



Domestic Violence
Prevention Centre

2021–24

DVPC STRATEGIC PLAN

DOMESTIC VIOLENCE PREVENTION CENTRE GOLD COAST INC.

Advocate
Collaborate
Innovate

Introduction

The Domestic Violence Prevention Centre (DVPC) Gold Coast Inc. offers free counselling, support, information and referral for all women and their children who have or are experiencing domestic and family violence. The journey that leads to a strategic plan is built around a conscious and deliberate process and involves intensive collaboration and reflection. It requires that an organisation sees and understands itself and its behaviour from the perspectives, needs and wants of the stakeholders it serves. DVPC's 2021–2024 strategic plan articulates the path we intend to take in pursuit of our vision:

The foundation for the delivery of our plan lies in the purpose and mission of DVPC to:



Advocate

Advocate relentlessly to achieve change.



Collaborate

Collaborate to improve safety and to build and share our specialist experience and knowledge.



Innovate

Innovate by listening to those most impacted by domestic and family violence, and by working with them to explore the options to create radical and positive changes.

Everyone is safe to live with justice, freedom and hope in their family, community and country.

Our values will guide us in this purpose every day:

Safety-focused

- We centre the safety of women and their children in all our decisions.
- We appreciate the diverse experiences of women and their children and recognise that this shapes their experience of violence.
- We listen and learn from them – they teach us how to do this work.

Respect

- We respect women's rights to make their own decisions and choices for themselves and their children.
- We have brave, honest and respectful conversations with people. We talk to people, not about them.
- We clearly communicate what we can offer and what we expect of each other.

Equity

- We consistently and fairly prioritise and allocate resources by considering immediate needs with long term sustainability.
- We share the work fairly to deliver effective responses and to create systemic change.
- We actively seek out diverse voices to help us identify and remove barriers to accessing our services.

Accountability

- We have documented frameworks that guide our decisions and responses, and we take responsibility for our choices and actions.
- We are committed to continually improving our services to ensure they are relevant, specialised, consistent, ethical, practice-led and evidence-informed, while adapting to a challenging and ever-changing environment.
- We evaluate our programs to ensure they contribute to the safety of women and their children and add to the body of knowledge about this work.
- We can demonstrate that we manage our resources effectively, efficiently and responsibly.
- We coordinate community responses that centre the safety of women and their children by making the impact of their experience of DFV visible.
- We work with our partners to hold those who commit domestic and family violence responsible for their actions.

From the Board:

“Our work is practice-led and evidence-informed. The women and children teach us – their voice is our evidence.”

Rosemary O'Malley
CEO

[Click to play video](#)

It is with great pleasure that the DVPC Board of Directors presents the Organisation's **2021-2024 Strategic Plan: Advocate | Collaborate | Innovate**. The plan was ratified by the Board on April 12, 2021 and sets forth DVPC's long-term strategic goals and objectives for carrying out its core purpose and mission in the pursuit of our vision:

“Everyone is safe to live with justice, freedom and hope in their family, community and country.”

DVPC has a history spanning almost 30 years and a reputation that crosses international, national, state and community boundaries. This reputation is a result of our

continual focus on innovation and on working responsively to changes and trends that impact on, and are identified by, our clients and stakeholders. As an Organisation, we centre the safety of women and their children in all our decisions. The 2021–24 Strategic Plan was co-designed by the DVPC Board and Leadership Team, and prioritises four focus areas: service delivery; our people and culture; our organisation; and our advocacy. It ensures that DVPC remains contemporary and viable, and that we are able to navigate changes in our internal and external environment as we strive towards our vision.

From the CEO:

At DVPC, our mission is to **ADVOCATE** relentlessly; to listen and learn from those experiencing abuse in their relationships and families, and to make their voices heard. We centre their safety and wellbeing in all our decisions and responses. We make the invisible visible by taking every opportunity to inform the community, all levels of government, and the corporate world, about the impact of domestic and family violence on individuals, families, and ultimately on everyone who resides in Australia.

Because we know that responding to domestic violence takes the commitment of a whole community, we **COLLABORATE** by sustaining deep connected partnerships

with those who are working with us to influence the systemic and cultural change necessary to create safety and respect in all families and relationships.

