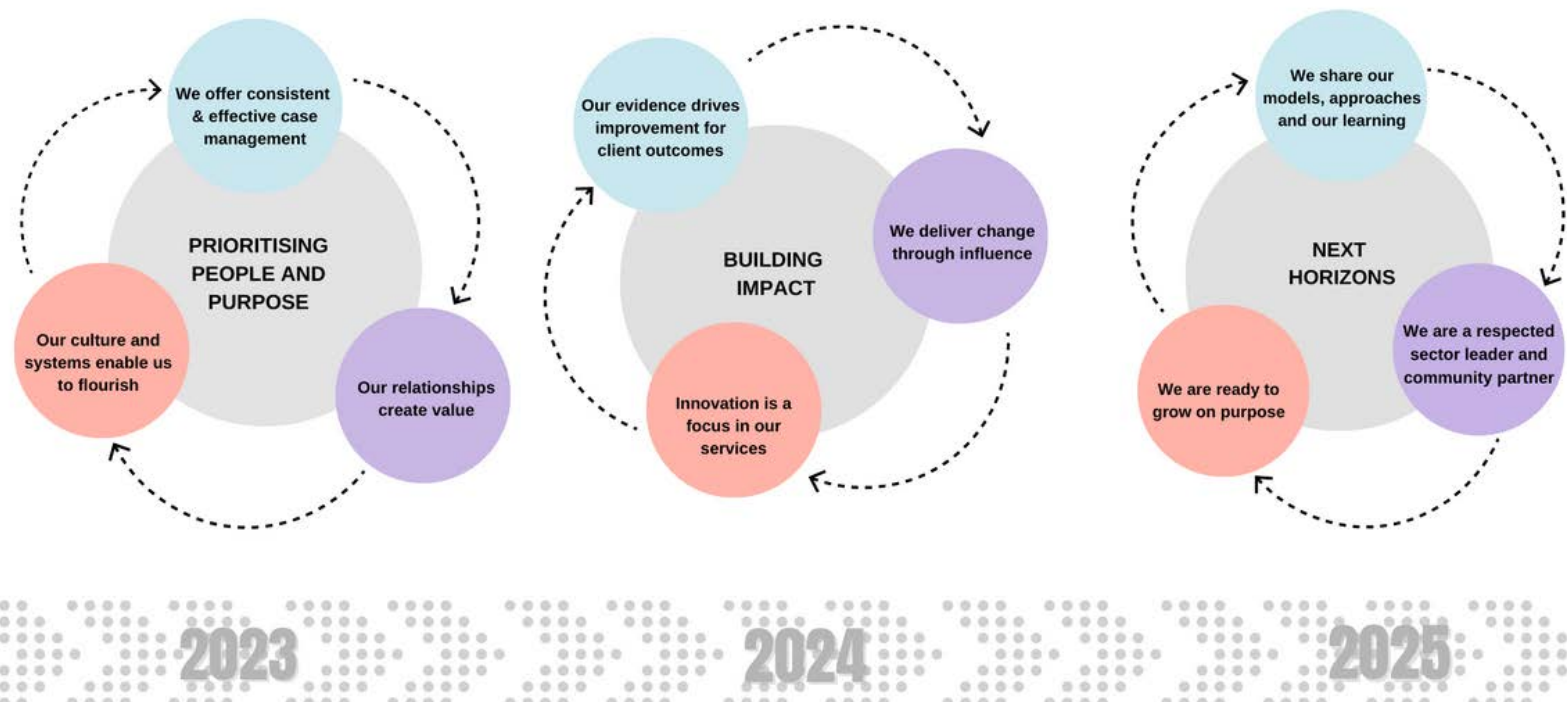


Over the past 12 months, the DVSM team have been working towards enhancing our strategic priorities and creating our next 3 year plan. Our key pillars encapsulate our client services, our community and sector partnerships and our organisation as a whole. The creation of our new strategic priorities has involved consultation with all areas of DVSM, from our Board, to our all-important frontline and organisational services, led by our Leadership Team. We remain committed to our vision, and are looking forward to sharing our progress.

