




Domestic Violence Service Management

Annual Report
2015 - 2016



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MESSAGE FROM THE CHAIR Anna Ross

During the 2015-16 year, the team at Domestic Violence Service Management (DVSM) managed to pull off the difficult double act of simultaneously consolidating, strengthening and improving client service delivery and stakeholder relationships across our three client facing services and pursuing and converting on a number of exciting new challenges and opportunities.

The combination of DVSM's ongoing commitment to high quality service delivery at Wilcannia Safe House, ROAR and MOMO and the successful pursuit of new contracts meant that the team at DVSM had an extremely busy year throughout 2015-16. Our particular thanks go to Gillian Cohen (General Manager throughout 2015-16), Penny Wood (Manager of MOMO), Mandy Greaney (Manager of ROAR) and Mary Ronayne (Manager of Wilcannia Safe House). Also to the amazing corporate office team led by Gillian, Sal Dennis and Annalees Jeffriess.

DVSM enjoyed a great deal of success in 2015-16, but I cannot forgo the opportunity to mention a few highlights:

1. The establishment in October 2015 of Sightlines, DVSM's professional services division. Sightlines provide essential support to Wilcannia Safe House, ROAR and MOMO by promoting service quality and capacity building. Early in its life Sightlines also succeeded in securing a number of opportunities to provide consultancy and capacity building services to external clients. Notably in 2015-16, Sightlines secured contracts to provide consultancy services to two of our Specialist Homelessness Services peers. Since then, Sightlines has gone from strength to strength.
2. DVSM was successful in winning through a competitive tender the contract to deliver the Domestic Violence After Hours Service (DVAHS) for Western Sydney delivering a new model to provide after-hours emergency response to women and children escaping domestic and family violence (DFV). This service is delivered by the ROAR team.
3. We invested in capacity building, staff development, compliance and other measures across all our client facing services to ensure that DVSM moved forward as a robust, sustainable organisation with strong foundations in all client facing services as well as the capacity to pursue growth and opportunities.
4. Through a partnership with the ABC and Infilms, our amazing ROAR staff and clients featured in the highly praised documentary 'Hitting Home'. The DVSM team celebrated their courage and their important contribution to the national discussion on DFV with a well-attended event that included a presentation by Sarah Ferguson and screening of highlights from 'Hitting Home'.
5. DVSM was recognised for our support of diversity across our workforce with a small employer award by Pride in Diversity.

This is only a small selection of the impressive achievements of the DVSM team during 2015-16. There are many more and I encourage you to read this Annual Report so as to get the full picture of the team's achievements.

On behalf of all Board members, I extend sincere thanks to our corporate office team and our amazing front line staff who, day in and day out, are dedicated to supporting our clients to be safe and make changes to their lives when they are ready to do so.

From a personal perspective, I want to acknowledge the efforts and dedication of DVSM's dedicated Board members, including Treasurer Vicki Hartley and Directors Suzanne Evans and Moo Baulch. It has been a pleasure working with these inspiring and dedicated women who devote many unpaid hours of their time each year and whose hard work and insights have done a great deal to ensure the ongoing success of DVSM.



Anna Ross
Chair, DVSM Board of Directors

To begin, I would like to thank our team and our Board of Directors. It has been a big year. We have won an award, a competitive tender for an innovative new service, and established a professional services division. This success is due to the drive and commitment of the overall team.

Over the 2015-16 financial year, both government and media activity signaled that DFV will continue to be a social and political priority, with profound influences on our organisation for years to come; Elizabeth Broderick, the previous Sex Discrimination Commissioner, has been appointed NSW Australian of the Year; and an additional \$60 million in the NSW budget for domestic violence interventions has been announced.

DVSM has been invested in sharing our expertise with Government and activities included:

- Providing input into the consultations to develop the 'NSW Domestic and Family Violence Blueprint for Reform 2016-2021: Safer Lives for Women, Men and Children';
- Sector representative on the COAG advisory group on homelessness and domestic violence COAG Advisory Panel on Reducing Violence against Women and their Children, the final report of which was released in April 2016;
- Engaging in consultation opportunities with Family and Community Services, Women NSW, and Treasury;
- Utilising our membership of DVNSW, FONGA and NCOSS to ensure the issues we face are heard.

The increased focus on DFV as a policy priority over the last few years and ongoing changing social attitudes have increased demand for our services and impacted on the overall organisation in many ways. We have been rigorous in adopting the latest evidence in our service improvement efforts, with the aim of empowering clients to achieve permanent positive change.

The release of 'Change the Story' in November 2015, the National Framework for the Primary Prevention of Violence Against Women and their Children, and the findings from the Victorian Royal Commission into Family Violence, provide important background to our overall work:

- We attended the ANROWS conference, and actively follow the ongoing release of reports of the significant work they are doing, to assist driving practice change;
- We use the data and other work from Our Watch who drive nationwide change in culture behaviours and power imbalances that lead to violence against women and children;
- We are engaging in exploratory discussions with Brain Injury Australia on better understanding the role of acquired brain injury in victims and perpetrators of DFV and how this could inform our work;
- We are working with the RSPCA and veterinarians, to better understand the impact of domestic violence on companion animals and the family to make our offering pet-ready.

As a service organisation, the knowledge, skills and ability of our workforce are essential to assisting our clients to identify and achieve outcomes. DVSM has prioritised workforce capacity building, aligned with our strategic plan, to enable us to meet our strategic goals. We have taken a systematic approach so that the different components work together to reinforce each other, and the whole workforce is actively engaged in how the overall work will directly improve service for our clients.

While many challenges face both DVSM and the sector more broadly, we have a strong commitment to breaking down the silos between policy areas, service providers and sectors to improve the outcomes for clients. We have worked collaboratively on a number of significant projects to improve our service for new client groups; we prioritise our relationship with funding agencies, and actively participate in the sectorial interagency meetings. I am really proud to say that our workforce also work to remove silos between geographic areas and teams, and that overall, the team know that they work for DVSM as opposed to a specific geographic location – which brings significant benefits to everyone individually and the organisation as a whole.



MESSAGE FROM THE GENERAL MANAGER Gillian Cohen

MESSAGE FROM THE GENERAL MANAGER

Continued

This report aims to provide a snapshot of what we have done, and where we are headed, to provide better outcomes for our clients. The amount of work that has been achieved in the last financial year is truly remarkable and can't ever be captured in a report. It couldn't have been achieved without the commitment of an amazing group of staff, managers, and the consultants we work with. Again, I would like to thank the whole team and everyone we have worked with, for making it happen.



