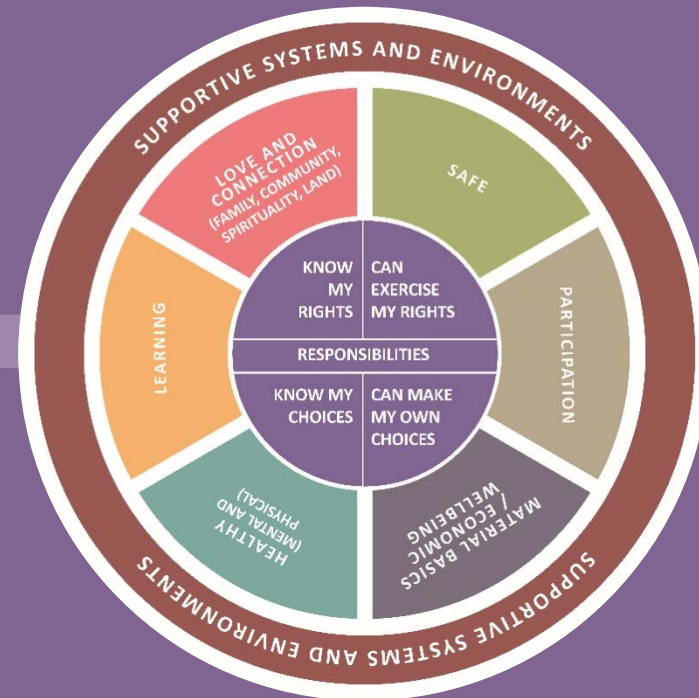


DOMESTIC VIOLENCE SERVICE MANAGEMENT

STRATEGIC PLAN

2019 – 2021

Service Delivery | Organisational Services | Sightlines Professional Services



Building individual and community safety and wellbeing

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WHO WE ARE

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

Our Vision

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

Our Purpose

Building individual and community safety and wellbeing.

Our Values

Person Centred, Integrity, Excellence, Respect.

Our Principles

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

A full description of our Values and Principles is available at www.dvnsdsm.org.au

Our Heritage

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.

WHERE WE HAVE COME FROM AND WHERE WE ARE NOW

[Domestic Violence NSW Service Management](#) (DVSM) was established in 2013 as a non-profit company registered under the Australian Charities and Not For Profits Commission Act 2012.

2013

In July 2015 DVSM commenced the Children and Schooling Programme funded through the Department of the Prime Minister and Cabinet.

In September 2015 DVSM established a [Professional Services Division - Sightlines](#).

2015

In March 2017 DVSM established Sightlines Associates who lead and/or advise on projects that relate to identified practice priorities and community needs.

In June 2017 DVSM recontracted three Specialist Homelessness Services ROAR, MOMO and [Wilcannia Safe House \(WSH\)](#). The projects undertaken by Sightlines Associates have been designed to inform service improvements over the next contract period to 2020.

2017

2014

In November 2014 DVSM started [Moving Out Moving On \(MOMO\)](#) in Sydney's inner city, and expanded [Refuge Outreach Action Response \(ROAR\)](#) operations in Western Sydney.

2016

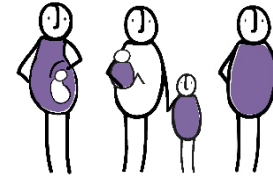
In 2016 DVSM was successful in a competitive tender to deliver the [Western Sydney Domestic Violence Response Enhancement \(After Hours Services\) \(DVAHS\)](#).

2018

In March 2018 DVSM launched the release of a cross-organisational [Practitioner Toolkit](#) shared internally and externally across sectors.

DVSM & Sightlines Professional Services completed and shared [projects and initiatives](#) to improve service design and delivery and build broader cross-sector awareness and improved responses to Domestic and Family Violence.

WHERE WE ARE GOING



Looking ahead to 2019 - 2021

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

We contribute to this change through our:

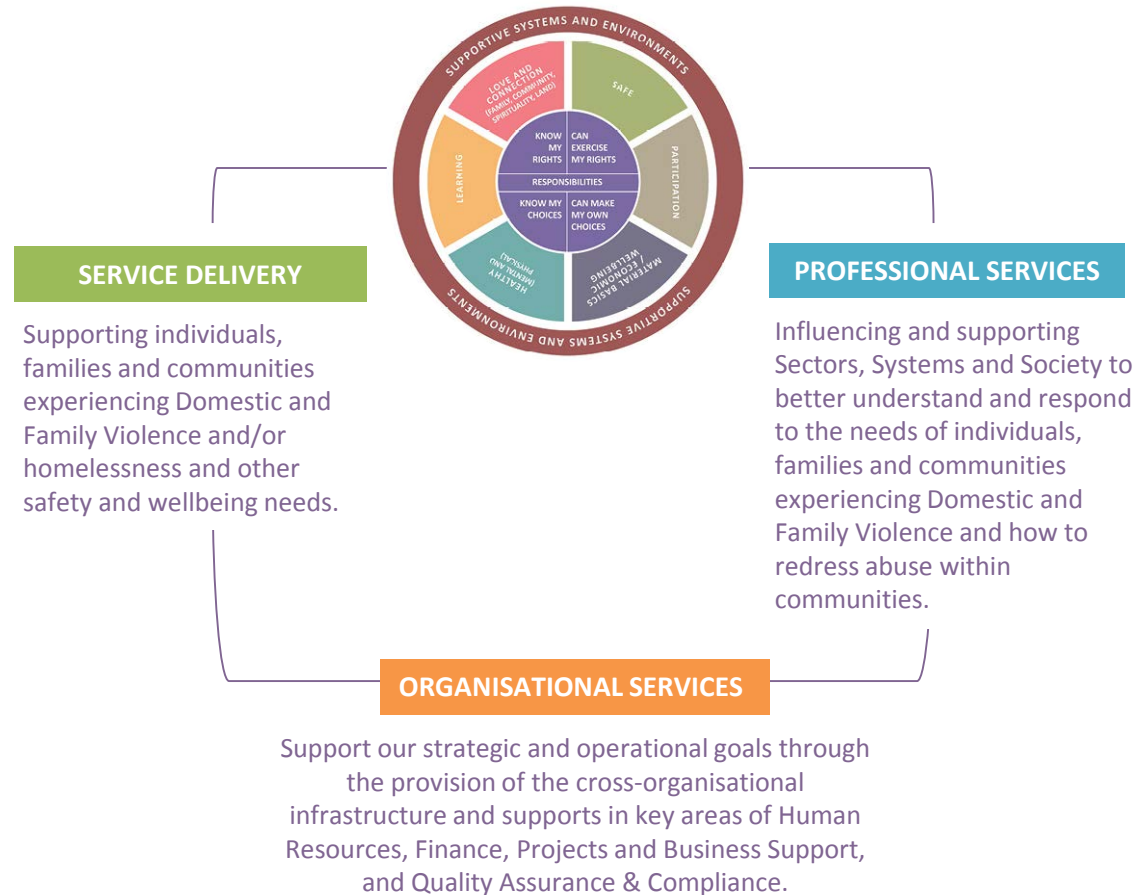
- **Service Delivery**
- **Sightlines Professional Services**

Our **Organisational Services** team supports these two teams and the organisation as a whole.

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

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

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



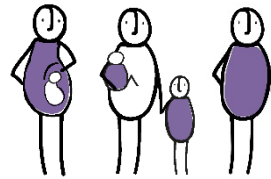
WORKING INTENTIONALLY AND WITH OTHERS

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

We draw from lived experience and practice insights to improve our services and to inform better design and responses.

We use this insight to build on and to broaden social engagement in pathways for change that improve the safety and wellbeing of individuals, families and communities.

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



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

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

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

PROGRAM LEVEL (Service Delivery)

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

COMMUNITY LEVEL (Local/Groups/Online)

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

MULTI-AGENCY LEVEL (Local Service Providers)

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

SYSTEMIC LEVEL (Human Services System)

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

ECOSYSTEM (The Wider System)

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

The way we approach our everyday work is outlined in our [Values and Principles](#) and set out within our [Practice Framework](#) and related resources.

POSITION STATEMENTS

We work in a way that upholds people's dignity as they seek and navigate supports. This way of working relies on us upholding a reliable and trustworthy reputation as a service, and enabling a strong foundation of safety with the person we are supporting.

Wellbeing matters to adults, children and young people and this includes their safety.

Being 'safe' is more than being physically safe – it includes all aspects of wellbeing. [DVSM defines wellbeing as being made up of interdependent areas](#) each of which will look different in each person's life. The value and weight of these will also change over time as a person's needs, priorities and circumstance change.

We know that when someone seeks support, it might be the first, last or only time they reach out.

Every interaction to support someone is important.

Our approach aims to be:

Informing

Offering new information or increasing an individual's awareness about [Domestic and Family Violence](#) and homelessness, risks to their personal safety and wellbeing and ways to enhance their safety and wellbeing.

Empowering

Supporting individuals to restore dignity, power and control over their life, enabling them to exercise options and make informed decisions about their lives and set their own goals.

Enduring

Offering information and support that can be used by individuals now and after they leave our service, to stay safe and enhance their wellbeing.

