



# ANNUAL REPORT

2022 / 2023



*Rise up & Reshape*

# ACKNOWLEDGEMENT OF COUNTRY



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

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

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

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

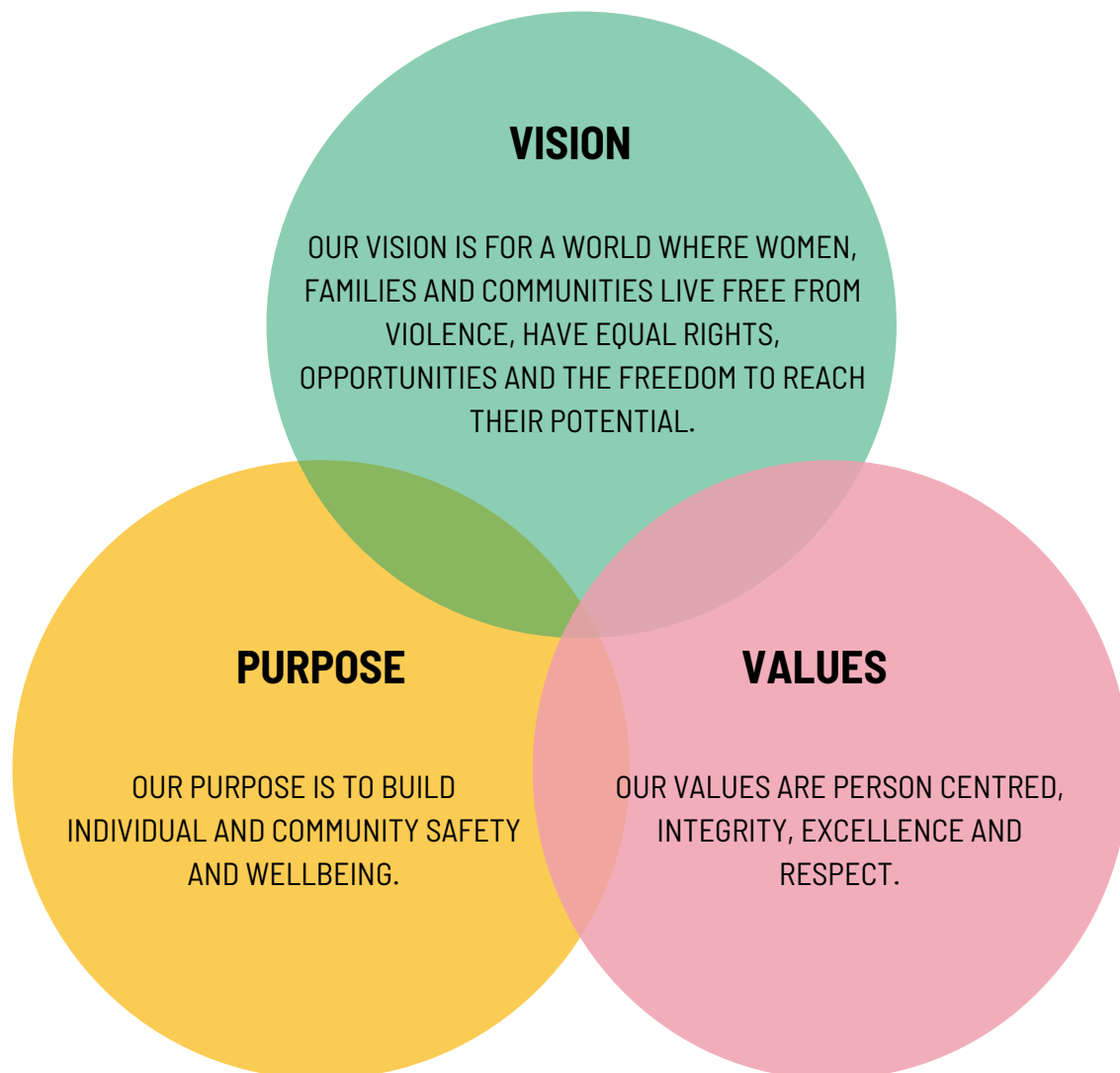
We commit to partnering with First Nations community-controlled organisations and First Nations women and men to end domestic and family violence and create a safer world for future generations

Always was, always will be Aboriginal land.

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# OUR VISION



## OUR 2025 AMBITION

THE DVSM COMMUNITY ARE UNITED IN DELIVERING IMPACT

## OUR PEOPLE

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

# ANNA ROSS CHAIR



We have had many reasons to celebrate this year. We had a 'significant birthday' in 2023 - DVSM has been providing programs and services to NSW communities for 10 years. The Board and I are very proud of this milestone and all that it represents. The whole of this journey has been shared with two wonderful members of our Wilcannia safe house team, Mary Ronayne and Aunty Trish, who have been with DVSM from its inception and we also acknowledge Sandy Moffat from our ROAR team who has been with us for 8 years. A huge thank you to Mary, Trish and Sandy, and to all our incredible colleagues who have contributed to a successful and impact filled decade for DVSM. Naturally, we are not resting on our laurels and the DVSM teams are constantly assessing and improving the way we deliver services and identifying and pursuing new opportunities. Highlights from the 2022/23 financial year have included:

**A new CEO:** Stephanie Smith joined us as CEO in February 2023 and has led our SLT in designing and delivering important improvements to our structure, policies and practices. These changes have aligned with a reformulated Strategic Plan and Strategic Priorities reflecting our intention to grow our business, deliver exceptional service through best practice and create a inspiring place to work.