Gillian Cohen
General Manager

An impressionist painting of a village scene. The foreground is dominated by a large, dark, circular shape, likely a shadow or a graphic element. The background shows a cluster of white buildings with dark roofs, interspersed with tall, slender cypress trees. A church with a prominent dome is visible on the right side. The overall style is characterized by visible brushstrokes and a rich, textured color palette of blues, greens, and earthy tones.

**ABOUT
DOMESTIC
VIOLENCE
SERVICE
MANAGEMENT
– DVSM**

ABOUT DVSM

DVSM is a charity with a vision for a world where women, families and communities live free from violence, have equal rights, opportunities and the freedom to reach their potential. Our purpose is to empower clients to make positive permanent changes that improve their safety and wellbeing.

Our clients have predominantly, though not exclusively, been people experiencing DFV in a homelessness context. DFV takes many forms and can include:

- Physical assault
- Sexual assault
- Psychological abuse
- Emotional abuse
- Verbal abuse
- Financial abuse
- Social abuse
- Spiritual and cultural abuse

DFV is an issue affecting all postcodes and communities. However, everyone's experience of DFV is unique. Whether you have children, if you have supportive family and friends nearby, if you live in an area where people believe 'that doesn't happen here' or if violence has been part of your everyday life, this will all impact on how you experience violence. Equally, the choices that each person makes to overcome their experience are diverse. There are some things that connect all experiences – it should not be happening and the violence is the responsibility of the perpetrator of violence, not the victim.

Client Services

Wilcannia Safe House, Refuge Action Outreach Response (ROAR), and Moving Out Moving On (MOMO)

We provide an integrated service to the community experiencing DFV in three areas of NSW: the Far West, Western Sydney and the Sydney district. Our approach is client centred, using a case management process to identify, understand and respond to client's individual needs. This may include advocacy, housing services and goal setting. We work in partnership with clients to effectively meet their individual needs whilst supporting them to develop the skills to be able to seek any supports they need into the future. This involves us working with the broader service system and connecting our clients to the most appropriate support services for them to achieve their short and long-term goals.



Professional Services

Sightlines – clear pathways to outcomes

Sightlines is the professional services division of DVSM. It was established in October 2015 to support our three client-facing services we operate with quality improvement, service design and evaluation.

Sightlines also provides consultancy and capacity building services to Government, Corporate and the Community Services sector.

The consulting services offered by Sightlines to the broader sector, are enhanced by being part of DVSM. The Sightlines team work closely with our client-facing services so we are able to test new ways of working in different contexts and service models to ensure that the consulting we provide has been verified in practice as well as theory.

Sightlines work in partnership with our external clients to get the best outcome they need. A range of consultancy services include:

- Facilitation services
- Working with organisations to become evaluation/outcome ready
- Standards and quality improvement
- Service and system design including stakeholder identification
- Gap analysis and product development based on evidence and best practice
- Client needs analysis and stakeholder engagement to develop best practice responses
- Workshops and training

Our Values

The values that guide our everyday work include:

- 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.





STRATEGIC PLAN

Update on Progress



STRATEGIC PLAN

Update on Progress

Our strategic plan 2015-2018, identifies four focus areas that are designed to work together to build the capacity of DVSM as a whole, strengthen our workforce, create a positive impact for clients, and increase our sustainability. After one year, we are well on the way to achieving the strong foundations that will enable us to achieve the goals set for 2018.

Focus Area One – Creating a robust sustainable organisation

Over the last year, we have carefully designed and commenced progress on a pathway to fulfilling the Specialist Homelessness Services (SHS) Standards. We have designed our approach to this work in a way that provides not only the rigour we need for a firm foundation, but also the scalability required into our future.

Key highlights include:

- Design and introduction of an 'organisational framework' which presents a single picture of all the components which make up our enabling environment.
- Design and introduction of a 'policy logic' that categorises and maps the required policy suites to consolidate our foundations and to assist workforce development and practice. This approach to policy development places us in a strong position to adapt and fulfill incoming changes to standards and/or to adopt new standards required under additional funders.
- Design and establishment of a 'structured consultation process' that places value on and draws from the expertise of staff across the organisation for the development of policy suites and key frameworks.
- Introduction of a staff intranet and the identification and procurement of effective financial and HR software platforms.

From the outset, our approach to fulfilling the SHS standards by June 2017 has aimed to embed a culture of quality and excellence, rather than treat the standards as a compliance layer separate to the day-to-day work. The full workforce has been involved in the development process, which has assisted understanding of the standards and increased ownership across teams.

Focus Area Two – Developing quality services and products

Over the last year, we have been reviewing and documenting our practice to inform the development of our practice framework. We have designed our approach to this work in a way that recognises the critical role of evidence from literature and research, and builds on the capabilities of the workforce and is designed in alignment with our organisational values.

Key highlights include:

- Development of DVSM's Code of Practice Policy Suite to build consistency across service models in the areas of ethical practice, code of conduct for interactions with children, young people and families, child protection and wellbeing, feedback and complaints management, and duty of care.
- Exploratory projects in the Western Sydney region to better understand the service needs of;
 - Women leaving correctional services, in particular women leaving correction services within the Western Sydney area
 - Homeless fathers with accompanying children to improve service design and service responses.

The learning process has drawn from evidence, along with the practice wisdom of our own staff, and of other services that have long provided for these groups. The resulting project reports have been widely distributed and well received. We have started to establish working relationships with relevant services providing for these groups.



- Acknowledging that the welfare of a family pet can play a key factor in a person's decision to leave a violent relationship, we have adjusted our service provision to incorporate pets and companion animals into the Western Sydney Service. We can now accommodate cats and dogs, with both purpose-built kennels and a cat area. We are sharing our learning from this process with interested services and working with the RSPCA to help make more services pet friendly.
- Commencement of an exploratory project to better understand concepts of safety for clients in order to inform our service design and communication with clients.

Focus Area Three - Building an influential profile and strong stakeholder engagement

Our goal by 2018, is that DVSM will be delivering evidence based services informed by, and in partnership with key stakeholders. By collaborating in the design, delivery and evaluation of services, we can contribute to an improved service system to achieve positive client outcomes.