Excerpt from DVSM's [Practice Framework](#) 2018

WORKING WITH INDIVIDUALS AND FAMILIES (INDIRECTLY)

Two key elements drive the priorities of our work:

67% of women sought support from a friend or family member more than other supports

(Australian Institute of Health and Welfare Report (2018))

How can we support people experiencing Domestic and Family Violence who may not now or ever reach out to services like us?

“Social Responses’ are the most potent preventative force.”

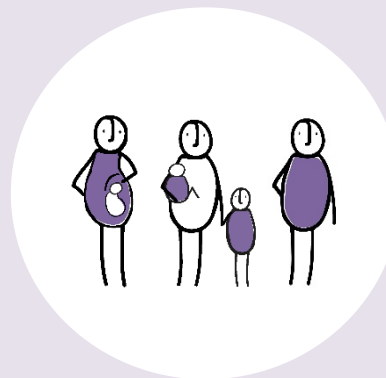
[Dr Linda Coates](#)

How can we support social and service responders in understanding the complexities of *Concepts of Safety* from the *lead, perspective, and voice* of people experiencing abuse?

Many people experiencing Domestic and Family Violence, homelessness and other safety and wellbeing needs may not now, or ever reach out to services like DVSM.

To support these people (through other organisations/responders), or remotely (through our web platform and resources) DVSM is committed to mobile working, online support and developing accessible resources that are person centred rather than service dependant in their design.

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



[Domestic and Family Violence](#) ‘is a shared social issue’. It doesn’t belong to nor can it be prevented and redressed by or through direct service delivery alone.

“... We all have a role, we all have a part. Whether we want to take it up consciously or not.” [Dr Allan Wade](#)

Every facet of society has a role to play in preventing, reducing and responding to violence.

Our work explores where and how we can directly and indirectly contribute as a catalyst to increased awareness, engagement and improved response from responders across the ecosystem.

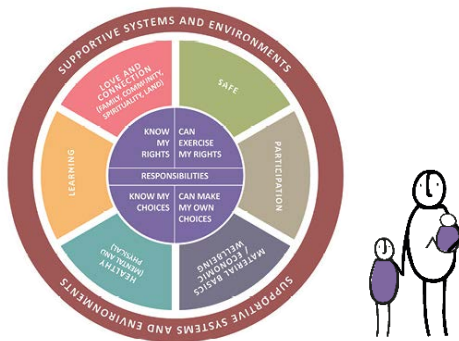
We engage in the broader ecosystem through projects, initiatives and relationship building to understand who is well placed within systems, sectors and communities to influence positive change and we work to support their leadership.

DVSM’s categorisation of sectors is directly drawn from and informed by ‘Our Watch’ www.ourwatch.org.au

WORKING WITH CHILDREN AND YOUNG PEOPLE

Our [Wellbeing Framework](#) relates to children and young people and serves to;

- describe and guide the focus of our support with children and young people as individuals and as part of a family and community
- centre our support on each child's rights, responsibilities and choices (their agency).



DVSM works to serve as a supportive system and environment to children and young people, supporting their access and opportunity to:

- material basics and economic stability
- health
- love and connection
- learn and keep learning
- participate in the community and the world around.

We work with each other and with others to support children and young people to thrive and have their rights and voice heard and valued.

Children and young people are as diverse as adults and their experience is influenced and formed by their own individual experiences and by family, community, social, cultural and environmental contexts.

We acknowledge that children and young people's:

- experiences and views are unique (including those of siblings from the same family)
- perceptions of safety, needs and priorities may be different from adults
- experiences and opportunities are directly or indirectly influenced by the decisions and/or experiences of their family members.

DVSM will work to create more space to listen to and hear from children and young people authentically, supportively and regularly throughout our work. This will inform how we understand each individual's experiences, needs, views and hopes, and how we support each child and young person's safety and wellbeing.

Our way of working with children and young people will be characterised by fulfilment of our [Values and Principles](#) and by supporting connection to family, community, kin, culture and country.

We will be extending ways for children and young people's voices to be heard about issues and decisions that impact their rights, choices, dignity, safety and wellbeing.

In our interactions and activities with children and young people we will be:

- asking more and assuming less
- involving more and overlooking less
- planning with not planning without.