**ASES Accreditation:** Since 2021, the DVSM team has been working towards our Australian Service Excellence Standards accreditation. At the end of 2022, DVSM achieved certificate level in all relevant standards. A huge thank you to all of our staff and clients who were involved in this important and long running process.

**Safeguarding Accreditation:** In November 2022, DVSM received certification through the Australian Childhood Foundation for the Safeguarding Children Standards. Our further work on safeguarding in 2023 has progressed us to accreditation and all aspects of our service delivery are directed to ensuring genuine protection and support for all children and young people impacted by our services.

**DCJ Core and Cluster Tranche 2 - Rooty Hill:** In December 2022, DVSM were advised our application for Tranche 2 Core and Cluster funding was successful. We have partnered with Link Wentworth to deliver an innovative core and cluster crisis accommodation in the Western Sydney suburb of Rooty Hill. Planning and design for the versatile cluster style crisis accommodation homes is underway, together with facilities for pets and outdoor spaces for the children. The new refuge will be operational in 2025.

**Wilcannia Fashion Parade:** The 4th Annual Wilcannia Fashion Parade 'Dream Bigger' was held in October 2022. The parade is part of a larger preventative program built around elevating the self-esteem and self-worth of young people in the Wilcannia Community whilst engaging the community through connection and education. More than 40 children and young people participated in the event with over 200 community members celebrating the event.

# ANNA ROSS CHAIR



The 22/23 FY saw **Insight Exchange (IE)** continue its critically important work supporting responders to build their understanding and uplift their responses to victim-survivors of domestic, family and sexualised violence. IE recognises that every opportunity where a victim-survivor reaches out is critical and this year the IE team have once again published incredibly valuable resources and engaged in discussions to support responders across a range of contexts, communities and industries to ensure that their responses are respectful, helpful and informed by lived experience. Amongst the many highlights from IE's work this year, the Board particularly want to recognise the power and impact of:

- Guide to uplifting workplace responses to DFSV and the My Support Options which are resources that respond to insights gained from the voices of victim-survivors of DFSV about what they wished to see from colleagues and employers.
- An Imperfect Letter, a poignant and beautifully rendered letter to every child that acknowledges the creative and resourceful ways children live and be in response to opportunity, loss, adversity, calm, chaos, connection, disconnection, kindness, violence, and more.
- The Fear resource which focuses on valuing what victim-survivor fears tell us about perpetration of, and lived/living experiences of violence and abuse and the Talk reflection resource which assists us understand and value the strategic considerations of victim-survivors when deciding if, when and how to tell someone about experiences of violence and abuse.
- IE also commenced the Creating Conversations sessions, which involve cross-sector conversations responding to Insight Exchange ideas and resources. The sessions have involved a range of organisations and individuals coming together to consider how their work (and our collective efforts) respond to people who are silent about, or silenced by, violence and abuse."

As always, our wonderful Board members have been passionate, dedicated and insightful and I extend my sincere thanks to my fellow Board members Vicki Hartley, Suzanne Evans (both of whom have also been with DVSM for the whole of its 10 year life), Leigh Gassner and Lizette Twisleton for their important contributions in 2022/23.

**ANNA ROSS**  
**CHAIR | DVSM BOARD OF DIRECTORS**

# BOARD OF DIRECTORS

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



**ANNA ROSS**

NON-EXECUTIVE DIRECTOR  
AND CHAIR



**VICKI HARTLEY**

NON-EXECUTIVE DIRECTOR  
AND TREASURER



**SUZANNE EVANS**

NON-EXECUTIVE DIRECTOR  
AND COMPANY SECRETARY



**DR LEIGH GASSNER**

NON-EXECUTIVE DIRECTOR



**LIZETTE TWISLETON**

NON-EXECUTIVE DIRECTOR

# STEPHANIE SMITH CEO



As I take the time to reflect on the year that has been, I write these words from the stunning Barangaroo area on the lands of the Gadigal People of the Eora Nation. Barangaroo was a powerful Cammeraygal woman who was described as possessing wisdom, status and influence. I can't help but wonder what she would think of the ongoing and brutal murders of women in this country at the hands of the people that they would have believed at some point loved and cared for them.

This is why DVSM exists. How much greater would these numbers have been if it wasn't for the incredible skill and expertise of the women of DVSM in the city, in Western Sydney on Dharug Land and of course in Wilcannia, on Barkindji Land. I would like to acknowledge each and everyone of them for the commitment they maintained to the people they supported and each other throughout this year. In so many ways 2023 has been a year of both organisational reflection and consolidation; and at the same time one of innovation and change. Our focus has been in many ways internal, following a year of change in 2022, including a change of leadership. The organisation has looked inward and left no stone unturned. Ongoing challenges with recruitment and ever-increasing costs have meant we have needed to rethink how we do things. It is no longer adequate to be a just good employer, organisations must be seen by their staff as an extension of their lives. A place they feel safe, supported and are able to grow and develop. The work of DVSM cannot be completed without the commitment of our staff and, to gain that commitment we needed to rethink how we do things. There have been significant internal changes to the structure of the organisation. These changes have allowed us to demonstrate to our service delivery staff their tangible value by rewarding them in a far more competitive way. This has also impacted on our ability to recruit and be far more rigorous and selective.