Understanding the service and policy system has been a key focus over the last year to enable us to start breaking down the silos that act as a barrier for our clients. The organisation as a whole has specifically been working with:

- Sector and funders
- Policy and Government
- Media and the broader public
- Groups and individuals with significant expertise in their fields

Key highlights include:

- We are active members of the SHS sector, attending the District Homelessness Interagency Meetings, CEO forums, and DFV inter-agencies in the regions where we operate. These are particularly important to understand and feedback the issues of the sector to Family and Community Services (FACS) and identify new practices and opportunities for inclusive stakeholder relationships.
- We were in a successful partnership with the ABC and In-Films in their documentary 'Hitting Home'. This aired in October 2015 and furthered our aim of raising public awareness of DFV.
- We have been sharing our learning and insights through project reports, participation in forums and through specific opportunities. For example;
 - Our ROAR Manager was invited to present our work on 'Animals as a member of the family' at the Domestic Violence and Animal Abuse – International Perspectives Conference 2016, along with international speakers from the UK and USA. This conference was organised by Lucy's Project, whose aim is to lift 'the veil of invisibility from the role of animal abuse in domestic violence through studies and encouraging early intervention'.
 - Our Sightlines Manager presented the work we have been doing to develop a 'Safety Trio concept' at a forum promoting information and discussion on local domestic violence initiatives and exploring the intersection between domestic violence and child protection, run by the Sydney Local Area Health District, with speakers from Sydney University and FACS.
 - Our Wilcannia Safe House Manager, has taken on the role as Far West Coordinator for NCOSS, and in this capacity has organised a number of consultations in the Far West to give the local community a voice in policy and service reform.
- We are delighted to advise that we were successful and won the Pride In Diversity – Australian Workplace Equality Index – Small Employer Award 2016 for our diversity practices.



STRATEGIC PLAN

Update on Progress

Continued

Focus Area Four – supporting the development of a culture of innovation and excellence

Our fourth goal is that by 2018, we have a high performance culture, a strong commitment to professional development and continuous improvement to build a workforce equipped to support clients to achieve their self-defined goals.

This year saw the establishment of DVSM's Professional Services Division - Sightlines, providing internal consultancy to our client services division and fee-for-service consultancy to external organisations wishing to build their capacity to achieve positive social change.

Key highlights include:

Internal Consultancy

- Leadership in the design of quality systems relating to fulfilment of the SHS standards
- Leadership in the design and facilitation of projects relating to improved understanding of and service responses for specific client groups
- Focused investment into workforce development and capacity building through:
 - Updating Human Resources policies for all staff and orientation process for new staff;
 - Introducing our workforce development strategy;
 - Designing and introducing our Community Services Capability framework and related Performance Agreement Process
- Design and supports for shared learning through cross organisational workshops and internal staff secondments within Sightlines.

External Consultancy

- Undertaking a SHS Service Review for a provider of specialist homelessness services to provide the service with a clear self-assessment of strengths and areas for development in fulfilling its vision, in meeting the SHS standards, and in preparing for evaluation. We have also been able to provide guidance and tools to assist the organisation's preparation for the SHS Self-Assessment.
- SHS Service Review for a large provider of specialist homelessness services in Northern Sydney. Similar to the work described above, we have undertaken a comprehensive self-assessment of the organisation with a recommended staged implementation based on priorities. Our work will continue over the first half of the 2016-2017 year to develop guidelines and tools to achieve some of the recommendations made in the service review report.
- Facilitating a 'No Wrong Door Project' for an SHS District. In an effort to assist the district's overall approach to No Wrong Door, Sightlines was contracted to facilitate the five SHS Services within the District. Options were developed, along with a shared agreement for a cohesive approach to No Wrong Door across the District. Sightlines were engaged to objectively facilitate the work for a whole of district benefit.

New knowledge and insights that Sightlines will be sharing internally and more broadly include:

- New client communication resources to improve the information and accessibility of core messages about intimate partner violence – equipping clients ahead of, during, and beyond their access to our services;
- Sharing our growing understanding of safety concepts and responses to safety using a wellbeing framework.



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WILCANNIA SAFE HOUSE



WILCANNIA SAFE HOUSE

Wilcannia Safe House (WSH) offers immediate refuge, with an overnight unit for anyone needing to escape from domestic violence. It also serves as a community hub, offering a safe and supportive location where women and children can meet; a space where local and visiting services can hold information sessions, events and one-on-one client meetings; and the base from which we run our own community outreach service.

One of the big challenges in Wilcannia is scarcity of housing, and in addition to our overnight unit, we manage six properties, including two crisis units, two transitional units and two exit units. We can assist individuals and families to access temporary accommodation and provide support, where it's necessary, for people to leave for another location to ensure their safety. Whether living in these properties or in the community, we assist women with children to move permanently to new long-term housing, and link them with ongoing support services in new locations.

Our Service

We believe it is important to offer our clients information that is relevant to them. Consequently, our program is flexible, in response to our clients' most pressing need at the time.

We offer a drop in service at our community hub, for women in crisis or just wanting to find out information, use of the computers or clients who need assistance in negotiating with FACS or Centrelink for services. For all our clients, in addition to their immediate needs, we discuss future plans. Our environment and practice is non-judgmental and welcoming, so that women feel safe to return to us in the future, should they need to.

Wilcannia has a small population of around 600 people. Many of those who offer services in Wilcannia have to travel here to do so. We are pleased that we are recognised as an important community hub service, with a dedicated room, where visiting services can access comfortable and functional conditions in which to work.

In turn, these services offer valuable support to our clients. In the last year, examples of providers and focus areas include:

- Legal services including Far West Community Legal Services, Warra-Warra Legal Service and Women's Legal Service work with our clients;
- The Police Domestic Violence Liaison Officer (DVLO) spends considerable time working with women to improve their safety;
- Health and wellbeing for our clients has been a priority through Mission Australia's dietician and Maari Ma diabetic services;
- Children and parenting support has been through Mission Australia and Save the Children.

WILCANNIA SAFE HOUSE

Continued

Capacity Building

In this past financial year, our Wilcannia Safe House Manager, has been working on building the capacity of the workforce; upgrading the safety of the facilities; improving use of enabling information technology; increasing the potential utility of the community hub; and building community engagement to understand the role of the Safe House.

We have been engaged in training with current staff and run programs involving students from the two schools, caregivers, and community women. Over the last year, we've delivered programs and activities relating to:

- Goal setting and dream-boarding.
- Resiliency, values and mindsets to support goal setting.
- Group facilitation skills that practically equip the team to run a three-hour session from the planning stage to the execution and

wrap up. This session is run twice a year and significant enhancement in planning, time management, and resourcing skills is becoming evident.

- Workforce skills development using the DVSM Community Services Capability Framework.
- Policy and procedure training including regular Workplace Health and Safety sessions, which has been a significant improvement in the overall look and feel at the Community Hub.
- Critical thinking project where building knowledge of other service providers and what clients need to know, was combined into a presentation experience.