And because we know that this ‘cannot be as good as it gets’, we purposefully **INNOVATE** by drawing upon diverse thinking and practice, by challenging ourselves to have brave accountable conversations within and beyond DVPC, and by supporting each other to think and act creatively. We are committed to evaluating our work, and to building and sharing our learnings to improve all responses to domestic and family violence.

Our Strategic Focus:

In defining our vision and determining how we will go about achieving it, DVPC's leadership team prioritised our plan around four focus areas. For each, we have crafted a statement of intent that articulates how each focus area progresses DVPC towards our vision.

Our People: We have a culture that enables and supports a skilled and sustainable workforce that is resourced, informed and adaptable.

Our Service Delivery: Our service actively engages with clients and stakeholders and is informed by, and learns from, the experiences, expectations, wants and needs of our clients. In our delivery, we prioritise the safety and wellbeing of women and children.

Our Organisation: We operate a sustainable and scaleable service founded on sound governance and decision-making practices that enable us to manage and grow our resources so we can deliver quality services to clients both now and in the future.

Our Advocacy: We build strong partnerships and influence decision-makers to contribute to positive change that will end the impact of domestic and family violence. We actively contribute to, and participate in, activities that increase awareness and understanding of domestic and family violence.

Implementing Our Strategic Plan:

In developing the DVPC strategic plan, three phases were identified, along with priority actions and timeframes for each of them.

Phase 1 (0–6 months)

Phase 1 (0-6 months): focuses on establishing benchmarks and baselines. During this stage, we will be aggregating the wealth of data DVPC collects from our clients and sector stakeholders. From this data, we will develop insights that inform the future implementation of our strategic plan. This is the foundation from which we will build.

Phase 2 (6–18 months)

Phase 2 (6-18 months): builds on phase 1 and focuses on actions that deliver incremental changes which contribute to the achievement of the strategic plan. This phase will have an action learning framework of PLAN, DO, CHECK, ACT to ensure our efforts are concentrated and reflect any changes to our internal and external environment.

Phase 3 (18–36 months)

Phase 3 (18 –36 months): is where we capitalise on the changes and achievements from phase 1 and 2, and we focus energy and resources on the remaining activities needed to achieve our strategic goals. This phase calls upon us to look back on what we have achieved and lessons learnt, and forward to determine what is still to be done. This is the foundation to begin the process of planning for 2025 and beyond.

Within each phase, priority actions have been sequenced to ensure a logical flow and focus to our actions. Prioritising in this manner means the effort and impact of each activity is maximised and contributes in an integrated way to the four focus areas. In developing the key focus areas and the activities under each, we recognise the intertwined and interconnected nature of the four focus areas of the plan, and how together they all contribute to guide DVPC to build and maintain a strong workforce, deliver quality services to clients, build resilient and purposeful partnerships, and be an advocate for change.

Our People:

“I feel my work is visible and valued.”

A skilled, passionate and sustainable workforce will be built through recruiting, retaining, training and supporting our staff. We will connect, communicate and monitor our internal and external environment to ensure our processes and structures remain in line with sector expectations, policies and practices.

Our key priorities are to:

1. Build the team.
2. Improve communications.
3. Develop the competence and confidence of our staff.
4. Recruit well.
5. Grow our own workforce for the future.

Priority	What success looks like	How we will measure success	What staff will say
Build our team	We hold a minimum of three team building activities each year for all staff.	Individual development plans. Exit interviews. WOT meeting minutes. Number of staff accessing EAP or external supervision. Organisation expenditure on EAP or external supervision.	“I feel I am part of the bigger team”. “I feel connected to my colleagues across DVPC.” “I feel my work is visible and valued.”
Internal communication	Increased staff awareness of key DVPC changes. Staff are actively involved in the communication loop through opportunities for ideas, innovation and feedback.	Supervision notes. Staff feedback. Monthly reports. Annual reviews. Exit interviews.	“DVPC keeps me informed of any relevant changes that impact my role and communicates these clearly and promptly.” “I can access information about changes in a way that I understand.” “I feel that my opinions, ideas, requests and feedback are taken into account and considered fairly.” “I feel heard and valued.”

