



CENTRE FOR  
**NON-VIOLENCE**  
ending violence against women & children

## Annual Report 2022 - 2023





## Our vision

# Gender and social equality in a violence-free world.

## Our approach

The Centre for Non-Violence (CNV) delivers a range of fully integrated specialist family violence prevention, crisis and therapeutic recovery services including programs for men who use violence towards family members. We are informed by intersectional feminist frameworks with a commitment to ensuring victim survivors are safe and those who use violence are held to account for their use of violence. We are also committed to being a strong First Nations ally and walking together to achieve truth telling, justice, treaty and reconciliation.

## About the cover artwork

Artwork on the cover and throughout these pages has been created by the Alumni Group – a group of victim survivors of family violence who have completed our therapeutic Future Group program. The artwork is part of their generosity to create connection and hope with other survivors of family violence, through Solidarity Cards – artwork with messages of hope. These cards have become an important and gentle way to connect and show solidarity for the journey other survivors are undertaking in seeking a life free from family violence.

We give thanks to the artists who created these solidarity cards. Their generosity in providing such heart-felt and supportive messages for others on a similar journey has had lasting and meaningful impact on those who have received them. Thank you.

## Acknowledgement of survivors of family violence

We acknowledge the strength and resilience of survivors of family violence. Family violence is a social issue that significantly impacts families and communities. We recognise the courage of individuals who have experienced family violence, along with the dedicated workers responding to family violence.

We recognise, welcome and respect people of all genders, sexes and sexualities. Centre for Non-Violence is committed to improving access and inclusion for lesbian, gay, bisexual, transgender, intersex and queer people.

## Statement of commitment

We recognise and acknowledge Aboriginal and Torres Strait Islander peoples as the First Nations people of these lands and waterways.

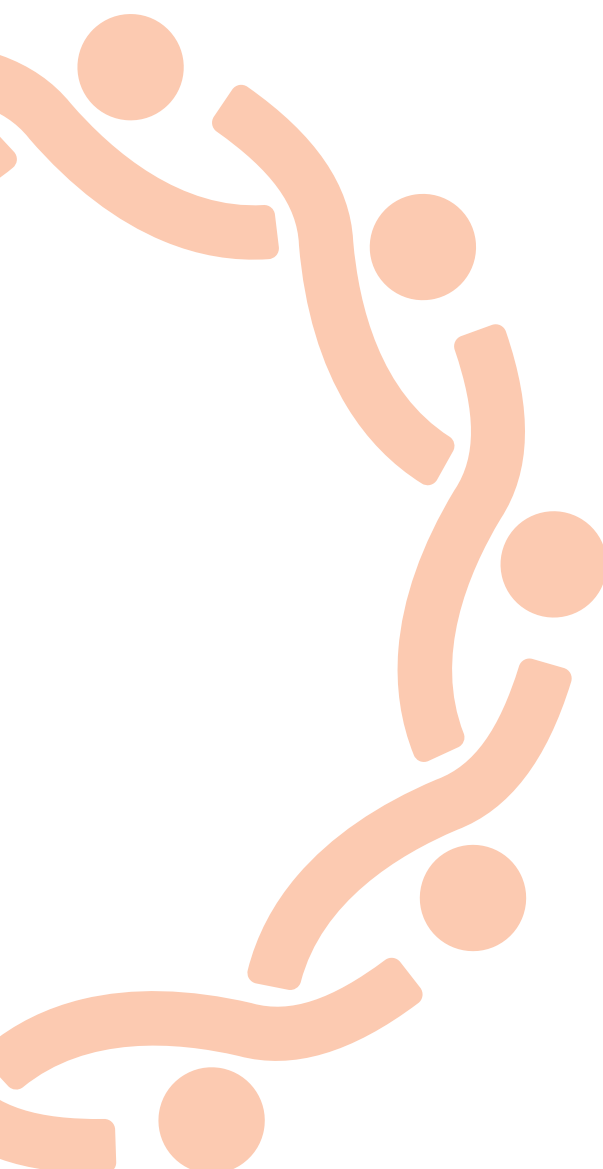
We acknowledge Aboriginal and Torres Strait Islander peoples' sovereignty, and sacred connection to the lands and waterways and we celebrate their strong and enduring cultures, identities, and self-determination.

We are sorry for the endured trauma and torment of powerlessness inflicted on Aboriginal and Torres Strait Islander peoples as a result of the ongoing impact of colonisation, systemic discrimination, and white privilege.

We accept and acknowledge the invitation to walk with Aboriginal and Torres Strait Islander peoples, and strongly support the Uluru Statement from the Heart, constitutionally enshrined Voice to Parliament and the call for a Makarrata Commission to supervise agreement, treaty and truth-telling about our history.

We uphold the unique human rights of Aboriginal and Torres Strait Islander peoples as outlined by the United Nations Declaration of the Rights of Indigenous Peoples and seek a future where they have power of their voice, rights, destiny, and their children flourish.

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# Chair and CEO Report

Over the last year, the CNV Board and staff have been working to finalise our Theory of Change and Strategic Plan for the next three years. In developing our plan, we had to take stock, not only in the context of moving forward from the COVID-19 pandemic, but also thinking about the significant change, growth, reform, and development our organisation and broader sector have been through.

We heard from our board and staff that we needed to consolidate our efforts and focus on doing core services better and work towards clear outcomes as defined by our Theory of Change. In addition, there was a strong desire to better respond to the needs of First Nations and diverse communities.

Like many in the community sector, CNV is managing increased service demand, tighter funding contract deliverables, and changes to the broader service system design which is impacting our sector more broadly. With the introduction of the reforms following the Royal Commission into Family Violence, the sector has received significantly increased resources and services including the introduction of The Orange Door. This is requiring our service (and sector more broadly) to consider the design and operation of services across the continuum of response: from crisis through to therapeutic recovery programs.