Utilising funding from the Indigenous Advancement Strategy (IAS), we've recruited two local women, to build their career path. These staff will begin studying at TAFE for a career in community services.

The Safe House resources are also being upgraded:

- Physical security is continuing to improve, and the latest addition is that the front gates now have an intercom and after-hours access is via an illuminated keypad with passwords for residents and staff.
- Clients in danger have duress alarms, which can activate responses from both staff and police.
- New blinds were installed in the Community Hub, replacing the original blinds and improving the safety, and light quality.
- The kitchen has been upgraded to be a commercial kitchen, allowing the teaching of nutrition and improving health and safety.
- Improvements to the IT and telecommunications; the data room has been rewired for Work Health and Safety; installed a repeater to improve mobile access and upgraded all the computers. A new public phone was also added for the clients.

Into the Future

In the coming year the Wilcannia Safe House team will continue to focus on community engagement and capacity building to prevent DFV and we look forward to working with both men and women to address this issue and to strengthen community.

REFUGE OUTREACH ACTION RESPONSE (ROAR)



The name of our Western Sydney Service, ROAR, is taken from the four key parts of the service:

Refuge	We operate two physical refuges providing crisis accommodation for women and children.
Outreach	To provide a client centric response for families living in the community, we work with clients living in the community at risk of, or post homelessness, and we co-locate in a number of different locations, to increase the pathways into service for our clients.
Action	We empower clients to plan and take actions for themselves to make permanent positive changes in their lives, and we take action on behalf of our clients where advocacy and supports are identified in case planning.
Response	We provide timely responses to the requests of clients seeking services and seeking safety. We do this through telephone and face to face service delivery based in our refuge and outreach programs.



Our Service

We receive funding from FACS Specialist Homelessness funding to work with three different client groups:

- Women with children experiencing DFV and homelessness
- Women (with children) leaving correctional services or other institutional settings
- Men with accompanying children

While our funding is designed to assist these groups to secure or maintain long-term, safe accommodation, we work holistically to address the underlying causes of homelessness and domestic violence. We link our clients to the broader supports available, and work with each client to develop a self-directed long term plan to meet their self-defined goals.

REFUGE OUTREACH ACTION RESPONSE (ROAR)

Continued

Capacity Building

We have spent this year strengthening and building on our client centred supports. Some examples include:

- To meet the needs of the children accompanying our women clients, we have contracted a child psychologist specialising in working with children who have experienced DFV or sexual assault into our service.
- Creating physical environments conducive to promoting wellbeing, family relationships, and positive client connections between residents. This has included procuring and establishing landscaped gardens at one of our two refuges to offer calm sanctuary for clients and to enrich the everyday learning environment for children.
- As an output of the project (described earlier) on improving our understanding of and services responses for women leaving correctional services, we have sought to strengthen our relationship

with Corrective Services NSW. This has led to the identification of opportunities to provide pre-release supports. This has included:

- Establishing clearance to access prisons in Western Sydney
- Continued discussion with Corrective Services NSW staff to seek to establish a direct referral pathway
- Sustained advice and support from Women in Prison Advisory Network (WIPAN) and referrals to local service provider Marrin Weejali.
- Regionally, ROAR has a strong partnership with Mission Australia in Western Sydney. Mission Australia provides an office for DVSM outreach services and we have a working relationship to assist shared clients including the use of Mission Australia properties.
- DVSM has completed a Market Analysis of the Blacktown and Hills regions, to provide ROAR with a greater understanding of the community services operating in the local area. This knowledge can inform ways to increase the reach of ROAR services through opportunities such as partnering, co-locations and other activities. DVSM does not seek to duplicate services already in existence, but rather to dovetail with these services and fill gaps not currently serviced.

Into the Future

DVSM has been successful in winning a competitive tender to deliver the Domestic Violence After Hours Service (DVAHS) for Western Sydney which is a new model to provide after hours emergency response to women escaping DFV. This service will be provided through DVSM's ROAR service and will optimise and strengthen existing referral networks, as well as new referral pathways to meet unmet needs.

ROAR will also be providing mobile pop-up services in the ROAR contract catchment. This will allow for drop in services and will strengthen the profile of the service for referrals and self-referrals. Mobile pop-up services will also assist in building community awareness about what services are available for women and men with accompanying children.

• MOVING OUT MOVING ON (MOMO)



MOVING OUT MOVING ON (MOMO)

Moving Out Moving On (MOMO) is established in the inner city of Sydney, specifically to meet needs of women with or without children experiencing DFV, to find new homes. As a non-residential service, we assist women living in the community as they are going through this process.

Some of the challenges of working in the inner city are:

- That accommodation is much more expensive
- A high percentage of our clients are experiencing the impacts of complex trauma and mental illness
- A large number have no permanent accommodation and are effectively staying with friends or family or 'couch-surfing'.

These factors can have significant impacts on our clients, which can impact their ability to engage with us and Government service providers. MOMO maintains a flexible and client-centred approach to service provision to assist in mitigating the effects of these challenges where possible.

Our Service

We receive funding from FACS Specialist Homelessness funding to work with:

- Single women escaping domestic violence and homelessness
- Women with children escaping domestic violence and homelessness

MOMO is the only DVSM service with no associated crisis accommodation. We have formal agreements with five services to co-use their space to enable us to meet with our existing clients and to increase the opportunities for people in the community to find our service, especially those that may never come to Housing NSW or a Specialist Homelessness Provider. MOMO staff are located at these services for one day each week:

- Surry Hills Neighbourhood Centre
- City of Sydney – Woolloomooloo Integrated Service Hub (WISH)
- Newtown Neighbourhood Centre
- Housing NSW City Office – Strawberry Hills
- Redfern Community Centre

With a large number of our clients needing to interact with the legal system, MOMO has semi-formal partnerships with two organisations working in the criminal and the family court systems - through these we support women appearing in the criminal and civic courts.

- Women's Family Law Support Services (WFLSS)
- Domestic Violence Court Advocacy Service (DVCAS)



MOVING OUT MOVING ON (MOMO)

Continued

While our funding is designed to assist clients to secure and maintain long-term, safe accommodation, we work holistically to address the underlying causes of homelessness and domestic violence including working with the client's family. This involves educating clients about the different housing options and establishing a safety strategy, referrals to the broader supports available, and work with each client to develop a self-directed long-term plan for change.