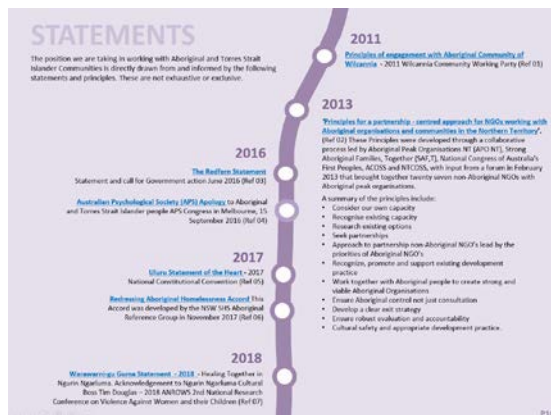
A child or young person's experience of [Domestic and Family Violence](#) and/or homelessness is unique. Children and young people, like adults, resist and respond to violence, and use awareness, caution, concern for others, creativity and deliberation in navigating and responding to violence. In these responses, children and young people are holding and asserting their identity and dignity.

WORKING WITH ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

We work with Aboriginal and Torres Strait Islander Communities across our service provision. In the last Strategic Plan we engaged in projects and initiatives to become more informed about cultural safety and community connections. This learning has been, and continues to be for the purpose of improving our understanding and approach to supporting communities.

We recognise that our efforts to design and provide culturally safe services can continue to improve and that we must draw from the experience and wisdom of others.

The position we are taking in working with Aboriginal and Torres Strait Islander Communities is directly drawn from and informed by the following statements and principles. These are not exhaustive or exclusive.



Aboriginal and Torres Strait Islander people were the first sovereign Nations of the Australian continent and its adjacent islands, and possessed it under their own laws and customs. (Ref 05)

We acknowledge that Aboriginal and Torres Strait Islander women and men have equally important, but different and complementary roles in families and communities.

[Domestic and Family Violence](#) has never been considered part of Aboriginal and Torres Strait Islander culture.

We acknowledge that Aboriginal and Torres Strait Islander communities:

- hold solutions to redressing Family Violence
- have strengths and resources
- are strong and adaptive
- cultural knowledge base is valid
- kinship and skin group relationships are important
- have legitimate and important things to say
- are not all the same and local communities need local solutions.

Our way of working with Aboriginal and Torres Strait Islander communities will be characterised by fulfilment of our [Values and Principles](#) and by:

- recognising and respecting local lore and culture
- respecting Aboriginal Peoples right to constitutional change, structural reform, and justice
- having a commitment to local and ongoing ownership of development processes
- accountability to local communities we work with for quality service responses and delivery.

In our interactions and activities we will be:

- listening more and talking less
- following more and steering less
- advocating more and complying less
- including more and ignoring less
- collaborating more and commanding less
- led by the priorities and timing of local communities
- more transparent about what data we collect, where it goes and how it is being used
- reducing comparisons of Aboriginal population against the non-Aboriginal population
- seeking more guidance on how Aboriginal Communities are tracking their own progress and what story they seek to tell over time.

We acknowledge that when Aboriginal and Torres Strait Islander people have power over their own destiny their children can flourish. (Ref 05).

STATEMENTS

The position we are taking in working with Aboriginal and Torres Strait Islander communities is directly drawn from and informed by the following statements and principles. These are not exhaustive or exclusive.

2011

[Principles of engagement with Aboriginal Community of Wilcannia](#) (Ref 01) 2011 Wilcannia Community Working Party

2013

[Principles for a partnership - centred approach for NGOs working with Aboriginal organisations and communities in the Northern Territory.](#)

(Ref 02) These Principles were developed through a collaborative process led by Aboriginal Peak Organisations NT (APO NT), Strong Aboriginal Families, Together (SAF,T), National Congress of Australia's First Peoples, ACOSS and NTCOSS, with input from a forum in February 2013 that brought together 27 non-Aboriginal NGOs with Aboriginal peak organisations.

A summary of the principles include:

- Consider our own capacity
- Recognise existing capacity
- Research existing options
- Seek partnerships
- Approach to partnership non-Aboriginal NGO's led by the priorities of Aboriginal NGO's
- Recognise, promote and support existing development practice
- Work together with Aboriginal people to create strong and viable Aboriginal organisations
- Ensure Aboriginal control not just consultation
- Develop a clear exit strategy
- Ensure robust evaluation and accountability
- Cultural safety and appropriate development practice.

2016

[The Redfern Statement](#) (Ref 03)
Statement and call for Government action June 2016

[Australian Psychological Society \(APS\) Apology](#) to
Aboriginal and Torres Strait Islander people (Ref 04)
APS Congress in Melbourne, 15 September 2016

2017

[Uluru Statement of the Heart](#) (Ref 05)
2017 National Constitutional Convention

[Redressing Aboriginal Homelessness Accord](#) (Ref 06)
This Accord was developed by the NSW SHS
Aboriginal Reference Group in November 2017

2018

[Warawarni-gu Guma Statement - 2018](#) (Ref 07)
Healing Together in Ngurin Ngarluma. Acknowledgement to Ngurin
Ngarluma Cultural Boss Tim Douglas – 2018 ANROWS 2nd National
Research Conference on Violence Against Women and their Children.

