

# Domestic Violence Service Management

Annual Report  
2014-2015



# TABLE OF CONTENTS

Message from the Chair	3
General Manager's Report	4
About Domestic Violence Service Management	8
Message from our Treasurer	18
Funding for our Services	19
Grants, Financial Supporters and Donors	20
2014-2015 Financial Accounts	21

## ACKNOWLEDGEMENTS

### Domestic Violence Service Management Board and General Manager



**Anna Ross**

Non-Executive Director and Chair Partner  
Corrs Chambers Westgarth



**Nicole Billett**

Former Non-Executive Director and Secretary - September 2013 to September 2015  
CEO and Managing Director  
Teddington Legal



**Vicki Hartley**

Non-Executive Director and Treasurer  
Chief Financial Officer  
Australian Credit and Finance



**Suzanne Evans**

Non-Executive Director  
Head of Investor Relations  
Lend Lease



**Moo Baulch**

Non-Executive Director  
CEO  
Domestic Violence NSW



**Gillian Cohen**

General Manager  
Domestic Violence Service Management

### Domestic Violence Service Management

ABN 26 165 400 635  
Suite 3, Level 3, 37-49 Pitt Street, Sydney NSW 2000  
P: 02 9251 2405  
E: [admin@dvnswm.org.au](mailto:admin@dvnswm.org.au)  
W: [www.dvnswm.org.au](http://www.dvnswm.org.au)

# MESSAGE FROM THE CHAIR -

## Anna Ross

Domestic Violence Service Management (DVSM) has evolved dramatically since I joined the inaugural board in September 2013. Much of the change DVSM has experienced over the last 2 years flowed from sector wide events outside DVSM's control. Some of those events required extremely significant (and sometimes traumatic) changes to the structure and size of our organisation and the composition of our workforce.

Along with the rest of the DVSM Board, I have been grateful for the inspiring work of our GM Gillian Cohen and the head office team who have kept DVSM on course through this tumultuous period of our history. The start of the 14/15 year was full of challenges connected with our transition out of many services and the loss through redundancy of many valued staff. It is a credit to Gillian and her team that they remained committed and focused so that, by the second half of 14/15, DVSM was able to transition from an organisation in shock into a consolidation phase. Even more impressive, DVSM is now an organisation with an exciting and positive future that is pursuing opportunities to grow and contribute to the important work of combating domestic and family violence.

As I write this, DVSM is flourishing. In addition to providing three different types of direct services for clients, including the Safe House in Wilcannia; Refuge Outreach Action Response in Western Sydney; and Moving Out Moving On in central Sydney; DVSM is now delivering professional services to other NGOs working with domestic violence clients. Our head office team has been busy designing and developing new and improved ways of delivering services to our clients and it has been an exciting and stimulating process for everyone involved.

At the heart of DVSM is a desire to deliver excellent service to our clients, but also to contribute to and share best practice in the delivery of domestic and family violence services for women, children and communities. The Board is excited by the possibilities that are offered up by the renewed national focus on this critical issue and we look forward to supporting DVSM's contribution to the design and delivery of best practice services in this critical sector of our community.

I take this opportunity to acknowledge the efforts and dedication of my sister Board members, including Treasurer Vicky Hartley, Secretary Nicole Billett, and Directors Suzanne Evans and Moo Baulch. It has been a pleasure working with these inspiring and dedicated women. Thanks in particular to Nicole Billett who resigned from our Board to move on to other challenges. Nicole was with us from the beginning and played an important role in setting DVSM on its current path. Thank you Nicole!

Most importantly, the Board thanks our amazing front line staff who, day in and day out, are dedicated to working with our clients and helping them to keep safe and make changes to their lives when they are ready to do so.

Finally, I invite anyone interested in DVSM and our work to review and provide their thoughts on our Strategic Plan, which is being released simultaneously with our Annual Report. We release our Strategic Plan at a time when domestic and family violence is receiving more political and media attention than ever before. But, although we are excited by the opportunities this national discussion may generate for our sector, we are dedicated to ensuring that our priority remains DVSM's work in supporting clients experiencing and escaping violence. Our Strategic Plan seeks to chart a course for DVSM where we contribute to the national discussion and the changes driven by it, while never losing sight of our commitment to delivering high quality and meaningful front line services to the women and families who need them.



**Anna Ross**  
Chair, DVSM Board of Directors

# GENERAL MANAGER'S REPORT

Gillian Cohen

## What happened in 2014-15?

The 2014-15 financial year brought both great opportunities and challenges for DVSM and I'm happy to report that we go into 2015-16 full of hope for the future.

There were two distinct phases of the year. In the first part of 2014-15, we were fully engaged by unrelenting change brought about by the Going Home Staying Home (GSH) tender results. This resulted in the transfer of existing and opening of new Specialist Homelessness Services (SHS) around the state. Then between November 2014 and June 2015, DVSM moved into a consolidation phase, re-establishing partnerships across the sector; reinvigorating new services; investing in workforce development;

introducing new practice guidelines based on a logic model to enable future evaluations; and building a new professional services division to fulfil our contracts with other service providers.

Throughout the year, DVSM has focused on achieving the client goals set out in the GSH reform, expending considerable thought to improvements in service design, access for clients, workforce development and creating a culture of continuous improvement. We are particularly proud that all our services

1. are fully delivering a no-wrong door access for clients
2. that we offer extensive outreach services and engage in colocation to expand our footprint, and
3. that our accommodation based services offer 24/7 referral and support, including supporting women and children escaping domestic violence in temporary accommodation.

*“focused on  
achieving client  
goals set out in  
the GSH reform”*

## TRANSITIONS

A considerable amount of effort was spent during the first half of 2014-2015 to transition services to limit negative impacts on clients/ workforce. The staff in the following services worked through this time of uncertainty to keep the doors of our services open, ensuring women experiencing domestic violence had a place to stay. Once again I'd like to express my thanks to all the staff who had established and worked in:

- Bathurst Womens and Children's Refuge
- Bourke Women and Children's Safe House
- Delvena Women and Children's Refuge
- Dolorus Single Women's Refuge
- Elsie's Women's Refuge
- Forbes Women's Refuge
- Kempey Women's Refuge
- Wimlah Women's and Children's Refuge
- Wagga Wagga Women's and Children's Refuge

We were the lead agency in three tenders, and a partner in a further 3 tenders and our direct service footprint is now:

- Refuge Outreach Action Response (ROAR) in Western Sydney, incorporating Pam's Place and Essie's Crisis Buildings;
- Moving On Moving Out (MOMO) is a completely new service in the inner city of Sydney; and
- The Wilcannia Safe House in far west of NSW.

## ESTABLISHMENTS

The work to get the buildings at ROAR and Wilcannia up to standard was only fully completed in June 2015. We are proud to say that we managed to do this while remaining open at each location. The only exception was at Essies, one of the crisis buildings at ROAR, which had to close for four weeks following a storm which caused the roof to collapse.

### Safety and Security

One of the first things we noticed when taking over new facilities was the need for safety and security upgrades. This included a major fire safety fit out at Essie's; and top grade security screens being added to both refuges at ROAR, the Wilcannia Safe House and its associated crisis and transitional properties. Cameras and lighting were also upgraded at ROAR and Wilcannia.