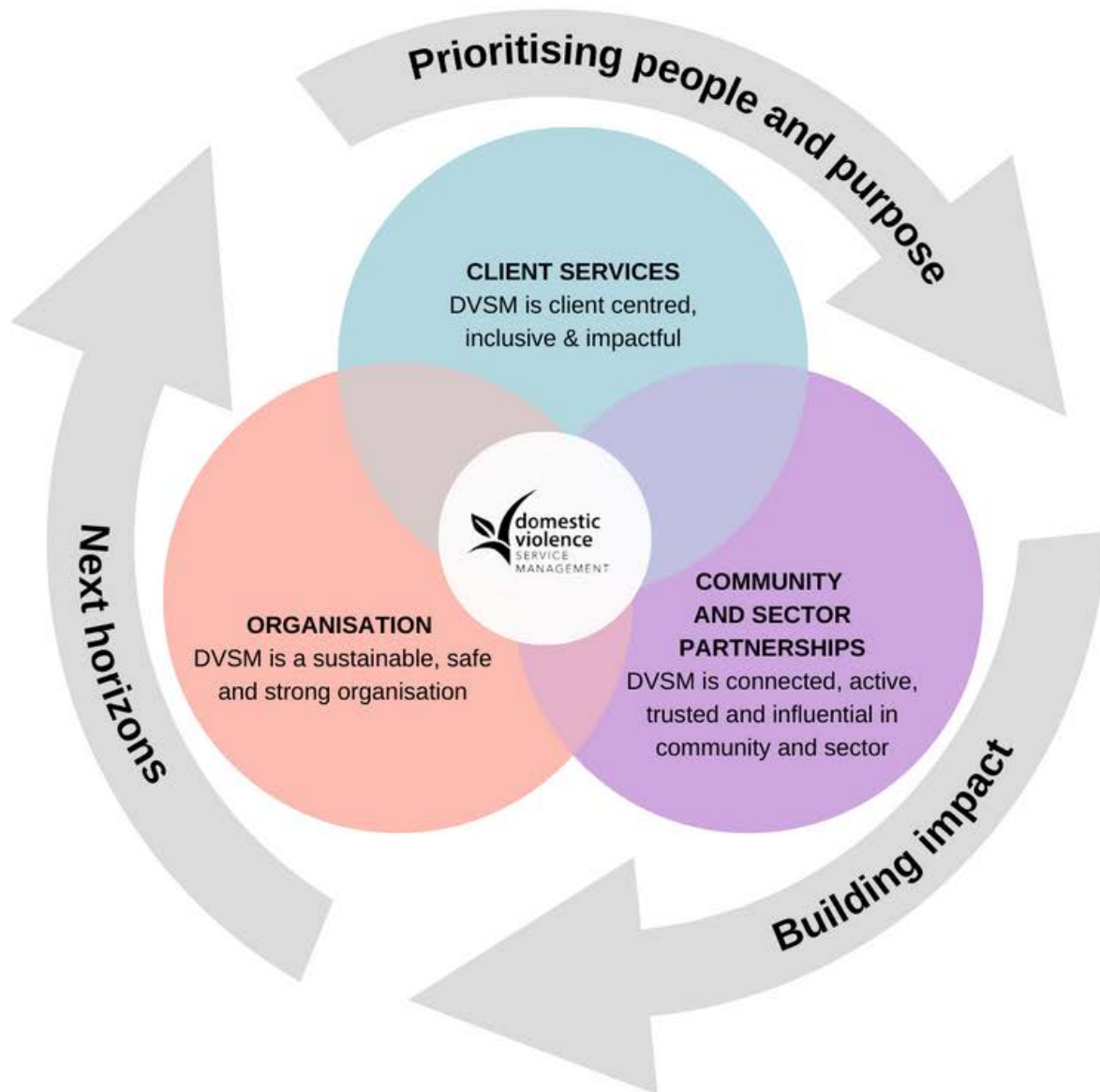


## STRATEGIC PRIORITIES 2022 - 2025

Client Services, Community and Sector Partnerships & our Organisation



# Our Strategic Priorities



## OUR 2025 AMBITION

The DVSM Community are united in delivering impact

## OUR VALUES

Person centered, Respect, Integrity, Excellence.

## OUR PEOPLE

People are at the centre of everything we do

# INSIGHT EXCHANGE

[www.insightexchange.net](http://www.insightexchange.net)

Insight Exchange centres on the expertise of people with lived experience of domestic and family violence and gives voice to these experiences. Insight Exchange is designed to inform and strengthen social, service and systemic responses to domestic and family violence.