In addition, there have been new service guidelines to implement including Child Safe Standards, Crisis Management Guidelines and Case Management Program Requirements. These have required significant internal attention to ensure services align and comply with these requirements. Our community is also experiencing cost of living pressures with high indexation/CPI and a housing crisis which is impacting our client group significantly.

With all of this in mind, we launched our Theory of Change which focuses our attention and efforts on striving to achieve three outcomes:

- Increased safety and wellbeing for women, children, and diverse communities
- Improved lives for women, children and diverse communities who have experienced violence
- Increased actions by people, systems, and structures to grow social justice, equality and safety for women, children, and diverse communities.

Our strategic plan has focused on three key enablers that will help us not only work towards the outcomes we are seeking, but towards our vision of “gender and social equality in a violence free world”.

These enablers are, enabling client centered excellence, investment in enabling infrastructure and impact focus, and enabling place-based advocacy. These priorities will help us to address some of the critical issues mentioned above including prioritising an advocacy agenda, development of diversity and inclusion and lived experience frameworks, and continuing our work as an ally to First Nations communities.

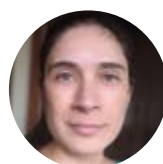
Importantly, our strategic plan builds on much of the great work that has happened throughout 2022/2023 and which is reported on throughout this Annual Report. There are significant highlights of the year including strong advocacy around housing affordability and supply, family law reforms, and amplifying the voices of those with lived experience. Of particular note is the impact of the floods in our region in October 2022 and the critical role that CNV played in providing flood response and recovery services across the region.

Our services continue to face significant demand, but staff have provided life-changing and lifesaving services to many families in our region.

At a governance level, the Board conducted a wide-ranging recruitment campaign which resulted in five new appointments to the Board. This has supported the Board to increase its diversity and skills composition which supports effective governance. We would like to thank the Board for their contribution to CNV and for the strong governance oversight it provides for the organisation.

We would also like to thank our amazing staff for their incredible contribution and efforts in delivering such high-quality services and support to our community – no matter what role they perform. They continue to go above and beyond every day.

We also extend our appreciation to all our partners, collaborators, funders and stakeholders for their support and engagement with CNV and look forward to continuing to work with them in the year ahead.



**Priya Chandra**  
Chair, CNV Board of Management



**Margaret Augerinos**  
Chief Executive Officer

# Our Impact



**4,936**

Cases managed within  
The Orange Door



**1,613**

Financial support packages  
provided to women and children  
escaping family violence



**621**

Nights of accommodation provided  
to men using family violence who  
were excluded from the family home



**40**

Women and children are  
accommodated as a result of  
family violence on any given night



**14,490**

Nights of accommodation  
provided to victim-survivors  
as a result of family violence



**479**

Women and children  
accommodated

Average nights stayed **30**



**1229**

Case management support  
periods provided to victim-  
survivors experiencing family  
violence



**20**

Victim-survivors assessed at  
imminent risk were referred and  
managed at the Risk Assessment  
Management Panel (RAMP)



**195**

Practitioners trained in  
Collaborative Practice Multi-  
Agency Risk Assessment and  
Management Framework (MARAM)



**2,608**

Comprehensive risk  
assessments conducted with  
women and children



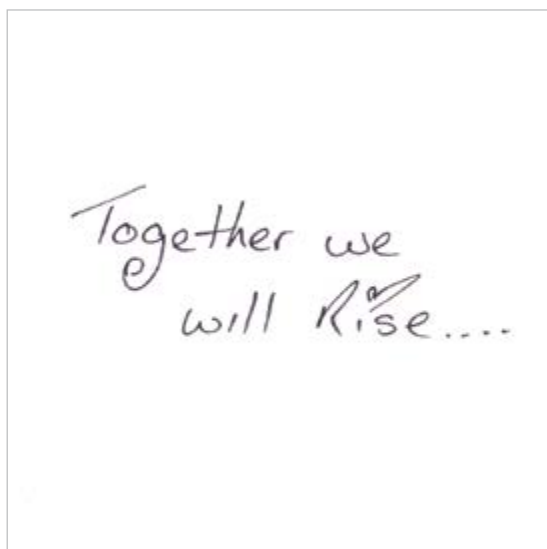
**1,695**

Assessments identified housing  
support as a presenting priority  
for women and children



**1,069**

Assessments identified women  
and children presenting with  
financial stress and abuse



This artwork was created by Bonnie.



# Our Programs and Services

Much of the Loddon Campaspe region was severely impacted by floods in October 2022. Undoubtedly, it was one of the region's most significant events in several years, with the effects still ongoing for many people. The floods were especially hard-hitting for those experiencing family violence, as the climate-led disaster added new dimensions to the challenges they faced.

CNV staff worked tirelessly to support the growing needs of our clients in this difficult period. As well as the rapid development of a flood recovery program, workers across all our services had to be agile in the face of a new regional crisis. The growing focus on therapeutic support has been a continued trend in our services over the past year and was a key means of support for people impacted by the floods.

Our integrated service model continues to be core to our innovative approach. Our work with victim survivors and people using violence takes place concurrently, as we know that keeping all parties in the same picture generates the best outcomes for everyone.



## Flood Recovery Program



People supported by the Flood Recovery Response team

CNV's Flood Recovery Response team was established in February 2023 to provide case management and therapeutic support to the communities impacted by the devastating floods that occurred in the Loddon region (in particular Echuca and Rochester communities) in October 2022. Internal appointments enabled the team to become operational very quickly. This was necessary to respond to the urgent needs of the community, as well as the program's six-month funding model.

The team provided specialist women and children's case management and therapeutic services, and men's case management programs. Having a specialised, stand-alone team, enhanced CNV's ability to provide urgent response to clients, which was critical due to the complexities of clients impacted by both the floods and family violence.

The model also enabled the team to build capacity and knowledge in disaster recovery response. This assisted in making informed decisions about responding to clients with complex issues, who were also in crisis.

