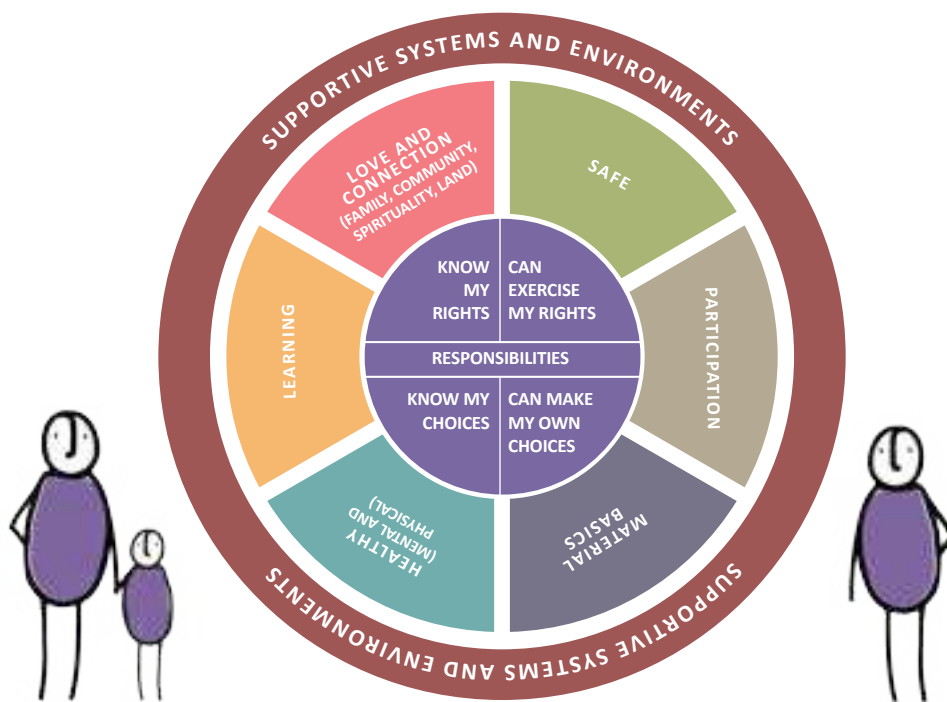


# Domestic Violence Service Management

## Annual Report 2016 - 2017



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### Building Individual and Community Safety and Wellbeing



# Table of contents



Message from the Chair.....	4
Message from General Manager.....	5
About Domestic Violence Service Management.....	6
About our Client Services.....	9
Wilcannia Safe House.....	10
Moving Out Moving On.....	11
Refuge Outreach Action Response.....	12
Domestic Violence After Hours Service.....	13
About our Organisational Services.....	14
About our Professional Services.....	15
Strategic Plan Progress Update.....	16
Client Services 2016 – 2017 Highlights.....	17
Wilcannia Safe House.....	18
Moving Out Moving On.....	21
Refuge Outreach Action Response.....	25
Domestic Violence After Hours Service.....	28
Organisational Services 2016 – 2017 Highlights.....	30
Sightlines 2016 – 2017 Highlights.....	34
Looking Ahead.....	38
Financial Report.....	39
Message from the Treasurer.....	39
Our Supporters.....	40
Annual Financial Report.....	41

# Message from the Chair

Last year I wrote about the incredible amount of work that was achieved by the team at Domestic Violence NSW Service Management (DVSM). I am pleased to say that the foundational work that was completed last year, to strengthen our organisation and improve client service delivery, proved invaluable as we entered the 2016-2017 year.

At DVSM our vision for a world where women, families and communities live free from violence, have equal rights, opportunities and the freedom to reach their potential, has not changed. No matter what challenge or opportunity we faced during the year we have never lost sight of our vision.

The achievements for 2016-2017 were many and varied, but some of the key highlights included the successful recontracting of our Specialist Homelessness Services (SHS) and our Domestic Violence After Hours Service (DVAHS). This meant we were also able to recontract the amazing team of employees who work tirelessly to deliver services on behalf of DVSM.

The Board worked proactively with the DVSM senior leadership team to diversify and expand the composition of the organisation's leadership base. I am confident that the new structure makes us a more resilient and agile organisation for the future. Those changes were achieved with minimum disruption. The Board offers it's thanks to Sal Dennis, Annalees Jeffriess, Amanda Greaney and the head office team for their commitment to delivering change. We also saw an expansion of the work undertaken by our Client Services and Organisational Services and Sightlines Professional Services teams, opening up new partnerships for DVSM across the public and private sectors.

These are examples of just a few of the achievements this year. I invite you to read about more of the work undertaken by DVSM in this report via each of our core services, and within ROAR, MOMO, Wilcannia Safe House and DVAHS. None of this would be possible without the ongoing support of NSW Department of Family and Community Services who provide the majority of our organisation's funding.

On behalf of all Board members, I extend sincere thanks to all of our incredible employees who, day in and day out, are dedicated to supporting our clients to be safe and make changes to their lives when they are ready to do so.

I would also like to acknowledge the commitment of my fellow Board members, including our Treasurer Vicki Hartley and Directors Moo Baulch and Suzanne Evans. It is a pleasure to work with such inspiring women who so generously offer their time and insights, and share a passion to ensure the ongoing success of DVSM and its goals.

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



# Message from General Manager

The DVSM team has navigated this year with professional courage, solidarity and commitment to our social purpose. Our work with individuals and communities who are experiencing violence and homelessness is becoming richer as we strengthen our approach within and between teams. With the support of the Board, we have been able to charter through senior management changes, structural changes to widen into a broader diverse leadership base, and to secure the recontracting of our Specialist Homelessness Services (SHS), our Domestic Violence After Hours Service (DVAHS) and subsequently re-contract all DVSM employees.

Throughout this year the DVSM team have continued in the careful work required to establish the foundational frameworks, policies and processes that firm up our readiness for the future. A future where we make further strides in the quality of our practice with the contracts we have, and where we redress obstacles that inhibit the participation of individuals and communities to design services that affect their lives.

As we learn from evidence based practice and practice based evidence, and as we extend who we work with, we continue to contribute knowledge transfer and knowledge exchange into the human services sector and the wider ecosystem.

This financial year the Client Services team supported by Sightlines Professional Services, have embarked on client focussed projects to better understand the needs of, and improve service responses to People on Visa Limitations (Access to Services Project), Children and Young People (Child Wellbeing Project), Muslim Communities in Western Sydney (Cultural Safety Project), and Aboriginal and Torres Strait Islander People (Community Connections Project). We have also continued our efforts in exploring concepts of safety in relation to influencers on safety and decision making.

We would like to acknowledge NSW Department of Family and Community Services as a key funder of the programs through which our 2016-2017 project learning has been explored.

Across the 2016-2017 year, our Organisational Services team have continued to work through the challenge of moving from manual to more automated systems and are making smooth progress in this transition. Alongside this work we have also undertaken the following;

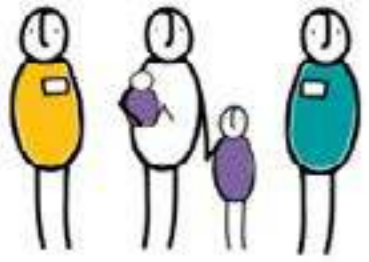
- Establishment of our principles and commencement of our Monitoring and Evaluation Framework
- Provided products in the form of guides to Catholic Care Broken Bay Diocese
- Provided support through guides and training to Muslim Women's Association Linking Hearts Specialist Homelessness Service
- Partnered with the Commonwealth Bank on their Executive Management Talent Program as an opportunity to build awareness of Domestic and Family Violence within employee communities, and the work of banks in community.

We have taken several exploratory steps to extend the borders of our work and our conversations, moving toward a more shared social responsibility between organisations, sectors, corporates, government, media and communities.

This rich quality of work achieved and the significant learning and progress made is to the credit of every team member who has worked with integrity, passion and commitment throughout the year.

**Sal Dennis**  
General Manager





# About Domestic Violence Service Management

## Our Heritage

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

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

## Our Vision and Purpose

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

## Our Values and Principles

The values that guide our everyday work include:

- Person Centred: we listen and embrace diversity to support our clients to achieve their self-defined goals
- Excellence: we exceed expectations with our professionalism and evidence-based resources, programs and services
- Respect: we remain open-minded and non-judgmental
- Integrity: we are ethical, transparent and accountable.

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

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

## Domestic and Family Violence

Domestic and Family Violence (DFV) includes any behaviour, in an intimate or family relationship, which is violent, threatening, coercive or controlling, causing a person to live in fear and to be made to do things against their will.

DFV can happen to anyone and can take many forms. It is usually as part of a pattern of controlling or coercive behaviour.

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

A family relationship has a broader definition and includes people who are related to one another through blood, marriage or de facto partnerships, adoption and fostering relationships, sibling and extended family relationships. It includes the full range of kinship ties in Aboriginal and Torres Strait Islander communities (see below - Family Violence), extended family relationships, and family of choice within lesbian, gay, bisexual, transgender, intersex or queer (LGBTIQ) communities. People living in the same house, people living in the same residential care facility and people reliant on care may also be considered to be in a domestic relationship if their relationship displays an imbalance of power, which may foster coercive and abusive behaviours.

The behaviours that may represent DFV include:

- Physical violence including physical assault or abuse
- Sexual assault and other sexually abusive or coercive behaviour
- Emotional or psychological abuse including verbal abuse and threats of violence
- Economic abuse; for example denying a person reasonable financial autonomy or financial support
- Stalking; for example harassment, intimidation or coercion of the other person's family in order to cause fear or ongoing harassment, including through the use of electronic communication or social media
- Kidnapping or deprivation of liberty, as well as unreasonably preventing the other person from making or keeping connections with her or his family or kin, friends, faith or culture
- Damage to property irrespective of whether the victim owns the property
- Causing injury or death to an animal irrespective of whether the victim owns the animal.

## What is Family Violence?

The term 'family violence' is preferred in an Indigenous context. It is used to describe the range of violence that takes place in Aboriginal and Torres Strait Islander communities including the physical, emotional, sexual, social, spiritual, cultural, psychological and economic abuses that may be perpetrated within a family. The term also recognises the broader impacts of violence; on extended families, kinship networks and community relationships. It has also been used in the past decade to include acts of self-harm and suicide, and has become widely adopted as part of the shift towards addressing intra-familial violence in all its forms.<sup>1</sup>

Women and children are overwhelmingly the victims of DFV, and perpetrators are overwhelmingly male.

<sup>1</sup> Gordon, S Hallahan, K, Henry, D (2002) Putting the picture together, Inquiry into Response by Government Agencies to Complaints of Family Violence and Child Abuse in Aboriginal Communities, Department of Premier and Cabinet, Western Australia.

## Our Challenge

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

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

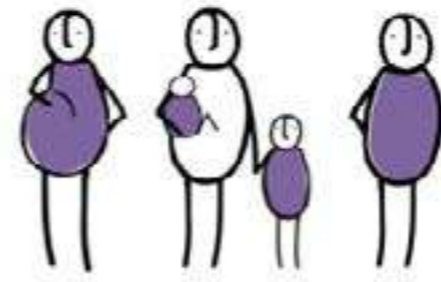
Government alone cannot solve the problem. Corporate, Cultural, Faith and Local communities play an important role in the prevention and response to violence, and how we work better with these communities is emerging as we learn.