## Background context

Launched in November 2017, Insight Exchange was designed by Domestic Violence Service Management (DVSM), in collaboration with Dr Linda Coates and Dr Allan Wade from Centre for Response-Based Practice Canada.

Insight Exchange has been established, developed and is governed by Domestic Violence Service Management (DVSM) a registered charity (ABN 26 165 400 635).

Insight Exchange has been sustained through the generous donations of individuals and a silent donor for the benefit of many.

Insight Exchange hosts insights, information and resources for people experiencing domestic, family and sexualised violence and people who are responding to them.

Insight Exchange resources, including public events, publications, animations and videos, are designed to be free for anyone to ensure cost is no barrier to access. Engagement has been built through a range of in-person and digital connections and participation opportunities.

## SOCIAL RESPONSE CONTINUUM

Insight Exchange continues to work with organisations/institutions across the response continuum from universal through to statutory services to build on understanding lived experience insights and to support an uplift in responses.

### Universal Services and organisations

eg. workplaces, businesses, education, community

### Extra or early supports

eg. HR, Employee Assistance Programs

### Human Services (Govt, Non-Govt)

eg. Health, Support Services and Helplines

### Specialist Domestic, Family and Sexualised Violence Services

### Statutory Services / Systems

## Digital Engagement - Since Inception

- **Unique Participants** | 1,117 people with lived experience of domestic, family and sexualised violence who shared their insights and/or voiced their feedback into Insight Exchange resources.
- **Unique Users** | 35,355 unique users have accessed the Insight Exchange website since inception (Nov 2017 – end June 2022).
- **Downloads and video viewings** | From the 35,355 unique users who have accessed the Insight Exchange website since inception (Nov 2017 – end June 2022), there have been 33,258 downloads. Additionally, there have been 30,168 video viewings.



# INSIGHT EXCHANGE



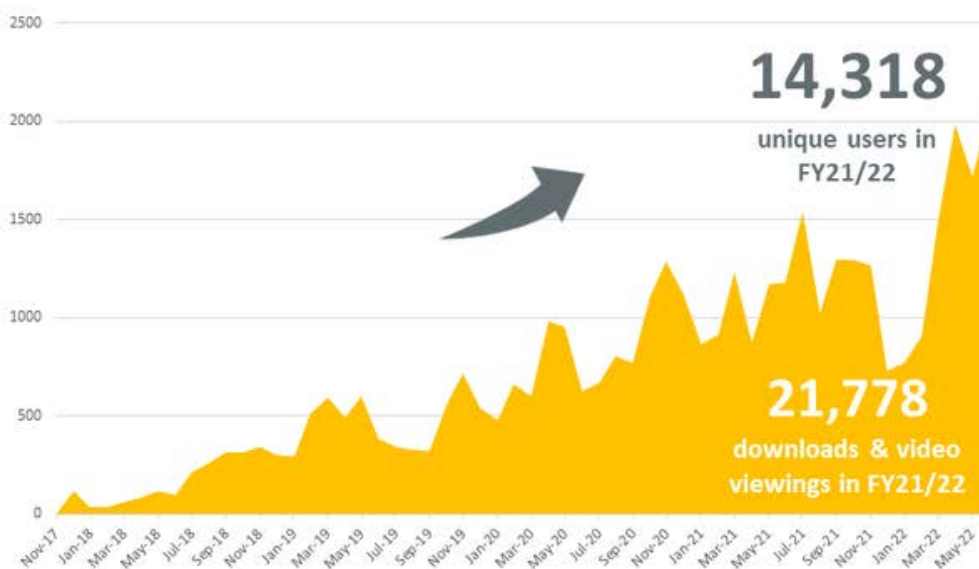
## A SNAPSHOT FROM THE 2021 – 2022 ENGAGEMENT REPORT

The [Engagement Report](#) reflects how participants in the Insight component have engaged from across Australia in sharing their lived experience insights.

The Engagement Report also reflects how responders in the Exchange component have engaged from across the ecosystem (including universal services through to statutory services), all of which have a significant part to play in responses to domestic and family violence.