We have also made a commitment to ring fence learning and development funds. This has allowed us to expand our service delivery offerings by training staff to deliver evidence based therapeutic groups to both women and children in the Shark Cage and Wrapped in Angels Programs.

We are also working hard on enhancing leadership capability. A number of Senior Leaders have embarked on a twelve month executive development program called "Advanced Leadership - Women in Leadership Australia" and frontline managers are being supported to develop their leadership skills with in-house development.

With funds provided by Reconstruction NSW we have completed some incredible projects in Wilcannia including the Annual Fashion Parade, a Healing Hands Activation and are currently working on an "Celebrating our Elders" event and "One for the Boys". Our enduring relationship with Lendlease has connected us to TankStream Labs and through this we have moved our City office to Barangaroo with some significant cost savings. We are also continuing to work closely with LinkWentworth and the Blacktown City Council to construct the new core and cluster facilities in Rooty Hill, we are hoping to see these services come online toward the end of 2024.

We are also in the process of planning for a number of infrastructure projects in Wilcannia.

It has been a whirlwind year and I have no doubts that we have laid the foundation and structures that will carry the organisation forward for many years to come. I am grateful for the Boards ongoing support and that of our funders. The irony that we have been successful in supporting so many women and children and kept them safe is not lost on me. As 2024 rolls around DVSM will again raise our voices to loudly contribute to a world free from violence.

**STEPHANIE SMITH**  
**CEO | DVSM**



# SENIOR LEADERSHIP TEAM

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



STEPHANIE SMITH  
CEO



ERIN GAO  
FINANCE AND RISK CONTROLLER



MARA GREENWOOD  
PRACTICE AND INNOVATION MANAGER



KATE HURLEY  
BRANDING, PARTNERSHIPS  
& PROJECTS MANAGER



MELANIE BAQUIR  
PEOPLE AND CAPABILITY PARTNER

66

IN THE LAST YEAR ALONE  
DVSM HAS HELPED MORE THAN**1,600**WOMEN AND CHILDREN EXPERIENCING  
OR ESCAPING VIOLENCE

”



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

# OUR PROGRAMS & SERVICES

DVSM support people experiencing Domestic and Family Violence, homelessness, or other safety and wellbeing needs in NSW. We provide direct services to people experiencing Domestic and Family Violence and homelessness. DVSM currently run a number of Domestic and Family Violence support services and programs across New South Wales including:



## SPECIALIST SERVICES

OUTREACH SUPPORT SERVICE INNER SYDNEY CBD (MOMO)  
CHILD SAFETY SUPPORT PROGRAM WESTERN SYDNEY (ACSS)



## CRISIS SUPPORT

AN AFTER HOURS SUPPORT SERVICE IN WESTERN SYDNEY



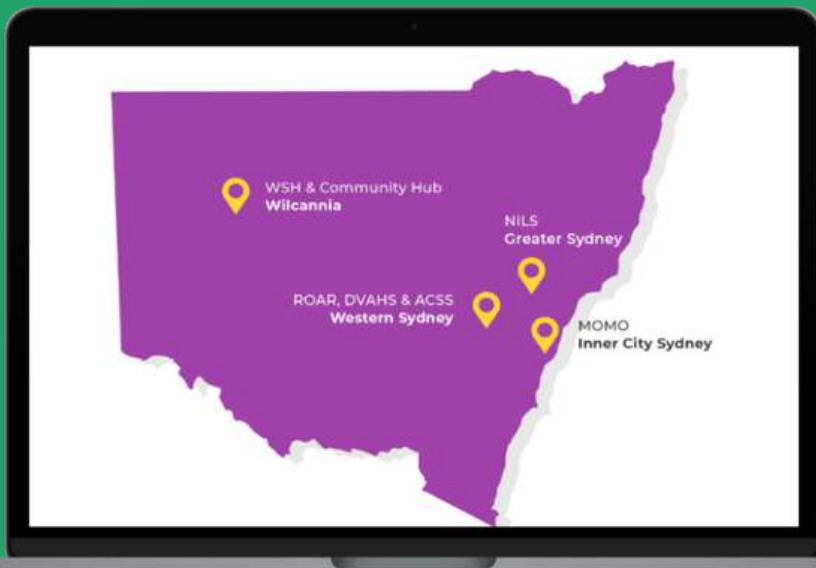
## DFV SERVICES

TWO REFUGES LOCATED IN WESTERN SYDNEY



## COMMUNITY & CULTURE

A SAFE HOUSE AND SUPPORT SERVICES  
IN FAR WEST NSW (WILCANNIA)



DVSM deliver services from the NSW east coast to the far west

# OUR WORK

## Moving Out, Moving On

(MOMO)



## ABOUT MOMO

Moving Out Moving On (MOMO) provides outreach support to women transwomen and non-binary people in the inner city of Sydney, who are escaping from or experiencing Domestic and Family Violence or are homeless or at risk of homelessness.