## About our Work

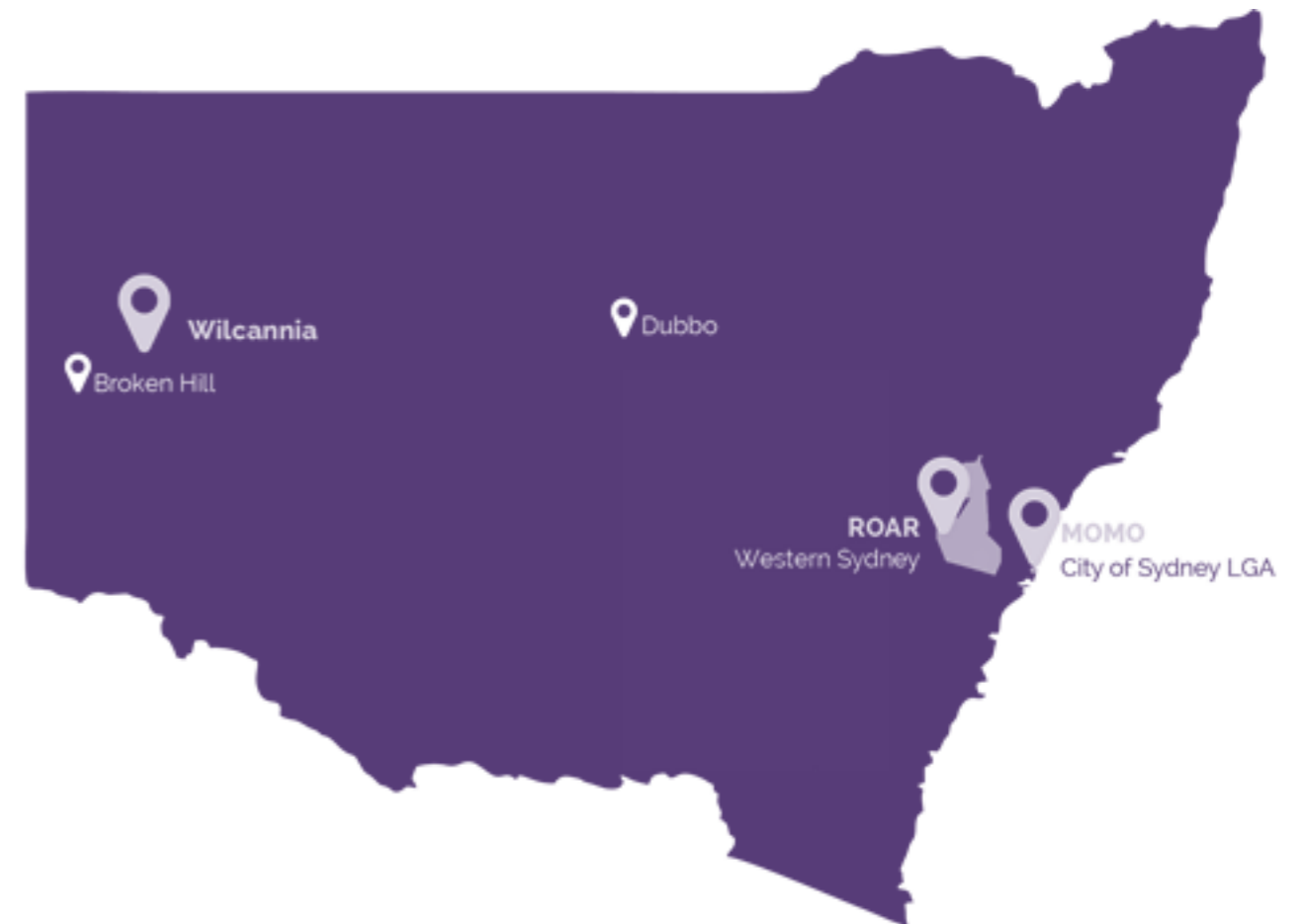
We are committed to continuously learning and improving our work through enquiries that draw from communities, professionals and organisations to gather insight and to build new understanding. We capture and document our learning wherever we can for our own self-reflection and for the purpose of contributing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

We have three key service divisions:

- Client Services
- Organisational Services
- Professional Services



# About our Client Services



Domestic Violence Service Management operates four Client Services in NSW.

### Remote Rural Service:

Wilcannia Safe House (WSH)

### Urban Inner City Service:

Moving Out Moving On (MOMO)

### Suburban Services:

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

## Wilcannia Safe House

Wilcannia Safe House (WSH) provides crisis refuge accommodation for women with or without children who are escaping/experiencing DFV. The service also delivers mobile outreach support for people who are escaping/experiencing DFV, and/or homeless, or at risk of homelessness.

The service predominantly supports people who are Aboriginal.

The service prioritises work with;

- Young People between 16 and 25
- Women over 25
- Families with children including those escaping DFV
- Aboriginal clients.

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

### A closer look at the WSH

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

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

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

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

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

## Moving Out Moving On

Moving Out Moving On (MOMO) provides mobile outreach support to women with or without children in the inner city of Sydney, who are escaping/experiencing DFV and/or homeless or at risk of homelessness.

The service prioritises work with;

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

### A closer look at MOMO

MOMO provides services through outreach and works with people in environments such as parks, libraries or cafés, essentially wherever clients feel most comfortable. We also rely heavily on formal agreements that we have with five services across the inner city. These services provide a space to enable us to meet with our existing clients and assist MOMO to be more readily accessible to people who may need our service.

MOMO staff are located at the following 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

At MOMO we provide holistic case management practices that focus on a person's wellbeing with an increased emphasis on safety particularly. This is due largely to the increased vulnerability of our clients as we find they are often itinerant, facing multiple complex issues which have been exacerbated or occurred because of the trauma experience from living with DFV. We assist these women who are living in the community to navigate the often complex systems associated with gaining housing and accessing support services that will enable people to move forward and closer to achieving their goals.

Some of the challenges within this service context are that:

- Accommodation in the city is much more expensive than outer areas
- A high percentage of our clients are experiencing the impacts of complex trauma and mental illness and can need a different service level
- A large number of clients 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 with Government and Non-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.

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 or other key support networks where this supports the individual to reach their goals. This involves a variety of and often diverse activities including; educating clients about the different housing options, establishing safety strategies, 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 or their overall wellbeing.

# Refuge Outreach Action Response

Refuge Outreach Action Response (ROAR) operates in Sydney's Hills district and Blacktown area and provides crisis refuge accommodation for women with children escaping DFV. The service also delivers mobile outreach support for people who are escaping/experiencing DFV, and/or homeless, or at risk of homelessness.

The service operates in Blacktown and Hills Local Government Areas and has these priority target groups:

- Women with children who are escaping or experiencing domestic and/or family violence
- Women with children who are leaving institutions
- Fathers with accompanying children
- Other family groups.

## A closer look at ROAR

At ROAR we assist clients to achieve their stated goals through a variety of ways including provision of short to medium term accommodation and through meeting with people in their own homes, somewhere within the community that the client feels comfortable, or at times in a correctional facility if this is where the individual requiring support is located.

Our short term accommodation is one of only two refuges within NSW where animals can be accommodated with the family. We have purpose built enclosures for dogs and cats and capacity to accommodate other animals based on need. This can be a very important differentiator for women who are trying to leave violence. Pets being housed with clients can also significantly reduce the trauma to all family members and enables women to leave the violence with at least the knowledge that loved pets are also safe.

When clients access ROAR we support them through case management practice to explore what it means to them to have wellbeing and feel safe and secure. After we have jointly discovered what goals individuals want to achieve for themselves and their family we facilitate the development of a plan to support them to achieve overall wellbeing for themselves and their family. We assist clients with information that better prepares them to make informed choices about theirs and their families' future.

Whilst we are not able to accommodate men with accompanying children within our refuges we do provide limited access to short term accommodation where other options have been exhausted, and the family may be sleeping rough or living out of the car. For women leaving corrections, support provided is very intensive and building trust within the relationship starts whilst they are still incarcerated.

Like all of our clients the supports provided to children is highly varied and determined by clients. Some of the support activities that occur with the children are access to counselling, holiday activities, modelling positive parenting strategies or working with parents to support young people to have their needs met.

All activities are led by client need and as a result are extremely varied, however, some of the activities that ROAR regularly does with or for clients are; advocacy, support to access long-term accommodation, visa support, emotional support, access to education, assistance to access health services, referral for legal advice or attendance at court or police station to support individuals through legal or family law matters, financial assistance or basic assistance to learn how to navigate systems like our public transport so that clients can have independence.

At ROAR we aim to support individuals to transition through major events and continue support until clients have increased resilience and are stable within their life situation and are no longer in need of our support.

# Domestic Violence After Hours Service

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

The service operates across Western Sydney and supports;

- Women and any accompanying children who are accommodated in temporary accommodation due to escaping DFV.

## A closer look at DVAHS

DVAHS was established specifically to provide an after hours response to domestic violence that supported women to remain free from violence. It was identified that on many occasions women would be placed in temporary accommodation as they were unable to access an alternative SHS service. Women often had no or very minimal support or knowledge of what would become of them in the future, when they were unable to access temporary accommodation and as a result often returned to the violence.

In 2016 we commenced delivering DVAHS to support women to better understand their options and enable a clearer pathway to leave violence.

At DVAHS all women have the same primary and immediate goal which is to leave the domestic and/or family violence. Over a period of up to 8 – 12 weeks the women who access DVAHS are supported to reach this goal and have their immediate needs met. Additionally they are supported to develop a short term plan to help inform decision making, address immediate needs and provide a level of certainty for the women about "where to from here". This occurs through provision of information to clients of what options are available and working with the women to determine what options will best support their needs. This could be assistance to return to an area where there are natural support networks including family, referral to SHS Services, assistance to access other accommodation options including the private rental market. Where clients want to remain within the Western Sydney area our team will continue to support women and any accompanying children until an appropriate support service can be accessed.

At DVAHS whilst we provide services through a case management process this is very targeted and predominantly focuses on emotional support, obtaining accommodation and other urgent services to address any financial, legal, family law or safety matters that may be present.

Because the duration of time that women remain involved with the service is shorter than any of our other services and as a result of women often being in a crisis state due to the DFV the service works intensively with each client, spending significant time with them to fully support their journey to leave the violence.

DVAHS workers provide a high level of mediation and advocacy for clients and often attend most if not all appointments with clients to facilitate ease of access and reduce the emotional stress on the individual client.

Clients are referred to DVAHS in the late afternoon, evening or on the weekend after other support options to assist them have been exhausted. The DVAHS workers attend the temporary accommodation and first contact is purely to provide a sense of security that someone is going to assist at this very traumatic and vulnerable time.



## About our Organisations Services

The Organisations Services team support our strategic and operational goals through the provision of the cross-organisational infrastructure and supports in key areas.

### Finance and compliance

We oversee regulatory compliance, financial/management reporting and accountability, payroll, risk management, systems and internal control functions, and provide strategic, value-adding advice to the Board and management.

### Human resources

We support human resource and people development across the organisation, through provision of HR administration, compliance oversight, support and advice, and coordination and/or provision of staff development initiatives.

### Information technology

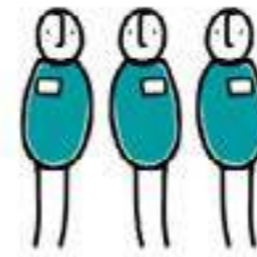
We aim to use technology to support all aspects of our business both internally and in our interactions with clients and the wider market. We work to provide our workforce with access to reliable, secure and fit for purpose technology to maximise communication, collaboration and productivity, by coordinating the development and implementation of our IT strategy and ongoing support.

### Quality assurance

We coordinate organisation wide quality through design, coordination and monitoring of our Quality Management System and improvement initiatives to support continuous quality improvement.

### Business operations

Our services include the management of travel, document production, event and meeting management, supplier management and records management.



## About our Professional Services

Sightlines is the Professional Services division of DVSM, established in 2015 and works in an internal and external facing capacity providing support to DVSM services and provides capacity building services to external clients and stakeholders. *Sightlines* works in a way that involves actively listening to people and communities with lived experience of DFV and draws on practice-based evidence and evidence-based practice to improve services.

The prevalence of DFV cannot be understood or addressed by one portfolio, sector or organisation alone. Together we need to redress system silos to reach informed design and change at scale which enable social responses that foster individual and community wellbeing.