A large part of our work, particularly with new clients, involves advocacy and supported referral for our clients to negotiate any matters that are influencing their housing or Centrelink applications. Importantly, we provide a safe space where clients can drop in for a conversation with one of our staff.

Capacity Building

MOMO spent the year improving our service through partnerships with key stakeholders, workforce development opportunities, and additions to our service delivery program.

Stakeholder Engagement

We added a partnership with Redfern Community Centre as a key location for making connections with Aboriginal and Torres Strait Islander clients and communities affected by DFV.

Our partnership with the Housing NSW City Office in Strawberry Hills has flourished and we have also experienced greater flexibility in responding to the needs of our clients. For clients who present to the Housing NSW office in crisis, they can either immediately speak to or be referred to an appropriate service within the same location.

Our partnership with Surry Hills Neighbourhood Centre has strengthened, and our partnerships with Newtown Neighbourhood Centre and the WISH continue to be trauma-informed safe spaces for clients to access multiple services at the same time and location.

We have built on stakeholder relationships by:

- Inviting service providers to our team meetings to develop informal partnerships with those services and referral pathways for our clients. Some of these have included teams from Corrective Services, Community Services, Centrelink, Mental Health organisations, Health services and Indigenous services;
- Participating in large-scale events relating to homelessness and/or DFV. Examples include: White Ribbon Day events, Homelessness Connect, Collectively Strong – Community Against Domestic and Family Violence, the Women's Transgender Forum run by the Sydney Women's Homelessness Alliance, and the Women's Domestic Violence Court Advocacy Program (WDVCAP) Forum on exploring the impact of DFV on the brain: from conception to adulthood;
- Participating in various interagency forums, including the City of Sydney Homelessness Interagency, the Leichhardt/Marrickville Domestic Violence Committee, the Inner City Domestic Violence Action Group, the Eastern Suburbs Domestic Violence Network, and the Sydney Women's Homelessness Alliance (SWHA).

Workforce Development Opportunities

MOMO caseworkers have undertaken small scale secondments into the Sightlines team to work on client service improvements relating to the safety project and client communication project. The shared benefit of this approach allows the Sightlines team to build on insights from on-the-ground practice knowledge, and the MOMO team benefits from learning about product and service design, which can be applied back into the service and build on staff experience.

The MOMO Service Manager has also relocated temporarily to the Wilcannia Safe House service for a short period to act in the Service Manager role. This approach has encouraged peer support and cross-organisational learning.

Service Design

This year MOMO partnered with other services to deliver group programs:

- **SHINE**
MOMO has worked with Surry Hills Neighbourhood Centre to run a group entitled 'SHINE' for women that seeks to assist them develop skills for living independently. The purpose of the group is to build confidence, social connections and raise awareness about services that can continue to assist clients in a variety of areas such as finances, employment seeking, cooking, home maintenance and domestic violence. The content is delivered by a variety of services operating in the community, including: Surry Hills Neighbourhood Centre, Wesley Mission Financial Programs, Dress for Success, and Bunnings Warehouse community programs.
- **POWER TO CHANGE**
MOMO worked collaboratively with Women and Girls Emergency Centre (WAGEC), the Aboriginal Women and Children Crisis Service (AWCCS) and Newtown Neighbourhood Centre to run an eight week long group entitled 'Power to Change' for women who had experienced domestic violence to provide education with a therapeutic response to enable recovery.

MOMO is working with the Sightlines team to evaluate the future value and role of group programs within the MOMO service model. This process will provide professional development in service design and evaluation readiness.

MOVING OUT MOVING ON (MOMO)

Continued

Into the Future

We plan to capitalise on the opportunities and partnerships the team has developed this year so that MOMO can continue to maintain a flexible and client-centred approach to service provision – in more effective and innovative ways.


In particular we would like to improve our service response for clients in relation to:

- The impacts of complex trauma and mental illness on client's capacity to engage with services:
- The needs of Culturally and Linguistically Diverse (CALD) clients where language and cultural barriers, issues with VISAs, access to financial and legal advice etc. can impact wellbeing and access to supports.

MOMO will also continue to work with non-government community centres as a strategy for reaching individuals in need and co-locating services for client benefit.



**LOOKING AHEAD
TO 2016 – 2017
AND BEYOND**



2016 – 2017 AND BEYOND

Strong Foundations

Our focus throughout 2016-17 will be on establishing and embedding new policies and procedures across the organisation to be fully compliant with the SHS quality standards. To do this we will continue using a participatory approach which involves:

- Inviting and learning from the feedback we receive from clients and stakeholders;
- Working with staff from across the organisation and from a range of roles to shape the design and champion change;
- Drawing from the latest evidence of best practice approaches about what works; and
- Identifying system and service gaps and discerning which of these we can control, influence or advocate for change on.

There are a number of key focus elements that we believe are of central importance to ongoing improvements in client work:

- Keeping attuned to the growing body of knowledge about DFV and DFV related interventions;
- How to best evaluate the effectiveness of our services, and potentially using Indicators of Wellbeing;
- Safety awareness, and safety strategies, including keeping abreast with new threats and solutions from constant changes in technology;
- Capacity building skilled conversation methodologies into case work/client relationships;
- Improved understanding of and service responses to the relationship between Acquired Brain Injury and DFV;
- Building our overall understanding and service response to at risk client groups; and
- Strengthening our cultural sensitivity and approach to cultural safety throughout all facets of our work.

Government Contracts

We have already begun negotiations with FACS about continuing the SHS contracts we have with them to run our three client facing services in Western Sydney, Central Sydney and Wilcannia. These contracts will run between July 2017 and June 2020.