Throughout the program, the team prioritised maintaining a physical presence in flood-impacted communities, which built strong relationships with agencies and community groups such as Echuca Regional Health, MIND, Anglicare, and the Rochester Community House. The team finalised their work in these communities on 31 July 2023, when funding ended. All workers involved in the initiative indicated they had gained new skills and knowledge which will be used to inform future disaster recovery work within CNV.



## Beyond the Floods

An urgent need for flood-impacted community members was a safe and supportive place to share their experiences of the floods, the changes in their home environment, and their fears and triggers, and a space to strengthen resilience and build on existing strengths. The 'Beyond the Floods' Art Therapy groups were implemented as a collaboration between CNV, Echuca Regional Health, Rochester Community House and the Department of Families, Fairness and Housing.

The groups, which were led by CNV's Creative Arts Therapist with support from practitioners at CNV and Echuca Regional Health, operated weekly in Rochester with separate sessions for women and children. This meant we could offer both therapeutic support and facilitate referrals for our case management team or other agency referrals to meet the needs of the participants.

Sessions were designed in an Open Studio format, a non-directive art therapy group process where participants engage in materials in any way they choose.



The groups enabled participants to process experiences of a natural disaster in a safe environment, instil hope of recovery and life beyond the floods, foster connections, provide creative expression and celebrate strengths and resilience.

Creative processes offered included: nature nests (safe places); collage (identifying personal strengths); colour group painting (finding place in community); altered books (art journaling, reclaiming damaged or taken pieces of life, for personal reflection and meaning); and mosaics (reclaiming broken pieces and creating something beautiful - towards healing).

This initiative was particularly successful in building positive connections in the Rochester community and received positive feedback from clients attending the sessions. Several participants reported that attending group was a special way to have a pause from the stresses of flood recovery.

**“There is just ‘something’ about attending art therapy, I am not sure what it is, but it is something very special. Very different than attending an art group. This is more focussed on our own processing of the flood experience and what we need in the moment.”**

– Beyond the Floods participant



Beyond the Floods participants have given permission to publish art created in the groups.





## Our work with children and young people

The risks of family violence to children and young people can be different to those of an adult victim survivor and may be different for each child or young person in the family. Children and young people can be affected by family violence even if they do not directly witness it. Data from the Crime Statistics Agency states that children are present in 30% of family violence incidents attended by police. Children who witness or are victims of family violence can experience a wide range of detrimental impacts on their mental and physical health, housing situation and general wellbeing, including development and schooling.

CNV has taken significant steps over the past year to enhance our work with children and young people as victim-survivors in their own right. This important work also supports alignment to Child Safe Standards (CSS) and Victoria's Family Violence Case Management Program Requirements (CMPR).

A key action this year has been the development of new practice guidelines to provide specific practice guidance, principles, and procedures for working with children and young people throughout all stages of service delivery. The guide also includes how to identify and document a child's risks and needs while working in collaboration with the safe parent or carer for children to achieve their goals. Staff also participated in a series of training delivered by the Centre for Excellence in Child and Family Welfare, internal workshops, and group training as part of the NCVFS Alliance called 'Coming to our senses: learning to explore and respond to the Voice of the Child' facilitated by Tracey Farrell.

The strengthening of CNV's work with children and young people has been guided by the Principal Practice Leader, in collaboration with the leadership team. This has enabled a shared understanding of best practice and highlights the importance of seeking children's views and wishes, providing opportunity for them to have direct input into planning and decision making. With the right support, children exposed to family violence may have increased resilience later in life.

## Integrated Practice Workers

Integrated Practice Workers (IPW) hold an important role at CNV. Their work is focused on providing high quality, safe and effective responses to women and children seeking support and safety, whilst keeping the perpetrator in view.

IPWs are located across all of CNV's sites: Pall Mall, The Orange Door, Echuca, Maryborough, and Kyneton. At The Orange Door, IPWs conduct a short-term intake response consisting of risk assessment, screening, and referral. For some clients, this intake is all they need. Others are referred onto CNV's case management programs for further support or other external services to respond to their varying needs.

IPWs at CNV are either Women and Children's workers or Men's workers and rotate between The Orange Door and Pall Mall as part of our workforce rotation program. This rotation on both ends of the system has facilitated the sharing of practice knowledge and experience. In Intervention Programs, clients receive longer-term specialist knowledge and support including crisis response, risk assessment and safety planning.

One of the key challenges for the IPW workforce over the past year has been the impact of system pressures such as the housing crisis. IPWs have also focused on strengthening CNV's multi-agency collaboration through government legislation and schemes.



## Place for Change

The Place for Change program provides support and accommodation for male perpetrators of family violence who are excluded from the home as a result of their use of family violence. This innovative program is delivered in partnership with Haven; Home, Safe.

To be eligible for Place for Change, men must be willing to engage in programs that support them to address their use of violence. With the stability of a safe home in place, men can then focus on behavioural and attitudinal change. This enables women and children to live in a safe and violence-free environment and engage in the Family Safety Contact program.

This provides them with a range of opportunities including case management support to assist with risk management, safety planning, advocacy with other agencies, such as Child Protection, and the opportunity to improve the security in their home via the Personal Safety Initiative program.



This artwork was created by Bonnie.



### A home to create safety and healing

When Amy's\* father, Peter\*, was excluded from the family home due to his use of violence, she became concerned for him. Amy was concerned about Peter and where he would live due to his mental health challenges. Amy blamed her mother, Jane\*, and this impacted their relationship. Peter continually breached the IVO and returned to the home. It was very difficult for Jane to report breaches and stop Peter returning, despite serious safety concerns.

The Place for Change program provided stable accommodation for Peter. This enabled Jane and Amy to live safely in their home while Peter could focus on changing his behaviour with the support of the program.

This removed the pressure from Jane feeling responsible for Peter's wellbeing and provided the space for Jane and Amy to repair their relationship. Peter was also able to obtain mental health support, and once stable, was able to obtain employment for the first time in several years.