### Sightlines team and Associates

The Sightlines team includes a Participation and Engagement Advisor, a Design, Evidence and Translation Manager and a team of Sightlines Associates who lead and/or advise on projects that relate to practice priorities and community needs.

### What can the Sightlines team do to contribute to progress?

The Participation and Engagement Advisor leads processes that enable meaningful participation of people with lived experience in the design of services and resources aimed at supporting people experiencing DFV.

The Design, Evidence and Translation Manager leads the evidence architecture across the organisation.

In order to contribute to system change we need to be actively listening to people with lived experience of DFV, colleagues within the sector and those working outside of our day to day practice who hold different perspectives, expertise and influence.

This has led to the design of *Sightlines Associates*.

The *Sightlines Associates* bring together experience, expertise and community voice in ways that may not ordinarily intersect. The shared learning approach used by the Associates relies on the discomfort of 'not knowing' and 'not holding' the answers alone – it is a model that invites and explores difference, fosters enquiry and openness to identify and create clear pathways to outcomes.

Associates projects focus on our practice enabling us to; learn and improve what we do now; identify what we need to do next; and helps us recognise where we can contribute to systemic improvements.



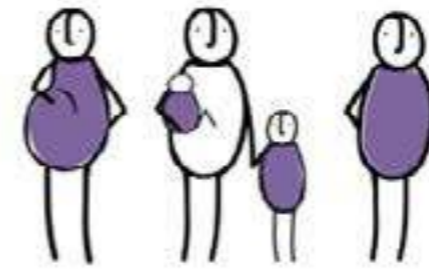
# Strategic Plan Progress Update

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

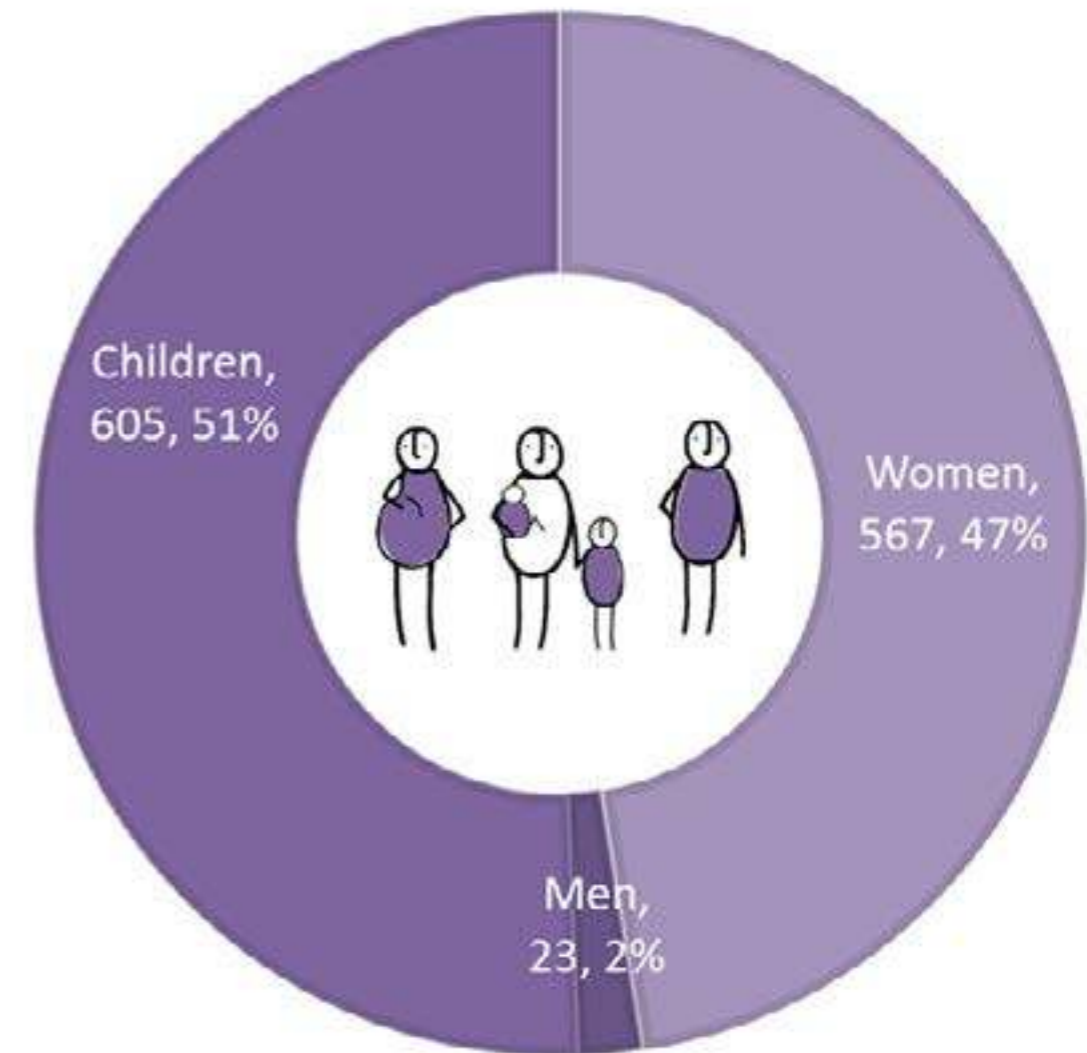
This second year of the Strategic Plan has made a significant contribution to achieving the strong foundations that will enable us to achieve the goals set for 2018 and supports in the following areas.

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

Our Client Services, Organisational Services and Sightlines Professional Services work to contribute to progress in each of the above focus areas. The following pages outline key achievements and highlights within each of the service areas this financial year.



## Client Services 2016 – 2017 Highlights



Clients supported by DVSM (WSH|MOMO|ROAR|DVAHS) 2016 - 2017

### 1195 People Supported

# Wilcannia Safe House (WSH)

## Focus Area Two – Developing quality services and products

### Capacity building

The past year has seen many activities that have built the capacity and strength of the service through staff development.

We have a strong commitment to our staff team to create a learning environment where our people are given the opportunity to grow and develop. This commitment led us to establish a comprehensive and personalised staff enhancement strategy, that all direct service delivery staff within the WSH team have been involved in. This encompassed;

- Re-design of staff positions to increase their opportunity, responsibility and skills which translates into improved service delivery for clients.
- A peer mentoring program with experienced case managers supporting the growth and development of each of the direct service delivery staff at WSH.
- On-site learning visits within the Western Sydney service to support all staff to be positively challenged through collaborative problem solving opportunities and to learn from observation, role modelling, and to share knowledge between teams.
- Targeted 1-1 intensive support to identify and increase skills and knowledge where required.
- Involvement for staff in a community development project which included consulting with community and preparing content for a grant.
- Staff have made an observable extension in the work that they are now doing with all clients who access WSH, cross-organisational peer work is stronger and staff development is ongoing.

It was identified that it would be beneficial to the Wilcannia community to increase the amount of outreach support by taking the service to the people. This is a significant change for the service but has seen a considerable increase in the number of clients who are now accessing and being supported by the Safe House.

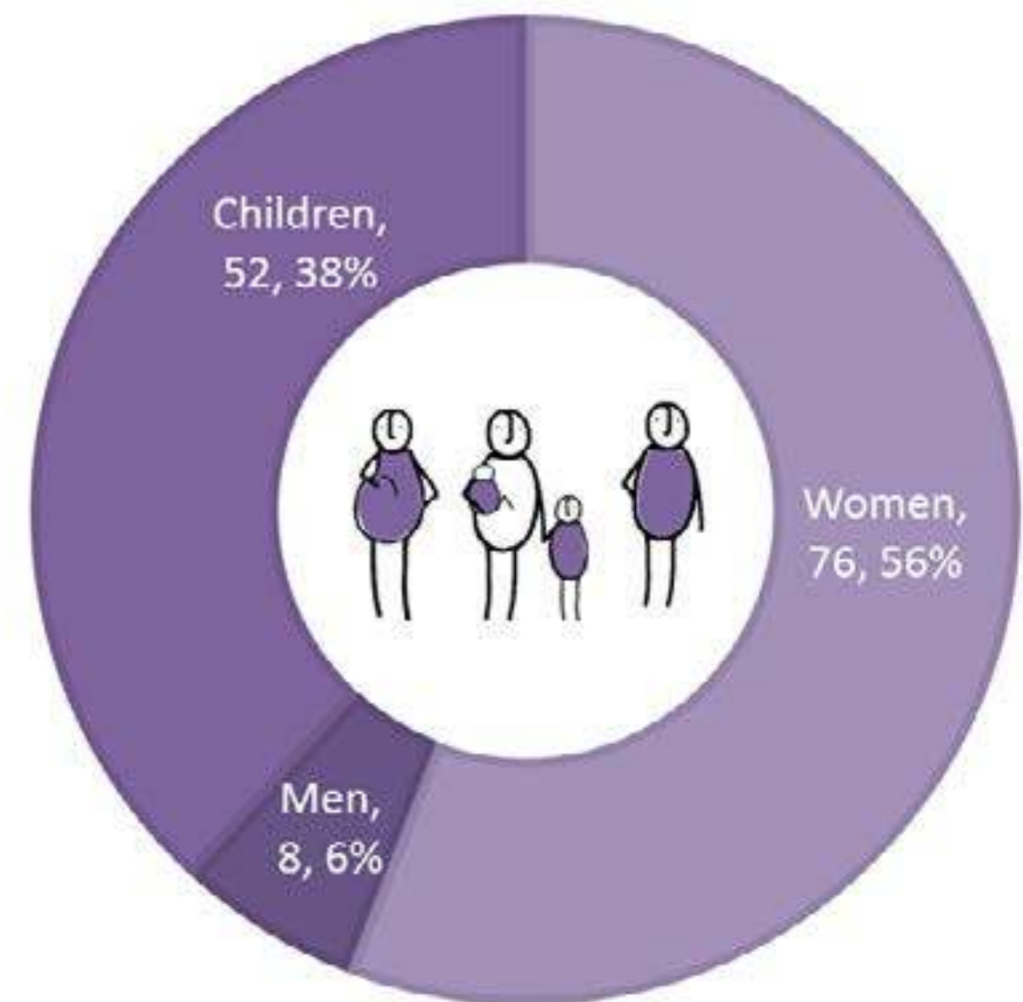
In our commitment to work with families in Wilcannia, and in recognition of the role of men in reducing and preventing violence we have continued to support the Wilcannia Men's Service. The support has been through regular on-site contact assisting with facilitation and documentation supports as the group firms up its vision, purpose, role and contribution to community strength.

In an effort to enable and increase outreach services in 'The Mallee' in Wilcannia, we prepared a grant application for Shade Cloth for the children's playground area. The grant submission was developed in partnership with Community Working Party and the local Aboriginal Lands Council with support from the Shire Council.

### Into the future

- In the coming year the WSH team will continue to focus on reviewing and adapting practice in keeping with community need and feedback.
- WSH will also focus on increasing the amount of community education provided and raising the public profile of the service.
- We are supporting the Community Working Party to involve the Mission residents in the re-design of the children's play area within the Mission. This will result in submission for a grant for this community resource and provide another space where we can work with individuals.