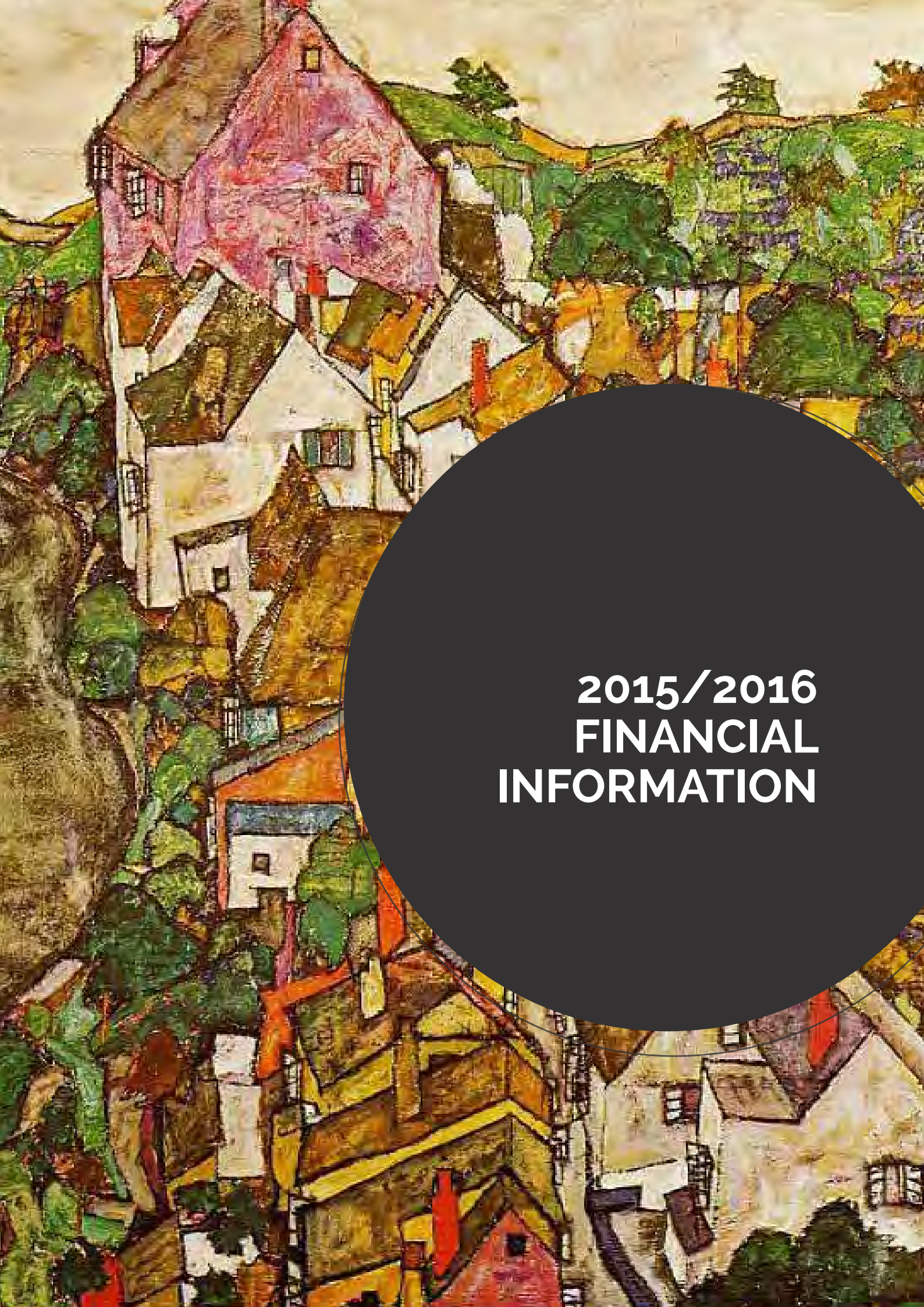
We are also aware of the trends in Government Contracting to continue to expand DFV services beyond the original women and children refuge only model. We believe there will be increased opportunities to use innovation to expand and enhance our grant-based services.

Sustainability

2015-16 has been a year of consolidation, identifying and prioritising practice and operational improvements. It has also been a year of identifying emerging potential for influence and impact through the establishment of Sightlines professional services division.

2016-17 will see us consolidate our foundations, define and strengthen our practice, building a strong cross-organisational management team and culture. Throughout our work we will seek to share our learning and achievements for the benefit of clients, stakeholders and the wider service system.

Already in 2016-17 we have begun business development strategic planning. These discussions between Management and the Board of Directors will continue as DVSM seeks to understand how the opportunities that may exist beyond Government contracts will grow. We are asking how we can transform DVSM to leverage our existing expertise, scale our specialised products and expert services, and manage in a changing contracting environment while maintaining a high level of service for all our clients. We are examining all opportunities and will be identifying a methodology to select how we make these strategic decisions. We don't expect that we will have answers this year. However, the conversations are beginning that will determine the Strategic Planning process that will take place in 2017-18. We do know that we are committed to taking every opportunity and not be locked into a single method of addressing the scourge of DFV.

The background of the page is a colorful, impressionistic painting of a hillside village. The houses are rendered in various shades of pink, purple, yellow, and white, with dark outlines. The trees and foliage are in shades of green, brown, and orange. The overall style is reminiscent of a modernist or expressionist painter. A large, dark grey circular graphic is overlaid on the right side of the page, containing the text.

**2015/2016
FINANCIAL
INFORMATION**



MESSAGE FROM THE TREASURER Vicki Hartley

2015-16 financial year was the first full operational year for DVSM's new services. The year was spent finalising the foundational work carried out during 2014-15 with the focus areas being strengthened financial systems, increased efficiencies, improved accountability and transparency, as well as building structures to enable DVSM to diversify income sources.

In addition to our business as usual activities, achievements for the 2015-16 year include development and implementation of a new suite of financial policies and procedures, and a full review of technology related finance requirements resulting in identification of several software solutions to be implemented in the coming year. These will provide increased efficiencies and financial control across the organisation.

Progress with diversification of DVSM's income sources included new funding secured from the Federal Government, as well as several contracts for the provision of external services by our new Sightlines division.

Income

Total income was \$3,274,060 compared to \$4,184,808 in the prior year. The overall decrease of 22% is due to income received in the prior year relating to the wind down of expiring contracts resulting from the SHS reforms.

DVSM's main source of income continues to be State Government grant funding, however we have seen this diluted over this financial year and continue to work on diversifying income sources to reduce our risk exposure.

Expenses

Total expense was \$2,793,180 compared to \$3,499,236 in the prior year. Overall expenses decreased by 20% across the organisation mainly due to this being the first full operational year with our reduced number of services. 2016-17 comparatives will provide a truer measure of year on year expenditure. Major expenses for the year included:

- Employment costs \$1,895,471;
- Client and brokerage costs \$180,611; and
- Rent and occupancy costs \$198,049.

Cash

At 30 June 2016, cash in the bank was \$696,065 with a further \$3,961,507 held in cash investment accounts. Of the cash held in investment accounts \$2,254,776 is grant funding received in advance and restricted to funding our programs in the coming year.

Looking Ahead

Looking ahead we will continue to plan and implement strategies for relevant and sustainable growth. The year ahead will stay focussed on creating further efficiency in our financial processes through automation, and ensuring financial policies and procedures are embedded in DVSM's daily operations.

We continue our work to ensure DVSM continues as a strong, stable and financially sustainable organisation for our valued clients, employees and the wider community.