### Fitouts

Both refuges at ROAR required significant new fitouts. Extensive work for ROAR and Wilcannia included both increasing occupational health and safety and minimising repeat trauma. This included:

- Painting, new furnishings, decals and bedding that make the space into a sanctuary from the trauma they have just escaped, and facilitate entry into a new life.
- Essie's kitchen was doubled in size.
- Mattresses were replaced at both ROAR and Wilcannia.
- New furniture was purchased for Wilcannia, including a new larger dining table, outdoors setting, computer tables, and the fire pit, which had been unusable, was fixed.

### Co-location

- MOMO, a service without any real estate, has been very innovative in solving this through colocation that increases the access points for clients and educates service providers about DFV. MOMO co-locates in Housing offices, neighbourhood centres and community centres.
- ROAR offers a drop in service at Mission Australia Blacktown. The ROAR refuges must remain for women and children only, and this co-location arrangement enables us to reach men with children.
- Wilcannia Safe House has become a hub in the region, and now many services base themselves in the Safe House when they visit Wilcannia. Additionally, we base ourselves at the court multiple days per week to provide support to women seeking AVOs or with family law issues.

## NEW SERVICE MODELS

Our solid reputation for professional and thoughtful service transition during the reform period attracted additional funding to DVSM to develop a new service model to rapidly house women and children experiencing DFV. The funding for this service, MOMO, was distributed post tender process through a newly established restoration fund for women in the inner city of Sydney. MOMO is purely an outreach service model, with no attached crisis or transitional properties. To fill gaps in service provision for women experiencing DFV, MOMO works out of established centres. This outreach model has expanded the access points for women and allowed MOMO to support women in temporary accommodation.

# GENERAL MANAGER'S REPORT

## Continued

### ESTABLISHING A PROFESSIONAL SERVICES OFFERING

DVSM successfully moved into a new space: professional services. One of our key achievements was to secure a two year contract to assist Linking Hearts, a new multicultural Specialist Homelessness Service led by Muslim Women's Association, to introduce the new SHS quality standards, and to document and evaluate their service offering.

Another successful partnership DVSM acquired during the SHS tender process was with Mission Australia where we developed and delivered a 101 Domestic and Family Violence training package for their staff. Because the feedback was excellent, we secured other opportunities to deliver the training to St Vincent de Paul and NCOSS.

### WORKFORCE DEVELOPMENT

DVSM is committed to achieving excellence and we recognise that our staff are key to getting here. We have put in considerable thought and effort to embed workforce development practices and tools into our organisation to ensure that DVSM can achieve our key goals of delivering evidence based, evaluated services, with quality standards.

Our workforce development strategy has included successfully developing and introducing:

- A new Community Services Capability Framework.
- A professional Orientation program to quickly upskill new employees to their position and to DVSM organisation.
- Significant internal and external training with accompanying management support to embed new skills into the day to day operations, includes Trauma Informed Care; CIMS Training; Case Management Training; Stakeholder Engagement and Collaboration Training; Resilience Training; Work Health and Safety Training and Domestic and Family Violence Training.
- A new practice framework and logic model to enable future evaluation and move the workforce towards best practice delivery.

All of this is designed to ensure that DVSM can deliver a client centric rather than a service centric service, and to provide career development opportunities to allow our employees to grow and develop to meet the expanding requirements of the workforce in the community services sector.

### BUILDING INTELLECTUAL PROPERTY

We are very proud of the considerable Intellectual Property (IP) that we have developed this year to support our workforce development and professional services operations into the future. Our IP includes a comprehensive Orientation Program; Training courses in self-care, Resilience, Goal Setting, Critical Thinking Skills and Stakeholder Engagement; and a complete package of Capability Framework Tools.

### BUILDING A NEW IMAGE

Marketing plays a key role in conveying a professional perception to others. DVSM launched a new look when our new website went live in February 2015. This was quickly followed with the release and blanket distribution of brochures; and the development of banners to attract attention at our pop-up outreach locations.

*"our key goals  
are of delivering  
evidence based,  
evaluated  
services"*



# GENERAL MANAGER'S REPORT

## Continued

Our look is deliberately different to other services in this area because we want to evoke feelings which we don't believe can be shared through stock photography. Our expressionist imagery, full of strong colours and innovative often real women deliberately emphasises the optimism and change that working with DVSM will make in the lives of women and children.

### SPECIAL THANK YOU GOES TO...

Overall, 2014-15 was an exciting, fast moving year and DVSM moved confidently and effectively through an extremely difficult transition period and leveraged opportunity to improve the sustainability of our organisation. While many people have been instrumental in our success this year, we could not have done this alone.

I want to give special thanks to a number of people who went above and beyond:

- The board of DVSM, including Anna Ross, Nicole Billett, Moo Baulch, Vicky Hartely and Suzanne Evans; all of whom pitched in and provided their expertise to ensure that we survived the loss of the majority of our funding.
- To the Summer Interns and their senior supervisors at Corrs Chamber Westgarth, who devoted 350 professional hours to the development of five important information resources for women experiencing domestic and family violence.
- To Jarrod Brooks and Michael Argue from Challenger Finance, who negotiated terms for a new office lease near Circular Quay, enabling us to move out of cramped serviced offices and into brightly light office with room to grow.
- Sarah Fergusson from the ABC and Nials Fulton, Ivan O'Mahoney and Kyle Grey from In Films, as well as the team and clients at ROAR who opened their doors to allow a documentary on domestic and family violence to be filmed over six months while we were still setting up new refuges.
- Kate Woodbridge, who put together our new website and created a fantastic new corporate look for us in a very short time.
- Lydia Tong, a vet from Sydney University and David Baxter from Paramount Plans, who provided advice on how to design appropriate accommodation to allow pets in our services. While this wasn't able to be completed in the first year of operations, making our refuges in Western Sydney pet friendly is a high priority for 2015-16.
- Wests Tradies for a grant of \$26,000 to build therapeutic garden beds and install dish washers to improve food safety in the crisis accommodation.
- Mary Ronayne, the manager of the Wilcannia Safe House, for moving from Bourke to Wilcannia and introducing our new service model to the community.
- Jo Moon and Annalees Jefferies, the Financial Team in the Head Office, who spent almost the entire year finalising the transition of services (something that was optimistically estimated to only take six months) and ensuring our audit was uneventful.



**Gillian Cohen**  
General Manager, DVSM

# ABOUT DOMESTIC VIOLENCE SERVICE MANAGEMENT

## OUR VISION

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

## PURPOSE OF DVSM

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

## OUR VALUES

- Client centric – we listen and embrace diversity to support our clients to achieve their self-defined goals
- Excellence – we exceed expectations with our professionalism and evidence based products, programs and services
- Respect – we remain open minded and non-judgemental
- Integrity – we are ethical, transparent and accountable

*“values of  
client centric,  
excellence,  
respect and  
integrity”*

## WHAT DO WE LOOK LIKE?

DVSM has two distinct divisions: a professional services division; and a client services division; both of which are overseen by the DVSM Board and professional management team.

