

STRATEGIC PLAN

2022-2027

ACTING NOW FOR SAFER FUTURES



D V N Q

ACKNOWLEDGMENT

First Nations peoples

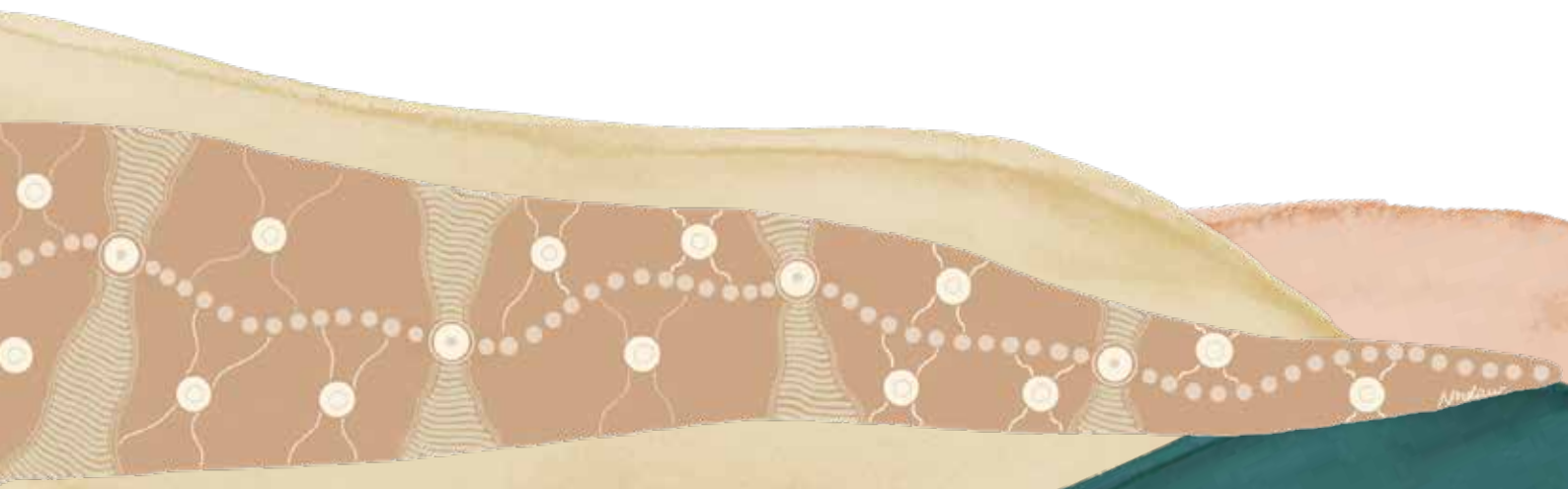
We acknowledge the Traditional Owners of the land on which we live and work. We recognise that Aboriginal and Torres Strait Islander women and children experience significantly higher levels of domestic and family violence. This is compounded by experiences of racism, marginalisation, and other significant factors deeply rooted in the impacts of colonisation and the loss of land and culture. We support the Uluru Statement from the Heart and acknowledge that sovereignty has not been ceded.

Victim survivors

We acknowledge those who have not survived domestic and family violence and pay respects to their families and loved ones. We respectfully recognise the bravery and resilience of women and children who experience violence and abuse, and we commit to ensuring that our organisation is informed by their experience.

CONTENTS

OUR PURPOSE, OUR SOCIAL VISION, OUR PHILOSOPHY	4
PLANNING FOR THE FUTURE.....	4
OUR PRINCIPLES.....	4
MESSAGE TO YOU	5
OUR PRIORITIES	6
STRATEGIC PLAN 2022-2027 - OUR PEOPLE.....	7
STRATEGIC PLAN 2022-2027 - OUR ORGANISATION.....	9
STRATEGIC PLAN 2022-2027 - OUR SECTOR.....	11
STRATEGIC PLAN 2022-2027 - OUR GOVERNANCE	13
OUR PRIORITIES WE SET.....	15



DVNQ is a long-standing specialist service providing crisis support, information, and referral for victims, as well as men's behaviour change programs for perpetrators. The rights and dignity of victim survivors and culturally respectful engagement is of paramount importance and underpins service delivery.

DVNQ has a strong advocacy voice, campaigning for men's use of domestic and family violence to end. This is a gendered issue where the focus must be on men ending their violence and abuse.

A whole of community approach with strong leadership is needed to create change. DVNQ is committed to being a leader with others, and values and nurtures honest and respectful relationships.