Vicki Hartley

Treasurer, DVSM Board of Directors



Funders and Partners

NSW Government - Family and Community Services
Australian Government - Department of the Prime Minister and Cabinet
United Muslim Women Association Inc.
West Tradies

Pro Bono Supporters

Corrs Chambers Wessgarth
Clayton Utz

In-kind and Financial Supporters

Alana & Madeline Foundation
A Challis
Anonymous \$5,000
Big Teddies
Bunnings
City of Sydney Council
Dandelion
Darlinghurst Primary School
Dress for Success
Domestic Violence NSW
Fernwood Women's Health Club Blacktown
Fit for Work
Green Temple Clothing
Hillsong CityCare
Housing NSW City Office
Hope Chapel
Jo Garcia and Family
Lou's Place
Mission Australia Blacktown
Mummie's Paying it Forward
Naremburn Community Centre
Newtown Neighbourhood Centre
Norwest Inner Wheel
Ozanam
Passion for Catering
Pitcher Partners
Pyrmont Cares
Redfern Community Centre
Ryde Hospital
Surry Hills Neighbourhood Centre
The Body Shop
The University of Sydney
Two Good
Vinnies
X and S Brook



OUR SUPPORTERS



**ANNUAL
FINANCIAL
REPORT**

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

ABN 26 165 400 635

ANNUAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

ABN 26 165 400 635

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DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

RESPONSIBLE ENTITIES' REPORT

The Directors of 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 2016.

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
Suzanne Evans
Victoria Hartley
Nicole Billet (resigned 22 September 2015)

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.

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 2016 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 25th day of August 2016

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

I declare that to the best of my knowledge and belief, during the year ended 30 June 2016 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.

This declaration is in respect of Domestic Violence Service Management Limited during the year.



M A ALEXANDER
Partner

PITCHER PARTNERS
Sydney

25 August 2016

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016

	Note	2016	2015
		\$	\$
Revenue	2	3,274,060	4,184,808
Employee benefits expense		(1,895,471)	(2,430,489)
Depreciation expense		(104,233)	(107,117)
Professional fees		(67,455)	(142,614)
Client expenses		(180,611)	(156,380)
Rent and occupancy expenses		(198,049)	(234,072)
Conference and meeting expenses		(16,666)	(5,752)
Motor vehicle expenses		(52,058)	(44,844)
Travel expenses		(42,799)	(26,908)
Computer and telecommunication expenses		(69,201)	(122,366)
Other expenses		(166,637)	(228,694)
Surplus before income tax		480,880	685,572
Income tax expense		-	-
Surplus after income tax expense for the period attributable to the members of the Company		480,880	685,572
Other comprehensive income after income tax		-	-
Total comprehensive income attributable to members of the Company		480,880	685,572

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016

	Note	2016 \$	2015 \$
Current assets			
Cash and cash equivalents	3	696,065	1,965,108
Trade and other receivables	4	62,560	35,315
Other financial assets	5	3,961,507	750,000
Other current assets	6	21,168	30,838
Total current assets		<u>4,741,300</u>	<u>2,781,261</u>
Non-current assets			
Plant and equipment	7	298,648	136,216
Total non-current assets		<u>298,648</u>	<u>136,216</u>
Total assets		<u>5,039,948</u>	<u>2,917,477</u>
Current liabilities			
Trade and other payables	8	451,300	353,855
Employee benefits	9	78,451	65,929
Other current liabilities	10	2,254,776	744,812
Total current liabilities		<u>2,784,527</u>	<u>1,164,596</u>
Non-current liabilities			
Employee benefits	9	38,236	16,576
Total non-current liabilities		<u>38,236</u>	<u>16,576</u>
Total liabilities		<u>2,822,763</u>	<u>1,181,172</u>
Net assets		<u>2,217,185</u>	<u>1,736,306</u>
Members' funds			
Retained surplus		2,217,185	1,736,306
Total members' funds		<u>2,217,185</u>	<u>1,736,306</u>

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF CHANGES IN MEMBERS' FUNDS
FOR THE YEAR ENDED 30 JUNE 2016

	2016 \$	2015 \$
Balance at the beginning of the year	1,736,306	1,050,734
Surplus attributable to members	480,880	685,572
Balance at the end of the year	<u>2,217,185</u>	<u>1,736,306</u>

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2016

	2016 \$	2015 \$
Cash flows from operating activities		
Grants received	5,100,734	4,622,652
Payments to suppliers and employees (inclusive of GST)	(3,212,407)	(4,220,817)
Receipts from customers (inclusive of GST)	240,722	166,692
Donations received	4,750	2,592
Interest received	68,639	50,612
Dividend received	547	460
Net cash provided by operating activities	<u>2,202,985</u>	<u>622,191</u>
Cash flows from investing activities		
Proceeds from sale of plant and equipment	-	26,545
Payments for plant and equipment	(260,521)	(144,679)
Payments for short term investments	(3,211,507)	(750,000)
Net cash used in investing activities	<u>(3,472,028)</u>	<u>(868,134)</u>
 Net increase/(decrease) in cash and cash equivalents	 (1,269,043)	 (245,943)
 Cash and cash equivalents at the beginning of the financial year	 <u>1,965,108</u>	 <u>2,211,051</u>
Cash and cash equivalents at the end of the financial year	<u>696,065</u>	<u>1,965,108</u>

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016

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

The financial statements were authorised for issue on 25 August 2016 by the directors.

Going Concern

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

Three NSW State Government funding contracts for homelessness services, which comprise the majority of DVSM's current income, are due for renewal from 1 July 2017. They have not been formally renewed as yet, however the Board are confident that the funding contracts will be renewed and there is very minor risk to operations. This view is based on the Minister for Family and Community Services (FACS) publicly announcing in November 2015 that current funding contracts for homelessness services will be extended to June 2020, and further written correspondence received from FACS on 24 June 2016 confirming this and advising that the renewal process will commence in November 2016 and be finalised by March 2017. In the unfortunate event that the contracts are not renewed the company has sufficient cash reserves to cover all liabilities without issue.

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.

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.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

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:

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

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

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

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.

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.

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.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

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.