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



Clients supported through Wilcannia Safe House 2016 - 2017

## Focus Area Three – Building an influential profile and strong stakeholder engagement

### Wilcannia Safe House (WSH) – Stakeholders we work with

#### Participating organisations in the hub of services

- Ability Links at Broken Hill Lands Council, NDIS
- Broken Hill Corrective Services Broken Hill
- Broken Hill Lifeline – furniture
- Broken Hill MERIT Program – Magistrate Early Referral into Treatment Program
- Broken Hill Mission Australia (Brighter Futures team)
- Broken Hill Warra Warra Family Violence Legal Service
- Catherine Haven Broken Hill SHS
- Cobar Saint Vincent de Paul via Catholic Care, Wilcannia
- Cobar SHS
- Link 2 Home NSW Call Centre
- Manager Integrated Violence Prevention Response Services - DV Interagency Broken Hill
- Mental Health Support Worker, Centracare Primary Health, Maari Ma
- NCOSS – Seven Sisters (State-wide Network)
- Safety Action Meeting, Broken Hill, Mildura and Dareton
- Staying Home Leaving Violence
- Sydney Indigenous Women’s Legal Program
- Wilcannia and Broken Hill Maari Ma Dietician and social worker
- Wilcannia Central School
- Wilcannia Central School AECG Committee (NAIDOC)
- Wilcannia Community Restorative Centre (CRC)
- Wilcannia Eagle Arts
- Wilcannia FACS Case Workers
- Wilcannia FACS Interagency Group
- Wilcannia Forbes Centre Care
- Wilcannia Men’s Group
- Wilcannia MPREC Woman’s Shed
- Wilcannia Official Pantu Warriors Football Team
- Wilcannia Police and Broken Hill Police DVLO & Dubbo Domestic Violence Coordinator
- Wilcannia Safe House Kids Hands – Safety Learning Program (RRR)
- Wilcannia Safe House Women’s Group

## Moving Out Moving On (MOMO)

### Focus Area Two – Developing quality services and products

#### Capacity building

Earlier this year the MOMO service experienced a significant staffing transformation with a new service manager and two new case managers. The team have quickly and effectively sustained the well established work of the dedicated staff who established the original service and they have worked together to be able to sustain strong working relationships with the stakeholders who share venue space and/or work as collaborators and referrers.

Across the year MOMO has seen important activities that have built the influence and innovation of the MOMO service. Examples include;

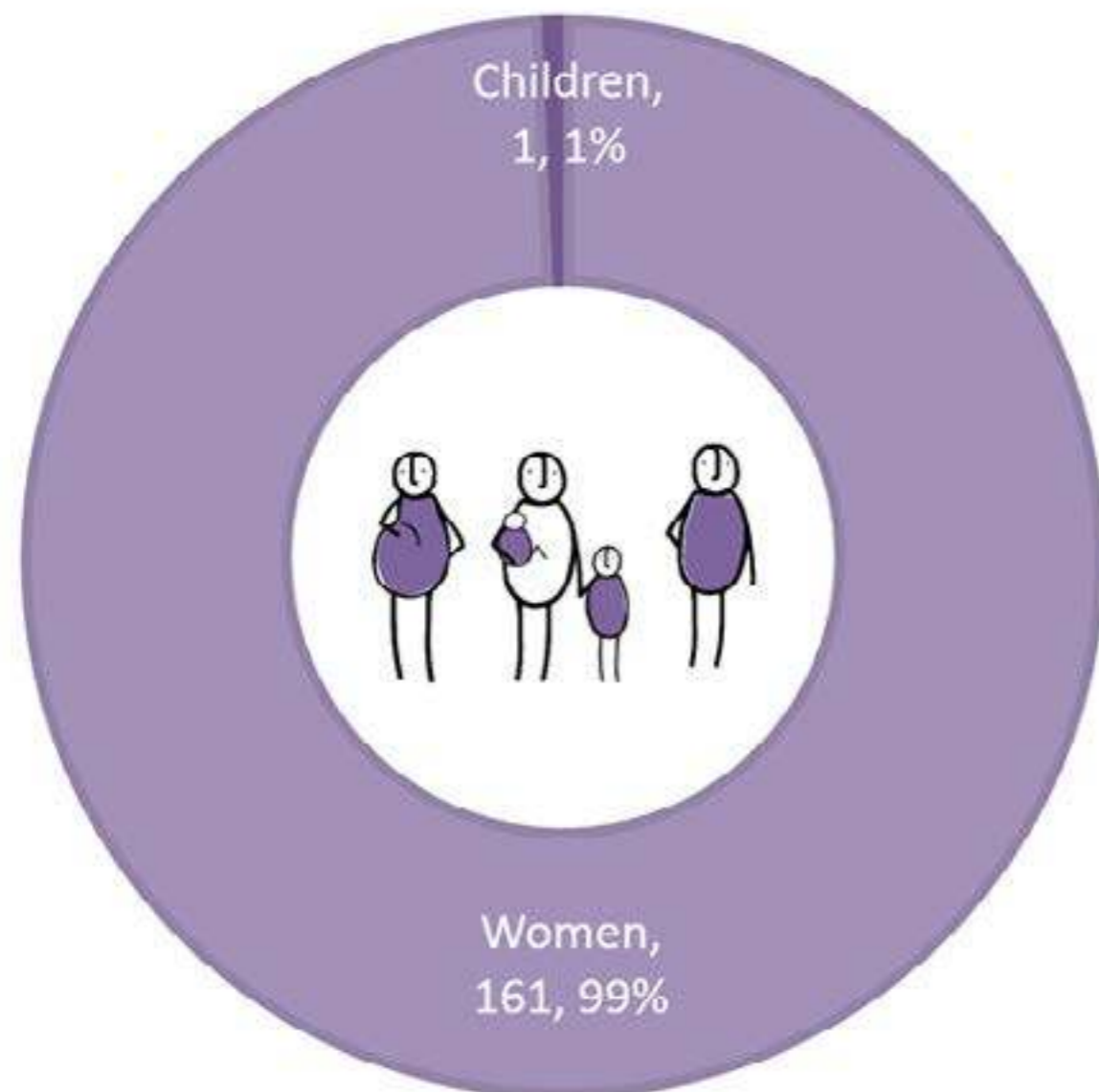
- MOMO reviewed the client feedback and effectiveness of the ‘Shine’ groups delivered. This review included capacity building of staff to engage in monitoring and evaluation activities for continuous improvement.
- Two MOMO case managers in the team worked together in a paired learning project to read, analyse and co-author a reflections paper on the intersection of DFV and Acquired Brain Injury. This paper has been shared with colleagues, health leads, and led to the invitation to participate in a panel about DFV and Acquired Brain Injury hosted by Brain Injury Australia.
- MOMO has developed a working relationship with Milk Crate Theatre engaging them to run a series of workshops in the new financial year with clients. Within the workshops clients will be supported through the arts to explore what ‘wellbeing’ means to them. Concepts and products that emerge from these workshops may be presented in the form of a theatre performance or other art forms, giving an avenue for client ‘voice’ and expression.

#### Into the future

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

The theatre workshops commence in 2017/18 and the process will be documented by Milk Crate Theatre to enable the wider DVSM team to learn from the contributions and perspectives of clients about what wellbeing means to them. The documentation will also contribute to how we communicate about our services in an accessible meaningful way for future clients.

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



Clients supported through **Moving Out Moving On** 2016 - 2017

### Focus Area Three – Building an influential profile and strong stakeholder engagement

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

##### Formal Partnerships

MOMO has a formal partnership with four services located in the community. MOMO staff are located at these services for one day each week:

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

The aim of these partnerships is to have a direct referral path and presence in the local community.

MOMO benefits from having access to physical work space in the community. This space is used for case management meetings with existing clients and to take on new referrals from people who access the centre.

We also support a number of people with a range of needs to access appropriate services within the community and provide hands on practical support with forms, information and time.

It also allows MOMO to run group programs that support women experiencing DFV.

##### Semi-formal Partnerships on Programs

MOMO has jointly coordinated two programs ‘Shine’ and ‘Moving On’ with these organisations:

- Dress For Success
- Bunnings
- Wesley Mission
- Surry Hills Neighbourhood Centre
- Women and Girls Emergency Centre (WAGEC)

The aim of the coordinated program has been to support women experiencing DFV to broaden their networks in the community and to build their knowledge and skills in order to move on from experiencing DFV to a greater sense of wellbeing.

##### Informal Stakeholder Relationships

MOMO has a range of relationships with organisations whose work intersects with women who are experiencing DFV. Some of these include:

- Bridge Community Housing
- Brighter Futures
- Centrelink – (social workers)
- Domestic Violence Court Advocacy Service (DVCAS)
- Haymarket Foundation
- Healthy Homes and Neighbourhoods
- Legal Aid NSW (Domestic Violence Unit)
- Milk Crate Theatre

## Informal Stakeholder Relationships (continued)

- Mudgin Gal Aboriginal Women's Centre
- Partners in Recovery
- Personal Help and Mentors – PhaMS: mental health
- Red Cross
- Redlink Outreach Centre
- Royal Prince Alfred – Health (social workers)
- Samaritans
- St George Community Housing
- St Vincent de Paul
- St Vincent's Hospital – Health (social workers)
- WEAVE Youth and Community Centre
- Weyside Chapel
- Women and Girls Emergency Centre (WAGEC) – Homelessness

# Refuge Outreach Action Response (ROAR)

## Focus Area Two – Developing quality services and products

### Capacity building

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

- To better meet the therapeutic needs of children, to address impacts of trauma and increase their psychological wellbeing we have formed a partnership with Rosie's Place, which is a local service that provides counselling and therapeutic activities for children. Rosie's support our children with counselling and provision of group activities for the children of the service.
- Establishing a landscaped garden at one of our refuges that offers a calm context and learning environment for children that reside at the refuge. Both refuges now have a wonderful space that can be accessed whilst recovering from the trauma of living with violence.
- Throughout this financial year the ROAR service implemented Champion roles within the team.

A 'Champion' is 'a person who vigorously supports or defends a person or cause'.

The champions are responsible for vigorously supporting or defending the activities or the subset of people that they give focus to. Each champion leads the work that happens within each of the areas including making sure that any processes are documented, and by initiating relationships, driving activities and keeping the rest of the team in the loop and involved with what is happening.

Just because a staff person is the champion does not mean that other staff cannot do or help with this work. The team works together to manage all activities. The champion leads and communicates in a way to make sure that this happens.

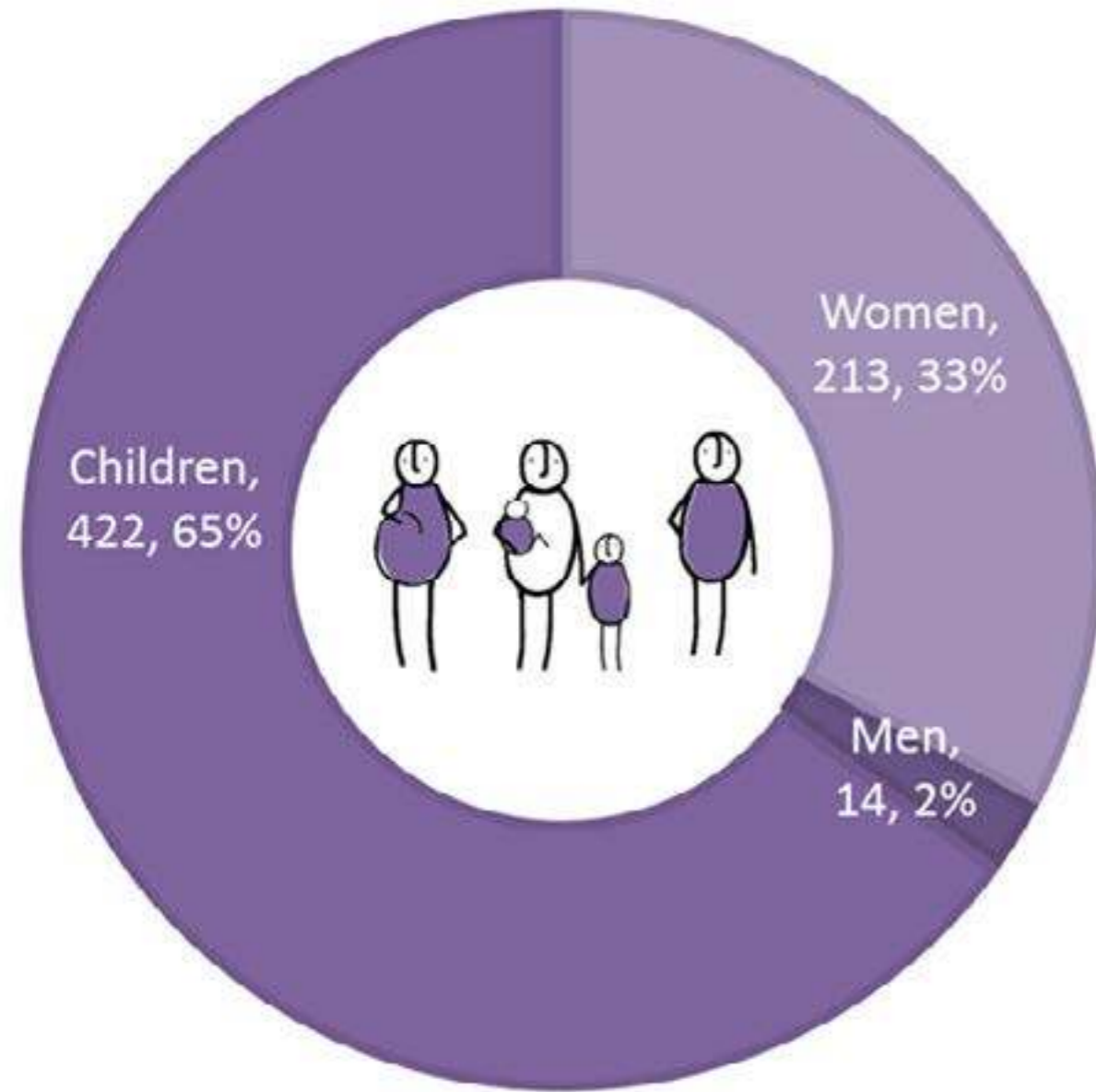
The true aim of the champion responsibility is to give the activity or group in focus the priority of effort and a voice to address gaps and match needs. For some champion roles the focus has been allocated, and for other champion roles the champion has created the focus by identifying the unmet need. The range and focus of champions in the service will change as we continuously improve.

- Participated in Client Services projects outlined in the Professional Services section of this report. These include a focus on better understanding the needs of and improve our responses to:
  - People experiencing and/or escaping DFV on visa limitations
  - Children and Young People experiencing and/or escaping DFV
  - Aboriginal and Torres Strait Islander Communities
  - Muslim Communities.

### Into the future

In the future our service will be working to implement the learnings gained from this year into service delivery with a staged approach to improving practice and service design through the work of the projects outlined more fully toward the end of this report.

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



Clients supported through **Refuge Outreach Action Response**  
2016 - 2017

### Focus Area Three – Building an influential profile and strong stakeholder engagement

#### Refuge Outreach Action Response (ROAR) – Stakeholders we work with

##### Formal Partnerships

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

- |                                 |  |
|---------------------------------|--|
| 1. Address Housing              | The aim of these partnerships is to provide secure sustainable housing for women experiencing DFV. The partnership is based on a guaranteed provision of housing to ROAR clients in return for ongoing case work to ensure successful tenancy. |
| 2. Evolve Housing               |  |
| 3. Dandelion Support Network    | The aim of these partnerships is to ensure women and children leaving situations of DFV are able to access essential personal and household items such as clothes, prams, toys and the like.   |
| 4. Good360                      |  |
| 5. Castle Hill Community Health | The aim of this partnership is to provide access to specialised domestic violence support for women experiencing DFV in the Hills district. ROAR provides outreach support on a fortnightly basis at the health centre.                        |
| 6. Corrective Services NSW      | The aim of this partnership is to support women with children exiting prison to access support and services and to integrate successfully back into the community.   |
| 7. Rosie's Place                | This partnership is to provide support to children at the refuge and also to enhance parenting skills of mothers.  |

##### Semi-formal Partnerships on Programs

ROAR has one semi-formal partnership with Gumnut Childcare based on a common commitment to client outcomes. The aim of the partnership is to ensure that children who have experienced DFV are able to receive the support and care they need and to enable their families to build their participation in the community.

The partnership entails the provision of long day care for children of clients at the DVSM refuge.

##### Informal Relationships

ROAR has a range of informal relationships with organisations whose work intersects with women who are experiencing DFV or who are leaving institutions. These include:

1. Legal Aid NSW
2. Department of Immigration
3. Western Sydney DV Network
4. Marrin Weejali
5. WJN Women's Justice Network (formerly WIPAN)
6. Domestic Violence Court Advocacy Service (DVCAS)

The aim of these partnerships is to support women and their children on their journey from experiencing DFV to a greater sense of wellbeing.

# Domestic Violence After Hours Service (DVAHS)

## Focus Area Two – Developing quality services and products

### Capacity building

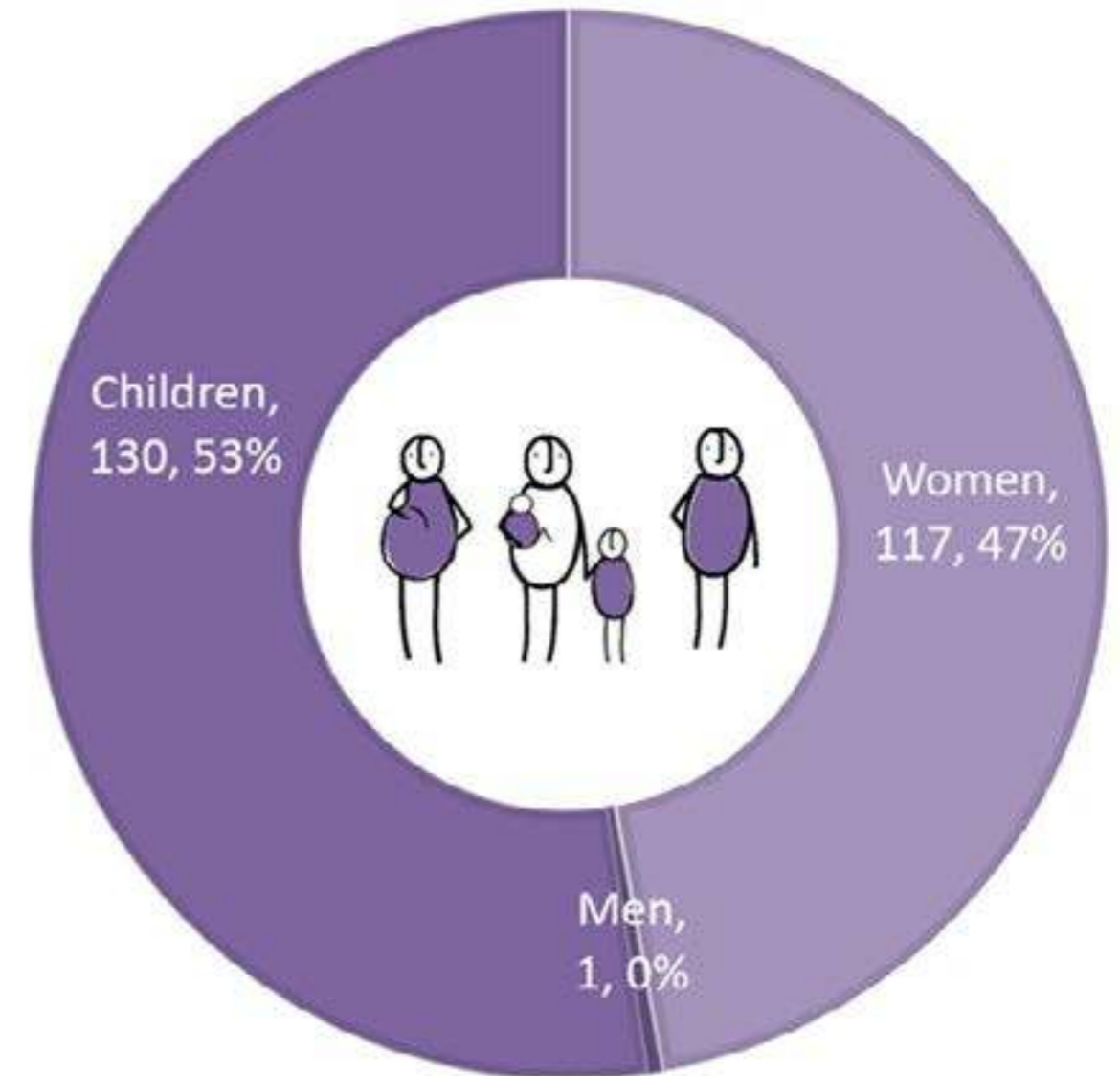
DVAHS has been in an establishment phase as it is a relatively new service, and the team have been working hard to build capacity through;

- Investing considerable staffing time into building the profile of the service to establish increased pathways to support women with any accompanying children to access the service for support.
- Growing the knowledge and skills of the staff team to better support the clients who access the service.

### Into the future

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

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



Clients supported through **Domestic Violence After Hours Response 2016 - 2017**



# Organisational Services 2016 – 2017 Highlights

The Organisational Services team provide the cross-organisational infrastructure and supports relating to Finance, Human Resources, Quality Assurance and Compliance, Projects and Administrative Supports.

The work of the Organisational Services team focuses on two key areas in the strategic plan.

- Focus Area One - Creating a robust sustainable organisation
- Focus Area Four - Supporting the development of a culture of innovation and excellence

This is not exclusive to other areas, rather a reflection of where efforts are prioritised and optimised.

## Focus Area One - Creating a robust sustainable organisation

We have continued to track well in our compliance and quality milestones. Some projects are significant in scale and will carry through to the new financial year due to the scale of the work.

Key highlights include:

- Our Management and Accountability Cycle has been strengthened through key groups/forums established this year to promote shared ownership and to build management and leadership capacity across roles and teams. These forums are fostering stronger levels of ownership across teams and a commitment to introduce, implement, and embed practice and policy.
- We have strengthened communication across teams with a weekly GM update, a bi-monthly cross organisational communique Kaleidoscope, and the continued development of our intranet.
- Quality Assurance System - In October 2016 we undertook a self-assessment against the SHS standards, and developed a resulting Quality Improvement Plan. We repeated the self-assessment process in February and June 2017, which evidenced great strides in our progress across the organisation.

We received very positive feedback from the independent guided assessor who commended our understanding of and culture around continuous quality improvement.

The June self-assessment resulted in an updated Quality Improvement Plan which informs our work at an organisational level and across teams and a policy review schedule has been established for the 2017-2018 year so that we can begin to embed, quality check and review implementation and improvements with staff teams.

- Finance, risk management and compliance - During 2016-2017 there was a continued focus on policy implementation, process improvement and automation in the finance, risk and compliance areas. Highlights included:
  - Full suite of Board governance policies and procedures developed for implementation in the 2017/18 year
  - Expert legal review and implementation of new supplier and employment contracts
  - Legal advice and implementation of processes to protect and manage our intellectual property
  - Renewal of three year funding contracts with Family and Community Services
  - Implementation of cloud based budgeting and reporting software to enable efficient and accurate reporting to stakeholders.
- Information Technology (IT) - In early 2017, we engaged an external IT company to work with us to develop our IT Strategy and Roadmap. This Strategy and Roadmap is focussed on strengthening our IT over the next one to three years. The strategy emphasises:
  - Supporting the organisation to continue to improve the safety and wellbeing of clients through enabling staff and the wider DVSM community to work collaboratively and from any location.
  - Strengthening our Governance.
- Work Health and Safety (WHS) - Throughout the reporting period we have had Health & Safety Representatives (HSR's) trained into these roles with each work area having a HSR. The role of the HSR is to represent the broader staff teams through to management with a focus on maintaining a safe workplace.
  - Each of the HSR's also form the WHS committee which also has a management representative. The WHS committee has been steering monitoring and developing systems to support safety within the workplace and to ensure that we meet legislative requirements.
  - The organisational WHS Management system was reviewed by the committee and found to require further development. As a result it was a recommendation of the committee that we commit to engaging an independent consultant to support identification of gaps and recommend improvement opportunities within our WHS Management System. Our WHS Management System will be refined and further developed in the 2017/18 period.
  - We have defined and reviewed the incident reporting process and created and introduced a more comprehensive but accessible incident reporting system.