WORKING WITH COMMUNITIES

DVSM works to listen to and design with individuals and communities. We also work to listen to and build capacity within the systems, sectors (including government) and networks of social responders.

DVSM uses a framework across services, projects and initiatives which offers a staged developmental approach. The stages are cyclical in order to continuously improve, and applied within an action learning approach.

Using this framework enables us to tune in to what is happening, understand what might be needed and to reflect on what role we do and could play in the process of change. The stages work at several levels - individual, practice and organisation - with each level influencing and being influenced by the other levels.

Stage 1: 'Becoming Informed'

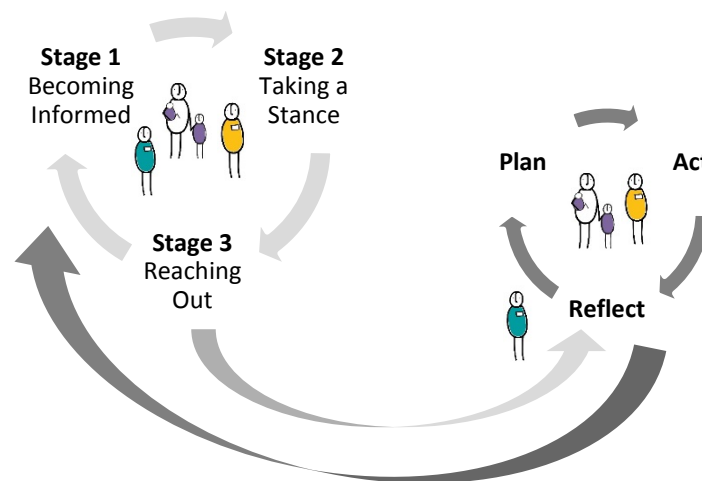
Undertaking a self-assessment with openness about where we are at and what is needed.

Stage 2: 'Taking a Stance'

Being open and flexible in determining an organisational position and commitment to change.

Stage 3: 'Reaching Out'


Proactively working with others to achieve and share in the change process, which includes 'giving before receiving', taking a community development and action learning approach.



This framework is informed by the work of Herring et al and Margot Rawsthorne at the University of Sydney.

INITIATIVES AND INFLUENCE

The following table provides a high level overview of how we see our contribution to building individual and community safety and wellbeing.

Organisational Services	Service Delivery	Inputs → Service Delivery Contracts Skilled Service Delivery Workforce Supportive Systems and Practices	Activities → Service Delivery to support people experiencing Domestic and Family Violence, homelessness or other safety and wellbeing needs. Contexts: <ul style="list-style-type: none"> • Urban • Suburban • Remote Rural NSW 	Outputs → Provision of just, dignified, effective services informed by lived experience of Domestic and Family Violence, homelessness or other safety and wellbeing needs. These services are provided to support individuals, including adults, children and young people, families and communities.	Outcomes Improved safety and wellbeing of: <ul style="list-style-type: none"> • Individuals • Families • Communities
	 <i>How are these DVSM service divisions interdependent?</i>	<i>Mutual Capacity Building</i>	<i>Shared Influencing and Networking</i>	<i>Reciprocal Learning</i>	<i>Shared reflection on progress & future direction</i>
	Sightlines Professional Services	Inputs → Donation/ Sponsorship Skilled Professional Services workforce Supportive systems and practices	Activities → Sightlines Professional Services delivered through; <ul style="list-style-type: none"> • Insight Exchange • Sightlines Projects & Capacity Building and influence Initiatives 	Outputs → <ul style="list-style-type: none"> • Collation and development of relevant evidence, ideas and resources that reveal more informed and accurate descriptions and experiences of violence • Hosting and distributing resources, ideas and information in affordable and accessible formats • Fostered and enabled connections between services, sectors and systems to share and shoulder social responsibility to redress violence in our contexts and communities • Supported leaders and champions in building engagement and capacity within their context. 	Outcomes Improved social, sector and systemic awareness and responses to the safety and wellbeing needs of individuals (including adults, children and young people, and families) experiencing Domestic and Family Violence.

ORGANISATIONAL SERVICES

The Organisational Services team support our strategic and operational goals through the provision of the cross-organisational infrastructure and supports in key areas of Human Resources, Finance, Projects and Business Support, and Quality Assurance & Compliance.

HUMAN RESOURCES

Skills development, wellbeing supports and succession planning for staff.

Refine HR processes and procedures, build on team/organisational culture for staff to develop and thrive, in their roles and as a valued member of DVSM staff community.

FINANCE

Sustaining and building sound financial and reporting practices, automate and streamline payroll functions.

Developing and embedding financial controls framework through value-adding policies and procedures.

PROJECTS AND BUSINESS SUPPORT

Elevating DVSM wide capabilities across service sustainability, strengthen efficiencies, IT mobility across sites, and share learning between programs, services and systems.

Projects and initiatives include uplifting IT platform, DVSM website development and analytics, social media presence and supporting Sightlines capacity.

QUALITY ASSURANCE & COMPLIANCE

Sustaining robust and efficient process to fulfil Quality Assurance across standards and driving a strong compliance culture across the organisation.

SERVICE DELIVERY

DVSM delivers services to support people experiencing Domestic and Family Violence, homelessness, or other safety and wellbeing needs in urban, suburban, and remote rural contexts.

INDIVIDUAL LEVEL

Continuously refine individual and team practice through reflection and review.

Develop and refine communication resources informed by people with lived experience of abuse, homelessness and other safety and wellbeing needs.

PROGRAM LEVEL

Embed Practice Framework to ensure consistency and quality across all programs.

Refine and enrich our service design and responses through the practice reviews, the feedback from people who use our services and through service delivery projects.

Embed service improvements from project findings – Concepts of Safety, Women Leaving Correctional Services, Men with Accompanying Children at risk of homelessness, Cultural Safety, Visa Limitations, Child Wellbeing, Community Connections, Intersection of DFV and Acquired Brain Injury.

COMMUNITY LEVEL

Strengthen our understanding of cultural safety, building our understanding of and responses to the needs of local community groups and building community relationships.

MULTI-AGENCY LEVEL

Strengthen collaborations with local providers/organisations who can collaborate to support the rights and service needs of people who use our services.

SYSTEMIC LEVEL

Engage in consultations and influencing of funders, government and systemic leads on:

- issues arising from service delivery insights;
- participating in working/reference groups to share/exchange insights; and
- actively sharing information and learning through website content and speaking engagements at local levels and at scale.

ECOSYSTEM

Refine and scale our website and social media presence to improve how we share insight and information with the public, supporting informed choice and continuing to create clearer guidance about rights, choices and navigating systems/services.

SIGHTLINES PROFESSIONAL SERVICES

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

Examples of our initiatives that work across each level of influence:

INDIVIDUAL LEVEL

Direct engagement and participation of people with lived experience of Domestic and Family Violence to inform the design and development of resources, projects, initiatives and insights shared with the service system and wider ecosystem.

PROGRAM LEVEL | COMMUNITY LEVEL | MULTI-AGENCY LEVEL | SYSTEMIC LEVEL | ECOSYSTEM

Drawing from the input of people with lived experience of violence our work is positioned to strengthen social, sector and system awareness of and responses to violence. We do this through initiatives that involve:

- collating and developing relevant evidence, ideas and resources that reveal more informed and accurate descriptions and experiences of violence
- hosting and distributing resources, ideas and information in affordable and accessible formats
- fostering and enabling connections between services, sectors and systems to share and shoulder social responsibility to redress violence in our contexts and communities
- supporting leaders and champions in building engagement and capacity within their context.

Key Examples:

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

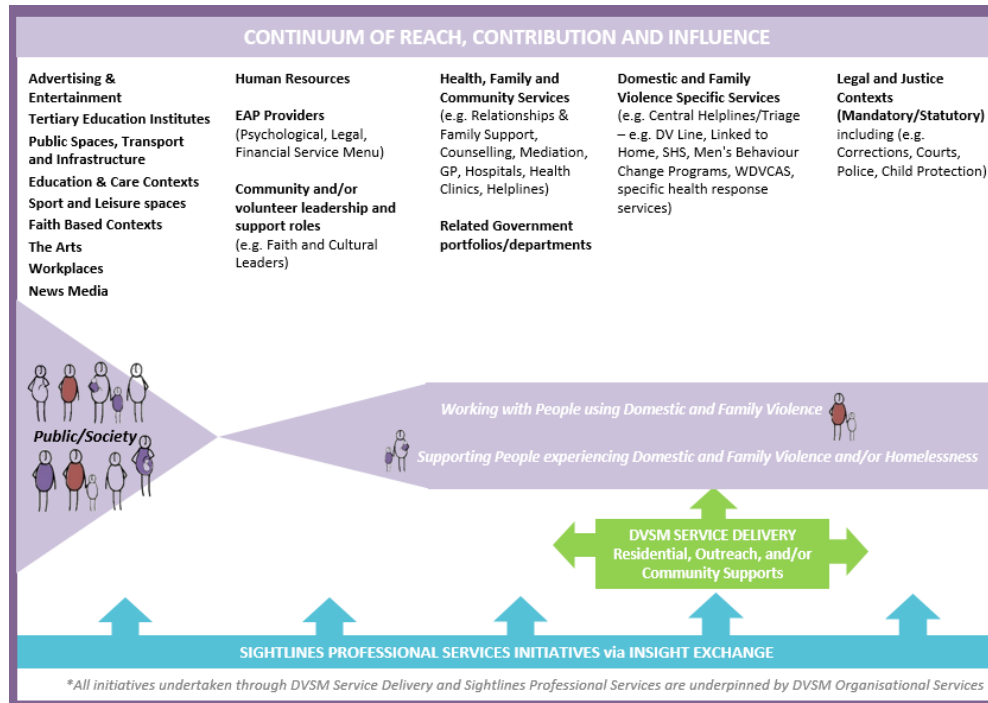
[Creating Conversations Events](#) | [Follow My Lead](#) | [Reflections Kit](#)

More detail and further initiatives are outlined on www.insightexchange.net

MONITORING AND MEASURES

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

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



Note:

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

DVSM monitors and measures its performance against a constellation of ten elements:

1. key financial performance against budget
2. compliance and fulfilment of regulatory, financial and funding requirements
3. adherence to internal and external industry and best practice standards
4. fulfilment of program agreements including deliverables and targets
5. cross-organisational fulfilment of the Strategic Plan position statements
6. quality indicators of service experience for people who directly and indirectly access our services
7. quality indicators of employee experience relating to staff wellbeing, performance, engagement, retention and succession
8. quality indicators of organisation experience for stakeholders for example, partners, collaborators, funders, associates, friends of and volunteers
9. specific projects and initiatives that seek feedback on service experience and engagement in both service review and service design
10. progressive collaborations that extend reach and influence across sector and system boundaries.

Measures for these elements are outlined within DVSM's Operational and Service Plans which are reviewed annually and monitoring of performance is evidenced within our Quality Assurance System.

We want DVSM Employees, Sightlines Associates and Volunteers to be able to say:



In my individual role...

- ✓ I understand and enjoy my role in DVSM's vision and strategy, and how my role contributes to the work of the whole DVSM team.
- ✓ I am supported with user friendly and informative resources, and clear processes to fulfil my role. There are policies and procedures to support my experience and my work.
- ✓ I am positively challenged and stretched in the work I do to continuously improve and to keep learning, and to learn with others.
- ✓ I am encouraged and supported to grow and develop professionally.
- ✓ I know that what I do, think, say, makes a meaningful difference to our culture and the quality of our work and the experience of people who access our services, team and stakeholders.

As a part of the team...

- ✓ I feel valued working here and know that I make a meaningful contribution to building individual and community safety and wellbeing.
- ✓ I feel listened to, and supported to give and receive feedback to celebrate each others contributions and to continuously improve.
- ✓ my colleagues are friendly, positive, hopeful, and professional people to engage with and I feel a sense of belonging within the team.
- ✓ we work together and support each other to achieve the organisations goals and we support each others learning and wellbeing.
- ✓ I have colleagues and leaders who support me to recognise my strengths, contributions and areas to improve.

As part of the organisation...

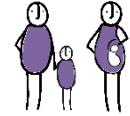
- ✓ my work is a meaningful part of the whole picture and I am proud to be part of DVSM and the work we do individually, within teams and as a whole.
- ✓ I experience DVSM as a safe and supportive workplace and culture, where my input and opinions are valued. I am supported to use my initiative and to make and learn from mistakes as we refine our work.
- ✓ I experience DVSM to be an inclusive and respectful organisation. My previous professional experience, my reflections and my ideas are valued.
- ✓ I experience leaders across the organisation to be approachable, reliable, thoughtful and trustworthy in how they lead and how they develop leaders.

We want the people who use our services (directly & indirectly) to be able to say:

In my direct use of DVSM services I experience DVSM to...