We have a centralised back office based in central Sydney HQ. This approach has allowed DVSM to achieve economies of scale by bringing together the following tasks for all of our services:

- Finance and Accounting (payroll, accounts payable, and financial auditing)
- Legal, risk and compliance and continuous improvement within a Quality Framework
- Human Resources assistance including coordinated staff training and workforce development planning
- Marketing and Promotion
- Governance support to the Board of Directors
- Reporting for the overall organisation to Funders
- Business Development

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

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

- Development of Quality Improvement Planning and Self-Assessment Tools.
- Facilitating conditions for future program and service evaluation.
- Evaluation of programs and services, including surveys, face to face interviews, focus groups and reports.
- Development of client programs, tools and services, including the development of theory of change.
- Workforce Development using our Community Services Capability Framework.
- Training in domestic and family violence for front line workforce.
- Investigations and gap analysis.
- System and Service Mapping.



In 2014-15, DVSM's Professional Services successfully developed and delivered domestic and family violence training to the front line workforce at Mission Australia, St Vincent de Paul and internally to our staff who directly interact with clients.

## Client Services Division

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

Currently, DVSM has three direct service locations funded from Family and Community Services through the Specialist Homelessness Services funding and from Prime Minister and Cabinet through the Indigenous Advancement Strategy funding.

## OUR PRACTICE PRINCIPLES

We employ a strengths-based, integrated approach to case management with the goal of achieving positive, measurable and sustainable outcomes for our clients. This is achieved through ongoing evaluation, accountability and continuous improvement. These principles are also embedded in all aspects of our strategic and operation plans.

- ✔ We are an outcomes oriented organisation whose ultimate goal is to enable permanent positive change for clients.
- ✔ We recognise that, in the main, DFV is different to homelessness and our responses to clients experiencing DFV are specialised.
- ✔ We recognise that DFV is gendered and overwhelmingly violence is perpetrated by men, women and children are overwhelmingly the victims.
- ✔ We recognise that choice means working with women who can and desire to remain at home, with or without the perpetrator or help to relocate away from the perpetrator and live independently.
- ✔ We are not judgemental of the decisions our clients make and understand that sometimes it can take multiple attempts to leave the perpetrator for good and some may not leave at all.
- ✔ We recognise that in order to improve women's safety, it must be understood that perpetrators are part of the solution and also need support and/or accommodation at critical points.
- ✔ We recognise that the community and government sectors are key players in responding to DFV.
- ✔ Perpetrators should be held accountable and challenged to take responsibility for their actions.
- ✔ Police and our justice system must hold perpetrators of DFV to account.

# WHAT DIFFERENCE DID WE MAKE IN 2014-2015?



**4**

Services in 3 geographical locations throughout NSW



**768**

Women, children and men experiencing DFV were assisted



**9,703**

Bed nights provided to 231 clients



**555**

Clients supported through outreach services



**86+**

Women and children at risk of homelessness supported to find long term housing



**50+**

Women and children at risk of homelessness supported to find transitional housing for up to two years

\*The above statistics relate to DVSM's ongoing services only and were provided from approximately October 2014 to June 2015. Services that closed during the year have been excluded.



The Wilcannia Safe House provides assistance to all women regardless of heritage, with specific skills to empower Aboriginal women to escape from violence. We provide a range of employment opportunities to women in the region, and for our clients, we provide a drug and alcohol free environment, assistance with housing, health care, case management and other referrals to assist them make positive permanent changes in their lives.

In July, DVSM accepted the challenge to build capacity and re-align service delivery at the Wilcannia Safe House. Some of the key challenges in undertaking this included the need for a strong, skilled woman to accept the role as manager in this remote community, two hours from Broken Hill. Mary Ronayne, a highly experienced Kamilaroi woman who previously ran our Bourke Safe

House, accepted the challenge and moved permanently to Wilcannia in October 2015. Mary works with the team and the community to provide support in country to the women of Wilcannia and surrounds.

Since July 2014, the Wilcannia Safe House team has been working to build strong community relationships, heavily supported by the General Manager, who spends one week every two months in the region, training and mentoring staff and building partnerships with key services in the area, including the Central School, the Police and local council. The Wilcannia Safe House is a hub for women's business, running daily programs and activities including:

- Women's Day every Tuesday providing personal safety, health, wellbeing and self-esteem programs in conjunction with other services in the area.
- After school activities for girls, including fire pit nights, craft activities, cooking lessons and Karaoke
- Outreach access for Mission Australia, Uniting Care Burnside, Warra Warra Legal Service and the Far West Community Legal Service.
- Mari Mar and other primary/ allied health information sessions and one on one sessions.
- Court Support and one on one meetings with the Broken Hill Domestic Violence Liaison Officer.
- Activities for women including Knitting, Sewing, Health and Fitness and a Book Club.

*“winning community support is the biggest success of the year.”*

### KEY ONGOING CHALLENGES

Wilcannia is a remote town in the far north west of NSW, two hours from Broken Hill on the main highway between Adelaide and Brisbane. The town population is mostly Barkindji people, and rates of unemployment are high and life expectancy is low. Despite its location on the Darling River and on the Barrier Highway, a major commercial and tourist route, the Wilcannia town centre is under utilised for tourism or other commercial ventures. One of our major challenges is attracting skilled staff. The lack of accommodation in Wilcannia hinders migration from other areas and “Working in Country”, the strong kinship ties between clients and workers creates a major challenge for the Wilcannia Safe House in attracting and retaining local staff.

This means that despite DVSM's desire to have a full staff located within Wilcannia, and to be able to combine employment with capacity building for the community services sector, we are still heavily reliant on supporting our small team in Wilcannia with fly/ drive in/ out specialists. Gillian Cohen visits every two months and have introduced clear policies and procedures, to speak to community members and have strong relationships with FACS Broken Hill.



# WILCANNIA SAFE HOUSE

## Continued

### KEY SUCCESSES IN 2014-15

Winning community support for the changes at the Safe House is the biggest success of the year. This has come through consistent clear messaging and exemplary client support and significant upgrades to facilities through the year. Other key successes are:

- During the year we significantly upgraded security at the Safe House, installing top grade stainless steel security mesh on all windows and doors of the buildings in the compound and assists us to provide a place where women feel safe to come. Easy access for staff has been achieved by coding all access keys to open all doors/ padlocks to improve safety after dark.
- Birrang Enterprise Development Company has established a bank of computers at the Safe House, and we provided new desks, printers and training for the women of the community to use during our opening hours. We provide individualised support for women to use computers to complete online forms, building their capacity as we sit and advise rather than complete forms on their behalf.
- We upgraded the gym at the Wilcannia Safe House to provide a safe location for women in the area to exercise in air conditioned comfort. This is a significant gap in the services for the area and fits in well with our role to be a centre of community for women.
- During the five visits to Wilcannia made in the 2014-15 financial year, our General Manager, Gillian Cohen, provided significant workforce development training and mentoring to the team at Wilcannia. This included introducing a Community Services Capability Framework, Orientation Training in the DVSM practice guidelines and logic model, and training in Resilience, Goal Setting, Personal Presentation and Critical Thinking. Ensuring the training is embedded into the day to day operations of the Safe House is on track as the service capacity continues to grow.
- The Wilcannia Safe House offered a number of community training opportunities this year. In consultation with the Central School, we offered personal presentation classes for young women to assist with employment and self-esteem.
- Securing funding to improve education outcomes; improving youth transition into vocational work and supporting school readiness and attendance from the Indigenous Advancement Strategy, under the Children and Schooling Strategic Programme.
- To show respect to the Elders of the community and build relationships and respect between the community and the Safe House, Mary Ronayne entertains the residents of Wilcannia Hospital with singing.