### Digital Engagement

A cumulative build of monthly engagement in Insight Exchange website since inception (Nov 2017 – end June 2021) shows a total of **21,490 unique users** since inception and **10,916 unique users** are in the FY20/21 FY. This cumulative data is presented in the graph below.



In FY21/22 of the combined total of 21,778 downloads and video viewings, 9,350 were downloads and 12,428 were video viewings.

### Insight Exchange updates

When new information, initiatives or insights are available these are introduced through the Insight Exchange updates hosted in the Insight Exchange [HERE](#).

### Contact Us

Explore the [Strategic Framework](#) (2021-2024)

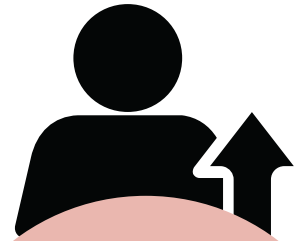
More information about Insight Exchange can be found at [www.insightexchange.net](http://www.insightexchange.net)

Contact the Director Sal Dennis: [contact@insightexchange.net](mailto:contact@insightexchange.net)

# Our People

This year has been a year of immense growth for DVSM. Securing funding for additional positions and programs to further support our clients, our No Interest Loans (NILs) program and Children & Young People (CYP) program, saw our staff numbers increase. An important focus of our organisation is also to foster our employees' growth and success, and we have been able to promote 22% of our employees from within. We are committed to the wellbeing of our employees and continue to support flexibility and work life. In addition, DVSM offer an Additional Leave benefit, of an extra 5 days leave per financial year which is pro-rated for part time employees.

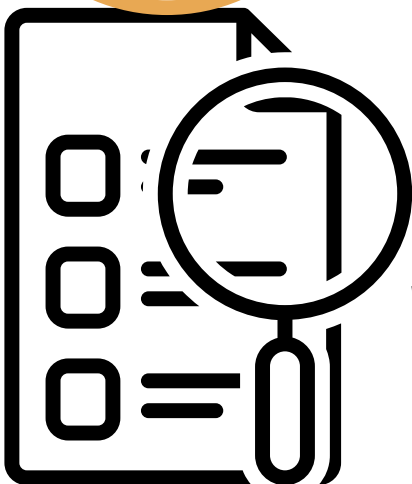
Our commitment to our employees and their wellbeing was extended in May 2022 which saw a large scale two day All Staff Conference. The theme of which was Recovery, Connection and Resilience, giving staff the opportunity to engage, learn and be inspired by an array of external speakers with lived experience, life lessons, and personal awareness. After a difficult 24 months of managing service during a pandemic and floods, it was a much-welcomed and important initiative, which was embraced by all staff.



## 22%

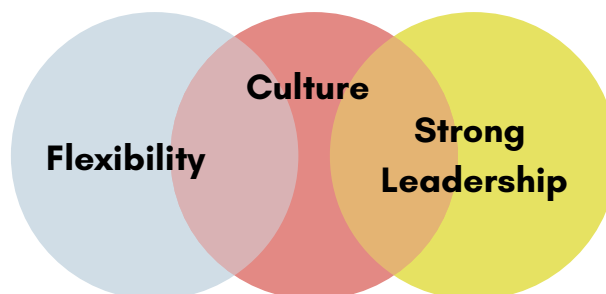
of our employees  
have been  
promoted in 2022

## EMPLOYEE SURVEY



To enhance our employee experience and our overall service, DVSM conducts an Annual Employee Survey, along with regular pulse surveys throughout the year. This years survey revealed an overall engagement level (8.3 out of 10) indicating a high level of satisfaction with the employee experience at DVSM. The vast majority of questions were answered positively, and the comments provided by employees show that they are proud to work at DVSM (96%).