#### Focus Area Four - Supporting the development of a culture of innovation and excellence

While working through the volume of processes and documents required for compliance, our focus has been on protecting and investing in organisational culture as a key to our stability and quality.

We know that the climate for innovation and excellence is highly dependent on the culture we foster within our workforce. This has been a priority throughout the year and a focus we will remain committed to across our future.

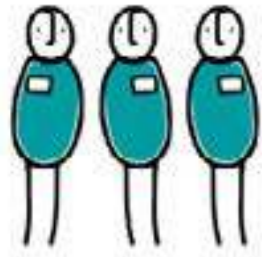
Key highlights include:

- Managers team workshops hosted in Wilcannia to set the course of how we can work together in a more shared leadership approach and how we can support each other across locations and services.
- All employee Position Descriptions, including Key Accountabilities and Selection Criteria have been re-rationalised and streamlined ahead of successful recontracting.
- We adjusted the Administration Officer roles to become a team of Projects Officers to work together to identify and optimise any efficiencies between the three sites. They work as a group facilitated by the Quality Assurance and Compliance Coordinator role to link any documentation with the QAS system.
- Development of a Staff Directory which acts as a look up for experience, skills, languages, champion roles and team groupings. The initiative has given each person the opportunity to showcase their expertise and passion as a valued member of the team, to redress some of the challenges that come with diverse location of service teams.
- The Individual Performance Agreement and Development Planning processes and tools have been simplified to promote a culture of ownership in self-management and professional development. We have made parallel links between our practice dashboard approach between case managers and clients, and managers with employees to emphasise a shared participatory approach to how we engage with each other in our work.
- Corporate Orientation has been co-delivered by staff across the organisation and this year widened to an all staff event to induct new staff and align long term staff with how our work fits together.
- Cross-organisational learning and peer support experiences have been enabled and are reducing isolation and fostering stronger inter-service supports and sharing of practice, ideas and tools. These include:
  - Organisational Services team members providing on-site support to the Wilcannia service to better understand the context of remote rural services, and to shoulder the challenges of building and operations projects that come with accommodation services.
  - Peer coaching has been facilitated between Client Support Worker roles in Wilcannia and ROAR Case Managers including reciprocal travel.

- Five staff have had the opportunity to develop their public speaking experience by presenting to Commonwealth Bank Staff in their Executive Talent Management Program.
- Champion roles have progressed in the ROAR service and are proving to be a positive avenue for staff engagement and in promoting initiative.

Champion roles include:

- Pop-Up Service in the Hills
  - Domestic Violence After Hours Service (DVAHS)
  - People who are from Culturally and Linguistically Diverse (CALD) backgrounds
  - Working with Women Leaving Corrections
  - Men's service provision
  - Groups (including therapeutic)
  - Children and Children's Activities
- Communicating Coaching has been provided for individuals where this has aligned to their professional development goals. The independent consultant providing this coaching has been inspired by the staff and work of DVSM and has provided a pro bono session for all staff in C-IQ Conversational Intelligence which is being brought into our approach to meetings, and throughout our work with each other and within our work with clients.
  - Our teams have been supported to engage in Reflective Reading (varied texts) for team building and to foster critical thinking and ownership about our growth mind-set culture.
  - A full review of our Website Architecture has been achieved and all staff have provided feedback on the adjustment to structure and language. Competitive quotes have been obtained and a designer commissioned to commence a re-build in line with our changing approach to communication with clients.
  - We have been able to engage in the rich range of conferences and learning opportunities made available within our sector. Some of these highlights include a combination of attendance and contribution:
    - Panel participation by a MOMO Case Manager 'The Overlap Between Acquired Brain Injury and Family Violence at the National Acquired Brain Injury Conference'
    - Attendance at Probation and Community Corrections Officers Association Conference PACCO 2016
    - Attendance at Developing Monitoring and Evaluation Frameworks – Australasian Evaluation Society
    - Attendance at 13th Biennial ANZ Third Sector Research Conference Social Justice, Social Enterprise And The Market: Challenge Or Opportunity
    - Presenting at Dignity International Conference – Women's Council Western Australia
    - Attendance at Child protection and DV: Meeting the challenges of collaboration - ANROW



# Professional Services 2016 – 2017 Highlights

The Sightlines Team support DVSM’s Client Services and Organisational Services across the four strategic focus areas.

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

The team also work in an external facing capacity to sharing learning, build capacity and influence change.

The Sightlines team and Sightlines Associates have contributed to internal achievements and external influence through the following initiatives:

## Projects and Project Reports

- ‘Which way next?’ Working with people experiencing DFV on visa limitations
- ‘Do you see me? Do you hear me?’ Child Wellbeing
- ‘Can I trust you?’ Community Connections – Aboriginal and Torres Strait Islander Communities
- Cultural Safety – Muslim Communities
- Concepts of Safety
- Monitoring and Evaluation Framework

## Rapid Evidence Series

- The Effectiveness of Interventions for Female Adult Victims of Domestic and Family Violence
- Children and Domestic and Family Violence

## Reflection Series

- Reflections Paper re Exploring the intersection of DFV and Acquired Brain Injury (ABI)

### More Information:

Our Projects Portfolio, Full Project Reports, Rapid Evidence Reviews and Reflection Series are available in PDF on our website [www.dvnsdsm.org.au](http://www.dvnsdsm.org.au)

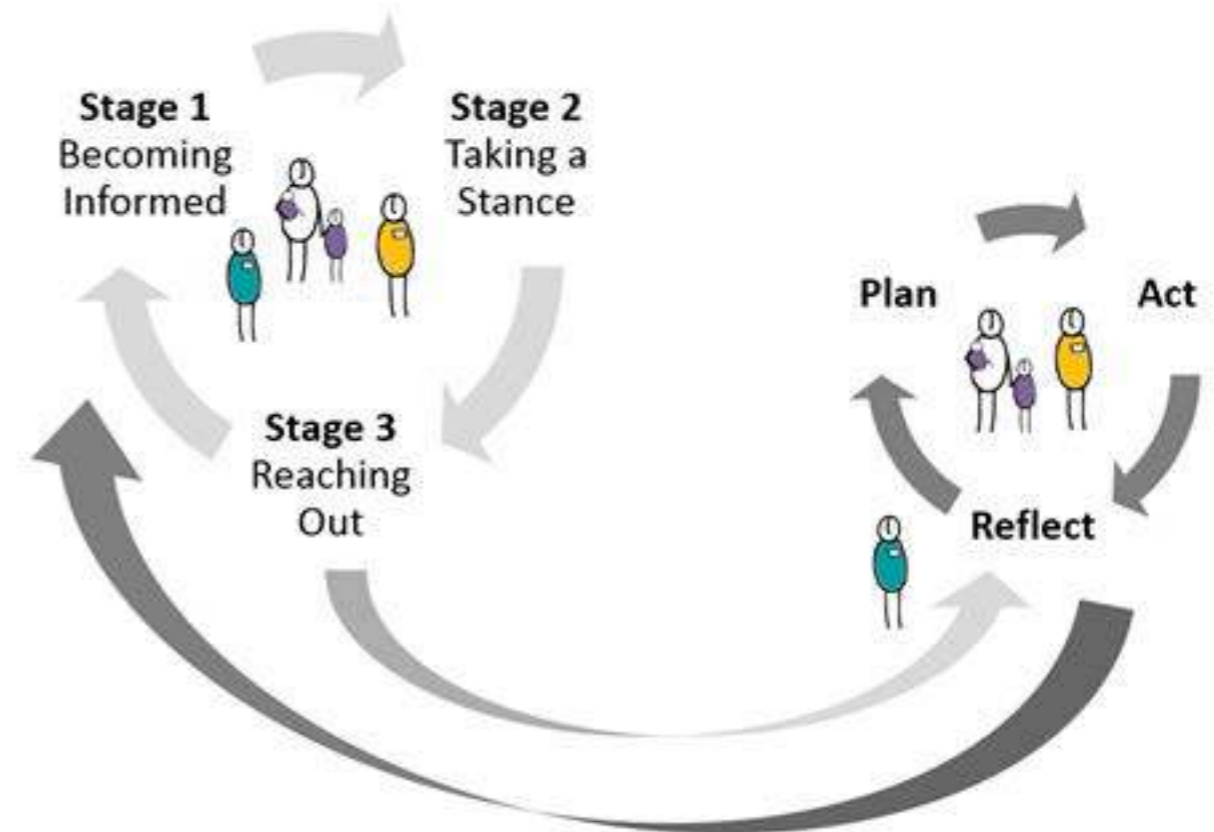
## Developing Frameworks and Concepts

A number of significant concepts and tools have emerged through Stage 1 of the projects named on page 34.

One of these is a useful framework distilled in the Community Connections project through our learning from the work of Herring et al and Margot Rawsthorne at the University of Sydney. This framework is a staged approach, which is cyclical in order to continuously improve, and can be applied broadly to guide the development of much of our work ahead. In very simple terms the framework stages are:

- Stage 1:** ‘Becoming Informed’ – undertaking a self-assessment about where we are at and what is needed
- Stage 2:** ‘Taking a Stance’ – determining an organisational position and commitment to change
- Stage 3:** ‘Reaching Out’ – proactively and working with others to achieve and share in the change process, which includes ‘giving before receiving’, taking a community development and action learning approach.

The stages work at several levels - individual, practice and organisation - with each level influencing and being influenced by the other levels.



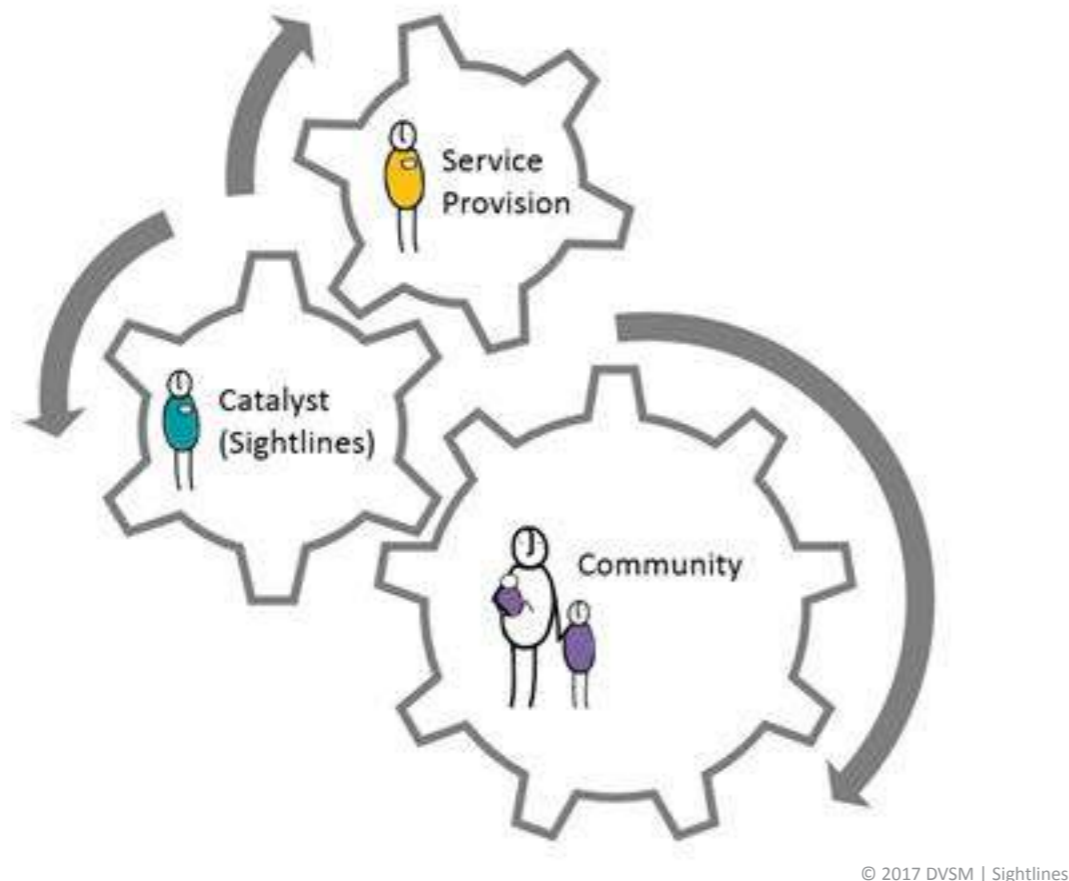
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From March through to June, four client services projects were undertaken to ‘become informed’ about how we can better understand the needs of and improve our responses to:

- People experiencing and/or escaping DFV on visa limitations
- Children and Young People experiencing and/or escaping DFV
- Aboriginal and Torres Strait Islander Communities
- Muslim Communities

In the next financial year we will be following through on these projects moving into Stage 2 to ‘take a stance’ and design the work ahead as a response to what we have learned in Stage 1, and to design how we can continue to learn through our work and with others.