### GOOD NEWS STORY

Make-up Workshop



Refuges Outreach Action Response (ROAR) provides direct client services in the Blacktown and Hills Districts in Western Sydney. ROAR assists:

- Women and children escaping domestic and family violence
- Women exiting institutions
- Homeless men with children

ROAR has two crisis accommodation buildings which can accommodate up to 30 women and children at any one time, and 14 transitional properties. ROAR additionally provides outreach in the Blacktown area which has gone a long way to help the service gain a strong presence in the region.

### KEY SUCCESSES IN 2014-15

- The major success of the last year was remaining open for women and children from the day that we took over management of the two crisis buildings and keeping open as we converted the buildings and grounds to ensure they were secure, fire safe, and meeting OHS requirements. Other key successes are:

*“partnering with the RSPCA to establish pet friendly refuges”*

- During the year we significantly upgraded security at the two compounds, installing top grade stainless steel security mesh on all windows and doors of the buildings. Internally, bedrooms were given electronic coded entry doors, single keys were introduced for workers, keyless entry into the front door to protect against key duplication. We have increased CCTV cameras and

lighting and added back to base alarms.

- One of our most innovative achievements is the partnership that ROAR formed with the RSPCA to support the establishment of pet friendly refuges. This is a very exciting partnership as there is no other known refuge for women and children who are able to accommodate the whole family including the pets. We are hoping that the leadership we have shown with this will encourage other crisis refuges to also accommodate pets.
- Mission Australia (MA) Blacktown is a key partner in our ability to support single fathers at risk of or experiencing homelessness. We co-locate at MA offices three half days per week.
- ROAR has been able to benefit our clients by expanding the number of properties that we have full nomination rights for. Mission Australia has confirmed that they will provide five properties with long term access for five of our families.
- West Tradies Club generously provided a grant worth \$26,000 to assist the establishment of a more nurturing and healing environment with the introduction of raised garden beds for the clients use. These garden beds will provide a therapeutic outlet and also assist clients to gain skills that will see them be able to better manage financially and assist with nutritional education. All of these skills learnt will continue to benefit the women and the children into the future. The grant also allowed ROAR to purchase a dishwasher and freezers for the crisis refuges which will assist with the comfort and continued health of the women and children.
- In early in 2015, after completing a full repaint and purchasing all new electrical equipment, one of our crisis buildings was badly damaged in a storm. The team and our clients showed amazing resilience gathering themselves up in the middle of the night and treating the move to our second crisis building in the next suburb as an adventure. We remained closed for the short time it took to replace the roof, repaint, and replace the mattresses.



# REFUGE OUTREACH ACTION RESPONSE Continued

- Our client centric culture has been an important element in the success of our "no wrong door" service. We recognise that a client's interaction with us may be the only time they ever seek assistance, and first contact can be pivotal in their future. We trailed a number of ways to implement "no wrong door" service, including a dedicated intake officer and a roster system. We employ a roster system, and complete initial assessments for anyone who contacts us directly or through Linked2Home.
- We offer 24/7 support for clients. We introduced split shifts in 2015, allowing the service to be staffed from 8am to 8pm every day, supplemented with on call between 8pm and 8am and 24/7 at weekends. This allows us to assist any domestic violence client who moves into temporary accommodation and we started working with them immediately to find them

suitable crisis or longer term accommodation.

- We introduced a number of group programs in 2015, including:
  - "Circle of Security" groups for mothers with children to assist them to understand and develop their parenting style and attachment with their children.
  - Self-defence classes to help women feel safe and build on their self-esteem and sense of control
  - Mediation and yoga groups run by the staff to reduce and manage anxiety.
- Between March and June 2015, Sarah Fergusson lived within our ROAR service to create the documentary, Hitting Home, launched on the ABC on 24 and 25 December 2015. Our clients were amazingly generous with their time and sharing their experiences on national TV.

## KEY ONGOING CHALLENGES

Geographically, ROAR is physically located in two properties in adjoining suburbs in the Blacktown region, which are only suitable for women with children. This creates an ongoing challenge for DVSM as our grant is to assist women and children experiencing domestic and family violence in the Blacktown and Hills LGAs, a very large geographic area. Also, we have two additional client groups, women leaving institutions and homeless men with children. While 2014-15 was centred on establishing our facilities in Blacktown, and outreach support, 2015-16 will be heavily focused on expanding our outreach into the Hills LGA while maintaining our high level of service in the Blacktown LGA.

## GOOD NEWS STORY

Beverley (name changed for privacy) accessed the service with her three children after she had been brutally hit around the head with a tyre iron. Beverley had experienced many years of domestic violence at the hands of her partner who abused methamphetamine and other drugs. Beverley on entry to the refuge was considering relinquishing her children. She stated that "she loved them, and they would be better off with some else who could look after them better, and that she was a hopeless mother" something that her ex-partner had told her regularly. Beverley was allocated a case manager who worked with her to identify her goals and areas that she felt she needed support. One of these areas was Beverley's overall confidence, her self-esteem was very low and as a result she did not have faith that she could do anything by herself. Beverley was empowered to access counselling support, work with staff to build on her basic living skills and her parenting skills whilst assisting Beverley to gain long term accommodation through priority housing. As a result Beverley is now living in long term accommodation; she has increased self-confidence and is engaging in community activities like play group with her children. She now feels more confident with her children and is considering furthering her education.





Moving Out Moving On (MOMO) is a new service designed to provide support to access and establish long term, safe and affordable accommodation. MOMO clients include women:

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

MOMO clients receive full wrap around case management, brokerage, supported referrals and assistance to relocate to affordable housing where they can achieve self-sufficiency. Our team also supports women to apply for the Start Safely rental subsidy and the housing applications including priority housing.

DVSM's large network of support providers ensure that MOMO clients who move to new areas will be connected with local services for ongoing support. The team will continue a relationship with the client if they are located in the inner city of Sydney to prevent any future episodes of homelessness.

### **KEY SUCCESSES IN 2014-15**

MOMO has been very successful in developing partnerships with key stakeholders to improve the service delivery model. One of our biggest successes has been to deliver MOMO services within a range of community spaces to reach a broader client group and not only those who would seek homelessness services. Other key successes are:

- We have strong and positive relationships with the organisations where we offer outreach. These organisations not only generously allow us to use their space free of charge for the drop in, we can also use their space to meet with clients outside of the set times. MOMO works from five outreach locations in the Sydney district:
  - Surry Hills Community Centre
  - Newtown Neighbourhood Centre
  - Ozanman Learning Centre
  - Strawberry Hills Housing Office
  - Redfern Community Centre
- MOMO gained a good reputation from both the service sector and government as a service provider that achieves outcomes and is willing to be flexible to better meet client need. MOMO is part of a trial with Link2home to assist women experiencing DFV who are placed in hotels as part of FACS' Temporary Accommodation response. We are proud to be able to increase the assistance that women escaping DFV have, especially women who were falling through the gaps because they weren't able to access a refuge or transitional accommodation.
- We continue to support women after they have left temporary accommodation, offering co-case management alongside their new permanent support service. Often this means that the new crisis support service will provide assistance/ referrals for accompanying children; financial education; referral to specialist services (counselling, Victims of Crime etc). MOMO applies our expertise in rapid rehousing and specialised client centric support to mitigate the impacts of DFV.

# MOVING OUT MOVING ON Continued

- We offer a “no wrong door” initial assessment both on the phone and at our drop in locations. We believe that this is important for clients, even when we have limited experience with the client’s particular needs, to assist them the first time they contact us. We apply our professional expertise and connections to identify appropriate services and our initial assessment will assist the client in the trauma of retelling their story multiple times.
- MOMO is committed to working collaboratively wherever possible. To ensure that we are up to date with all the activities and assistance available for our clients, we are active members of the following DFV interagency groups:
  - Sydney Women’s Homelessness Alliance (SWHA)
  - Inner City Domestic Violence Network
  - Eastern Suburbs Domestic Violence Network
  - Marrickville/Leichhardt Domestic Violence Interagency
  - Sydney Homelessness Interagency
  - Inner City DHIG (Working Group)

## KEY ONGOING CHALLENGES

A large proportion of our referrals are for single women with a range of mental health conditions, (sometimes undisclosed). Mental health conditions do impact on the ability to maintain a relationship with a client, and for the client to succeed in long term accommodation.

This client group are particularly vulnerable, often rotate into and out of homelessness and moving them away from their local geographic area would be unadvisable. Service shopping is also a common reactive defence when decisions are required, ie completing housing applications.

## GOOD NEWS STORY

MOMO received a ‘cold referral’ from Link2Home on the 27 July 2015. Client (age 60) had left her husband on the 26 July 2015 and been placed in TA through Link2Home.

The MOMO worker met with client at HNSW when she attended the office to extend her TA, an initial assessment was done to determine what support MOMO could provide.

The client was assisted with her housing application; with the focus on finding either a refuge or transitional accommodation; in the meantime the worker liaised with HNSW to advocate for an extension of her TA while looking for a place.

The MOMO worker also supported the client at court with her referral to transitional accommodation, and with Centrelink to have her payments changed and to get a crisis payment. A week later the client moved into transitional accommodation and has since moved into a long term social housing property.

# DVSM'S POSITIONING

## **DVSM aims to remain at the forefront of preventing and responding to people experiencing DFV**

Over the last year, domestic and family violence has been brought into the forefront as one of the biggest social issues in Australia. This spotlight brings with it opportunities and challenges. The opportunity is to end domestic and family violence by making it visible. The challenges that comes with that is that the scale of domestic and family violence is going to overwhelm and place new demands on the existing service system.

The response to domestic and family violence has traditionally been a homelessness response. The creation of refuges led to the terrible norm that the victims of violence left their homes while perpetrators of violence stayed. The other responses to domestic and family violence are through police, courts and child protection.

DVSM delivers a number of different types of client services, and as opportunities arise, we plan on expanding this to fill the gaps in service provision that women, children and communities experiencing domestic and family violence demand.

To design new products and services to address domestic and family violence, our work must make meaningful connections to the data and the evidence base to keep on top of the issues, understand what is needed, and what can work effectively for our clients. Success can only be achieved by DVSM continuing to work closely with our stakeholders who are broadly: all levels of government; the DFV sector; academics; and the business and corporate sectors.

### **What are we currently thinking?**

- We recognise that we are operating in a changing service system that is facing pressing levels of social need and resource limitations. We are asking ourselves about what we don't yet know and what we can do differently and better.
- We recognise that social needs are complex and that we need to be adaptive in how we plan for and contribute to positive social change. DVSM continues to engage in asking questions of itself and of society to better understand what is needed most, where system pressure points exist and where gaps are experienced by clients.
- We recognise that the value of asking questions helps us to challenge our own assumptions, to increase our knowledge, to broaden our perspective and to build our empathy. Our questions and our learnings inform our quality improvement strategies and our future service design.
- We are thinking about what it means to be client centric rather than service centric and how to reach the most clients in ways that are most effective for them.
- We are committed to ensuring our services are evaluated and can not only add to our own learnings and improvements but to the wider evidence base and allow translation of successful interventions more broadly.

### **DVSM was formally represented by**

- Gillian Cohen, General Manager DVSM formally represented DVSM:
  - Through acceptance as a member of the Forum of Non-Government Agencies, (FONGA).
  - As the Co-Chair of the Sydney and South East Sydney District Homelessness Implementation Group (DHIG).
- Amanda Greaney, Area Manager ROAR, formally represented DVSM on The Practice Advisory Group advising FACS on the client practice guidelines.
- ROAR: The work of DVSM forms a central part of "Hitting Home" a documentary on domestic violence, which was filmed at ROAR between March and August 2015, and which aired on the ABC on 24 and 25 November 2015.



## MESSAGE FROM THE TREASURER

The 2014/15 financial year marked an exciting new beginning for DVSM following sector reforms and the resulting acquisition of new Government contracts, accompanied by the loss of existing contracts.

Given this restructure it is inconsistent to measure performance based on prior year results. Therefore, our measure of financial performance for this year is based on our strategy of building a robust and sustainable organisation.

### Income

Our total revenue for the year was \$4,184,808. DVSM's main source of income was State Government grant funding with the remainder consisting of grants from local organisations, resident fees and investment income.

We plan to invest in our fundraising work over the next two years to strengthen our long-term financial position and further diversify income sources.

### Expenses

Our total expense for the year was \$3,499,236 with 80% attributed to our services. Major expenses for the year included:

- Employment expenses \$2,430,489, includes redundancy payments associated with the sector reform of \$1,105,771;
- Rent and occupancy expense \$234,072; and
- Professional fees \$142,614, includes accountancy and human resource consultancy fees associated with ensuring full compliance when transitioning services and staff.

### Cash

At 30 June 2015, cash in the bank was \$1,965,108 with a further \$750,000 held in a cash investment account. With our continued focus on cost efficiency and long term financial sustainability we will continue to review cash reserves to ensure we have a solid safety net to underpin ongoing operations.

A number of policy improvements were introduced during the financial year to address the financial risk associated with time limited funding contracts. These serve to increase the financial robustness of DVSM and include:

- Standardising employment contracts;
- Where viable entering into fixed term operating leases instead of purchasing fixed assets;
- Implementation of a new management fee model to reflect the changed organisational structure and ensure that the cost of implementing the SHS Quality System is covered and
- Increasing diversification of income sources.

# FINANCIAL REPORT

## Continued

### Looking Ahead

Looking ahead we will continue to focus on growing and diversifying our sources of income, continuous improvement of our financial systems and increased cost efficiencies to manage our financial risk. Our strategy includes building a strong financially sustainable organisation, with a view to future growth and stability.

2015-16 will be a year of finalising the foundational work carried out during 2014-15, as well as the beginning of our growth phase. We have a budgeted surplus for 2015-2016.

We continue our commitment to accountable and transparent financial management and follow strict procedures to ensure

funds are used as intended, including strong internal policies and audit and external audit. Our audited statutory accounts are lodged annually with the ACNC and can also be found at the end of this report.

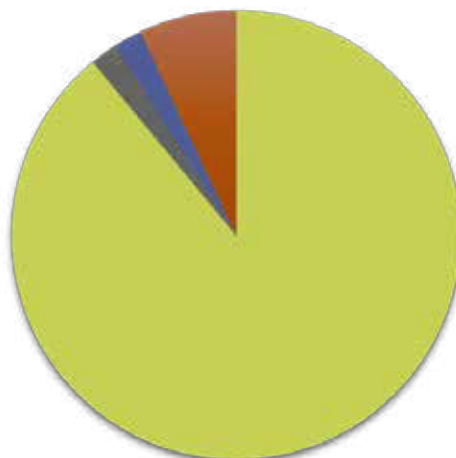
As an organisation, we are on our way to achieving our goal to be financially sustainable over the long-term. However, we are only as strong as our investors and supporters, thank you for your continued generosity and support.



**Vicky Hartley**  
Treasurer, DVSM Board of Directors

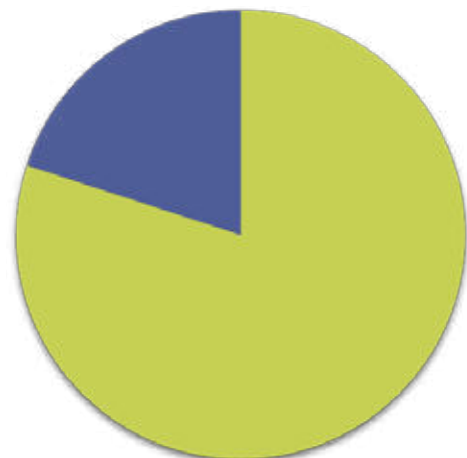
### \$4.1M FUNDING FOR OUR SERVICES

#### Where our funding comes from



- Government Grants 89%
- Other Grants 2%
- Investments 2%
- Other Income 7%

#### How our funding is spent



- Programs 80%
- Support and Administration 20%\*

\*Support and administration costs were higher than normal due to administration costs associated with the transitioning of closed services. These include accounting and human resource consultancy fees to ensure full compliance during the process.

### GRANTS, FINANCIAL SUPPORTERS AND DONORS

#### Grants

- NSW Department of Family and Community Services, SHS grants.
- Indigenous Advancement Strategy, Prime Minister and Cabinet, Indigenous Advancement Strategy.
- West Tradies – Grant to purchase garden beds and dishwashers.

#### Pro Bono Supporters

- Corrs Chambers Westgarth significant assistance with legal advice
- Corrs Chambers Westgarth, Challenger Finance and Lend Lease for accommodation and catering for Board meetings, strategy meetings and annual general meetings.
- To the Summer Interns and their senior supervisors at Corrs Chamber Westgarth, who devoted 350 professional hours to the development of five important information resources for women experiencing domestic and family violence.
- To Jarrod Brooks and Michael Argue from Challenger Finance for lease negotiations.
- David Baxter from Paramount Plans, who provided advice on how to design appropriate accommodation to allow pets in our services.

#### Donations

- Alana & Madeline Foundation - backpacks for children
- Amy Morgan, who arranged for donations from the following for make up to assist with presentation training for our clients in Wilcannia. MAC cosmetics ; PM Studio; The Make-up Store; and make-up artists Tania Zdraveska and Andriana Demetrious
- Lydia Tong, vet from Sydney University for advice on setting up pet friendly refuges.
- Every Little Bit Helps - disposable shoes and personal packs
- Pymont Cares - furniture
- Newtown Neighbourhood Centre - for providing outreach space and room outside of drop in hours
- Surry Hills Neighbourhood Centre - for providing outreach space and room outside of drop in hours
- Redfern Community centre - for providing outreach space and room outside of drop in hours
- Sydney of City (Clover Moore) - for approval of fee waive for using space at Redfern Community Centre
- HNSW Strawberry Hills - for providing outreach space and room outside of drop in hours
- Dorcas Committee - new clothing
- Amway - hair products
- Mums Moving Forward - balls and footy jerseys
- The Beauty Bank - intake toiletry packs
- Mackillop Family Services - Big W Vouchers for client
- Marist Youth Care - Big W vouchers for client
- Mission Australia Blacktown – use of office space for outreach service delivery
- Fernwood Women’s Health Club Blacktown - provision of food for Xmas Hampers, toys for Christmas, sanitary items and Easter eggs
- Assist a Sista – provision of furniture to assist clients to establish themselves.
- The Nappy Collective – provision of nappies for children within the refuge
- Dandelion – personal items packs and various items for children 0 – 8
- Providential Homes – supplied second hand furniture for clients to establish themselves in new accommodation
- Blacktown Police & DVLO Genelle Warne – toys donated at Christmas for each of the children
- Dial-A-Bed Rhodes – car beds for children
- Zonta Club of Nepean Valley –Welcome Packs for clients
- Jo Garsia and Family –Xmas Hampers
- Lockit Systems –secure food storage units for fridges for clients use



# 2014-2105 FINANCIAL ACCOUNTS

## ANNUAL REPORT FOR THE PERIOD ENDED 30 JUNE 2015

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

ABN 26 165 400 635

### Contents

	<b>Page</b>
Responsible Entities' Report	22
Auditor's Independence Declaration	24
Statement of Comprehensive Income	25
Statement of Financial Position	26
Statement of Changes in Members' Funds	27
Statement of Cash Flows	28
Notes to the Financial Statements	29
Responsible Entities' Declaration	37
Independent Audit Report	38

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### RESPONSIBLE ENTITIES' REPORT

The Director's of the company (who are the Responsible Entities as shown on the Australian Charities and Not-for-profit Commission register) present their report on Domestic Violence NSW Service Management Ltd for the year ended 30 June 2015.

#### Directors

The names of the directors in office at any time during or since the end of the financial period are:

Anna Ross  
Moo Baulch (appointed 1 August 2014)  
Suzanne Evans  
Victoria Hartley  
Nicole Billet (resigned 22 September 2015)  
Tracy Howe (resigned 1 August 2014)

#### Strategy and objectives

Domestic Violence NSW Service Management Ltd (DVSM) works to eliminate domestic and family violence and homelessness through direct service delivery and the promotion of best practice.

DVSM provides specialist support to people with or without complex needs who are at risk of, or who are experiencing, domestic and family violence and/or homelessness. The DVSM approach places the client at the centre and supports them to access a range of services through a coordinated wrap around model of case management and service delivery.

DVSM services provide:

- crisis accommodation and support
- access to transitional properties
- coordinated rapid re housing responses
- tenancy support
- specialist domestic and family violence support
- community development and outreach teams
- coordinated case management in collaboration with partners from the public, community and private sectors.

#### Principal Activities

The principal activity of DVSM during the financial year was the provision of direct support and services to people living with or escaping domestic and family violence.

#### Performance measures

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

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### RESPONSIBLE ENTITIES' REPORT

##### **Auditor's Independence Declaration**

The lead auditor's independence declaration for the year ending 30 June 2015 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 15th day of October 2015



# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### MOORE STEPHENS

Level 15, 135 King Street  
Sydney NSW 2000

GPO Box 473  
Sydney, NSW 2001

T +61 (0)2 8236 7700  
F +61 (0)2 9233 4536

[www.moorestephens.com.au](http://www.moorestephens.com.au)

#### AUDITOR'S INDEPENDENCE DECLARATION

#### TO THE RESPONSIBLE ENTITIES' OF DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

I declare that to the best of my knowledge and belief, during the year ended 30 June 2015 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.

*Moore Stephen Sydney*

Moore Stephens Sydney

*Melissa Alexander*

Melissa Alexander  
Partner

Dated in Sydney this 15<sup>th</sup> day of October 2015

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	Note	Year ending 30 June 2015 \$	Period 20 August 2013 to 30 June 2014 \$
Revenue	2	4,184,808	5,674,343
Employee benefits expense		(2,430,489)	(3,652,978)
Depreciation expense		(107,117)	(1,156,110)
Professional fees		(142,614)	(295,159)
Client expenses		(156,380)	(406,292)
Project expenses		-	(78,081)
Rent and occupancy expenses		(234,072)	(271,662)
Conference and meeting expenses		(5,752)	(13,270)
Motor vehicle expenses		(44,844)	(107,066)
Travel expenses		(26,908)	(29,963)
Computer and telecommunication expenses		(122,366)	(131,682)
Other expenses		(228,694)	(269,670)
<b>Surplus/(deficit) before income tax</b>		<b>685,572</b>	<b>(737,590)</b>
Income tax expense		-	-
<b>Surplus/(deficit) after income tax expense for the period attributable to the members of the Company</b>		<b>685,572</b>	<b>(737,590)</b>
Other comprehensive income after income tax		-	-
<b>Total comprehensive income/(loss) attributable to members of the Company</b>		<b>685,572</b>	<b>(737,590)</b>

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

	Note	2015 \$	2014 \$
<b>Current assets</b>			
Cash and cash equivalents	3	1,965,108	2,211,051
Trade and other receivables	4	35,315	16,569
Other financial assets	5	750,000	-
Other current assets	6	30,838	119,674
Plant and equipment	7	-	98,655
<b>Total current assets</b>		<u>2,781,261</u>	<u>2,445,949</u>
<b>Non-current assets</b>			
Plant and equipment	7	136,216	-
<b>Total non-current assets</b>		<u>136,216</u>	<u>-</u>
<b>Total assets</b>		<u>2,917,477</u>	<u>2,445,949</u>
<b>Current liabilities</b>			
Trade and other payables	8	864,271	456,028
Employee benefits	9	65,929	561,691
Other current liabilities	10	234,396	377,496
<b>Total current liabilities</b>		<u>1,164,596</u>	<u>1,395,215</u>
<b>Non-current liabilities</b>			
Employee benefits	9	16,576	-
<b>Total non-current liabilities</b>		<u>16,576</u>	<u>-</u>
<b>Total liabilities</b>		<u>1,181,172</u>	<u>1,395,215</u>
<b>Net assets</b>		<u>1,736,306</u>	<u>1,050,734</u>
<b>Members' funds</b>			
Retained surplus		1,736,306	1,050,734
<b>Total members' funds</b>		<u>1,736,306</u>	<u>1,050,734</u>

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



# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### STATEMENT OF CHANGES IN MEMBERS' FUNDS FOR THE YEAR ENDED 30 JUNE 2015

	Year ending 30 June 2015 \$	Period 20 August 2013 to 30 June 2014 \$
<b>Balance at the beginning of the period</b>	1,050,734	-
Surplus transferred on split of services from DV NSW Inc on 20 August 2013	-	1,788,324
Surplus/(deficit) attributable to members	685,572	(737,590)
<b>Balance at the end of the period</b>	<u>1,736,306</u>	<u>1,050,734</u>

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

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2015

	Year ending 30 June 2015	Period 20 August 2013 to 30 June 2014
	\$	\$
<b>Cash flows from operating activities</b>		
Receipts from customers (inclusive of GST)	166,692	163,265
Payments to suppliers and employees (inclusive of GST)	(4,220,817)	(5,451,328)
Grants received	4,622,652	6,080,555
Donations received	2,592	58,687
<b>Net cash provided by operating activities</b>	<u>571,119</u>	<u>851,178</u>
<b>Cash flows from investing activities</b>		
Interest received	50,612	25,237
Dividend received	460	-
Proceeds from sale of plant and equipment	26,545	-
Payments for plant and equipment	(144,679)	(59,370)
Payments for short term investments	(750,000)	-
<b>Net cash provided by/(used in) investing activities</b>	<u>(817,062)</u>	<u>(34,132)</u>
Net increase/(decrease) in cash and cash equivalents	(245,943)	817,046
<b>Cash and cash equivalents at the beginning of the financial period</b>	2,211,051	-
Cash transferred on the split of services from DV NSW Inc	-	1,394,005
<b>Cash and cash equivalents at the end of the financial period</b>	<u>1,965,108</u>	<u>2,211,051</u>

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

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

##### 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 15 October 2015 by the directors.

##### **Revenue Recognition**

Revenue is recognised when it is probable that the economic benefit will flow to the Organisation 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.

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

#### NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

##### Revenue Recognition(continued)

###### 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 three months or less 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.

###### 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:

<b>Class of fixed asset</b>	<b>Depreciation rates</b>
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.

###### Impairment of Non-Financial Assets

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.



# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

##### NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

###### 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.

###### Provisions

Provisions are recognised when the entity has a legal or constructive obligation as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

###### 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.

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

#### NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

##### 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 (ie 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

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.

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

##### NOTE 2: REVENUE

###### (a) Operating activities

	Year ending 30 June 2015	Period 20 August 2013 to 30 June 2014
	\$	\$
Grants received	3,709,129	5,437,245
Donations	2,592	58,688
Resident fees	24,848	76,199
Membership fees	-	1,231
Other revenue	378,618	75,743
	<u>4,115,187</u>	<u>5,649,106</u>

###### (b) Non-operating activities

Interest income	69,161	25,237
Dividend Received	460	-
	<u>69,621</u>	<u>25,237</u>

##### Total Revenue

<u>4,184,808</u>	<u>5,699,580</u>
------------------	------------------

##### NOTE 3: CASH AND CASH EQUIVALENTS

	30 June 2015	30 June 2014
	\$	\$
Cash on hand	1,388	17,652
Cash at bank	1,963,720	2,193,399
	<u>1,965,108</u>	<u>2,211,051</u>

##### NOTE 4: TRADE AND OTHER RECEIVABLES

Trade receivables	16,767	6,333
Other receivables	18,549	10,236
	<u>35,315</u>	<u>16,569</u>

##### Terms and Conditions

Receivables are non-interest bearing and unsecured.

##### NOTE 5: OTHER FINANCIAL ASSETS

Held to maturity investments - Interest Bearing Deposits	<u>750,000</u>	<u>-</u>
--	----------------	----------

##### NOTE 6: OTHER CURRENT ASSETS

Prepayments	22,556	119,674
Security Deposits	8,282	-
	<u>30,838</u>	<u>119,674</u>

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

##### NOTE 7: PLANT AND EQUIPMENT

	30 June 2015	30 June 2014
	\$	\$
Office equipment - at cost	87,932	521,044
Less: accumulated depreciation	<u>(20,214)</u>	<u>(500,595)</u>
	67,718	20,449
Furniture and fittings - at cost	69,456	488,815
Less: accumulated depreciation	<u>(958)</u>	<u>(474,996)</u>
	68,498	13,819
Motor vehicles - at cost	53,278	942,400
Less: accumulated depreciation	<u>(53,278)</u>	<u>(893,610)</u>
	-	48,790
Property improvements - at cost	-	720,774
Less: accumulated depreciation	<u>-</u>	<u>(705,177)</u>
	-	15,597
Total Plant and Equipment	<u>136,216</u>	<u>98,655</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 \$	Property improvements \$	Total \$
<b>Balance at 1 July 2014</b>	20,449	13,819	48,790	15,597	98,655
Additions	75,223	69,456	-	-	144,679
Depreciation expense	(11,999)	(959)	(10,656)	-	(23,614)
Disposals	<u>(15,955)</u>	<u>(13,818)</u>	<u>(38,134)</u>	<u>(15,597)</u>	<u>(83,504)</u>
<b>Balance at 30 June 2015</b>	<u>67,718</u>	<u>68,498</u>	-	-	136,216

##### NOTE 8: TRADE AND OTHER PAYABLES

	30 June 2015	30 June 2014
	\$	\$
Trade payables	224,358	54,951
Accrued expenses	41,027	166,432
GST payable	35,826	79,837
Other payables	<u>563,060</u>	<u>154,808</u>
	<u>864,271</u>	<u>456,028</u>

##### Term and conditions

All other payables are non-interest bearing and unsecured.



# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

##### NOTE 9: EMPLOYEE BENEFITS

	30 June 2015	30 June 2014
	\$	\$
<b>Current</b>		
Employee benefits - annual leave	61,147	306,261
Employee benefits - long service leave	4,782	255,430
	<u>65,929</u>	<u>561,691</u>
<b>Non-current</b>		
Employee benefits - long service leave	16,576	-
	<u>16,576</u>	<u>-</u>
<b>Analysis of total provisions:</b>		
Opening Balance	561,691	-
Balance transfer from the split with DV NSW Inc	-	605,345
Movements in the provisions during the period	(7,621)	(43,654)
Provisions paid out on redundancy	(471,565)	-
	<u>82,505</u>	<u>561,691</u>

##### NOTE 10: OTHER LIABILITIES

Redundancy accrual	14,217	142,720
Income in advance	25,000	234,776
Grants to be carried forward	195,179	-
	<u>234,396</u>	<u>377,496</u>

##### NOTE 11: LEASE COMMITMENTS

###### Operating lease commitments

Non-cancellable operating leases contracted for but not capitalised in the financial period

Payable		
- within one year	75,979	16,708
- after one year and within five years	86,395	-
	<u>162,374</u>	<u>16,708</u>

###### General description of leasing arrangement

Operating leases consist primarily of office premises rent and motor vehicle leasing. All leases are non-cancellable leases, with rent payable monthly in advance. Lease payments for 2014-15 were \$71,651.

##### NOTE 12: RELATED PARTY TRANSACTIONS

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

Aggregate compensation	<u>136,921</u>	<u>36,946</u>
------------------------	----------------	---------------

Key Management is the General Manager.

###### 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 13: 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 14: CONTINGENT LIABILITIES

At 30 June 2015 Domestic Violence NSW Service Management Ltd had contingent liabilities consisting of a bank guarantee of \$21,402 relating to the current office lease, and a security deposit of \$8,282 relating to a recently expired office lease.

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

#### NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2015

##### NOTE 15: EVENTS AFTER THE REPORTING DATE

No matter or circumstance has arisen since 30 June 2015 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.

##### NOTE 16: 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:

	30 June 2015	30 June 2014
	\$	\$
<b>Financial assets</b>		
Cash and cash equivalents	1,965,108	2,211,051
Trade and other receivables	35,315	16,569
Held to maturity investments	750,000	-
<b>Total financial assets</b>	<u>2,750,423</u>	<u>2,227,620</u>
<b>Financial liabilities at amortised cost</b>		
Trade and other payables	<u>864,271</u>	<u>456,028</u>
<b>Total financial liabilities</b>	<u>864,271</u>	<u>456,028</u>

# 2014-2105 FINANCIAL ACCOUNTS


## Continued

### 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 4 to 15 :
  - 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 2015 and of the performance for the financial ended on that date; and
  - c. comply with the *Corporations Act 2001* , 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 15th day of October 2015

# 2014-2105 FINANCIAL ACCOUNTS

## Continued

### MOORE STEPHENS

Level 15, 135 King Street  
Sydney NSW 2000

GPO Box 473  
Sydney, NSW 2001

T +61 (0)2 8236 7700  
F +61 (0)2 9233 4636

[www.moorestephens.com.au](http://www.moorestephens.com.au)

#### INDEPENDENT AUDITOR'S REPORT TO THE RESPONSIBLE ENTITIES OF THE DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

##### Report on the Financial Report

We have audited the accompanying financial report of the Domestic Violence NSW Service Management Ltd ('the company'), which comprises the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, a summary of significant accounting policies, other explanatory information and the responsible entities' declaration.

##### *Responsible Entities' Responsibility for the Financial Report*

The responsible entities of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations), and the financial reporting requirements of the *Australian Charities and Not-for-profits Commission Act 2012*. The responsible entities' responsibility also includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

##### *Auditor's Responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial report 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 entities internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the management, as well as evaluating the overall presentation of the financial report.

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

##### *Independence*

In conducting our audit, we have complied with the independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012*.



# 2014-2105 FINANCIAL ACCOUNTS

## Continued

**MOORE STEPHENS**

### Opinion

In our opinion the financial report of Domestic Violence NSW Service Management Ltd is in accordance with the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- a) giving a true and fair view of the company's financial position as at 30 June 2015 and of its performance for the year ended on that date; and
- b) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations), and the financial reporting requirements of the *Australian Charities and Not-for-profits Regulation 2013*.

### Report on Other Legal and Regulatory Requirements

In our opinion the financial report of Domestic Violence NSW Service Management Limited is in accordance with the *Charitable Fundraising Act 1991* (the "NSW Act"), including:

- (a) the financial report of the company shows a true and fair view of the financial results of fundraising appeals for the year ended 30 June 2015;
- (b) the financial report and associated records of the company have been properly kept during the year in accordance with the NSW Act;
- (c) money received as a result of fund raising appeals conducted during the year ended 30 June 2015 has been properly accounted for and applied in accordance with the NSW Act; and
- (d) as at the date of this statement there are reasonable grounds to believe that the company will be able to pay its debts as and when they fall due.

  
Moore Stephens Sydney  
Chartered Accountants

  
Melissa Alexander  
Partner

Dated in Sydney this 15<sup>th</sup> day of October 2015