**Our employees rated the top three areas to ensure satisfaction included:**

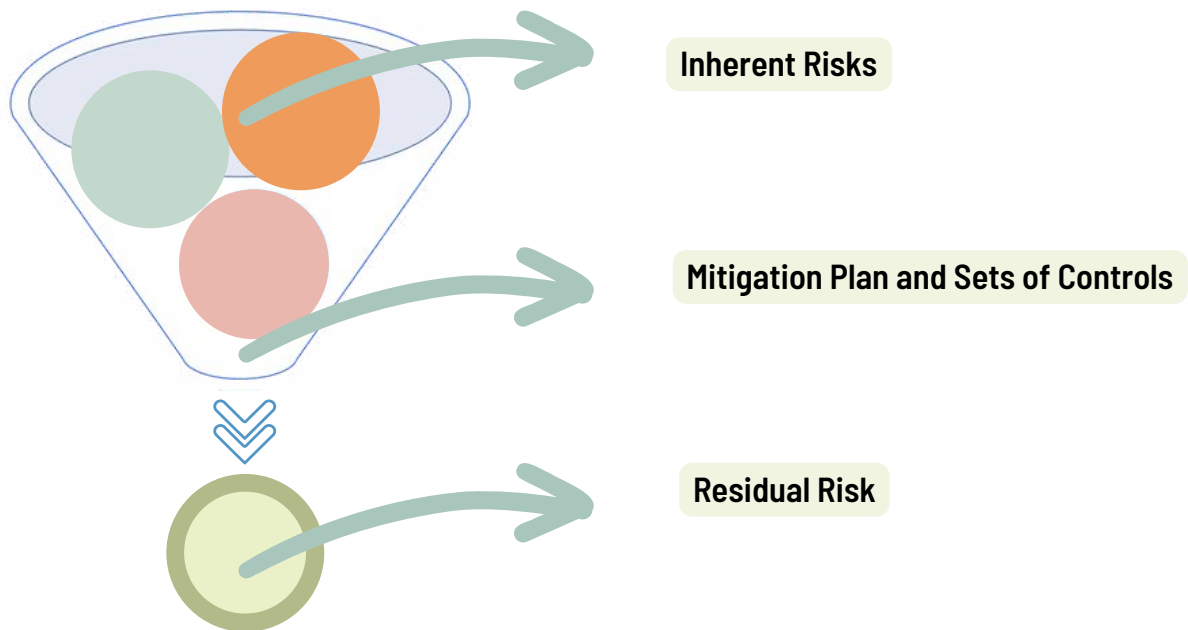


**With the top three benefits listed as:**



# Risk Management Approach

In the past year, DVSM has elevated its Risk Management activities and focused on improving its capability; this includes maintaining a Risk Register and an assessment cycle to ensure that organisation's risks are captured and accurately assessed regarding their inherent risk, residual risk, impact, and likelihood. A mitigation plan and a set of controls are then developed to reduce the inherent risk (which reflects raw or untreated risk) to a residual risk that is manageable/acceptable.



The Risk Register is the crucial document that stores the information regarding identified risks and is to be assessed and monitored accordingly and regularly; it is categorised according to four key categories:

**Operations and Service Delivery**

**Financial**

**Internal Business Processes**

**People, Learning, and Development**

Risk management is set out in various policy documents, handbooks and company regulations that define the specific limits and tolerances of the various operational activities; risk management is also assessed at a project level, e.g., the Wilcannia Hub project.

We are currently at the Incident Management System (IMS) testing phase, which will serve as the main platform to collect, identify, and manage incidents and risks. We are also improving cyber resilience by providing robust onboarding training, increasing security monitoring and reducing incident response time.

*Vicki Hartley*  
Treasurer



The financial operations of DVSM continue to be prudently managed with a strong balance sheet at the end of the financial year.

Profit for the year of \$1,889,308 was due to profit of \$581,624 for DVSM Services and profit of \$1,307,684 for Insight Exchange. Recognition of these profits have arisen primarily due to the application of Accounting Standards, with the Revenue Recognition standard requiring certain donations and grants to be recorded in the year received due to the untied nature of the money. At DVSM, certain monies were not fully spent and will be used to fund work and projects in the coming years, resulting in timing differences of revenue and expenses matching across years.

The profit of DVSM Services is primarily due to a one-off capital grant for \$596,600 received from Women NSW (COVID-19 Sexual, Domestic and Family Violence Infrastructure Grant Infrastructure) to purchase and refurbish a Wilcannia Property. The property expands services in the community. The property and improvements has been recognised on the balance sheet and will require depreciation in future periods. In addition to this one-off capital grant, the Company received donations supporting the Insight Exchange team for current and future projects and research.

Total income was \$7,303,017 (2021: \$5,124,649), with the increase of 43% primarily due to the increase in other revenue which includes the donations and capital grant noted above. DVSM's main source of income remains NSW Government grant funding of core services. Total expense was \$5,413,709 (2021: \$4,985,964). Expenses increased by 8.6% across the organisation, mainly driven by increased employment costs.