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

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

(ii) Financial Liabilities

Non-derivative financial liabilities other than financial guarantees are subsequently measured at amortised cost. Gains or

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

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the

Derecognition

Financial assets are derecognised when the contractual rights to receipt of cash flows expire or the asset is transferred to

NOTE 2: REVENUE

(a) Operating activities

	2016	2015
	\$	\$
Grants received - restricted*	2,959,585	3,709,129
Donations - restricted*	4,750	2,592
Resident fees	24,406	24,848
Other revenue	190,133	351,758
Other revenue - restricted*	26,000	26,860
	<u>3,204,874</u>	<u>4,115,187</u>

* Funds are allocated for a specific purpose - refer to note 17.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

NOTE 2: REVENUE (Continued)

	2016	2015
	\$	\$
(b) Non-operating activities		
Interest income	68,639	69,161
Dividend Received	547	460
	<u>69,186</u>	<u>69,621</u>
Total Revenue	<u>3,274,060</u>	<u>4,184,808</u>

NOTE 3: CASH AND CASH EQUIVALENTS

Cash on hand	1,500	1,388
Cash at bank	694,565	1,963,720
	<u>696,065</u>	<u>1,965,108</u>

NOTE 4: TRADE AND OTHER RECEIVABLES

Trade receivables	60,364	16,767
Other receivables	2,196	18,548
	<u>62,560</u>	<u>35,315</u>

Terms and Conditions

Receivables are non-interest bearing and unsecured.

NOTE 5: OTHER FINANCIAL ASSETS

Held to maturity investments - Interest Bearing Deposits	<u>3,961,507</u>	<u>750,000</u>
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NOTE 6: OTHER CURRENT ASSETS

Prepayments	20,986	22,556
Security Deposits	182	8,282
	<u>21,168</u>	<u>30,838</u>

NOTE 7: PLANT AND EQUIPMENT

Office equipment - at cost	99,078	87,932
Less: accumulated depreciation	(56,180)	(20,214)
	<u>42,898</u>	<u>67,718</u>

Motor vehicles - at cost	53,278	53,278
Less: accumulated depreciation	(53,278)	(53,278)
	<u>-</u>	<u>-</u>

Construction work in progress	<u>95,231</u>	<u>-</u>
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Total Plant and Equipment	<u>298,648</u>	<u>135,216</u>
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Movement in Carrying Amounts

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

	Office equipment	Furniture and fittings	Motor vehicles	Construction work in progress	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2015	67,718	68,498	-	-	136,216
Additions	11,146	160,288	-	95,231	266,664
Depreciation expense	(35,965)	(68,267)	-	-	(104,232)
Balance at 30 June 2016	<u>42,898</u>	<u>160,518</u>	<u>-</u>	<u>95,231</u>	<u>298,648</u>

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016

NOTE 8: TRADE AND OTHER PAYABLES

	2016	2015
(a) Current	\$	\$
Trade payables	151,848	224,358
Accrued expenses	60,825	41,027
GST payable	205,759	35,826
Other payables	32,868	52,644
	<u>451,300</u>	<u>353,855</u>

Term and conditions

All other payables are non-interest bearing and unsecured.

NOTE 9: EMPLOYEE BENEFITS

Current

Employee benefits - annual leave	78,451	61,147
Employee benefits - long service leave	-	4,782
	<u>78,451</u>	<u>65,929</u>

Non-current

Employee benefits - long service leave	38,236	16,576
	<u>38,236</u>	<u>16,576</u>

Analysis of total provisions:

Balance transfer from the split with DV NSW Inc	-	-
Movements in the provisions during the period	45,516	(7,621)
Provisions paid out on redundancy	(11,334)	(471,565)
	<u>116,687</u>	<u>82,505</u>

NOTE 10: OTHER LIABILITIES

Redundancy accrual	-	14,217
Income in advance	72,500	25,000
Grant funding in advance - restricted*	1,601,370	-
Grant funding - approved to be carried over to next financial year - restricted*	345,506	195,179
Grant funding - unspent funding to be returned to funder - restricted*	235,400	510,416
	<u>2,254,776</u>	<u>744,812</u>

* Funds are allocated for a specific purpose - refer to note 17

NOTE 11: LEASE COMMITMENTS

Operating lease commitments

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

Payable		
- within one year	82,705	75,979
- after one year and within five years	95,178	86,395

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

NOTE 12: RELATED PARTY TRANSACTIONS

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

Aggregate compensation	<u>127,737</u>	<u>136,921</u>
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Other transactions with the Organisation

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

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 2016 Domestic Violence NSW Service Management Ltd had contingent liabilities consisting of a bank guarantee of \$21,402 relating to the current office lease.

NOTE 15: EVENTS AFTER THE REPORTING DATE

No matter or circumstance has arisen since 30 June 2016 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:

	2016 \$	2015 \$
Financial assets		
Cash and cash equivalents	696,065	1,965,108
Trade and other receivables	62,560	35,315
Held to maturity investments	3,961,507	750,000
Total financial assets	<u>4,720,132</u>	<u>2,750,423</u>
Financial liabilities at amortised cost		
Trade and other payables	451,300	353,855
Total financial liabilities	<u>451,300</u>	<u>353,855</u>

NOTE 17: TABLE OF RESTRICTED AND UNRESTRICTED CASH

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

	Cash as at 1 July 2015 \$	Cash received during the financial year \$	Cash disbursed during the financial year \$	Cash as at 30 June 2016 \$
Restricted funds				
Government Grants	705,595	4,637,031	(3,160,351)	2,182,275
Other Income	-	26,000	(26,000)	-
Donations	-	4,750	(4,750)	-
Unrestricted funds	2,009,513	747,611	(281,827)	2,475,297
	<u>2,715,108</u>	<u>5,415,392</u>	<u>(3,472,928)</u>	<u>4,657,572</u>

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 ¹³~~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 2016 and of the performance for the financial ended on that date; and
 - c. comply with Australian Accounting Standards - Reduced Disclosure Requirements (including Australian Accounting Standards Interpretations) of the Australian Accounting Standards Board, and other mandatory professional reporting requirements.

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

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



Victoria Hartley
Responsible Entity

Dated in Sydney this 25th day of August 2016

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

Report on the Financial Report

We have audited the accompanying financial report of Domestic Violence Service Management Limited ('the company'), which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity 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 are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards 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.

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

Independence

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

Opinion

In our opinion the financial report of Domestic Violence Service Management Limited 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 2016 and of its performance for the year ended on that date; and
- b) complying with Australian Accounting Standards and the financial reporting requirements of the *Australian Charities and Not-for-profits Regulation 2013*.

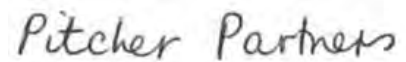
Report on Other Legal and Regulatory Requirements

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 2016;
- 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 2016 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.



M A ALEXANDER
Partner



PITCHER PARTNERS
Sydney

25 August 2016