Priority	What success looks like	How we will measure success	What staff will say
A confident and competent team	<p>All staff receive supervision on a monthly/as-needs basis.</p> <p>Program Team supervision occurs at least three times per annum.</p> <p>Staff receive and access regular training and development opportunities.</p>	<p>Supervision notes.</p> <p>Staff feedback.</p> <p>Monthly reports.</p> <p>Annual reviews.</p> <p>Training register.</p> <p>Number of whole-of-team meetings.</p> <p>Number of training sessions held internally.</p> <p>Number of external trainings attended.</p> <p>Investment in staff training.</p>	<p>"I feel respected and supported."</p> <p>"I get regular supervision and debriefing."</p> <p>"I receive the training and support to be the best practitioner I can be."</p> <p>"The identified needs I have raised on my monthly reports are taken seriously and responded to."</p>
Recruit well	<p>Recruitment and interview process yields a high number of probationary employees who are offered permanent appointment.</p>	<p>Number of quality applicants who are selected for interview.</p> <p>Interview reports.</p> <p>Panel recommendations.</p>	<p>"I received a strong and comprehensive induction."</p> <p>"The recruitment process was clear and fair."</p> <p>"We want to work at DVPC."</p>
Grow our own	<p>Students and interns at DVPC have a positive experience during their placement, which contributes to their academic achievement and career decisions.</p> <p>A high number of students/interns seek employment at DVPC post placement.</p>	<p>Number of students supervised on placement.</p> <p>Placement closeout and supervision reports.</p> <p>Feedback from universities.</p>	<p>"DVPC supports local universities to develop their students' knowledge and understanding of DFV."</p> <p>"My placement at DVPC was informative and inspiring, and I was supported."</p> <p>"As a student, I had a clear understanding of the project or role I was undertaking during my placement."</p>

Our Service Delivery:

“I felt
heard and
believed.”

Our services will be delivered within the following framework:

- Engage
- Listen
- Plan
- Act
- Evaluate

We will articulate and utilise this framework to guide our decision-making and service delivery. On the occasions when we need to step out of our established processes, we will step into our ethical decision-making framework and document our rationale for doing so and our subsequent actions.

We are committed to seeking out and listening to feedback about service delivery from our clients, and to modifying our processes and practices accordingly.

Our key priorities are:

1. Client-guided and evidence-informed service.
2. Stakeholders engaged in our evidence-gathering processes.
3. DVPC building sector capacity through training and professional development.

We are committed to seeking out and listening to feedback about service delivery from our clients, and to modifying our processes and practices accordingly.

Priority	What success looks like	How we will measure success	What clients and stakeholders will say
Client-guided and evidence-informed service	<p>A service response that meets clients' identified needs.</p> <p>Annual service planning is scheduled and happening.</p> <p>Planning and decision-making framework is developed and operational.</p>	<p>Client feedback.</p> <p>Tools: QR codes, online surveys, focus groups.</p> <p>Women's Advisory Council.</p> <p>Follow up: file audits/file closures.</p>	<p>"I felt heard and believed."</p> <p>"DVPC listened to what I wanted and centred my concerns in their support and responses".</p> <p>"They called me back and followed up."</p>
Stakeholders engaged in our evidence-gathering	<p>Embedded stakeholder feedback mechanism.</p>	<p>Domestic Violence Integrated Response (DVIR) and Domestic Violence Interagency Group (DVIG) Annual Evaluations from stakeholders.</p> <p>Independent stakeholder feedback.</p>	<p>"I'm aware of DVPC's full range of services, and they're easy to refer into and partner with."</p>
Building sector capacity through training and professional development	<p>DVIG Schedule of professional development events implemented.</p> <p>DVPC recognised as a trainer within the sector.</p> <p>Broad-reaching communication strategy developed and implemented.</p>	<p>Review and scaling at DVIR Planning days to assess how each member agency believes they are responding to DFV on the Gold Coast and how we are collectively responding to DFV in this region.</p> <p>Increased requests for PD, training and resources.</p> <p>Training evaluation/feedback.</p>	<p>"DVPC improved my ability to deliver a non-judgemental, improved response to clients."</p> <p>"I better understand safety and risk."</p> <p>"Through partnering with DVPC, I'm aware of the impact I can have for women seeking support for DFV, providing risk assessment and non-judgemental support. I will not be one more barrier for her."</p>

Our Organisation:

“DVPC is a credible organisation that I trust as a partner.”