Another key concept is the role of Sightlines as a 'catalyst' for change in the relationship between community and service provision. With this framing in mind, our 'catalyst' activities in 2016-2017 are described below:



### Influencing Understanding and Engagement in the Corporate Sector

This year the Sightlines team have worked with Commonwealth Bank as part of their Executive Managers Talent Program. This involved working within the residential program to provide a Q&A panel, present our approach to our work and participating in a panel responding to the modelling solutions that the executives developed through the program. We really value this opportunity to enable direct and indirect influence within the large employee community and very large customer base across Australia. The openness of the Commonwealth Bank participants to explore and understand the complexity of Australia's response to DFV was significant, aligned to CBA's strategy to be to be part of a movement to end domestic violence in a generation, and speaks to the readiness and opportunity of working across sector boundaries to enable change.

### Enabling Informed Choice

We work with people experiencing DFV. We meet with people in cafés, at our refuges and provide support and information over the phone and via our website. We work to understand what each individual's unique experience is and what is most important to them now and in their recovery. We support our clients to make their own choices that help them to resist violence, navigate to safety and recover from the impacts of abuse. Sense making and sharing information in meaningful ways is a challenge we are committed to improving throughout our work. Through their internal social media platform for employees, the Commonwealth Bank have donated to DVSM \$20K of funding to work on this challenge - transforming how we provide information via our website to clients and the public experiencing DFV so that this information is informed, tested and shaped by the people who need it most.

### Enabling Voice and Valuing the Insight of Lived Experience

Toward the end of the financial year we received seed funding (from Macquarie Group Graduates which was match funded by the Macquarie Group Foundation) to undertake the design component of a disclosure mechanism for people with lived experience of DFV. The concept is intended to enable people to tell their story on their own terms in a safe, ethical and dignified way. The insights from the disclosures can inform improvements in the service system and in the wider ecosystem of corporates, faith groups, institutes and local communities.

We are working to use this funding carefully to pursue a design that:

- (i) Has therapeutic benefits for the people using courage to disclose their story
- (ii) Safely collates and presents the insights to optimise influence into the ecosystem where changes to response can take place at scale.

### Enabling Accessible Relevant Information

Navigating the DFV service system can be challenging for people who work in the profession, and for the people who use support services, or are seeking to use them it can feel confusing and impossible. Through the Social Innovation Council, we were successful in accessing the Expert Exchange Advice Program where we were introduced to pro bono advisory support in our approach to Marketing and Communications.

We are in preliminary discussions around avenues to access leading technology that enables user led design through our website platform. With the right technology we can create mechanisms that capture and analyse insights about what is used most, and what is asked most by people experiencing, escaping and/or recovering from violence. In turn we can be led by these questions to improve and tailor our content development, and increase how and where to signpost users to services that hold answers, depth of information and/or services to meet those needs.

### Initiatives and Influence

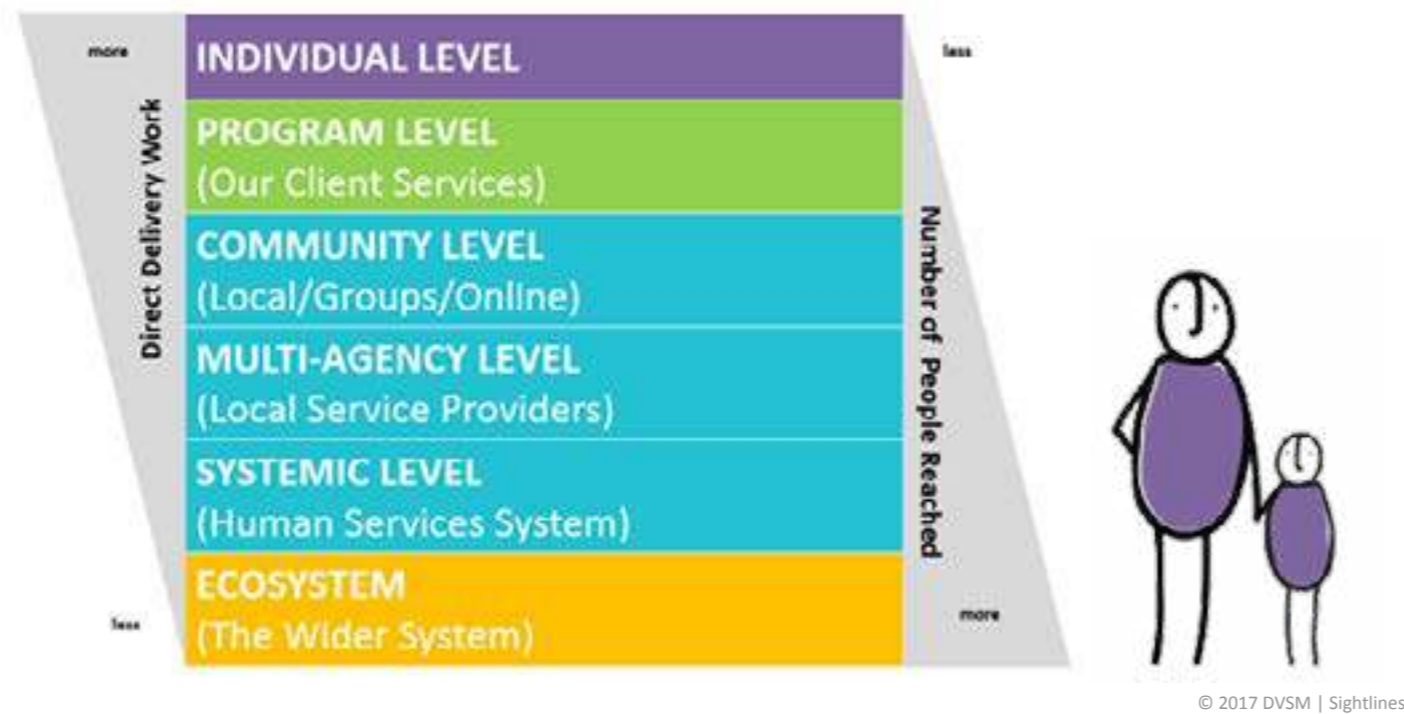
This year the Sightlines team have presented the Safety Concept and Wellbeing work to the following individuals/groups/forums:

- District Homelessness Implementation Group
- Domestic Violence NSW
- FACS Director of Homelessness
- FACSAR Research and Analysis Team
- Women's Domestic Violence Court Advocacy Program - Legal Aid NSW, Safer Pathway, Victims Services, NSW Department of Justice and Women NSW
- International Dignity Conference – Western Australia

# Looking Ahead

We will continue to work to improve service delivery and social and system responses for people experiencing/escaping DFV.

Our efforts will continue to span across work with individuals in client services, in program design, with communities, each other and other agencies, with system leads and with organisations and influencers in the wider ecosystem (beyond the human services system).



We know that change at all levels is needed and that we can contribute in a meaningful way as we listen to individuals and communities about their lived experiences of DFV, the insights they hold and their hopes for change.

We will continue to document our learning through Project Reports, Evidence Series, and Reflections Papers sharing these online and through round tables, structured conversations across system boundaries and small and large scale presentations, and through our partnership work.

Our stability and sustainability is underpinned by the supports of our Organisational Services across all levels, and we will continue to optimise opportunities to streamline processes and harness technologies that keep us accessible and relevant.

Above all we know that our work is improved when shaped by the contributions and insight of people with lived experience of DFV. We believe that people experiencing DFV need information to weigh up their options so they can choose the next steps in rebuilding their lives. Restoring their control and dignity.

We believe that in order to have 'informed choice' there needs to be information available that is relevant, accessible, accurate and safe. A key priority and challenge ahead for us is to collate this myriad of information in an organised accessible way. We will continue to design this with people who have lived experience of DFV because they know what they need when they need it most.

# Message from the Treasurer

The organisation continues to be prudently managed with the team ensuring that grants are acquitted per the terms of the Government contracts. An overall surplus for the year of \$191,454 was recorded.

## Income

Total income was \$4,009,131 compared to \$3,274,060. The overall increase of 22% is due to income received for the new grant relating to Domestic Violence Response Enhancement Funding.

DVSM's main source of income remains State Government grant funding, however we continue to work on diversifying income sources to reduce our risk exposure.

## Expenses

Total expense was \$3,817,677 compared to \$2,793,180 in the prior year. Overall expenses increased by 37% across the organisation mainly due to increased costs as a result of the new grant plus the acceleration of depreciation of several assets where the grant agreements were due to end on 30 June 2017 (noting that these grant agreements were subsequently renewed).

Major expenses for the year included:

- Employment costs \$2,281,647;
- Client and brokerage costs \$507,029; and
- Rent and occupancy costs \$202,059.

## Cash

At 30 June 2017, cash in bank was \$801,618 with a further \$4,190,222 held in cash investment accounts. Of the cash held in investment accounts \$2,122,904 is grant funding received in advance and restricted to funding our programs in the coming year.

## The Year Ahead

Looking ahead we will continue to plan and implement strategies for relevant and sustainable growth.

## Vicki Hartley

Treasurer, DVSM Board of Directors





# Our Supporters

## Funders and Partners

NSW Government – Department of Family and Community Services  
Australian Government - Department of the Prime Minister and Cabinet

## Pro Bono and In-kind Support

Corrs Chambers Westgarth  
Clayton Utz  
Naomi Abbott from Conscious Presence  
Karen Muggleton, owner of People Alignment  
Snap, Circular Quay  
The Alannah and Madeline Foundation  
Busways  
Share the Dignity  
Hope Chapel  
Hillsong CityCare  
Fernwood Gym Members & Staff  
Michelle's Plaster Painting  
Global Hospitality Solutions  
Individual donations from members of the public

## Donors

Homelessness Sector Development Project  
Macquarie Group and Macquarie Group Foundation  
Commonwealth Bank of Australia (Comminsure) - employee fundraising

**DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD**

**ABN 26 165 400 635**

**ANNUAL REPORT**

**FOR THE YEAR ENDED 30 JUNE 2017**

**DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD**

**ABN 26 165 400 635**

**Contents**

	<b>Page</b>
Responsible Entities' Report	1
Auditor's Independence Declaration	3
Statement of Comprehensive Income	4
Statement of Financial Position	5
Statement of Changes in Members' Funds	6
Statement of Cash Flows	7
Notes to the Financial Statements	8
Responsible Entities' Declaration	14
Independent Audit Report	15

**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 2017.

**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

**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 2017 has been received and can be found on page 3 of the Financial Report.

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



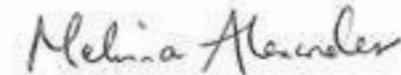
Victoria Hartley  
Director

Dated in Sydney this 16th day of October 2017

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

I declare that to the best of my knowledge and belief, during the year ended 30 June 2017 there have been no contraventions of:

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



M A ALEXANDER  
Partner

PITCHER PARTNERS  
Sydney

16 October 2017

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2017

	Note	2017 \$	2016 \$
Revenue	2	4,009,131	3,274,060
Employee benefits expense		(2,281,647)	(1,895,471)
Depreciation expense		(245,674)	(104,233)
Professional fees		(73,112)	(67,455)
Client expenses		(507,029)	(180,611)
Rent and occupancy expenses		(202,059)	(198,049)
Conference and meeting expenses		(21,461)	(16,666)
Motor vehicle expenses		(89,977)	(52,058)
Travel expenses		(98,594)	(42,799)
Computer and telecommunication expenses		(100,134)	(69,201)
Other expenses		(197,990)	(166,637)
<b>Surplus before income tax</b>		<u>191,454</u>	<u>480,880</u>
Income tax expense		-	-
<b>Surplus after income tax expense for the period attributable to the members of the Company</b>		<u>191,454</u>	<u>480,880</u>
Other comprehensive income after income tax		-	-
<b>Total comprehensive income attributable to members of the Company</b>		<u>191,454</u>	<u>480,880</u>

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2017

	Note	2017 \$	2016 \$
<b>Current assets</b>			
Cash and cash equivalents	3	801,618	696,065
Trade and other receivables	4	12,264	62,560
Other financial assets	5	4,190,222	3,961,507
Other current assets	6	65,030	21,168
<b>Total current assets</b>		<u>5,069,134</u>	<u>4,741,300</u>
<b>Non-current assets</b>			
Plant and equipment	7	300,068	298,648
<b>Total non-current assets</b>		<u>300,068</u>	<u>298,648</u>
<b>Total assets</b>		<u>5,369,202</u>	<u>5,039,948</u>
<b>Current liabilities</b>			
Trade and other payables	8	586,648	451,300
Employee benefits	9	132,612	78,451
Other current liabilities	10	2,177,978	2,254,776
<b>Total current liabilities</b>		<u>2,897,238</u>	<u>2,784,527</u>
<b>Non-current liabilities</b>			
Employee benefits	9	63,325	38,236
<b>Total non-current liabilities</b>		<u>63,325</u>	<u>38,236</u>
<b>Total liabilities</b>		<u>2,960,563</u>	<u>2,822,763</u>
<b>Net assets</b>		<u>2,408,639</u>	<u>2,217,185</u>
<b>Members' funds</b>			
Retained surplus		2,408,639	2,217,185
<b>Total members' funds</b>		<u>2,408,639</u>	<u>2,217,185</u>



DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF CHANGES IN MEMBERS' FUNDS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
Balance at the beginning of the year	2,217,185	1,736,306
Surplus attributable to members	191,454	480,880
<b>Balance at the end of the year</b>	<b>2,408,639</b>	<b>2,217,185</b>

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2017

	2017 \$	2016 \$
<b>Cash flows from operating activities</b>		
Grants received	4,028,734	5,100,734
Payments to suppliers and employees (inclusive of GST)	(3,831,589)	(3,212,407)
Receipts from customers (inclusive of GST)	312,996	240,722
Donations received	230	4,750
Interest received	85,164	68,639
Dividend received	307	547
<b>Net cash provided by operating activities</b>	<b>595,842</b>	<b>2,202,985</b>
<b>Cash flows from investing activities</b>		
Proceeds from sale of plant and equipment	200	-
Payments for plant and equipment	(261,774)	(260,521)
Payments for short term investments	(228,715)	(3,211,507)
<b>Net cash used in investing activities</b>	<b>(490,289)</b>	<b>(3,472,028)</b>
Net increase/(decrease) in cash and cash equivalents	105,553	(1,269,043)
<b>Cash and cash equivalents at the beginning of the financial year</b>	<b>696,065</b>	<b>1,965,108</b>
<b>Cash and cash equivalents at the end of the financial year</b>	<b>801,618</b>	<b>696,065</b>

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

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 2017

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

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

**New, revised or amending Accounting Standards and Interpretations adopted**

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

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

**Basis of Preparation**

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

**Historical cost convention**

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

**Functional and Presentation Currency**

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

The financial statements were authorised for issue on 16 October 2017 by the directors.

**Going Concern**

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

**Revenue Recognition**

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

**Trade and Other Receivables**

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

**Plant and Equipment**

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

**Depreciation**

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

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

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

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

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

**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 2017

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 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 conditions that correlate with defaults.

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.

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

*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.

**NOTE 2: REVENUE**

**(a) Operating activities**

Grants received - restricted\*  
Donations - restricted\*  
Resident fees  
Other revenue  
Other revenue - restricted\*

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

**(b) Non-operating activities**

Interest income  
Dividend Received

**Total Revenue**

**NOTE 3: CASH AND CASH EQUIVALENTS**

Cash on hand  
Cash at bank

**NOTE 4: TRADE AND OTHER RECEIVABLES**

Trade receivables  
Other receivables

**Terms and Conditions**

Receivables are non-interest bearing and unsecured.

**NOTE 5: OTHER FINANCIAL ASSETS**

Held to maturity investments - Interest Bearing Deposits

**NOTE 6: OTHER CURRENT ASSETS**

Prepayments  
Security Deposits

**NOTE 7: PLANT AND EQUIPMENT**

Office equipment - at cost  
Less: accumulated depreciation

Furniture and fittings - at cost  
Less: accumulated depreciation

Motor vehicles - at cost  
Less: accumulated depreciation

Construction work in progress

Total Plant and Equipment

	2017	2016
	\$	\$
Grants received - restricted*	3,745,261	2,959,585
Donations - restricted*	230	4,750
Resident fees	22,504	24,406
Other revenue	155,484	190,133
Other revenue - restricted*	182	26,000
	<u>3,923,661</u>	<u>3,204,874</u>
	\$	\$
Interest income	85,164	68,639
Dividend Received	307	547
	<u>85,471</u>	<u>69,186</u>
<b>Total Revenue</b>	<b>4,009,131</b>	<b>3,274,060</b>
Cash on hand	767	1,500
Cash at bank	800,851	694,565
	<u>801,618</u>	<u>696,065</u>
Trade receivables	1,000	60,364
Other receivables	11,264	2,196
	<u>12,264</u>	<u>62,560</u>
Held to maturity investments - Interest Bearing Deposits	4,190,222	3,961,507
Prepayments	64,848	20,986
Security Deposits	182	182
	<u>65,030</u>	<u>21,168</u>
Office equipment - at cost	136,861	99,078
Less: accumulated depreciation	(101,090)	(56,180)
	<u>35,771</u>	<u>42,898</u>
Furniture and fittings - at cost	463,647	229,744
Less: accumulated depreciation	(269,989)	(69,225)
	<u>193,658</u>	<u>160,519</u>
Motor vehicles - at cost	62,098	53,278
Less: accumulated depreciation	(53,278)	(53,278)
	<u>8,820</u>	<u>-</u>
Construction work in progress	61,819	95,231
<b>Total Plant and Equipment</b>	<b>300,068</b>	<b>298,648</b>

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 7: PLANT AND EQUIPMENT (continued)

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 2016	42,898	160,519	-	95,231	298,648
Additions	37,783	125,159	8,820	75,332	247,094
Transfers	-	108,744	-	(108,744)	0
Depreciation expense	(44,911)	(200,763)	-	-	(245,674)
Balance at 30 June 2017	35,770	193,659	8,820	61,819	300,068

NOTE 8: TRADE AND OTHER PAYABLES

	2017 \$	2016 \$
(a) Current		
Trade payables	335,095	151,848
Accrued expenses	119,192	60,825
GST payable	80,412	205,759
Other payables	51,949	32,868
	586,648	451,300

Term and conditions

All other payables are non-interest bearing and unsecured.

NOTE 9: EMPLOYEE BENEFITS

	2017 \$	2016 \$
Current		
Employee benefits - annual leave	132,612	78,451
Employee benefits - long service leave	-	-
	132,612	78,451
Non-current		
Employee benefits - long service leave	63,325	38,236
	63,325	38,236

Analysis of total provisions:

	2017 \$	2016 \$
Opening Balance	116,687	82,505
Movements in the provisions during the period	93,057	45,516
Provisions paid out on redundancy	(13,807)	(11,334)
	195,937	116,687

NOTE 10: OTHER LIABILITIES

	2017 \$	2016 \$
Income in advance	-	72,500
Income in advance - restricted*	55,074	-
Grant funding in advance - restricted*	1,611,255	1,601,370
Grant funding - approved to be carried over to next financial year - restricted*	448,486	345,506
Grant funding - unspent funding to be returned to funder - restricted*	63,163	235,400
	2,177,978	2,254,776

\* 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

	2017 \$	2016 \$
Payable		
- within one year	51,195	82,705
- after one year and within five years	42,844	98,178

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

DOMESTIC VIOLENCE NSW SERVICE MANAGEMENT LTD

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2017

NOTE 12: RELATED PARTY TRANSACTIONS

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

Aggregate compensation	258,946	127,737
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Other transactions with the Organisation

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

NOTE 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 2017 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 2017 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:

	2017 \$	2016 \$
<b>Financial assets</b>		
Cash and cash equivalents	801,618	696,066
Trade and other receivables	12,264	62,559
Held to maturity investments	4,190,222	3,961,507
<b>Total financial assets</b>	5,004,104	4,720,132
<b>Financial liabilities at amortised cost</b>		
Trade and other payables	586,648	451,300
<b>Total financial liabilities</b>	586,648	451,300

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.

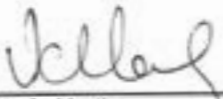
	Cash as at 1 July 2016 \$	Cash received during the financial year \$	Cash disbursed during the financial year \$	Cash as at 30 June 2017 \$
Restricted funds				
Government Grants	2,182,276	3,074,087	(3,078,384)	2,177,978
Other Income	-	182	(182)	-
Donations	-	230	(230)	-
Unrestricted funds	2,475,297	1,353,132	(1,014,567)	2,813,862
	4,657,573	4,427,630	(4,093,363)	4,991,840

**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 14 :
  - 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 2017 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.




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Victoria Hartley  
Responsible Entity

Dated in Sydney this 16th day of October 2017

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

**Report on the Audit of the Financial Report**

*Opinion*

We have audited the financial report of Domestic Violence NSW Service Management Limited, the "Registered Entity", which comprises the statement of financial position as at 30 June 2017, the statement of comprehensive income, statement of changes in members' funds and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the responsible entities' declaration.

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

- (a) giving a true and fair view of the Registered Entity's financial position as at 30 June 2017 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Reduced Disclosure Requirements (including Australian Accounting Interpretations) and Division 60 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.

*Basis for Opinion*

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

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

*Other Information*

Those charged with governance are responsible for the other information. The other information comprises the information included in the Responsible Entities' Report for the year ended 30 June 2017, but does not include the financial report and our auditor's report thereon.

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

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

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

*Responsibilities of the Responsible Entities for the Financial Report.*

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

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

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

*Auditor's Responsibilities for the Audit of the Financial Report*

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

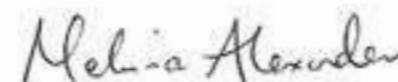
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

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

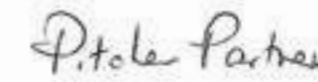
- Conclude on the appropriateness of the responsible entities use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Registered Entity's ability to continue as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

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



M A ALEXANDER  
Partner

16 October 2017



PITCHER PARTNERS  
Sydney

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