Looking ahead, DVSM will continue to plan and implement strategies for relevant and sustainable growth, this will include further investing in the Wilcannia Hub and Insight Exchange work to ensure the organisation capitalises on the continued momentum with internal and external counterparties.

**VICKI HARTLEY**  
**TREASURER | DVSM**



## DOMESTIC VIOLENCE (NSW) SERVICE MANAGEMENT CONSOLIDATED

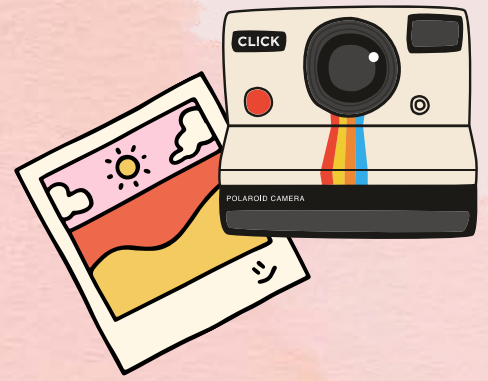
### STATEMENT OF CONSOLIDATED PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	FOR THE YEAR ENDED	30 JUNE 2022	30 JUNE 2021
<b>REVENUE AND OTHER INCOME</b>			
<b>REVENUE</b>			
Revenue from Contracts / Grants		5,451,080	4,710,921
Resident Fees		12,205	6,730
		<b>5,463,285</b>	<b>4,717,651</b>
<b>OTHER INCOME</b>			
Corporate Donations		15,000	-
Non-Corporate Donations		1,773,760	333,574
Dividends received		117	44
Cash Flow Boost		-	37,500
Interest revenue from financial assets measured at amortised cost		23,366	31,556
Other Revenue			4,324
		<b>1,839,732</b>	<b>406,998</b>
<b>Total revenue and other income</b>		<b>7,303,017</b>	<b>5,124,649</b>
<b>EXPENSES</b>			
Employee benefits expense		(3,721,585)	(3,444,559)
Client expenses		(508,156)	(452,649)
Rent and occupancy expenses		(157,915)	(170,947)
Travel expenses		(32,523)	(23,524)
Computer and telecommunications expenses		(117,372)	(114,317)
Professional fees		(45,708)	(16,000)
Motor vehicle expenses		(60,991)	(73,663)
Conference and meeting expenses		(3,919)	(13,392)
Other expenses		(569,052)	(525,903)
<b>Total expenses before depreciation and amortisation</b>		<b>(5,217,221)</b>	<b>(4,834,487)</b>
<b>Surplus before depreciation, amortisation and income tax expense</b>		<b>2,085,796</b>	<b>290,162</b>
Depreciation and amortisation expense		(196,488)	(151,477)
Income Tax expense		-	-
<b>Surplus for the year</b>		<b>1,889,308</b>	<b>138,685</b>

### STATEMENT OF CONSOLIDATED FINANCIAL POSITION

	AS AT	30 JUNE 2022	30 JUNE 2021
<b>ASSETS</b>			
Current assets		7,047,787	5,072,876
Non-Current assets		907,903	432,847
<b>Total assets</b>		<b>7,955,690</b>	<b>5,505,723</b>
<b>LIABILITIES</b>			
Current liabilities		2,009,261	1,392,690
Non-Current liabilities		238,413	294,325
<b>Total liabilities</b>		<b>2,247,674</b>	<b>1,687,015</b>
<b>Net assets/ total equity</b>		<b>5,708,016</b>	<b>3,818,708</b>