\*Names changed and stock image used



## Therapeutic Interventions

# 317



Victim-survivors received therapeutic support through our Safe, Thriving and Connected program

Over the past year CNV delivered two therapeutic interventions: our ongoing Safe, Thriving and Connected (STC) program, and a six-month Flood Recovery Therapeutic Worker.

STC is a therapeutic program for survivors of family violence in the Loddon Campaspe area. The program is delivered by the Loddon Gender Equality and Violence Prevention Consortium, with CNV as the lead agency. Clinicians are based at CNV, Centre Against Sexual Assault Central Victoria, Annie North Women's Refuge, and Sunbury Cobaw Community Health. They work with survivors of any age, and any gender.

STC clinicians use a range of therapeutic modalities, and work from shared foundational principles that are trauma and violence informed, integrated into the specialist family violence service system, and aligned with Safe and Together and MARAM frameworks. STC clinicians support victim-survivors to reclaim their sense of self, tell their story in strengthening ways, repair safe parent-child relationships, increase feelings of solidarity and connection with others, and lessen the impacts of complex trauma.

Over the past year, STC clinicians based at CNV have been trained in, and begun using two new modalities: Eye Movement Desensitization and Reprocessing (EMDR) and Child-Centered Play Therapy. These complement existing therapeutic modalities, including Gestalt Therapy, Narrative Therapy, Creative Arts Therapy, and Trauma-Informed Mindfulness.

EMDR is a psychotherapy that enables people to heal from trauma, by helping the brain process unprocessed memories. STC clinicians and those they are supporting have found EMDR therapy to be very effective in supporting healing from family violence.

Child-Centered Play Therapy provides children with a safe place to explore their emotions in a setting of acceptance, caring and empathy. Therapists use play therapy to help children express what is troubling them when they do not have the verbal language to express their thoughts and feelings.

## Refurbishment of therapeutic rooms

The therapeutic rooms at our Pall Mall, Bendigo and Echuca sites have been refurbished over the past year to create calm, welcoming and comfortable spaces, and better support trauma-informed care for people.

Evidence has shown that the environment in which therapy sessions are conducted impacts client experience and outcomes and can increase feelings of worth and dignity. There is a strong link between our physiological state, our emotional state, and the physical environment. People attending sessions in these spaces have shared positive feedback about the look and feel of the rooms.

## You Tomorrow

CNV has partnered with Small World to develop a mobile app, called You Tomorrow, to support victim survivors in their recovery from family violence. The innovative project has been funded by a generous three-year grant from Agnico Eagle, with the aim of extending CNV's therapeutic supports and resources for people engaged with the Safe, Thriving and Connected program.

You Tomorrow was codesigned in partnership with women who had completed CNV's Future Therapeutic group and continue to connect within the Alumni group. The app provides access to information and resources to support clients in their engagement, connection, and recovery.

It includes information about the context and drivers of family violence, the impact of complex trauma on children and how to support their recovery, self-guided meditations, introductions to clinicians, and messages of solidarity and hope from other survivors. This information is available in a range of mediums including video, audio, text, and images.

You Tomorrow has undergone extensive risk and safety analysis to ensure it is safe, private, and accessible for users. Clients have expressed they feel increased confidence, support and connection by being introduced to clinicians through You Tomorrow and seeing the weekly videos as the group progresses through its program.

# Our Partnerships

## Women with Disabilities Victoria

CNV has formed a partnership with Women with Disabilities Victoria and hosts the Bendigo Hub at our Pall Mall office. The Bendigo Hub is one of five leadership networks for women and non-binary people with disabilities, and is led by Loddon Hub Liaison Officer, Emma Klemm.

The Bendigo Hub is an active group of women with disabilities who work together to collectively advocate on their rights and needs through shared experiences and expertise of discrimination, barriers, and challenges.

The group contributes to informing and strengthening policy and practice, responding to reforms such as the National Disability Insurance Audit inquiry about the rights and needs of people with a disability.

This partnership provides opportunities for CNV to consult with and represent experiences of rural women with a disability and their needs to contribute to systemic advocacy across the continuum of prevention, early intervention and tertiary responses and equality.

The group codesigned and developed an innovative advocacy campaign and set of posters in response to this year's International Women's Day theme, Embrace Equity. The posters support their commitment to raise awareness about women with disability in the Bendigo community.

**“Their collective voice needs to be valued and heard, so that we do not further discriminate and marginalise people seeking accessible services and supports.”**

– Robyn Trainor, Head of Impact and Strategy



## Anglicare Victoria Family Violence Forum

In October 2022, CNV took part in a family violence forum for staff at Anglicare Victoria (AV). The forum was held in recognition of the significant number of families across various program areas that are affected by family violence, and the need for all staff to be as skilled and knowledgeable as possible to support families.

CNV joined professionals from other organisations including Victoria Police and the Bendigo District Aboriginal Cooperative as facilitators to share knowledge and experience to enhance family violence practice.

The forum was an opportunity to demonstrate collaboration in action, and included sessions on MARAM and safety planning, as well as an overview of CNV's men's programs. The forum was a great way of collaborating, networking, and supporting family violence practice with CNV's specialist lens to another organisation.





# Our Innovation

## Innovation and Impact Unit

The Innovation and Impact Unit (IIU) was first developed after CNV's organisational review in 2020 to lead the organisation's social change agenda with a focus on media and communications, monitoring, evaluation and amplifying our voice.

The strategic achievements and roles within the IIU were reviewed as part of strategic planning in 2022, with three key enablers identified to implement across the organisation over the next three years:

- Enabling client centred excellence
- Investment in enabling infrastructure and impact focus
- Enabling place-based advocacy

The roles and capacity within the IIU are designed to develop and support the integral systems, structures and strategies of the organisation and to consolidate best practice while aspiring to achieve our organisational vision of gender and social equality in a violence free world.

The IIU provides leadership, resourcing to key areas and functions, including evidencing our impact, best practice and business development, diversity and inclusion initiatives, grant applications and advocacy, including submissions and media engagement.

Over the last financial year, the IIU has grown significantly, with the appointment of six new roles!

The IIU has been working collaboratively to research and develop key strategies and guiding documents such as:

- CNV's Strategic Plan 2023-2026
- Theory of Change
- Reconciliation Action Plan (RAP)
- Advocacy Statement
- Lived Experience Framework

We have commenced implementation of our Strategic Plan and Theory of Change, with our RAP expected to be finalised in late 2023.

## SWIRLS Research

Flinders University Social Work Innovation Research Living Space (SWIRLS) visited CNV in February 2023 for a week-long onsite visit to observe our work, visit regional sites, analyse documents, and complete interviews with staff across all teams in programs and services.

The aim of the research is to develop a qualitative evidence base on the nature and experiences of domestic and family violence work across three key domains: victim services, perpetrator services and Aboriginal specialist services. We were able to present how our programs deliver integrated practice to victims and perpetrators of family violence.

Staff were engaged in focus groups to conceptualise the workforce capabilities and the specialist nature of work. Researchers conducted eleven sessions with staff across the region, over five days, including undertaking daily reflections with leadership team members.

Researchers commented on the extensive training and professional development our staff received at CNV, the specialist knowledge of the work and their commitment to mobilising systems, by advocating and improving responses at an individual, community and systems level. The research findings have not yet been released, and we look forward to reviewing the findings and recommendations.



This artwork was created by Bonnie.



## LGBTQIA+ Capacity Building Grant

In 2023 CNV was successful in receiving a Department of Families Fairness and Housing, Equality Unit, LGBTQIA+ Organisational Development grant. The grant aims to support organisations to build their capacity to better support LGBTQIA+ communities.

The Strengthening Pride in Loddon Communities project seeks to build internal capacity as well as increasing accessibility and inclusion of LGBTQIA+ communities in the design and delivery of our programs.

## Housing crisis

CNV has been representing staff and clients in amplifying the lived experience of women and children seeking a safe place to call home. With family violence as the leading cause of homelessness in women and children, we know that the current housing crisis is impacting women's choices to safely leave an abusive relationship.

## Equal Remuneration Order (ERO) Funding Cuts

In early 2023, CNV representatives met with Lisa Chesters MP (Federal Member for Bendigo) to advocate for the continuation of ERO funding for housing in light of news that the new Minister for Housing was set to cut it from the budget – a cut that would have resulted in further staff shortages in an already overwhelmed sector.

Working alongside the Australian Services Union, CNV was able to advocate for representation in Canberra and our staff and client stories and experiences were amplified. CNV welcomed the commitment by the Federal Government to maintain current funding, however the campaign continues to seek a long-term commitment and increase to funding.





# Our Voice

CNV continues its commitment to advocate for our clients and the work we do and has kept a strong presence in the media and communications space.

This year's focus was on issues affecting our local community and in particular, on the Victorian floods, as well as the ever-growing housing crisis. Our advocacy has focused on how these situations are adversely impacting safety and contributing to higher rates of homelessness for women and children, especially First Nation women seeking safety from family violence.

2023 began with a high-profile ABC story about CNVs EBA struggle to not recognise Survival Day as a public holiday. As part of our ongoing journey to allyship with First Nation communities and commitment to building greater cultural safety in the workplace, CNV is advocating as part of our EBA process for staff to have the option to work on January 26th.

CNV's commitment to advocacy and amplifying client experience has resulted in local, state, and national press and radio coverage. This work plays an important part in helping communities to understand the often complex factors contributing to reduced safety for women, children and diverse communities seeking a life free from family violence.

Over the last 12 months, CNV issued several statements, including the impact that the termination of the trial against Bruce Lerhmann has on women's sense of safety in reporting sexual violence, and CNV's support of the Federal Government's proposed Family Law Amendment Bill and in particular its focus on centring children's wellbeing and safety, especially children from First Nation communities. This reform process is ongoing and CNV has continued to engage

The Bravest  
thing you  
will ever do  
is owning your  
own story  
and sharing  
it with others





# First Nations Cultural Safety

## Voice to Parliament

In March 2023, CNV engaged the Board to further reflect on the Voice to Parliament and Uluru Statement in line with our strong commitment and dedication to furthering our support for Aboriginal and Torres Strait Islander communities, including standing in solidarity on decisions that provide opportunities for amplification of lived experience voices.

During this engagement and reflection, the Board explored:

- The Uluru Statement from the Heart;
- Established an understanding of the Voice to Parliament, Makarrata Commission and their key elements; and
- Reviewed the recommendations developed for an Indigenous Voice through a co-design process.

Following this exploration, the Board unanimously voted to support the Voice to Parliament in full and workshopped their existing Statement of Commitment to reflect this decision more accurately.

After consolidation of ideas, thoughts and feedback, the newly updated Statement of Commitment was endorsed by the Board in April 2023. You can read the full text on the inside cover of this Annual Report.

## Survival Day 2023

CNV recognises the hurt and trauma celebrating the beginning of colonisation has on Aboriginal and Torres Strait Islander peoples' families and communities. In response, CNV has moved to stand behind First Nations calls not to celebrate the 26th of January.

As part of this commitment, CNV undertook a series of activities under the themes of Reflect, Learn and Act, to action our beliefs by listening to First Nations peoples, educating ourselves on why this day is not the day to celebrate and continuing our journey to allyship.

Actions undertaken included:

- Whole of organisation film viewing – Still We Rise, followed by interactive break out group reflection sessions.
- Self-directed learning resources printed for all staff which were developed by members of the Ngaldurrung Yanangu Working Group.
- Organisational pledge cards showcased in front entrance foyer.
- Pall Mall front window display and social media posts/tiles promoting CNV's position of solidarity and allyship alongside further information about local survival day events for community to attend.
- Media advocacy regarding change the date and CNV's current position on our capacity to open our doors and operate on the gazetted January 26 public holiday.