This Strategic Plan articulates our journey to support victim survivors, hold perpetrators to account, and courageously lead a domestic and family violence shift in the North Queensland regions.

During this 5-year Strategic Plan, the voice of victim survivors is elevated, as their experiences teach us how to provide the most crucial services in our community.

D V N Q

OUR PURPOSE

We believe every woman and child should live free from domestic and family violence and abuse. Our commitment is to:

**Provide services and resources
in support of women and children's
experience of domestic and family violence
in North Queensland regions.**

OUR SOCIAL VISION

The elimination of domestic and family violence.

OUR PHILOSOPHY

We work from a feminist philosophy and hold a deep understanding that domestic and family violence is a gendered issue.

PLANNING FOR THE FUTURE

We recognise the significant impact of domestic and family violence on our local communities. A staggering amount of change is needed to eliminate the violence and abuse experienced by so many.

We have undertaken an intentional and thorough planning process to understand what we need to do now and into the future to lead this change and provide the best support for victim survivors. This plan is the culmination of 4 months of listening, talking, thinking, and reflecting.

As we embark on our journey to implement this Strategic Plan, we commit to monitoring and reviewing progress. We hold each other accountable to the commitments we have made. We recognise that a lot can change in 5 years and while a long-term view was needed, adjustments may be necessary along the way.

OUR PRINCIPLES

The safety and the rights of women and children is at the heart of everything we do

- The voice of First Nations Peoples is heard and respected throughout our organisation
- Decisions and interactions are grounded in ethics and integrity with transparent respectful communication
- Continuous improvement is our responsibility so that we remain the specialist domestic and family violence service in the regions
- Collaboration and integration with others provide the best service for our clients
- Domestic and family violence will not end unless we relentlessly advocate for change.

MESSAGE TO YOU

Message from the Chair

The DVNQ Board presents the organisation's *Strategic Plan – 2022-2027: Acting now for safer futures*.

The Board recognises and takes seriously its role in setting the organisation's strategic direction. An inclusive co-design process of strategic planning was adopted with external facilitation. The process valued the views and experiences of victim survivors, staff, and our partners.

Domestic and family violence consistently remains a critical issue in our communities which is having a devastating impact on families. It is clear to the Board that we are entering a new stage for domestic and family violence which is why our Priorities focus on *Our Governance, Our Sector, Our Organisation* and *Our People*.

Building on 28 years as a respected local service, this strategic plan sets the direction for the next 5 years. In doing so, the Board has ensured that DVNQ remains a contemporary, effective specialist domestic and family violence service to meet future needs.

Message from the CEO

I pay my respects to Aboriginal and Torres Strait Islander people and recognise the strength and courage of First Nations women. As an organisation we commit to reconciliation, to respect culture, and acknowledge the right to self-determination.

This Strategic Plan is written with every victim survivor we have worked with in our hearts and minds. Our promise is to continue listening and learning from your lived experiences, from our valued and professional staff, and our key stakeholders, to inform the services we provide.

We will continue to elevate the voice of victim survivors. We will also be sure to place the necessary attention on the issue: men's use of domestic and family violence. The achievement of our Social Vision – The elimination of domestic and family violence depends on greater focus and attention on what causes men to perpetrate this violence and abuse in their family relationships.

Messages from staff, clients & stakeholders

- DVNQ has a passionate, committed, and skilled team who work well together and support each other
- Our safe workplace is important to staff and clients
- DVNQ provides quality and valued services that make a real difference to its clients
- The feminist framework is very important to the team and underpins everything
- DVNQ is well respected across the sector and has a positive reputation in community.

OUR PRIORITIES

- **Our people** and our culture are highly valued
- **Our organisation** prioritises the safety of women and children and demonstrates professionalism
- **Our sector** recognises us as the lead agency driving change in our regions
- **Our governance** continually improves to ensure ethical and sustainable practice.

We are a specialist organisation with specialist experience and skills - that is our unique value proposition to the communities in which we operate.