- ✓ take time to listen to my experiences and support me with information and options. They don't expect me to know or remember everything.
- ✓ take the time to understand me, my thoughts, my priorities and needs and listen to what I want in a non-judgemental way.
- ✓ be supportive, helpful and trustworthy. I do not feel as alone and they help me to feel hopeful about the future.
- ✓ be respectful of my culture, rights, choices and pace, and the way they support me places value on my independence and freedom.
- ✓ work hard to support me, and always keep me in the loop. They let me know where things are up to on their end and they are honest if they make mistakes.
- ✓ be attentive to my concerns and follow up my needs and priorities and they support me to have a voice as to what my future looks like.
- ✓ care about my children and they believe in me as a parent and they are willing to assist everyone in my family.
- ✓ ask me how they could help and they let me lead the service from start to end. They provide some stability when things are confusing, unpredictable and chaotic. They walk beside me and are encouraging.
- ✓ respect my privacy and are discreet regarding my personal information. They allow my experience to be heard by others to make improvements.
- ✓ respect, listen to and support the community. Everyone receives the same treatment regardless of their relations and networks inside the community. They adapt to the communities needs not impose the service.
- ✓ able to give me examples when I ask for information or explanation and they don't tire of me asking questions about things I don't know or may not remember.

In my indirect use of the DVSM services I experienced DVSM's information, resources and communication to...



- ✓ be friendly and reflective of how complex my life and choices are right now. Their communication is really helpful and gives me a sense of hope and direction.
- ✓ be informative about what services are available to me and what support I am able to access. They give a clear indication of how I can contact services and what to expect.
- ✓ be of a standard I can confidently share with family, friends and to anyone seeking similar information or direct support.
- ✓ be affordable, accessible, accurate, reliable, practical, easy to understand and relevant to me, and they don't dumb things down.
- ✓ frame their messages in a way that made me feel valued and respected and don't make me feel stereotyped or misunderstood.
- ✓ be available for me to browse confidentially and at my own pace. They share with me the experiences of others which gives me a way to reflect on my own experiences.
- ✓ accessible enough that I don't have to have to talk to someone if I don't want to, and I can exit the website safely.
- ✓ be directly informed by people's lived experience treating me as an expert in my own life.
- ✓ be reassuring in that I know that if I need extra support from DVSM or others services I can ask.
- ✓ invite me to say what works and what doesn't and to share ideas on how information and communications can be improved.

We want the stakeholders we work with and support to be able to say:

We experienced DVSM to be an organisation that is...

- ✓ approachable and willing to work with other organisations and willing to promote the work of other organisations not just its own.
- ✓ trustworthy in its work and I can refer to DVSM confidently. I have experienced them to be culturally safe and responding to community needs.
- ✓ careful to coordinate activities so they don't clash with other events promoted in the community.
- ✓ well known and well respected for being generous in sharing what it does and has in order to support others.
- ✓ well established organisation who are able to help people when needed and go above and beyond to help others live their own lives.
- ✓ willing to help no matter what and available and flexible to meet with the needs of people we refer to them.
- ✓ an organisation that doesn't just base their work on what has always been done but is really trying to make a difference in new ways to address gaps.
- ✓ able to work as a true partner - the communication is two way, they say what they think but they also listen and take on feedback.

We experienced DVSM to be an organisation that has...

- ✓ resources that are practical to understand and use and easy to find.
- ✓ a range of useful and informative resources that I can access and use in my own practice and as a way to engage others in my team and networks.
- ✓ resources that help me to understand more, to recognise my assumptions and attitudes to violence and to strengthen how I respond.
- ✓ genuine commitment to strengthening how Domestic and Family Violence is understood and responded to.
- ✓ inspired us to reflect on and strengthen some of our own work and practice.
- ✓ examples we can draw from to help us to reflect.
- ✓ projects and resources that are developed in a considered, informed and ethical way (I trust them).
- ✓ challenged and extended my understanding of my own work and its importance.
- ✓ information on the service as a whole via the website, providing clear information on all services and support.
- ✓ thoughtful, high-quality resources, informed by lived experience, informative and useful to us in our work.

We experienced DVSM staff to be...

- ✓ positive, hopeful, and professional people to engage with.
- ✓ committed to listen to us and responded to where we were at and where we wanted to go.
- ✓ able to give assistance precisely where we needed it and in a format that worked for us.
- ✓ communicating about issues in ways that are pertinent, thought provoking, insightful.
- ✓ working in very person centred way and work with the agency and strengths of the people they support.
- ✓ very committed and consistently professional and take pride in their work.
- ✓ thinking outside the box and really take into consideration the voice of people they support.



“In an emergent world... we can no longer stand at the end of something and visualise in detail and plan backwards from that future.

We must stand at the beginning, clear in our intent, with a **willingness to be involved in discovery.**

The world asks that we focus less on how we can coerce something to make or conform to our designs and focus more on how we can engage with one another, how we can enter into the experience and then notice what comes forth.

It asks that we participate more than we plan.”

Margaret J. Wheatley and Myron Kellner-Rogers –
Excerpt from Re-inventing Organisations by Frederic Laloux 2014