CNV works across the lands of the Dja Dja Wurrung, Taungarung, Wurundjeri and Yorta Yorta peoples.



# Our People

Our staff are the backbone of our work and are key to CNV's collective impact.

The People and Culture team is committed to supporting and enabling our staff to deliver client-centered services. We have continued to deliver quality HR advice, leadership, collaboration across the whole organisation throughout 2022 and 2023, including undertaking an ambitious transformation program and a series of strategic projects that will help our organisation to continue to meet its People and Culture priorities.

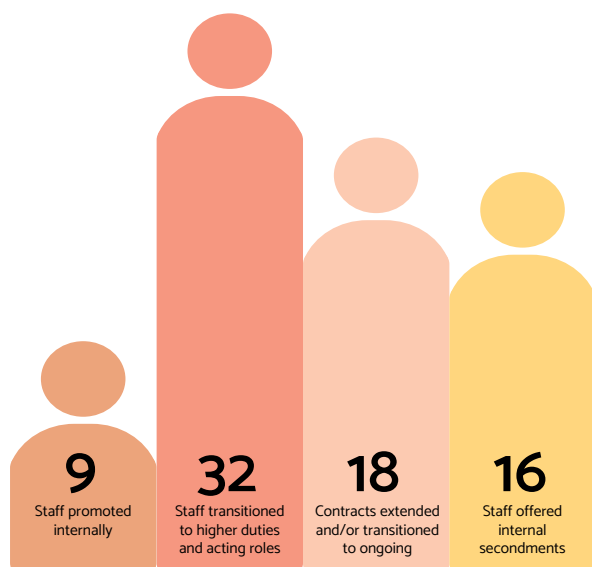
Over the last 12 months, the People and Culture team has organised its everyday practice and project initiatives into four key focus areas:

- Foster a positive culture where people thrive
- Build inclusive leadership
- Reshape professional learning and skills development
- Drive purposeful and sustainable operations

## Nurturing careers

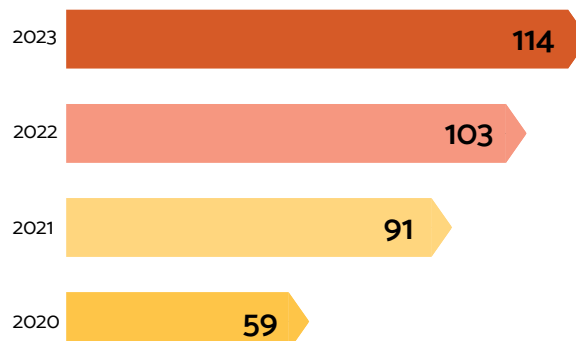
The People and Culture team is committed to enhancing the experience, skills, practice, and career pathway of every staff member during their time at CNV and this is central to our attraction and retention approach.

Over the last 12 months, People and Culture partnered with hiring managers to deliver:



## Employee growth

Our workforce has grown steadily over the past four years.



\*Number of staff employed at 30 June



## Enabling flexibility

We understand the demands our staff have in both home and work life and want to support staff to thrive in all aspects of their lives. Flexibility at CNV is the new standard, not an additional benefit. We have customised flexible working options and empower our employees to make decisions about their working arrangements.

We will continue to gather employee feedback and monitor and enhance our flexible work arrangements and systems.

## JEDI Survey

In October 2022, CNV undertook its first Justice, Equity, Diversity & Inclusion (JEDI) survey to better understand the diversity profile of staff across all levels, to paint an accurate picture of who we are currently, and how accurately our staff group reflects the community we work in and support.

Working with external provider People Pulse, the survey captured the feedback from 70 of CNV's staff and board members across a range of topics, including:

- Organisational profile and demographics,
- Disability and mental health,
- Caring responsibilities,
- Workplace exclusion, discrimination, and harassment,
- Career growth opportunities,
- Practicing an inclusive culture, and
- Self-assessment of cultural safety.

The survey results, including the valuable feedback provided from staff, has enabled CNV to establish baseline data, which in turn has informed the work currently underway across the organisation, in providing strong foundational evidence and data to inform the development of CNV's first Diversity and Inclusion Strategy.

**10** different languages spoken fluently or with a high level of competency

**4%** identify as Aboriginal and/or Torres Strait Islander

**14%** of staff are part of the LGBTIQ+ community

**26%** of respondents identify with a disability

## Anti-racism training

In April 2023, CNV staff participated in Anti-Racism training, as part of the organisation's commitment to building staff capacity and working towards creating a culturally safe and inclusive organisation and aligned with our Child Safe Standards compliance.

The training has increased opportunities for reflection and increased organisational awareness of privilege, unconscious bias, and power. It has also provided strong opportunities for embedding learnings into practice through more open supervision and self-reflection sessions, exploration of additional professional development opportunities and entrenching anti-discrimination and racist behaviours into workplace policies, procedures, and principles.

**“So thought provoking and really made me reflect on my privilege.”**

– Staff participant

## Vicarious Resilience training

In early 2023, CNV staff along with staff from the Loddon Gender Equality & Violence Prevention Consortium explored the concepts of resisting burnout and vicarious resistance through training with Vikki Reynolds. Vikki is a Canadian activist, author and clinical supervisor, who works from a social justice framework. She offers an approach for resisting burnout:

**“I believe the problem of burnout is not in the minds of workers, and clients did not put the problem there. Our struggles are rooted in the injustice of society, and so I respond collectively and relationally to our work, shored up with a spirit of solidarity, and connected by an ethic of justice doing which embraces clients, workers, communities, and societies.”**

Reynolds, V. (2011). Resisting burnout with justice-doing. The International Journal of Narrative Therapy and Community Work. (4) 27-45.

The training created ongoing conversations and discussions across the organisation and broader partnership. Vikki Reynolds has provided concepts and ideas that resonate, including immeasurable outcomes, solidarity teams and the zone of fabulousness.





# Our Operations

In this environment of change, our dedicated Corporate Services team has been instrumental in ensuring the smooth functioning and operational excellence of our organisation. Our team continues to demonstrate adaptability, resilience and unwavering commitment to our vision and demonstrating our collective impact.

The team continues to bring innovation to our workforce initiatives by embracing change to established ways of working, connecting meaning to our work, and finding more effective ways to measure our successes and opportunities.

Information technology has played a pivotal role in enhancing our organisational efficiency. We have elevated data security, streamlined operations and improved communication across the organisation. Our investment in technology remains a priority.

In the financial area, we have successfully managed our budget and resources, optimising cost-efficiency while maintaining high-quality services. Through diligent financial planning and strategic decision-making, we have achieved our objectives while ensuring transparency and accountability.

The front of house team has diligently maintained our physical infrastructure, ensuring a safe and welcoming environment for both staff and clients. Their proactive approach to maintenance and exceptional client service continues to be of the highest standard.

We are immensely proud of the accomplishments of our Corporate Services team. The dedication, professionalism, and collaborative spirit of our team have been key factors in delivering exceptional services to clients. As we look ahead, we remain committed to continuous improvement, embracing innovation, and meeting the evolving needs of those we serve.

## Health, safety and wellbeing

At CNV we prioritise workplace health, safety and wellbeing. The OH&S Working Group takes an active role in protecting and supporting the health and safety of our staff and visitors. Over the past 12 months, the OH&S Working Group has focused on effective multi-agency hazard and incident management, streamlining reporting requirements and implementing a new emergency response process to ensure appropriate coverage for emergency situations onsite.

The Wellbeing Group is integral to promoting health and wellbeing for staff and their families. Over the past 12 months, the Wellbeing Group has delivered the following initiatives for staff: mindful colouring, seed library, cookie/coffee chat, Black Dog Institute sessions 'Understanding your mental health', wellbeing packs for regional offices, supplies to support staff in flood-affected communities, MoleMap, weekly fruit deliveries, emergency management packs, hydration challenge, and the establishment of a wellbeing room.



The Wellbeing Group also completed the set-up of a staff wellbeing room in the Pall Mall office. The room has a couch, rug, smart TV, noise-cancelling headphones, and wellbeing activities for staff to use when needing time out. The room allows staff to prioritise their wellbeing at work, and is a safe place to meditate, pray, listen to music, do yoga, take time out, and can be used as a parent's room. Most importantly, it's a safe space for staff to take some time out when things get hectic and provides a place to pause and reset.

# Our Governance

## Leadership forum

In late 2022, the Executive team and other leaders at CNV gathered for a two-day leadership forum, to explore our story, values and guiding principles. It was a great opportunity to connect with each other and develop a shared understanding about our Theory of Change and Strategic Plan. One of the learnings from the forum was the concept of assessing everything we do against the following framework:

This framework says our stated values and beliefs need to be reflected in three domains:

- our behaviours
- our processes
- the symbols we employ

These things define what we do and how we do it, which lead to the culture of the organisation. If our behaviours, processes, and symbols don't reflect our values, we will not achieve the culture we want to have at CNV.

The learnings from this forum were adapted by the Innovation and Impact Unit and presented to the teams across our sites as part of their staff consultations to develop a set of shared organisational values that will reflect and inform the work we do in striving for gender and social equality in a violence free world.



## The Observership Program

The CNV Board has long been committed to supporting women to step into their first board role. Over the years we have worked with other agencies in the region to hold “Women on Boards” forums, helping to demystify boards, and encourage women to seek out board roles. Participating in a purpose-driven organisation can be a rewarding experience, but as with any endeavour, people often need support and mentoring to get the most out of their participation.

In late 2022, CNV registered its interest in hosting a board observer through The Observership Program. The program facilitates the involvement of people who are interested in a board career, through a structured program on non-profit and government boards. Each Observer is paired with an organisation for a 12-month period. During that time, observers attend all board meetings as non-voting members and learn about fundamental principles and functions of not-for-profit boards, the role of board members, fiscal processes, and other governance priorities.

We were fortunate to have Katie Babatsikos join the board as an observer in December 2022. Katie has brought a fresh perspective to board conversations and has actively participated and added value to CNV's governance. Her confidence and participation has also grown throughout this process.

**“The Observership Program and my time with Centre for Non-Violence has provided a unique opportunity to gain hands-on experience into the principles and function of not-for-profit boards.**

**It has allowed me to get a better understanding of a sector that was previously unfamiliar to me and the chance to contribute a fresh perspective to board discussions and relevant issues.”**

– Katie Babatsikos



# Treasurer's Report

The Centre for Non-Violence finished the 2022-2023 year with a modest surplus and an improved balance sheet position.

Like many in the sector, the last few years have been quite challenging – managing budgets with limited funding CPI increases that don't meet the increased costs of running our services and inflationary pressures.

Revenue for the 2022-2023 year decreased slightly - by around 3% - \$14,981,304 compared to the previous year (\$15,338,479). This decrease mainly reflects unspent operational grants from 21/22 which were recouped by our funding body during 22/23. Despite this, investment into core services and programs continued at the same levels, with no significant increases.

Expenditure for all programs and operations totalled \$14,879,739 (compared to \$13,287,389 in the previous year). The areas with the biggest increase in expenditure was in employment expenses, which demonstrates successful recruitment and timely program implementation. We ended the year with a small surplus of \$101,965.

Our balance sheet is more or less the same as it was at June 2022. The total combined assets at 30 June 2023 were \$15,891,733 with liabilities of \$4,486,549. Our main liabilities relate to lease costs/commitments and employment benefits for staff such as accrued long service and annual leave.

Our total equity is \$11,405,184.

CNV has a healthy asset to liability ratio and continues to be a financially strong and viable organisation. The financial results for CNV reflect strong governance from the CNV Board and CEO, and excellent financial management and oversight from Lauren Davies (Executive Manager Corporate Services) and Georgena Stuckenschmidt (Head of Finance & Accounting).



**Dr Helen Hickson**  
Treasurer

fragility is not the  
absence of strength,  
but the presence of  
resilience in the face  
of adversity ♡

This artwork was created by Rhayven.





# Financial Statements

## Statement of Financial Position as at 30 June 2023

	2023	2022
	\$	\$
<b>Current Assets</b>		
Cash on hand	6,277,858	10,040,640
Accounts receivable and other debtors	91,894	73,496
Inventories on hand	41,090	-
Other current assets	6,892,647	2,573,361
<b>Total Current Assets</b>	<b>13,303,489</b>	<b>12,687,497</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	2,588,244	2,750,929
<b>Total Non-Current Assets</b>	<b>2,588,244</b>	<b>2,750,929</b>
<b>Total Assets</b>	<b>15,891,733</b>	<b>15,438,426</b>
<b>Current Liabilities</b>		
Accounts payable and other payables	373,208	412,487
Borrowings	237,102	211,933
Provisions	1,173,690	1,015,451
Other	641,364	325,850
<b>Total Current Liabilities</b>	<b>2,425,364</b>	<b>1,965,721</b>
<b>Non-Current Liabilities</b>		
Borrowings	1,968,223	2,042,154
Provisions	92,962	127,331
<b>Total Non-Current Liabilities</b>	<b>2,061,185</b>	<b>2,169,485</b>
<b>Total Liabilities</b>	<b>4,486,549</b>	<b>4,135,206</b>
<b>Net Assets</b>	<b>11,405,184</b>	<b>11,303,220</b>
<b>Equity</b>		
Retained earnings	11,405,184	11,303,220
<b>Total Equity</b>	<b>11,405,184</b>	<b>11,303,220</b>

## Statement of Cash Flows for the year ended 30 June 2023

	2023	2022
	\$	\$
<b>Cash flows from operating activities</b>		
Receipts from Grants and Other Funds	16,143,987	14,142,149
Donations	5,298	11,199
Interest Received	159,964	22,441
Payments to Suppliers	-4,424,272	-3,323,213
Payments to Employees	-10,011,075	-8,794,149
Net GST Paid to ATO	-945,211	-980,694
<b>Net cash provided by (used in) operating activities</b>	<b>928,691</b>	<b>1,077,733</b>
<b>Cash flows from investing activities</b>		
Net Payment for Property, Plant & Equipment	-153,024	-109,506
Proceeds from (Payments for) Investments	-4,244,379	-17,196
<b>Net cash provided by (used in) investing activities</b>	<b>-4,397,403</b>	<b>-126,702</b>
<b>Cash flows from financing activities</b>		
Net Repayment of Lease Liability	-294,070	-251,306
<b>Net cash provided by (used in) financing activities</b>	<b>-294,070</b>	<b>-251,306</b>
Net increase (decrease) in cash held	-3,762,782	699,725
Cash on hand at beginning of financial year	10,040,640	9,340,915
<b>Cash on hand at end of financial year</b>	<b>6,277,858</b>	<b>10,040,640</b>



# Our Supporters

CNV wishes to sincerely thank the following funding bodies and donors for their financial and practical support of our programs in 2022 - 2023. We also appreciate donations from several generous individuals, who are not named but have been personally thanked.

## Donations

Castlemaine CWA  
Bendigo CWA  
Zonta Club of Bendigo  
Fernwood Fitness Bendigo  
Women of Note

Donations to CNV take many forms, including food parcels, toiletries and hygiene packs, toys, baby items, hampers, movie vouchers, knitted goods, quilts, Christmas gifts, an individual's time or financial contribution. We are grateful for all.

## Program Funders

Department of Families, Fairness and Housing  
The Orange Door, victim survivor crisis response and case management programs, flexible brokerage packages, case management, perpetrator programs including men's behaviour change, Place for Change, therapeutic recovery programs, housing and homelessness programs

Agnico Eagle  
You Tomorrow, digital therapeutics program

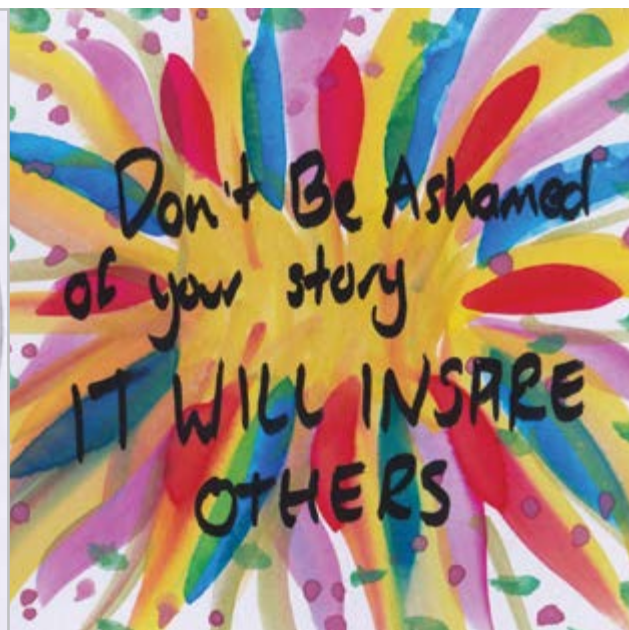
Victoria Legal Aid  
FASS Program

Western Victoria Primary Health Network  
Family Violence Connector program

Haven: Home Safe  
Commonwealth Emergency Relief Program

Monash University  
Perpetrator program attrition and participant engagement strategies

InTouch  
Co-Case Management Project









**CENTRE FOR  
NON-VIOLENCE**  
ending violence against women & children

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