STRATEGIC PLAN 2022-2027

Acting now for safer futures

1. Our people and our culture are highly valued

Enrich the experience of working here

Build a strong inclusive team

Increase First Nations peoples representation

Nurture and develop professional growth

What we will do	What success looks like	How success is measured	When we will start
1.1 Define our operational values and embed them visually and operationally	Values are understood by all and underpin our dealings with others	<ul style="list-style-type: none">• Organisational values identified• Values displayed• Values are at the heart of conversations with staff	Year 1
1.2 Set a clear communication plan and standard throughout the organisation	Regular and appropriate open communication throughout the organisation with opportunities for staff to have a say	<ul style="list-style-type: none">• Communication Plan adopted• Staff feedback	Year 1
1.3 Establish pathways for First Nations peoples for employment and student placements	New ways to support First Nations Peoples as part of the organisation	<ul style="list-style-type: none">• Communication Plan adopted• Staff feedback	Year 2
1.4 Exhibit best practice in recruitment, adopt new ways to attract and orientate staff into the organisation	Greater response to recruitment activities and new staff engaged in broader induction experience	<ul style="list-style-type: none">• New arrangements in place• Applications received• First Nations Peoples employed, and student placements completed	Year 1
1.5 Enhance the sense of team through regular meetings and activities	Regular opportunities for staff to actively engage together	<ul style="list-style-type: none">• Applications received• New induction program• New staff feedback	Year 1

1.6 Enhance resourcing and grow the number of available staff by recruiting casuals and those wishing to volunteer	The service is sufficiently resourced to meet demand	<ul style="list-style-type: none"> • Scheduled meetings and events • Participation record • Staff feedback 	Year 2
1.7 Broaden student placement opportunities through expansion into other disciplines	Greater diversity of skill sharing and capacity development across the organisation and sector	<ul style="list-style-type: none"> • Student placement completions 	Year 3
1.8 Provide a greater range of development and training opportunities to all staff	Staff engage in opportunities to develop	<ul style="list-style-type: none"> • Staff training register • Staff feedback 	Year 1
1.9 Establish peer support structures and networking opportunities (communities of practice) across the sector	Broader staff engagement across the sector to grow their practice knowledge and wisdom	<ul style="list-style-type: none"> • Number of staff engaged 	Year 2
1.10 Establish greater role clarity and progression opportunities for staff (linked to 2.6)	Staff know their roles and understand their professional opportunities	<ul style="list-style-type: none"> • Revised organisational structure • Revised position descriptions 	Year 1
1.11 Work with staff to identify and introduce workplace benefits to enhance their experience	Workplace benefits support staff and align with the organisation	<ul style="list-style-type: none"> • Staff engagement • Revised workplace benefits that support staff 	Year 2
1.12 Redefine supervision to provide balanced trauma informed support for staff to nurture practice development	Equitable external supervision to provide staff with clinical/practice guidance aligned with organisational direction	<ul style="list-style-type: none"> • Revised policy and procedure • Supervision register 	Year 1
1.13 Renegotiate an Employee Assist Program to ensure optimal support for staff	Employee Assist Program to provide the best support for staff when they need it	<ul style="list-style-type: none"> • EAP contract signed • EAP provision being used 	Year 1

2. Our organisation prioritises the safety of women and children and demonstrates professionalism

Provide excellence in service delivery

Enhance our cultural inclusivity

Strengthen efficiencies by transforming process

Grow and expand service provision

What we will do	What success looks like	How success is measured	When we will start
2.1 Rebrand and reflect the change throughout our organisation	Our brand reimagined and reflected across all communication channels	<ul style="list-style-type: none"> • Consultation process completed • New brand launched 	Year 1
2.2 Relocate and fit out of new premises to be inclusive and welcoming	Operate from new premises that meets the needs of client groups	<ul style="list-style-type: none"> • Service relocated • Staff feedback • Client feedback 	Year 1
2.3 Develop and adopt Reconciliation Action Plans and ensure they form part of our way of working	Reconciliation is evident throughout the organisation and in all service delivery	<ul style="list-style-type: none"> • RAPs endorsed by reconciliation Australia • Review of RAP implementation 	Year 1
2.4 Embed ongoing Cultural Competency training across the organisation	Everyone in the organisation receives ongoing training, increasing cultural competency	<ul style="list-style-type: none"> • Training delivered • Feedback from participants 	Year 1
2.5 Prioritise and consolidate service provision to align with strategic direction and meet demand within current resources	Resources are best placed to meet the priority need in line with Strategic direction	<ul style="list-style-type: none"> • Priority areas identified • Services consolidated • Changes communicated 	Year 1
2.6 Remodel the organisational structure to best support prioritised and consolidated service provision (linked to 1.10)	A clear, simplified structure that reflects what we do and provides succession opportunities	<ul style="list-style-type: none"> • Revised organisational structure • Revised position descriptions 	Year 1