# A snapshot of our year



domestic  
violence  
SERVICE  
MANAGEMENT



**SANDY HAPPILY RECEIVING THE  
GENEROUS NAPPY COLLECTIVE  
DONATION**



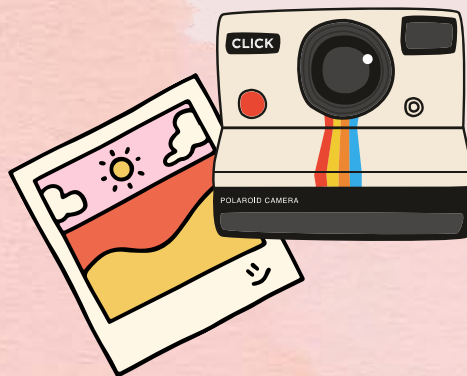
**OUR WILCANNIA TEAM**



**MOMO CASE MANAGERS  
JEMIMA + ANGELA  
BACK IN THE OFFICE  
AFTER LOCKDOWN!**



# A snapshot of our year



**THIS YEAR WE UPGRADED OUR REFUGE PLAYROOMS**



**MARY WITH THE HON. PENNY SHARPE**



**TEAM MOMO AT THE MARRICKVILLE NAIDOC EVENT**



**CORINNE AND LAUREN ENJOYING ROAR '21 END OF YEAR CELEBRATIONS**



**WILCANNIA SAFE HOUSE TEAM VISITING SYDNEY**



**ROAR AND WSH BUSILY BUILDING OFFICE FURNITURE**

## TEAM DVSM

### BREAK THE BIAS

### IWD 2022

International Women's Day

#IWD2022 #BreakTheBias

**WE PLEDGED TO BREAK THE BIAS FOR INTERNATIONAL WOMEN'S DAY**

## FUTURE LOADING



We are so proud of everything we have achieved in times of adversity. Over the last two years – during the global pandemic, we have had to adapt to remain present and offer holistic service to our clients without compromise to high service quality provision. We have faced and managed challenges and have also been given great clarity in our vision. As an organisation we are always looking to the future and evaluating ways we can further enhance our service, and our support of the communities in which we work. Some of the exciting initiatives our future includes;

- Implementing our new strategic priorities, providing a framework for DVSM to work within to realise our potential as an organisation.
- Opening the Wilcannia Community Hub and providing the Wilcannia community with more engagement and participation pathways.
- Expanding our reach and provision of services to our communities.
- The implementation and socialisation of a DVSM Reconciliation Action Plan.
- Continuing to advocate and influence across our sector, with Government and Business.
- Expanding our influence, and supporting our clients in new ways. Introducing some additional support initiatives in the next 12 months.
- Working towards our accreditation to the Safeguarding of Children Standards
- Celebrating – DVSM officially turns 10 in 2023, a milestone we are proud of and intend to mark this special achievement.
- Importantly, continuing to seek innovative ways to support our clients to achieve positive outcomes for themselves and their families

We hope you will join us into the future, as we continue to enhance our service to community, and grow our impact as an organisation – supporting more women and children in need.



# Thank you

**Thank you to our funders and partners:** DVSM Service Delivery is funded by the NSW Government Department of Communities and Justice (DCJ). Extra grants were received with thanks from Women NSW (*COVID-19 Sexual, Domestic and Family Violence Infrastructure Grant*), DCJ – DCJ Covid Partnership Grant, Regional NSW, National Indigenous Australians Agency, Australian Communities Foundation in partnership with Paul Ramsay, NSW Government Surge Funding, Michael Hughes Foundation, Centre for Inclusive Design.

**Special Thanks from our General Manager:** We have continued to be supported by our funders and our extensive and varied support community and our thanks and deep gratitude goes to everyone involved. I will take the opportunity to note our gratitude and appreciation to a few people and teams in particular. These include: Sal Dennis and the Insight Exchange team, Rebecca Glenn and Centre for Women's Economic Safety team, the Department of Communities and Justice teams we work closely with, Paul Ramsay Foundation, Australian Communities Foundation, Regional NSW, Resilience NSW, Women NSW, DVNSW and Homelessness NSW teams, NCOSS, Blacktown City Council, Newtown Neighbourhood Centre, Central Darling Shire Council, City of Sydney, Women's Housing Co, Link Wentworth, Home In Place, Corrs Chambers Westgarth teams, Samantha Donnelly Architect, L.E.K Consulting especially Mark Streeting and Emily Davis and their teams, Naomi Abbott from Conscious Presence, Pitcher Partners, Alex and Eryn at ARC Carpentry, Maree Davidson from the Highwire group, Meredith Turnbull Consulting, Tessa Sexton and Sophie McCarthy from McCarthy Mentoring, Amanda Webb and the team at Xplore, Trish Stockton from Stockton Consulting, Ruth Nocka from Dentons, Matthew Tice and Jennifer Smokevitch from Insurgence, Helen Waters Silvia & Moo Baulch & the WAGEC team, Cat Gander & the DV West Team, Heather Bleachmore at the Australian Museum, Katherine McKernan, Kirsten Steedman, Rob Caslick and the Two Good Team, David Hartigan, Rize Up, DV Safe Phones, WESNET, ACWA and the Australian Childhood Foundation team and the SBS Inclusion Team.

**MOMO would like to thank:** ACON, Baptist Care Community Services, BMiles Women's Foundation, City of Sydney Council, DCJ Housing, Strawberry Hills Office, DCJ Housing, Surry Hills Office, DVNSW, Good Shepard, Haymarket Foundation, Homelessness NSW, Leichhardt Women's Health Centre, Mumma's Removalist, Newtown Neighbourhood Centre, NSW Police, Inner West PAC, NSW Police, Surry Hills PAC, Royal Prince Alfred Hospital, Staying Home Leaving Violence (SHLV), Surry Hills Neighbourhood Centre, Sydney Women's Domestic Violence Court Advocacy Service, The Royal Hospital for Women, Women and Girls Emergency Centre (WAGEC), WEAVE Youth and Community Centre and Uniting Care.

**ROAR would like to thank:** Evolve Housing (transitional), Mission Australia (MOU), Rosie's Place, RRT (Rapid Relief Team) with providing the family food boxes, Women's Housing NSW, WS Integrated Violence Prevention & Response Service (IVPRS), Rizeup, WASH House, Anglicare, Koala Mattress, One Door Mental Health, STARTTS, SYD West Multicultural Service, Family Referral Services, DCJ, Brighter Futures, House of Sakinah, Moving against Domestic Violence, Sonder, Ladder – Youth Service, Riverstone Police, NSW Police Force Regional DV Coordinator, House of Welcome, CPR Reality, SHIFT Program, NSW Health, DJacks Removals, Key Network, IARC, WSLC.

**DVAHS would like to thank :** DV Line, Link2Home, Department of Community and Justice. DVAHS would also like to thank the Thelma Brown Cottage Team.

**WSH would like to thank :** NSW Police (Broken Hill) DV squad, CatholiCare Mental Health team, Violence and Neglect Health service (VAN's) Adult and Child Sexual Assault Service, Aboriginal Affairs, Mission Australia, Warra Warra Family Violence Legal service, Wilcannia Community Restorative Centre, Shadow Minister Ms Penny Sharpe, Lachlan Housing, Far West Community Legal Centre, Wilcannia Central School, Compass Housing, RACS, Link2home, NSW Health, NSW Police, Public Accountability NSW Govt, NSW Housing, REDL.e Natelle Everett, Woolworths, CDSC Central Darling Shire Council, Rebecca Camilleri Dubbo – DV Coordinator, NIPS National Indigenous Postvention service, Xplore for Success, Dept of Planning Industry and environment Water Infrastructure NSW, Maari Mai Aboriginal Health Service, DCJ, Wilcannia Motel, Share the dignity (Donations), Riverland DV Service, Senator Deb O'Neill, Brad Lennon NSW RURAL, Alex Ronayne Carpentry, Lanie Byk ACC Leadership Coach, DCJ Joint Protection Response program, Child abuse and sex crimes squad Detective Louise Rodd, Mandy Smart Manager StandBy Wellington NSW, Jenny Twaites CEO Wilcannia Aboriginal lands Council, Nola Whyman, Sharyl Stewart NDIS Coordinator, Loretta Stewart BHDVCAS, Des Jones Regional Assembly Chairperson, Catherine Cubby Tenancy Support worker TSEP, Roxanne Crawford and Jodie Braun AHO Assets Dept, Cassandra Coleman, Sissy Cearn Dept Education BH, Ike Williams Wilcannia Police ACLO, NCOSS, DVNSW First Nations People Woman's Advisory group, DVNSW.

Thank you to all our past and present sponsors, supporters, donors and volunteers from all the team and the communities we serve. Without our generous supporters and partners, we couldn't support the number of women in need that we do. Thank you to Peak Bodies especially DVNSW and Homelessness NSW and all our fellow Service partners across Sydney and Wilcannia regions.



[dvnswsm.org.au](http://dvnswsm.org.au)



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