We will build a sustainable and scalable organisation that considers our current and longer-term needs. We will look to diversify our revenues, while meeting our contractual and legislative obligations and demonstrating strong governance protocols.

Our key priorities are to:

1. Diversify our funding streams.
2. Know our costs.
3. Know and show our value.
4. Ensure all the systems and infrastructure within DVPC are enablers of service delivery.
5. Embed a governance-based decision-making framework to ensure DVPC maintains compliance and meets our legislative, ethical and client obligations, while at the same time continuing to hold ourselves to account.

Priority	What success looks like	How we will measure success	What staff and stakeholders will say
Diverse funding streams	Alternative funding/revenue sources identified that align with DVPC's values and mission.	Report additional funding through Integrated Financial Management System and Annual Reports, including comparison performance on previous three years.	“DVPC is a credible organisation that I trust as a partner in fulfilling my purpose and aims.”
Know our costs	All funding applications must be reflective of the real cost and value of the proposed activity. We can access accurate financial data to inform our decision-making.	Actual against Budget reporting. Financial Reports. No overspend.	“I can trust DVPC's financial management, reporting and the integrity of its data.”

Priority	What success looks like	How we will measure success	What staff and stakeholders will say
Know and show our value	DVPC is the provider-of-choice and is securing additional/diversified funding.	Number of successful funding applications. Develop learning log from any non-successful applications. A broader database of potential funding sources.	"DVPC represents exceptional value-for-money." "DVPC can clearly and accurately substantiate all costs involved in service delivery." "DVPC is able to detail its value-add to any undertaking."
Planning and prioritising	We know what we need to deliver services now and into the future. Our service development and growth activities are planned, and we consistently use a structured decision-making process.	Annual Planning Day with Leadership team. Quarterly review of priorities and tracking of progress.	"DVPC has a clearly articulated plan with adequate resources and a structure to support growth and service delivery." "The structure ensures that every member of the team is able to make the highest and best use of their time and skills." "DVPC has appropriate specialist roles to support the sustainability of the organisation."
Embed strong governance protocols	Sound financial decisions made against a triple bottom line measure: clients, cost, compliance. Board induction process, training and documentation in place for incoming Directors.	Completion of Proposal Template detailing all resource requirements, outputs and outcomes to be achieved and compliance with contractual obligations.	"DVPC provides all necessary Service Agreement compliance documentation and financial data within the timeframes requested." "Based on the documentation DVPC provides, I am confident in their decision-making frameworks and ability to meet their obligations under the terms of our agreement with them."
The right resources to do our work	The right infrastructure and resources to deliver services to women, support growth and provide a positive working environment. All the systems and infrastructure within DVPC enable high quality and timely service delivery.	Resource Needs Audit.	"I have the right tools to do my job."

Our Advocacy:

“DVPC has transformative conversations.”

Our advocacy is centred around improving the safety and wellbeing of women and children. We are guided by a clear understanding of the gendered nature of DFV. We work to address the structural and systemic barriers that reduce the likelihood of women and children receiving justice and having the opportunity to live a life free from abuse and violence.

We advocate with courage and purpose in all our interactions, to make the invisible visible. We know that this “cannot be as good as it gets” for women and children, and it’s critical that we do not accept the status quo or remain silent.

Our key priorities are:

1. Building robust, open and respectful partnerships which can accommodate diverse perspectives while maintaining a common purpose. These partnerships facilitate accountability and integrity of the collective work.
2. Practice-led and evidence-informed decision-making.
3. Being recognised and valued as knowledge leaders and influencers of change.
4. Being a builder, seeker and sharer of knowledge.
5. Amplifying the stories and the voices of women and children.

Priority	What success looks like	How we will measure success	What stakeholders will say
Robust, open, respectful relationships	Current documentation underpinning all partnership arrangements are in place. Purposeful partnering.	Scaling and feedback from annual DVIR Planning Days. Clear, consistent understanding about DVPC within all stakeholder agencies.	“DVPC has transformative conversations.” “DVPC communication and engagement with stakeholders is always respectful and valued.” “DVPC respects diversity and keeps us focussed on the common goal.”
Structured decision-making process	Structured decisions informed by evidence including women’s feedback, DVPC database reports, sector partners, advocates’ feedback/experiences, contemporary and relevant academic findings.	Proposal templates for all initiatives. Evaluations. Focus Groups.	“The organisation is committed to contributing to the global body of DFV knowledge.” “DVPC has a sound structure linked to purpose and evidence.”

Priority	What success looks like	How we will measure success	What stakeholders will say
Demonstrate our value	<p>Increased capacity and awareness among sector partners about our services.</p> <p>Policy and decision-makers seek and value our input.</p> <p>We can see the impact of our contributions in policy and funding decisions by government.</p>	<p>Invitations to panels, boards, research committees, working groups.</p> <p>Requests for presentations and information sessions.</p>	<p>"The words of DVPC carry a lot of weight in the sector."</p> <p>"DVPC coordinates the collective voice to advocate for change and to continually respond to systemic gaps."</p> <p>"DVPC is a reliable source of good information that can be supported by documented evidence and data."</p>
Builder, seeker, sharer	<p>Increased body of knowledge about DFV.</p> <p>Research being proposed, developed and undertaken that addresses the identified knowledge and practice gaps and contributes to an increased understanding of DFV in Queensland and beyond.</p>	<p>Increased requests for contribution to research.</p> <p>Research proposals received and approved.</p> <p>Invitations to provide information and critical analysis to diverse stakeholder groups.</p> <p>Number of invitations received to participate on Boards, Reference Groups and working parties.</p>	<p>"DVPC is an open and key research partner and actively seeks evaluation of its work."</p> <p>"We want to work with DVPC."</p>
Amplify stories and voices	<p>We can confidently and comprehensively communicate the DVPC message.</p> <p>Increased social media presence.</p> <p>Increased sharing of the content we create.</p> <p>High engagement and activation around our website.</p>	<p>Google analytics.</p> <p>Social media analytics and measurement.</p> <p>Feedback from social media.</p> <p>Evaluation from training.</p> <p>Feedback emails.</p> <p>Survey and focus group feedback.</p>	<p>"DVPC tells women's stories accurately, respectfully and without exploitation for the benefit of increasing understanding, raising awareness and advocating for change."</p>



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Prevention Centre

To find out more about how DVPC is living our strategic plan, go to **domesticviolence.com.au** or find us on:

 facebook.com/domesticviolence.com.au

 instagram.com/dvpreventioncentre

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DVPC would like to acknowledge the artwork on the front cover of our Strategic Plan. It has been produced by a Traditional Custodian of the Kombumerri people.

This piece of artwork depicts her connection to her people and country of the Gold Coast area. The artwork is inspired from her connection to her Granny's Granny, Jenny Graham, who was a strong, well respected matriarch of the Kombumerri people. Jenny was one of the last in line of the Kombumerri, who had lived a part of her life in a traditional way. The circle symbol in the middle represents the land of the Gold Coast, and surrounding this are the major rivers and sea of this area. Jenny Graham was born on the banks of the Nerang river and the artist has captured this by making this section unique with the use of a different colour pattern. DVPC acknowledges that we are located on Kombumerri Country and we recognise the cultural significance of this land. We are committed to playing our part in ensuring that the history of this land, sea and people are shared.

DVPC acknowledges that the Kombumerri Saltwater people are the traditional caretakers and custodians of the land on which we work and understand the connection that they hold to the land, water, sky and animals.

DVPC pays respects to the Kombumerri Traditional Custodians and their Elders, past and present.

DVPC acknowledges all Aboriginal and Torres Strait Islander peoples across our country who have made positive contributions to sustaining First Nation People's voice, knowledge and connections.