2.7 Explore opportunities to further expand service delivery (scope/locations) to meet the local need	New programs and service areas identified and established	<ul style="list-style-type: none"> • Agreements formed • Delivery commenced • Client feedback 	Year 2
2.8 Identify revenue diversification and secure new funding opportunities (sponsorship, grants, philanthropic, social enterprise, fee for service, etc.)	New resources in place to meet expanded service delivery	<ul style="list-style-type: none"> • Agreements formed • Delivery commenced 	Year 3
2.9 Listen to victim survivors and ensure this informs the work we do	The voice of victim survivors has formed the decisions we make	<ul style="list-style-type: none"> • Victim survivor feedback • Engagement sessions • Decisions informed by victim survivors 	Year 1
2.10 Engage with First Nations peoples to maintain culturally safe practice	Listen, take advice, and implement suggestions on culturally appropriate service delivery	<ul style="list-style-type: none"> • First Nations Peoples feedback received • Engagement sessions • Decisions informed by First Nations Peoples 	Year 1
2.11 Embed stakeholder feedback and ensure this informs the work we do	Stakeholder views influence our decisions	<ul style="list-style-type: none"> • Stakeholder feedback • Engagement sessions • Decisions informed by stakeholders 	Year 2
2.12 Review and rewrite practice manuals and process documents to maintain the highest standard of service delivery	Practice manuals and processes clearly defined and actively guide our service delivery	<ul style="list-style-type: none"> • All documents produced • Documents used in Supervision/ Induction • Documents regularly reviewed 	Year 1

2.13 Celebrate 30-year DVNQ anniversary and capture the Herstory of the organisation to respect the experiences of those before us	Celebration and documentation encapsulating DVNQ journey and acknowledging the activism and dedication of those before	<ul style="list-style-type: none"> • Event achieved • Herstory captured and shared 	Year 2
2.14 Adopt new systems and technologies to improve efficiency and ensure safe practice	Board and staff trained and proficient in using the most up to date platforms to increase efficiency and data security	<ul style="list-style-type: none"> • Systems and technologies identified and implemented • Staff feedback • Board feedback 	Year 2
2.15 Incorporate a review cycle across all programs and initiatives as part of continuous improvement	We learn from our experiences to inform future practice	<ul style="list-style-type: none"> • Review process developed • Review process undertaken 	Year 2
2.16 Hold an annual planning day to review progress and operationally plan the year ahead	Whole of team actively participates in operational plan development and celebration of progress	<ul style="list-style-type: none"> • Planning day held • Following year operational plan informed • Staff feedback 	Year 1

2. Our sector recognises us as the lead agency driving change in our regions

Engage in respectfully collaborative partnerships

Stand as the specialist sector partner in the regions

Boldly advocate for change

Improve awareness and understanding of Domestic and Family Violence

What we will do	What success looks like	How success is measured	When we will start
3.1 Relaunch Dovetail as the local, integrated service response and provide ongoing leadership	A network of diverse agencies that has a deliberate and planned focus to coordinate response to the needs of victim survivors	<ul style="list-style-type: none"> • Data set determined • Data gathering and reporting 	Year 1

3.2 Provide a specialist Domestic and Family Violence service as part of local high-risk teams	We are recognised as the specialist lead agency as part of high-risk team models	<ul style="list-style-type: none"> • High-risk team membership • Stakeholder feedback 	Year 1
3.3 Collaborate with other leaders to establish Domestic and Family Violence Governance and Strategic direction locally	Clear leadership from key stakeholders working together to end Domestic and Family Violence	<ul style="list-style-type: none"> • Key leaders committed • Areas of focus identified 	Year 1
3.4 Support development of a common data set for domestic and family violence to measure progress	Evidence base to inform investment and service delivery	<ul style="list-style-type: none"> • Data set determined • Data gathering and reporting 	Year 2
3.5 Identify opportunities to campaign and provide advocacy to end men's use of domestic and family violence	At key moments the organisation actively harnesses opportunities to campaign and advocate	<ul style="list-style-type: none"> • Spokespeople identified and equipped to advocate • Occasions when advocacy/campaign delivered 	Year 2
3.6 Develop and operationalise an organisation-wide Integrated Marketing Plan to maximise opportunities to raise awareness	Key messages reaching identified audiences at the right time	<ul style="list-style-type: none"> • Marketing plan developed and approved • Marketing Plan Reviewed (KPIs in the Plan) 	Year 2
3.7 Deliver awareness raising campaigns throughout the year with a focus on Domestic and Family Violence Prevention month (forms part of Marketing Plan)	Messages are heard across our community so that Domestic and Family Violence messaging remains visible	<ul style="list-style-type: none"> • Number of campaigns • DFV Prevention month activities reviewed/evaluated 	Year 1
3.8 Develop and deliver new Domestic and Family Violence training programs to key stakeholders	Staff in identified services and organisations have a greater understanding of Domestic and Family Violence	<ul style="list-style-type: none"> • Training delivered • Participant feedback 	Year 3