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

## MOMO KEY SERVICE HIGHLIGHTS

- MOMO exceeded contracted numbers by 23% for the year and provided support to over 160 clients.
- Of the clients we supported this year
  - 32% identify as First Nations people
  - 21% identify as CALD people.
- MOMO returned to face to face outreach meetings with clients after 3 years impacted by COVID.
- MOMO have increased their profile across the Inner City of Sydney LGA and are attending the Newtown Neighbourhood Centre weekly, the DCJ Housing office in Strawberry Hills fortnightly and the WISH Hub at Wayside Chapel Kings Cross monthly. The team have built strong relationships with these hosts and other participating organisations.

# OUR IMPACT : MOMO

## A CASE STUDY

### THE NEED:

Josephine\* was referred to MOMO needing advocacy support around her Start Safely property and her inability to pay her rent as it increased over time. She experienced physical violence by her ex-partner in Queensland who continued to stalk and harass Josephine using technology facilitated abuse. Josephine was supported to engage with the Start Safely program by another service and was struggling to prioritise her increasing rent payments while paying for costs associated with her new businesses which required investment in order to make an income.

### DVSM PROVIDED:

MOMO provided advocacy with DCJ Housing, and provided food vouchers/transport vouchers. MOMO also arranged referral to a service providing provide food vouchers/transport vouchers and arranged a referral to a service providing brokerage assistance to cover rental arrears. We also supported her to change her name for her safety. MOMO arranged referral to legal supports and assisted her with planning and relocation from unaffordable private rental to long term social housing. In addition, MOMO linked Josephine to ongoing mental health supports.

### POSITIVE OUTCOMES:

Josephine moved into her “forever home” turning a blank canvas into a cosy home. She was supported to progress in her goals at her pace and was provided flexible, non-judgemental supports. Josephine was supported to takes steps in tending to her mental health concerns and supported to engage in social activities.

# OUR WORK

## Domestic Violence After Hours Service

(DVAHS)



### ABOUT DVAHS

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

## DVAHS KEY SERVICE HIGHLIGHTS

- The DVAHS team have been focused on increasing stakeholder engagement in the community and their attendance at networking events to create awareness of the DVAHS service and strengthening rapport with other support services.
- DVAHS was been elected to The Hills Domestic Violence Prevention Network Meeting DFV Forum Committee.
- DVAHS have been invited to commence hot-desking at the newly established hub located in Merrylands to expand our reach to help more women
- After close observation of the DVAHS program it was decided to streamline DVAHS business operating hours to be in line with the rest of DVSM and external DVRE services to an 8:30am start and a 5:00pm finish with on-call commencing at 5pm

# OUR IMPACT : DVAHS

## A CASE STUDY

### THE NEED:

Kristen\* was referred to Domestic Violence After Hours Service , requiring urgent case management support following a domestic and family violence incident, perpetrated by her former partner. As a result of this, Kristen was left in a homelessness crisis, and her physical wellbeing was suffering.

### DVSM PROVIDED:

DVAHS devised an individualised case management plan in accordance with Kristen's support needs and in collaboration with the client to resolve her homelessness crisis. -DVAHS discussing accommodation pathways with the Kristen, to provide her with appropriate support. Kristen was supported with case coordination with other service to determine and discuss the appropriate support needs for her including ongoing case management and refuge accommodation.

### POSITIVE OUTCOMES:

With a holistic and client-centred approach and individualized case management plan in place and collaboration with the client, we ensured Kristen remained at the forefront of the decision-making process. Walking alongside Kristen, and supporting her engagement resulted in resolution of her homelessness crisis and she successfully obtained a DCJ Priority Housing Property.

# OUR WORK

## Refuge Outreach Action Response

(ROAR)



### ABOUT ROAR

Refuge Outreach Action Response (ROAR) operates in Sydney's Hills district and Blacktown local government areas. ROAR provides refuge accommodation, and as part of our core response we always assist people to find suitable accommodation. Additionally, ROAR provides outreach support in the community to people who are escaping or experiencing Domestic and Family Violence and those who are experiencing homelessness or at risk of becoming homeless.

### ROAR KEY SERVICE HIGHLIGHTS

- Assisted 686 clients last FY. Of the 686 clients, 432 were accompanying children.
- Exceeded contract numbers by supporting an extra 222 clients
- ROAR maintained nomination rights to all 13 Transitional Housing properties
- Provided refuge accommodation for 143 individuals and transitional accommodation for 80 individuals.
- Provided Immigration support to our refuge and outreach clients through our key partnership with IARC with solicitors coming onsite to provide face to face support to our refuge clients needing immigration and visa advice. They also provided training and advice to staff about any immigration related issues.



# OUR IMPACT : ROAR

## A CASE STUDY

### THE NEED:

Sam\* was a single mother of a three year old and is also currently on a bridging visa and was referred to ROAR for specialised case management support and refuge accommodation. Sam was victim of domestic and family violence from the father of her child, the abuse included financial control and psychological harm and Sam was threatened with her visa status upon each disagreement. Sam had been rejected for supports from several government bodies due to her visa status and had come into ROAR needing support to advocate for her daughters rights as an Australian Citizen.

### DVSM PROVIDED:

ROAR supported Sam with a weekly allowance, refuge accommodation as well as ongoing support to advocate for her daughters rights to access financial support. Sam was successfully supported in accessing counselling supports, legal aid and crisis payments. ROAR also assisted Sam creating an updated resume and supporting letter/s to access employment and longer term rental properties. Sam's daughter also engaged with our Children and Young People program providing playgroup and support.

### POSITIVE OUTCOMES:

ROAR supported Sam with short term accommodation whilst assisting her locating other longer term accommodation options. Through providing playgroup support for her young daughter, Sam was afforded time to look for employment and gain a form of income and as a result be more stable on her feet. Sam has been employed part time as a kitchen hand and moved into her own rental property.



# OUR WORK

## Wilcannia Safe House

(WSH)



### ABOUT WSH

Wilcannia Safe House (WSH) provides overnight, short and medium term accommodation for women with or without children who are escaping or experiencing Domestic and Family Violence.

The service also provides outreach support for people in the community who are escaping or experiencing Domestic and Family Violence, are homeless, or at risk of homelessness. The Wilcannia Safe House predominantly supports Aboriginal and Torres Strait Islander people.



**WSH**



**KEY SERVICE HIGHLIGHTS**

- Provided 5,869 Bed nights to women and children in need.
- 256 individuals supported, through DVSM services and also offering a no wrong door policy, working to assist anyone in crisis until soft handover to more appropriate service
- Ran 4th Annual Fashion Parade, empowering children and young people in the Wilcannia Community, over 200 community members attended.
- Initiated post covid community program of events to connect the community, including the Wilcannia Fishing Competition and Amazing Race, which were huge successes.

# OUR IMPACT : WSH

## A CASE STUDY

### THE NEED:

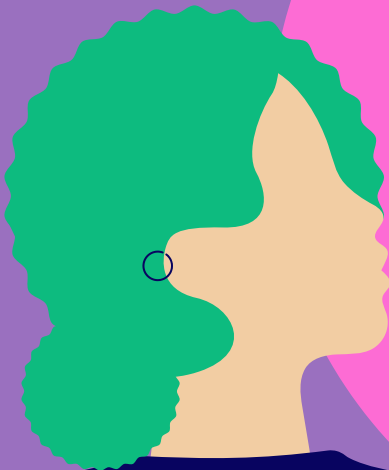
Sarah\*, and her two children were referred to Wilcannia Safe House due to DFV exacerbated by overcrowding the home. Sarah had to escape her home, and was seeking temporary accommodation. Sarah had previously been supported by WSH for various issues including child support, birth registrations, and tenancy issues. Sarah had not previously disclosed DFV even though it was an occurrence in the home.

### DVSM PROVIDED:

WSH staff were able to build a rapport with Sarah to identify DFV, and make her aware of support was available to her. Sarah was given support for safety planning, home establishment, birth registration and birth certificates. WSH supported Sarah with Bond and 2 weeks rent, to enable her to escape her home, and enter safe accommodation.

### POSITIVE OUTCOMES:

Sarah was empowered to participate in different learnings navigating systems including Victims Services, DCJ Housing applications and progression, legal supports, case planning and safety planning. In her new safe home, Sarah sought case management and safety planning, offered by WSH, to continue her journey of independence.



# OUR WORK

## NEW PROGRAMS

### **ACCOMPANIED CHILDREN'S SUPPORT SERVICE**

In late 2022, DVSM were awarded with an important new pilot program, focused on supporting children. The Accompanied Children's Support Services pilot program runs in our Western Sydney region and is a pilot program that will run until June 2026.

Accompanied Children Support Service (ACSS) provides support to accompanied children and young people who are experiencing, or at risk of homelessness and who are experiencing, or who have experienced, domestic and family violence.

ACSS provides case management and specialist counselling support to children and young people who are presenting to DVSM services with a parent or caregiver across the Blacktown LGA.

At DVSM Safeguarding Children and Young People is our highest priority, we are committed to the rights of all children and young people to feel safe and be safe when participating in our organisation's activities, services, and programs.

### **CHILDREN AND YOUNG PEOPLE PROGRAM**

DVSM was one of a select few SHS services across NSW to receive additional funds in 2022 to deliver the Specialist Workers for Children and Young People (SWCYP). Our Western Sydney refuge and Far West Safe House delivered this service. The objectives of the SWCYP was to;

- Identify children and young people in priority refuges who require specialist children's support
- Provide direct services to children and young people that are trauma informed, family centred and culturally appropriate
- Support children and young people to access mainstream and specialist services

DVSM provided direct services through a variety of practices i.e., peer group therapeutic sessions, one on one counselling sessions and facilitating sessions with both Mum and child.

# OUR PROJECTS

As an organisation, DVSM is always focused on the future and increasing the positive impact our services have in the communities we work with. We have some key projects underway to enhance our services and help more women and children in need.

## **WILCANNIA COMMUNITY HUB**

Our experience in the Wilcannia community led to DVSM embarking on a much-needed expansion project in Far West NSW. After applying for and successfully receiving additional funding in mid-2021, from the NSW Government's COVID-19 Sexual, Domestic and Family Violence Infrastructure Grant Program, DVSM purchased a large property on Reid Street in Wilcannia at the end of 2021. Refurbishment and renovation work was delayed due to covid and the floods, and have had to be paused in 2023 due to structural evaluations required to ensure we are providing a structurally sound building for community events.



Street view of Wilcannia Community Hub Property

## **WESTERN SYDNEY REFUGE PARTNERSHIP CORE & CLUSTER**

In December 2022, DVSM were advised the application for Tranche 2 Core and Cluster funding was successful. DVSM and Link Wentworth (LW) partnered to scope constructing an innovative core and cluster crisis accommodation in the Western Sydney suburb of Rooty Hill. Working with Blacktown City Council, a large plot of land was identified to house a core building and indoor and outdoor facilities utilising an existing heritage cottage (requiring renovation) and curtilage land surrounding. The planning and design for the proposed 6 versatile cluster style crisis accommodation homes is underway, together with facilities for pets and outdoor spaces for the children. The new refuge is planned to be operational in 2025.



Concept of Tranche 2 Western Sydney Refuge

# OUR IMPACT & HIGHLIGHTS

We are proud of the positive impact DVSM continues to have throughout the communities we serve. We are committed to increasing our impact across NSW, and enhancing the support we offer women and children experiencing domestic and family violence and homelessness.



Successful submission for Core and Cluster Tranche 2 funding to create another refuge in Western Sydney



Received Safeguarding Children Certification



Supported more than **1,600** women and children impacted by or experiencing domestic and family violence

Provided more than




**35,600**

Bed nights to women and children in need




Appointed an Aboriginal Advisor to guide the creation of DVSM's first RAP


Received accreditation Australian Service Excellence Standards




Began an infrastructure assessment and accommodation project in Wilcannia



A new Senior Leadership team was created to lead DVSM



Successfully launched two support programs for children and young people



Launched a refreshed DVSM website to further assist those seeking support

# OUR STRATEGIC PLAN



With the collective efforts of the team and the guidance of senior leaders, DVSM is committed to making a positive impact. We have clear intentions to ensure our staff are supported and rewarded, we are providing the best service possible and our organisation continues to grow. We welcome you to join us on this journey towards a brighter future for the women and children we work with every day.

Stephanie Smith, DVSM CEO



In early 2023, with a new CEO, DVSM began the evaluation and enhancement of our organisational Strategic Plan. Our key pillars encapsulate our intention to continue to grow our business, deliver exceptional service through best practice and a commitment to creating an inspiring place to work. The Senior Leadership Team are leading the roll out of these priorities in partnership with all areas of the organisation.

The entire DVSM team are committed to our collective vision, and are working towards making positive impacts in our partnerships, our workplace and our practice.



## GROWTH OF BUSINESS

- Partnerships
- Diversity
- ReBRAND



## GREAT PLACE TO WORK

- Remuneration & Reward
- Learning Organisation
- Values Driven Culture



## GOOD PRACTICE

- Staged Accreditation
- Embedded Practice
- Evaluation Framework

# OUR STRATEGIC PLAN



## GROWTH OF BUSINESS

Partnerships

Diversity

ReBRAND

### KEY GOALS

1

We GROW and advance Strategic Partnerships with a specific focus on partnering with Aboriginal and Torres Strait Islander Organisations and Corporate Structures for the benefit of our services.

2

We consider opportunities to diversify our services in order to provide culturally relevant and holistic family and child services.

3

We seek to reposition and rebrand DVSM to ensure we are aligned with a diversification of income and enhanced market recognition.



# OUR STRATEGIC PLAN



## GREAT PLACE TO WORK

Remuneration & Reward

Learning Organisation

Values Driven Culture

### KEY GOALS

1

We have clear and transparent processes to reward and recognise our staff that meet and surpass industry standards, are sustainable in the longer term and enhance the value of DVSM as an employer.

2

We position ourselves as a learning organisation. Learning and Development is both a value and an experience for all staff to ensure our services are optimised. Learning is formal and informal, and reciprocal. All staff will contribute to an organisation wide learning development plan that supports an employee through their lifecycle with the organisation.

3

Organisational culture is reflected in the values of person-centeredness, respect, integrity and excellence. All staff will understand these values and what behaviours they represent. Engagement and connection will be enhanced through teams and their commitment to these values.

# OUR STRATEGIC PLAN



## GOOD PRACTICE

Staged Accreditation  
Embedded Practice  
Evaluations Framework

### KEY GOALS

1

DVSM is committed to ensuring our services are compliant and accredited at all times. Services demonstrate ongoing and continuous improvement pathways that meet requirements and standards for safeguarding all those that work and utilise our services.

2

Domestic Violence Informed; Trauma Informed and Response Based Practice is understood and demonstrated and embedded in a culturally competent, skillful and knowledgeable way. We utilise evidence to demonstrate ongoing improvement and increased knowledge for the benefit of all we serve.

3

DVSM is able to demonstrate outcomes and assess skills and knowledge through the development of an effective Evaluation Framework that accurately tracks progress; provides evidence and optimises effectiveness of our services.

# INSIGHT EXCHANGE

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

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

## Background context

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

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


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

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

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

## Social Response Continuum

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



<b>Universal Services and organisations</b> eg. workplaces, businesses, education, community	<b>Extra or early supports</b> eg. HR, Employee Assistance Programs	<b>Human Services (Govt, Non-Govt)</b> eg. Health, Support Services and Helplines	<b>Specialist Domestic, Family and Sexualised Violence Services</b>	<b>Statutory Services / Systems</b>
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## Digital Engagement - Since Inception

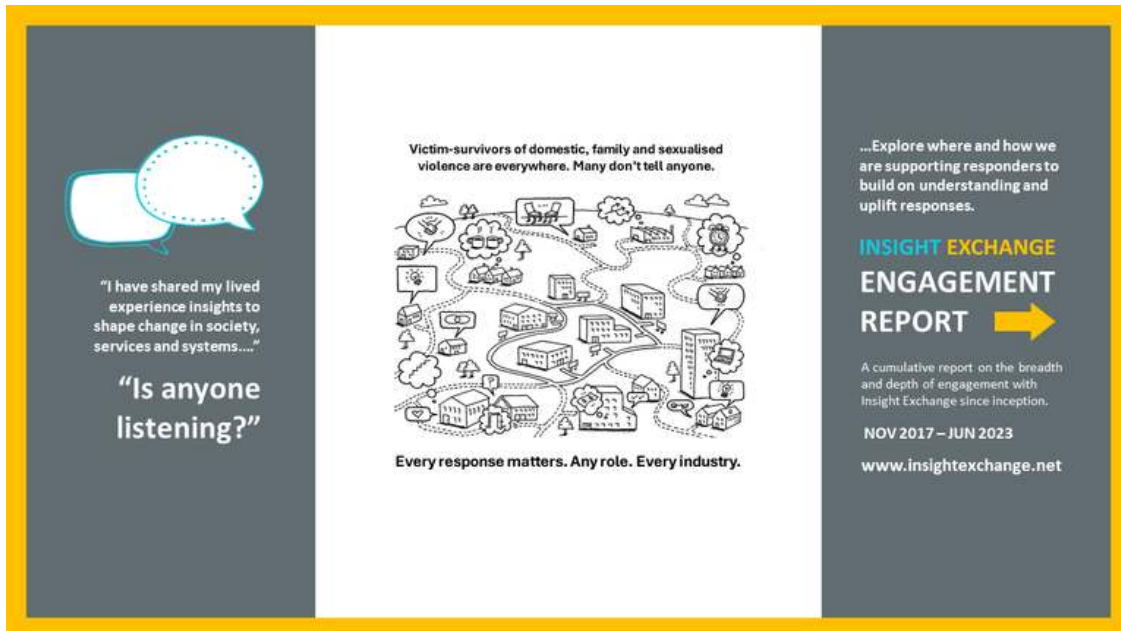
- **Unique Users** | 51,079 unique users have accessed the Insight Exchange website since inception (Nov 2017 – end June 2023).
- **Downloads and video viewings** | From the 51,079 unique users who have accessed the Insight Exchange website since inception (Nov 2017 – end June 2023), there have been 41,949 downloads. Additionally, there have been 50,931 Vimeo video viewings (14,895 unique viewers). A further 22,600 video viewings were on You Tube.

# INSIGHT EXCHANGE

## A snapshot from the 2021 - 2023 Engagement Report

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

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



## Digital Engagement

The overall combined digital engagement points (website downloads and video viewings) in FY22/23 is 39,053. In FY22/23 there were 16,373 unique users of the Insight Exchange website, 7,089 unique users of the Insight Exchange Vimeo channel, and 23,246 viewings on Vimeo. A further 7,134 video viewings were on YouTube.

## Our thanks

Insight Exchange would not be what it is today without the engagement, support and expertise of so many contributors. The work is enriched by all who participate, as well as Associate colleagues, collaborators, in-kind supporters, individual contributors, and donors. The industry specialists and suppliers we work with also make meaningful contributions through their skilled expertise and in various forms of donation to the work. Most significantly, our thanks go to all people with lived experience of domestic and family violence who have generously shared their insights for the benefit of others.

## Dear Participants

People who have read, viewed or engaged with the lived experience insights shared through Insight Exchange can share a de-identified message to participants through the '[Dear Participants](#)' resource.

## Insight Exchange updates

When new information, initiatives or insights are available these are introduced through the Insight Exchange updates hosted in the Insight Exchange here: <https://www.insightexchange.net/updates/>

## Contact Us

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

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

# VICKI HARTLEY TREASURER



The financial operations of DVSM continue to be prudently managed with a strong balance sheet showing \$5,269,437 of net assets at the end of the financial year.

Loss for the year of \$438,579 was due to profit of \$57,808 for DVSM Services (excluding the Wilcannia hub development costs), profit of \$39,073 for Insight Exchange and an expense for the Wilcannia hub of \$535,460, including \$515,810 refurbishment costs and \$22,198 of other costs. As I noted in my 2022 report, the application of Accounting Standards, and especially the Revenue Recognition standard, requires certain donations and grants to be recorded as income in the year received due to terms of the payment received rather than when the money is spent, resulting in timing differences of revenue and expenses matching across years.

At DVSM, certain monies received were not fully spent as we started the 2023 financial year and hence we recorded an unusual profit in the prior financial year of \$1,889,308 which will be used to fund work and projects this and coming years.

Total income was \$7,012,110 (2022: \$7,303,017), with the decrease of 4% primarily due to the one-off receipt of the capital grant for the Wilcannia hub in 2022. DVSM's main source of income remains NSW Government grant funding of core services.

Total expense was \$7,450,689 (2022: \$5,413,709). Expenses increased across the organisation, mainly driven by \$535,460 of expenses rating to the Wilcannia hub, timing of releases of wages costs in the Insight Exchange program up \$430,049 and overall increased employment costs with award rate increases across all services.

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

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

# FINANCIALS

## STATEMENT OF INCOME AND RETAINED EARNINGS FOR THE YEAR ENDED 30 JUNE 2023

	FOR THE YEAR ENDED	30 JUNE 2023	30 JUNE 2022
<b>REVENUE AND OTHER INCOME</b>			
<b>REVENUE</b>			
Revenue from Contracts with customers		5,882,534	5,428,146
Other revenue		1,005,351	1,851,505
Interest revenue from financial assets measured at amortised cost		124,225	23,366
<b>Total revenue and other income</b>		<b>7,012,110</b>	<b>7,303,017</b>
<b>EXPENSES</b>			
Employee benefits expense		(4,573,216)	(3,721,585)
Client expenses		(530,317)	(508,156)
Rent and occupancy expenses		(223,956)	(157,915)
Depreciation and amortisation expense		(233,261)	(196,488)
Travel expenses		(64,262)	(32,523)
Computer and telecommunications expenses		(171,871)	(117,372)
Professional fees		(39,000)	(45,708)
Motor vehicle expenses		(82,095)	(60,991)
Conference and meeting expenses		(8,549)	(3,919)
Insight Exchange Project		(650,209)	(220,160)
Other projects		(17,754)	(123,992)
Impairment expense - Wilcannia Hub		(515,811)	
Interest expense		(4,570)	(8,948)
Low value assets expense		(105,633)	(41,309)
Other expenses		(230,185)	(174,643)
<b>(Deficit)/surplus before tax income</b>		<b>(438,579)</b>	<b>1,889,308</b>
Income Tax expense		-	-
<b>(Deficit)/surplus after income tax expense for the year attributable to the members of the Company</b>		<b>(438,579)</b>	<b>1,889,308</b>
Retained earnings at the beginning of the year		5,708,016	3,818,708
<b>Retained earnings at the end of the year</b>		<b>5,269,437</b>	<b>5,708,016</b>

STATEMENT OF CONSOLIDATED FINANCIAL POSITION	AS AT	30 JUNE 2023	30 JUNE 2022
<b>ASSETS</b>			
Current assets		6,124,304	7,047,787
Non-Current assets		485,647	907,903
<b>Total assets</b>		<b>6,609,951</b>	<b>7,955,690</b>
<b>LIABILITIES</b>			
Current liabilities		1,182,044	2,009,261
Non-Current liabilities		158,470	238,413
<b>Total liabilities</b>		<b>1,340,514</b>	<b>2,247,674</b>
<b>Net assets/ total equity</b>		<b>5,269,437</b>	<b>5,708,016</b>

# OUR YEAR THROUGH A LENS



The city team celebrating NAIDOC week with our special indigenous scarves



Wilcannia Fashion Parade 2022



Wilcannia Safe House Community Event - The Amazing Race Day, connecting the community after Covid.



ROAR team attending the Domestic Violence Prevention Network committee(HDVPN), Power & Control-Supporting DV clients



Our Children and Young People School Holiday Program - arts and crafts created by our clients

# OUR YEAR THROUGH A LENS



Mae & Bonnie solving problems with lego at Flex Friday LendLease



Angela, Kath and Bonnie getting in the Christmas spirit



Celebrating Mae's birthday cupcake style!



Wilcannia Safe House Community Bingo, celebrating International Women's Day 2023



DVSM All Staff Conference, June 2023



The DVSM Team with our special guest speakers Jess Hill and Dr Anne Summers AO





# THANK YOU

**Thank you to our funders and partners:** DVSM Service Delivery is funded by the NSW Government Department of Communities and Justice (DCJ). Reconstruction NSW, and Regional NSW.

**Special Thanks from our Senior Leadership Team:** We have many partners and supporters who provide great support and counsel, enhancing the work we do every day. Sal Dennis and the Insight Exchange team, Corrs Chambers Westgarth teams, Link Wentworth, Blacktown City Council, Geoff Laan and Greg Hill from Central Darling Shire Council, Danika Tonna and the team at Murdi Paaki Regional Housing, Mary O'Connor and the Akora Homes team, Rebecca Glenn and Centre for Women's Economic Safety team, the Department of Communities and Justice teams we work closely with, Daine and Regina Regional NSW, DVNSW and Homelessness NSW teams, NCOSS, Newtown Neighbourhood Centre, City of Sydney, Women's Housing Co, Link Wentworth, Home In Place, L.E.K Consulting especially Mark Streeting and Emily Davis and their teams, Maree Davidson from the Highwire group, Helen Waters & the WAGEC team, Cat Gander & the DV West Team, Rob Caslick and the Two Good Team, David Hartigan, Rize Up, WESNET, ACWA and Nadia and the Australian Childhood Foundation team along with the SBS Inclusion Team.

**MOMO would like to thank:** A Centrelink (Social Worker), Community Corrections Leichhardt office, DCJ Housing, Strawberry Hills office, Domestic and Family Violence Service, St Vincent's Hospital, Haymarket Centre, Newtown Neighbourhood Centre, Sydney Women's Domestic Violence Court Advocacy Service (WDVCAS), Too Good Co. Uniting Care (Edina Hostel), YMCA, Lou's Place, St George Community Housing, NEAMI, Hope Street, Wayside Chapel, City of Sydney, Youth Off the Streets and Mumma's Removals

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

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

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

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



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



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