3.9 Foster and formalise women's services collaboration in Townsville	Women's services collaborate to amplify messages and pool resources to make a greater difference	<ul style="list-style-type: none"> • Meetings scheduled • Collaborative opportunities identified 	Year 1
3.10 Provide auspice for Services and Practitioners for the Elimination of Abuse (SPEAQ) and actively participate in Steering Committee	Provide a local voice to the network and bring state-wide knowledge to our service delivery	<ul style="list-style-type: none"> • Auspice provision provided • Network participation • Information shared 	Year 1
3.11 Play an active role as a member of Queensland Domestic Violence Services Network (QDVSN) and support delivery of the Strategic Plan	Provide a local voice to the network and bring state-wide knowledge to our service delivery	<ul style="list-style-type: none"> • Network participation • Information shared • Role in QDVSN Strategic Plan delivery 	Year 1
3.12 Actively seek opportunities to collaborate with governments, stakeholders, networks, and groups to elevate the voice for victim survivors of Domestic and Family Violence	Domestic and Family Violence forms part of key considerations in our region	<ul style="list-style-type: none"> • Number of engagements • Information shared 	Year 1

4. Our governance continually improves to ensure ethical and sustainable practice

Set and model the organisation's positive culture

Instil the value of good governance and continuous improvement

Implement contemporary practices and procedures

What we will do	What success looks like	How success is measured	When we will start
4.1 Review and determine the most appropriate legal structure to support organisational strategic direction	A clear incorporated structure that drives the organisation's strategic plan	<ul style="list-style-type: none"> • Optional analysis completed • Future structure adopted and implemented 	Year 1

4.2 Review and contemporise the Constitution (Model Rules)	Constitution provides a contemporary set of rules for the organisation	<ul style="list-style-type: none"> • Constitution content determined • New Constitution adopted 	Year 1
4.3 Undertake a governance review against the Australian Institute of Company Directors Not-for-Profit Governance Principles and implement actions	Governance structure and operations that reflect best practice	<ul style="list-style-type: none"> • Review undertaken and benchmark established • Actions identified • Actions implemented • Reassessment against Principles 	Year 1
4.4 Annually review Board composition including revised skills matrix and induction material to support board capacity and diversity	Board with increased diversity to govern the organisation into the future	<ul style="list-style-type: none"> • Skills matrix revised • Skills audit conducted • Composition confirmed • Induction materials developed 	Year 1
4.5 Develop and implement a new Risk Management Framework to provide structure and guidance	Risk management forms part of decision making and strategy delivery	<ul style="list-style-type: none"> • New Policy, Risk Management Plan, Risk Matrix developed • Framework adopted • Board monitors risk • Risks and controls identified and reviewed by management 	Year 1
4.6 Set and review policy to provide directional clarity to the organisation	Policies that provide direction and alignment to HSQF	<ul style="list-style-type: none"> • Policies written • Policies adopted • Policies communicated with staff 	Year 1
4.7 Review and revise Board financial reporting to assist accountability	Dashboard reporting to provide financial and performance oversight	<ul style="list-style-type: none"> • New format determined • New format introduced • Board feedback 	Year 1

4.8 Develop an organisation-wide appreciation of good governance	Staff understand the role of governance and their part in it	<ul style="list-style-type: none"> • Staff training/ awareness completed • Supporting materials produced • Understanding assessed 	Year 2
4.9 Foster opportunities for the Board to engage with staff to support understanding of the organisation operationally	Board members know staff and the work we do	<ul style="list-style-type: none"> • Number of engagements • Board feedback 	Year 2

Our Priorities we set	How we will measure the difference we make
Our people and our culture are highly valued	HSQF Audit Staff culture survey Staff diversity Staff retention rates Exit interviews
Our organisation prioritises the safety of women and children and demonstrates professionalism	HSQF Audit Increased revenue Expanded service delivery Victim survivor survey
Our sector recognises us as the lead agency driving change in our regions	HSQF Audit Consulted by Government System change Performance data Stakeholder survey
Our governance continually improves to ensure ethical and sustainable practice.	HSQF Audit Self-Assessment NFP Principles Board survey

NOTE – There will be an operational plan each year which will expand upon ‘What we will do’ providing actions, responsible person, budget, timeframes etc.

D V N Q

Townsville

Phone: 07 4721 2888

Mount Isa

Phone: 07 4743 0946

Email: admin@divnq.org.au

WWW.DVNQ.ORG.AU



Funded by:

