

# Annual Report

2024 – 2025



Centre for  
**Non-Violence**





**Our commitment to First Nations people and communities**

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.

**Our child and cultural safety statement**

The Centre for Non-Violence (CNV) is a child safe organisation, and we value, respect, and listen to the voices and needs of children and young people. We are committed to the safety, participation, and empowerment of all children and young people that engage with our organisation, including but not limited to individuals who identify as Aboriginal and Torres Strait Islander, culturally and/or linguistically diverse, gender diverse and/or same sex attracted and people living with a disability.

**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.

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# 35 years of CNV

CNV's journey began in 1990, when a group of local women came together, concerned about the impacts of homelessness on young women. They were frustrated by a system that overlooked the gendered realities of women's lives, especially those experiencing homelessness, violence, and inequality.

The women established EASE (Emergency Accommodation Support Enterprise), and with limited funding, hired one worker whose sole focus was to provide specialist case management for young women experiencing or at risk of homelessness.

As the work unfolded, it quickly confirmed that women's homelessness is rarely about housing alone. It's about safety. It's about violence: family, domestic, and intimate partner violence. These drivers, rooted in structural gender inequality, continue to underpin the experiences of the women we support today.



Recognising this, the organisation took a pivotal step and began focusing on family violence response. This coincided with the Victorian Government's introduction of funding for specialist outreach services following the Crimes (Family Violence) Act 1986. CNV applied for, and received, funding for a domestic violence outreach program. From a single worker, the organisation grew to around 15 full-time equivalent staff by the late 1990s.

Between 1994 and 1998, CNV secured further funding to support emerging needs. One key concern was the large number of children affected by family violence, many of whom never accessed support. This realisation led to the creation of *Solving the Jigsaw (STJ)*, a school-based violence prevention program. Running across 45 schools, STJ embedded a specialist worker in each school to deliver a weekly 40-week program, transforming school culture from one of violence to non-violence. It supported children, teachers, and school communities in identifying and responding to violence. STJ gained widespread recognition and was named a best-practice initiative by VicHealth. It directly influenced the development of Victoria's



Respectful Relationships program, now delivered in all Victorian schools and replicated nationally under the National Plan to Prevent Violence against Women and Children.

Another major shift came in 2002, when CNV prepared for the state's funding of men's behaviour change programs. Through community consultations, particularly with women who had used our services, it became clear that trust in such programs needed to be rooted in the values of safety and accountability. Women wanted these programs delivered by the same services that had supported them.

This insight proved crucial when the Integrated Family Violence Strategy launched in 2004-2005. Concurrently, we joined with four other agencies delivering specialist family violence services to form the Loddon Gender Equality and Violence Prevention Consortium (the Consortium). The Consortium is a unique model in Australia, and the only consortium that currently delivers the full spectrum of family violence services for victim survivors of family and sexual violence, programs for perpetrators of violence, prevention programs, and specialised programs for adolescents using sexually problematic behaviours.



CNV is also a pioneering organisation, as Australia's first to deliver integrated services for both victim survivors and adults using family violence. In 2012, we rebranded as the Centre for Non-Violence to reflect our broader focus and clearer identity as a voice for women's rights and family violence services. Following the 2014 Royal Commission into Family Violence, CNV experienced unprecedented growth and continues to expand to meet rising demand.

Thirty-five years on, CNV is stronger than ever. We have grown from a grassroots collective into a respected organisation leading service innovation, driving systemic advocacy, and building pathways to safety and recovery for thousands of women and children.

As we move forward, we carry our herstory with us, not just as a reminder of where we have come from, but as a foundation for the future we're building.



# Chair and CEO Message

CNV is 35 years old this year! It is amazing to consider just how far we have come and developed in this time. From our humble beginnings as a one worker service established in 1990, to the organisation we are today – 114 staff and five office locations across the region – it has been a truly incredible journey.

CNV was established by a group of feminist activists to respond to young women's experience of homelessness. Since then, we have grown to be thought and practice leaders in the continuum of prevention through to response and recovery for victim survivors impacted by family and gender-based violence and adults who use violence towards family members.

Our services have responded to growing community need and demand – through expansion of service type, location and development of new partnerships and collaborations to support effective service and system responses. We are proud of our achievements and acknowledge the incredible work contributed by our dedicated staff and board members since our inception.

CNV has always been invested in innovation and constant growth and development – not just in increasing service capacity – but also in continuing to stretch our thinking and approach to deliver services with impact. The work and achievements – including our herstory noted throughout this report – reflect not only the very real stresses and demands on a stretched system but also speaks to the very best and the heart of what we do and why we do it.

CNV, like many other services working in the sector is facing increased demand for services. Frontline staff and services are stretched to the



limit – we cannot meet all the demand that exists in our community. Our case management and crisis response programs are seeing not only increased demand but also increasing complexity and risk for clients and community. Our therapeutic programs are experiencing significant wait times. Self-referrals are increasing and police referrals into our system are at record highs. In the 2023-24 year there was a 6.1% increase in reported incidents of family violence in Victoria. Police have also reported significant increases in incidences of children experiencing family violence. Locally, our communities are not immune from this crisis, with regional Victorian families twice as likely to experience family violence than those living in metropolitan areas. We are seeing increased risk and intersectionality, with 42% of victim survivors experiencing 10 or more lethality indicators. This is placing unprecedented demand on our services. Over 60% of our clients are experiencing homelessness or significant housing risk.

Despite this, our staff continue to deliver high-quality impactful services. Client data and feedback tell us our services are helping them feel safer and able to move forward with their lives with an increased sense of wellbeing and community connection. Men who engage in our men's behaviour change programs are telling us our work is supporting them to take responsibility



and work towards sustainable behaviour change. This is incredibly validating for our staff who work tirelessly every day: from our staff answering calls and greeting people at reception, our case management and therapeutic staff across our sites including The Orange Door, to staff providing support in corporate services and project development and innovation roles. Their work is very necessary and important, and we thank all staff for their contribution to our work and achievements.

The Board of Management is also an incredible resource to CNV, and we thank them for their contribution. They are a major part of our success. A key part of the Board's role over the last 12 months has been to confirm a new strategic plan for the 2025-2030 period. The Board has been bold but has also recognised our core role to deliver essential services to our community. Our newly endorsed strategic plan is focused on growing our impact, increasing our external connections and enhancing our visibility – all in pursuit of better services, systems and client outcomes.

## To achieve this, we will focus on four clear goals:

- Support those who need us now with safe, accessible and practical services;
- Work towards long-term social change through advocacy and engagement;
- Elevate our regional leadership through strategic partnerships and collaboration; and
- Solidify our strength as a resilient, supportive, effective organisation.

The Board and staff are looking forward to achieving our goals and strategic priorities over the coming five years.

Thanks are also extended to our funders, stakeholders, collaborators and partners. We value your support and look forward to working with you over the next 12 months.

**Priya Chandra**  
Board Chair

**Margaret Augerinos**  
CEO



# Our Impact



CNV provided  
**30,378 hours**  
of risk assessment and planning support  
at The Orange Door Loddon, to  
**5,816** people:  
**4,192** victim survivors  
**1,624** adults using violence



CNV provided  
**49,090 hours**  
of specialist case  
management support to  
**1,668**  
victim survivors  
**392**  
adults using violence



**16,237**  
nights of accommodation  
provided to  
**294**  
victim survivors



Of the victim survivors we support:  
**15%** identify as having  
a disability  
**12%** identify as Aboriginal  
and/or Torres Strait Islander  
**3%** identify as LGBTIQ+  
**7%** identify as culturally  
and linguistically diverse



**2,443**  
Comprehensive risk  
assessments completed  
with victim survivors,  
including **1,417** children



**30**  
High risk cases escalated  
to Risk Assessment  
Management Panel (RAMP)



**2,229**  
Nights of accommodation  
provided to men using family  
violence excluded  
from the family home  
Average stay **77** nights



**392**  
Men received  
case management  
support



**207**  
Men using violence supported  
through group programs  
(Men's Behaviour Change  
and Making aMENds)



**35**  
Average age  
of victim survivors  
supported by CNV  
(excluding children)



**\$164,272**  
Total brokerage  
payments  
provided to adults  
using violence



**\$939,638**  
Total brokerage payments  
provided to victim survivors



# Stronger Lives

We acknowledge the strength and resilience of victim survivors and support their safety, wellbeing and recovery in all the work we do.

Recovery from family violence takes courage, determination and support. It rarely happens on the first attempt and requires considerable time and planning. At CNV, our commitment to supporting victim survivors begins from first contact, through to therapeutic recovery, whilst simultaneously supporting people using violence to change their behaviour.

Over the past year, our **Response and Recovery team** has continued to support victim survivors to increase their safety and wellbeing and help rebuild a life free from family violence.

The dual cost of living and the housing crises continue to be significant challenges for our community and compound the experiences of family violence. Financial and brokerage support remain critical means of assistance for victim survivors; however, the current economic environment is making the journey to safety harder than ever. No one should have to choose between staying in a violent relationship or risk financial hardship or homelessness, and yet, for many of our clients, this is their lived reality.

Financial support and brokerage for clients promotes independence, safety and recovery from family violence. These resources can include strengthening the security measures of victim survivor's homes, allowing them to safely remain at home, as well as providing crisis accommodation and practical resources to secure safe and accessible housing.



**500** financial support packages provided to victim survivors

**\$1,879** average payment



**42%** of victim survivors had 10 or more lethality indicators – up from 27% last year.

**Victim Survivors with multiple risk indicators are at imminent risk of lethality or serious harm.**

This year we have seen increased complexity in the needs of people we support – both victim survivors, and adults using family violence. This reflects a statewide trend towards increased complexity through intersecting vulnerabilities. The shift is particularly in relation to experiences of homelessness, alcohol and other drug use, financial hardship, and support requirements for adults and children with disabilities.

Simultaneously, we have seen a notable increase in the complexity of high level risk associated with family violence this year, requiring coordinated and responsive service delivery. Invisible tactics of coercive control underpin all forms of family violence and is the top lethality indicator for victim survivors.

In response to these emerging trends, we implemented an internal **high risk and complex case clinic** this year to support practitioners in responding to complex and high-risk cases. The clinics are led by leadership staff within our Response and Recovery team, to provide oversight and shared risk management strategies with the case managers.

## Emily's journey to safety

Emily\* was referred to CNV after hours, experiencing family violence from her ex-partner, Aaron\*. Emily had presented with complex needs, with increased risk factors of homelessness, disability, misusing alcohol and other drugs (AOD) and risk of community violence. CNV undertook a comprehensive safety and needs assessment, assessing Emily's risk as serious and requiring immediate protection.

Aaron's violence escalated after the separation, with threats and breaches of the Intervention Order impacting on Emily's safety and wellbeing.

CNV's Integrated Practice Worker, Ameer\*, advocated for and supported Emily to safety plan and report to police. Using information sharing, Ameer was able to engage and coordinate justice responses to provide pathways to support for Aaron, to keep him in view and accountable.



Emily was provided access to secure housing, supported to recover from AOD misuse and engaged in study with a view for employment. This outcome was deeply significant for Emily.

Emily provided feedback that the support she received has changed her life, and she will be forever grateful. She felt a renewed sense of hope that change is possible, and thanked the practitioner for their dedication, understanding and care.

*\*Names have been changed to protect privacy.*

As part of our integrated practice model, CNV provides a range of programs for adults using violent and abusive behaviours towards their family members. Family safety contact is a core element of the programs to prioritise the safety and wellbeing of victim survivors.

We continue to experience high demand for our programs; this includes men with complex support needs, including homelessness, mental health, disability and alcohol and other drug use. There has been an increase in the number of men who require individual case management support, as opposed to group programs.

The role of our practitioners continues to grow in the context of systems reform. There is an increasing demand for their involvement in multidisciplinary care teams, particularly in supporting men with complex needs. This engagement is essential for facilitating coordinated planning across a broad spectrum of services. However, this growing demand on our staff requires an increase in committed government

funding for us to continue supporting the complex needs of our clients. CNV will continue to advocate for ongoing funding to the sector.

We also offer group programs for men who use violence. **Men's Behaviour Change (MBC)** is a 20-week program designed to invite men to take responsibility for their use of family violence and change their behaviour. CNV creates a safe space for men to reflect on their actions and recognise controlling and coercive behaviour, attitudes and beliefs. **Making aMENds** is a 20-week program for fathers who have used violence towards their families. It helps them understand the impact of their actions on their children and encourages reflection on their behaviour. The program guides men in making better choices and working towards meaningful change. Participants report increased self-awareness, shifts in their beliefs and attitudes, and increased understandings of gender stereotypes and how they relate to power and control within relationships.



Our support for victim survivors continues beyond the immediate crisis and into the process of healing and recovery. **Safe, Thriving & Connected** (STC) is a therapeutic recovery program for victim survivors of family violence. The program includes individual counselling, dyad (parent/child) counselling and modalities such as EMDR, art, play, narrative and gestalt therapies. We support victim survivors to reclaim their sense of self, tell their story in strengthening ways, repair parent-child relationships impacted by family violence, and increase feelings of solidarity and connection with others.

STC is delivered by the Loddon Consortium for Gender Equality & Violence Prevention which is made up of: CNV, Annie North Women's Refuge, Sunbury and Cobaw Community Health and Centre Against Sexual Assault Central Victoria. STC continues to experience high demand for therapeutic services right across the region.

**Future Group** is an eight-week therapeutic program for survivors of family violence to honour participants' values and skills, strengthen their knowledge of family violence and the ways they have resisted the effects of abuse. The **Alumni Group** offers ongoing monthly peer support for former Future Group participants, providing a safe space to share life updates, and offers mutual support and solidarity.

**188** people supported through Safe, Thriving & Connected at CNV

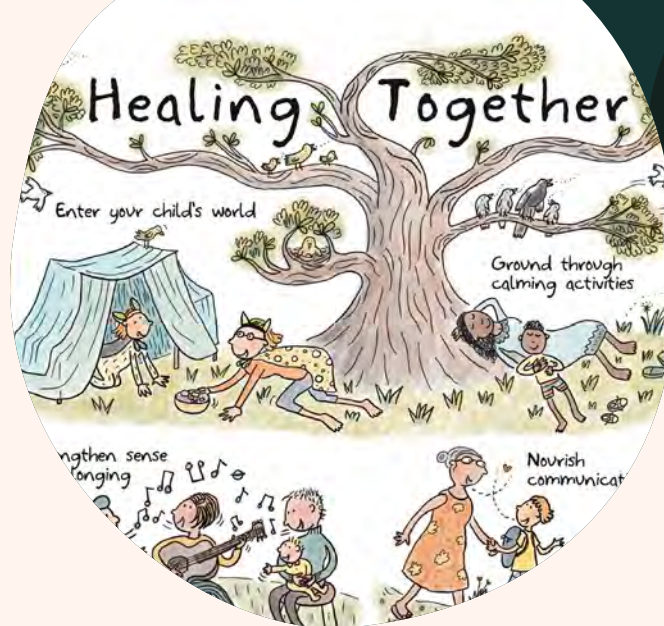
**22** Strong Voices participants with 10 accompanying children

**17** Future group participants

**28** Alumni group participants

In 2023, CNV introduced a therapeutic choir for survivors of family violence. The Strong Voices choir continues to bring people together for connection, reprieve, and joy. After a pilot phase funded by the City of Greater Bendigo, CNV has continued the choir as part of our ongoing therapeutic programs.

In September 2024, the choir gave a powerful and heartfelt performance to CNV staff. Choir leaders Stephanie Carson and Briony Phillips, along with the therapeutic team, supported participants in singing



four songs about solidarity, survival, and self-belief. The audience was moved to tears and there was a real sense of pride and community among participants after the performance.

We have also seen an increase in children's referrals this year. In response to the high demand for children's therapy, STC practitioners at CNV are developing a 4-week group program for parents whose children have been referred to the program. The purpose of the group is to increase the capacity of parents and carers to support their children's healing.

As part of our innovative approach to supporting emerging client needs, we developed best practice resources to support children's safety, wellbeing and recovery. The **Healing Together resources** were developed for children, parents, practitioners and community to support children's safety, wellbeing and recovery.

We recognise that children have their own unique experiences and responses to family violence. It is not uncommon for safe and protective parent-child relationships to be undermined by adults who use violence. In recovering from family violence, one of the most important things in a child's wellbeing is their relationships with safe caregivers. The resources support parent/carer understandings of the impact of family violence on children. They include ideas for how parents/carers can communicate with children, connect on their level, and strengthen feelings of safety, wellbeing and recovery.

The resources were co-designed and developed in consultation with CNV's STC clinicians, Trace Balla (a local illustrator) and informed by client experiences. They consist of a poster for parents, activity sheets for children, a practitioner guide, postcards with conversational prompts and a children's wellbeing poster for public display.

## Building more Safe Places in Bendigo

Homelessness and housing insecurity continue to be major challenges for victim survivors of family violence. Many victim survivors are also forced to remain in or return to abusive relationships to avoid homelessness or housing insecurity. They often have to stay in short-term emergency or crisis accommodation for months on end.

This year we partnered with Haven Home Safe and Annie North to build new emergency accommodation for women and children experiencing family violence as part of the Safe Places program. A grant of \$2.5 million from the Department of Social Services as part of the Safe Places Emergency Accommodation project will enable the construction of three new three bedroom townhouses.

The housing will support women and children leaving domestic violence prioritising First Nations women and children, women and children from CALD backgrounds and women and children with disability. The Safe Places program funds the renovation, building or purchase of new crisis or emergency accommodation to support women and children experiencing family and domestic violence.

Margaret Augerinos, CEO of CNV says that "Being able to offer this accommodation will be life changing."



Minister for Social Services, Amanda Rishworth and the Hon Lisa Chesters MP announced the grant at CNV's Pall Mall office. "If a woman knows she has a safe place to go and take her children, she is more likely to take the steps to leave a violent relationship," Minister Rishworth said.

More affordable and safe housing is needed right across the Loddon region. We will continue to advocate for more housing, particularly purpose built short-term crisis and temporary homes that can better support victim survivors, including children to live a life free from violence.

**Image (L-R):** CNV CEO Margaret Augerinos, Lisa Chesters MP, The Hon Amanda Rishworth MP and Minister for Social Services, Annie North Client Services Coordinator Madeleine Harvey and Haven Home Safe CEO Trudi Ray.



# Stronger Teams

Our teams do incredible work, supporting people impacted by family violence. We are proud of their dedication and are committed to ensuring their strength and success.

The unwavering commitment of our staff in preventing and responding to family violence is central to our purpose. We are passionate about nurturing a supportive and sustainable culture of practice where our teams can thrive.

This year, we deepened that commitment by continuing to shape a workplace where people can truly flourish. As part of this work, we launched two major initiatives: our People Strategy 2024–2026 and the CNV Leadership Program.

The **People Strategy** sets a bold vision for a thriving, inclusive, and future-ready workforce, grounded in intersectional feminist principles and shaped by staff voices. The strategy is enabling us to deliver targeted initiatives that break down silos, foster stronger cross-team connections, and promote a more unified culture. Importantly, it works in tandem with our Enterprise Bargaining Agreement, which reinforces our focus on staff engagement, wellbeing, and professional growth.

The **CNV Leadership Program** defines what leadership excellence means at CNV and introduces a structured framework for developing ethical, adaptive, impactful, and inclusive leaders. With a focus on applied learning, leadership capabilities and succession planning, the program is designed to build a robust leadership culture that supports client-centred excellence.

Together, these initiatives are helping us embed a culture of collective care, strengthen organisational capability, and ensure our people are equipped to lead with purpose and impact. To assess our progress and ensure we remain responsive to staff needs, we conducted a comprehensive staff engagement survey. These efforts have reinforced our commitment to cultivating a high-performing, inclusive, and future-ready workforce.

## Supporting career progression

6 Internal promotions

15 Secondments

42 Higher duties

This year, we have deepened our commitment to supporting evolving staff needs through targeted initiatives and enhanced workplace flexibility. We have simultaneously prioritised professional growth through expanded access to training, promotions, secondments and higher duties. These efforts have not only enhanced individual growth but also strengthened our overall team capability and resilience.

We have continued to champion flexibility across all levels of the organisation recognising that adaptable work arrangements are essential for supporting wellbeing, enhancing productivity and enabling our people to respond effectively to changing demands.

Over the past year, our people and culture projects have been driven by a strong commitment to collaboration, inclusivity, and strategic alignment. A standout example is the development and implementation of our People Strategy, which was shaped through comprehensive staff consultation. This collaborative approach ensured that the strategy reflected the real needs and aspirations of our workforce, with key themes directly informed by staff feedback.



114  
employees

78% of staff have  
a flexible work  
arrangement

At 30 June 2025

## How the integrated practice model began

At the heart of our work is an integrated practice model that brings together teams of professionals to deliver coordinated programs to women, men, children, and young people impacted by family violence. The model ensures a dual focus: prioritising safety for victim survivors, alongside visibility and accountability for people who use violence.

Our integrated teams work collaboratively to assess risk and tailor support using the MARAM framework: Victoria's best practice model for family violence risk assessment and management. Within each team, specialists share critical information, plan jointly, and provide individualised responses to meet the complex needs of those affected by violence.

The seeds of this integrated model were sown in 2005 when CNV began delivering men's behaviour change programs. Around that time, we were considering how integrated responses could support improved outcomes for victim survivors and hold those using violence accountable. We recognised that fragmented services often failed to deliver lasting safety or accountability. This marked the start of a shift towards more connected service responses.

We undertook study tours abroad to explore international best practice. In the US, the Duluth Integrated Model offered valuable insights into coordinated perpetrator interventions. In the Netherlands, we observed a team-based approach where practitioners worked collectively with entire families: victim survivors (adults and children) to deliver coordinated and holistic support and response. These international learnings inspired us to take bold steps toward full integration.



By 2009, CNV began implementing an integrated model, officially finalising it by 2011–2012. This approach was the first of its kind in Victoria, and possibly Australia. We approached the transition cautiously, due to limitations in information sharing laws and sector concerns, and developed strict protocols to manage safety and risk responsibly. Despite early scepticism, we proved that integrated, accountable, and safe systems could be developed and implemented effectively.

The late Hon. Fiona Richardson MP, then Minister for the Prevention of Family Violence, visited CNV during this period. Deeply impressed, she championed the model as the “gold star” approach to meeting the needs of victim survivors. The Royal Commission into Family Violence heard repeatedly about the need for stronger coordination and integration of systems and recommended the establishment of The Orange Door network: statewide safety and support hubs. The hubs echo our integrated philosophy by bringing together child and family services, specialist family violence support, Aboriginal services, and child protection.

Today, the integrated practice model continues to reflect our founding vision, and we are continually working to strengthen and improve our approach and impact. The development of the model is a powerful example of what is possible with innovation, collaboration, and a deep commitment to safety and accountability.



# Judy and Lea on Change, Challenge, and Care

Lea first volunteered for CNV in 2002, then began working as a Family Violence Support Worker in 2006. Judy joined three years later, working in the Men's Program. They sit down to talk about some of the changes they've seen over two decades, including how the Integrated Practice Model has been implemented.

**LEA:** I've had several roles over the years. I worked as a Court Support Worker for 10 years, with regional outreach in Echuca, Castlemaine, Maryborough and Kyneton. I really got to know the community over this time. Women had to keep going back to court for orders, so the continuity helped to build rapport and trust, which led to better results for them.

My current role as a Team Leader has lots of parts. I don't get out and about as much as I used to, but I like providing supervision to staff and sharing my knowledge. There's not a lot of family violence that I haven't heard.

**It's the profound impact on clients that drives me. Every day you make a difference and that's why I keep coming back.**



One day a colleague told me a client had come in to thank me. I had only seen her once. She came in highly distressed and suicidal. I sat with her and listened and gave her a handbag full of make-up and other items. She left feeling that because I had thought enough of her to give her this bag, she had sought help. She told my colleague that she credited me with saving her life. You never know the impact you can have on someone's life.

I have fond memories of the small team back in the Forest Street building. We used to share lunch most days, and our laughter was so loud you could hear it halfway up the hill!

So much has changed over the years, but family violence is still a huge issue facing our community. Even if we had more direct service staff, we would still struggle to meet demand.

One positive shift is that more women are reaching out for help, but the problem isn't going away anytime soon. The stigma and shame around family violence have started to lift, and women are more honest now. But the violence has also escalated over the years. We see a lot more referrals at serious risk than we used to.

Not everyone was happy about the Integrated Practice Model when it first came in. Change is often uncomfortable. One of the big concerns was that women wouldn't be happy having men here. We were concerned about doing them a disservice.

The model has come to be accepted over the years. The Hargreaves Street office opened to see men which was a big deal at the time. Treating the men with respect encourages them to come back. We have to remember that they are people, but they are making bad choices. They need support to make different choices.

The Information Sharing Scheme has really opened things up too. Before the scheme, there was a lot of working in silos. Now we can access a lot more history to really build a picture of the person using violence. It gives us some predictability which supports us to keep women safe. It holds men accountable for the choices they make as well.

**JUDY:** I've mostly worked with men, as a Men's Behaviour Change assessor and facilitator, Client Services Worker and Program Manager. I left CNV in 2014 but returned to do sessional work.

I remember the warmth of the Forest Street house when I started, both literally and figuratively. There were always plenty of birthdays and other excuses to celebrate, the table in the homely kitchen laden with cakes and goodies. Wild tomatoes watered by a mysterious source, grew out the back.

I started working in family violence in 1994 under the mentorship of Julie Oberin at Annie North. At that time, women were blamed for the violence, and pretty much the only question society asked was, "why doesn't she leave?" The women's services responded to this outrageous injustice, striving for change at an individual and at a political level. The courage and dignity of the women and children and their resilience in the face of injustice, continue to inspire me.

So many women talked about wanting programs for men. Many women said they wanted to maintain their relationships and to stay in their homes; they just wanted the violence to stop.

**Our direct work with men takes place in the context of an integrated system for safety and accountability. This is as it should be.**



The Integrated Practice Model is a way of us all working together with a common purpose to end violence. In the beginning we worked in small teams responsible for assisting whole families. This changed to still having teams but also having clear protocols for sharing information between different roles.

A small component of this system is our groupwork. In group, we can walk alongside men to support them in becoming the partners and fathers they want to be. We imagine that the women and children are in the room with us, and hope that they would approve of what we do.

I started at CNV just before the model was implemented. Some people were excited about the change and others were anxious. Working with men was a big change for a small, community, feminist organisation. However, for some workers and the women they worked with, it was seen as positive and something they had been asking for, for a long time.

The model is incredibly important because it gives us a clear picture of the whole story. Whilst the men usually participate well in our groups and seem to gain insight, empathy, and start to address their use of violence, we can only see how they are in the room and with us. The only people who can really tell us if change is happening are the women and the children in their lives.



# Stronger Communities

**At CNV, we're committed to building stronger, more responsive communities that can actively prevent and address family violence.**

Ending family violence calls for a united effort from individuals, communities, and society as a whole. We know that lasting change takes both collaboration and determination. That's why empowering communities is at the heart of what we do.

A key focus of our work is to support those who are most affected, especially individuals and groups who face overlapping forms of disadvantage. Through strategic initiatives, community events, and meaningful messaging, we aim to reduce the unique barriers these groups face and create safer, more inclusive communities for everyone.

This year we delivered a range of initiatives to further our work in dismantling colonial structures and enhance workforce capability and capacity to strengthen culturally safe and responsive workplace practices.

As part of our commitment to delivering culturally safe services, staff completed **Anti-Racism and Deconstructing Whiteness** training with Hue Colour the Conversation, a social justice organisation which delivers training to challenge systems of oppression and the underlying issues that detrimentally impact people of colour in Australia.

The full-day training explored whiteness culture, how it shapes values and structures within the workplace and examined common problematic responses to racial discourse. Feedback from participating staff was overwhelmingly positive, with 75% of participants reporting a clearer understanding of how to start challenging whiteness culture. These workshops have now been embedded into our core organisational training on an ongoing basis to continue building workforce capability in challenging the status quo.

At CNV, we acknowledge the pain that celebrating the beginning of colonisation has for Aboriginal and Torres Strait Islander peoples. We believe that January 26 is not a day that should be celebrated.

Endorsed in early 2024, our Enterprise Bargaining Agreement was updated to include a provision for staff to choose whether they observe the **January 26 public holiday**. This year, 32 staff members opted for an alternate day in lieu, working on the public holiday. These team members participated in Survival Day focus sessions to reflect and engage in meaningful discussions around what does January 26 mean to you? These insights have helped inform our work throughout 2025.

We recognise the importance of supporting staff to strengthen capability, knowledge and awareness of First Nations cultures and history, and to show respect to the world's oldest living culture. This year we produced **Acknowledgement of Country Cards** to support staff to acknowledge country in a culturally safe manner, showing respect to First Nations peoples and communities. The cards are a small yet impactful way to build staff capability, with a pocket-sized resource that can be used regardless of where team members are working.

In August 2024, CNV participated in **Reconciliation Australia's Workplace Reconciliation Barometer** (WRB) survey for the first time, marking a significant step in strengthening our commitment to cultural safety, anti-racism, and reconciliation.

## Anti-racism training

**72 staff attended**

**4 out of 5 participants felt more comfortable addressing racism after the workshop**

The survey captures crucial data about organisational perceptions of First Nations peoples, culture, history and broader viewpoints about racism and unconscious bias. With a strong 70% staff participation rate, CNV was among the top 15 early-stage RAP organisations nationally, demonstrating high levels of staff engagement, cultural awareness, and support for reconciliation.

Survey results revealed strong organisational alignment with reconciliation goals, including widespread acknowledgement of racism in Australia, overwhelming support for learning about

First Nations histories and cultures, and a clear call for stronger leadership, policies, and processes to support First Nations peoples.

The findings have informed six endorsed recommendations, including strengthening anti-racism processes, deepening cultural learning, and improving workplace inclusion and satisfaction. These insights will shape the ongoing implementation of our RAP and are already influencing internal initiatives such as participation in the Bendigo Reconciliation Committee, culturally safe practice training, and increased collaboration across programs.

## Launching our first Reconciliation Action Plan

In August 2024, CNV launched our first Innovate Reconciliation Action Plan (RAP) following several years of organisational commitment, growth, capacity building and understanding of the role we can take to progress reconciliation, treaty and truth-telling.

We have a strong commitment to building strong, mutually respectful relationships with First Nations people, communities and organisations, and our first RAP provides a clear governance structure to support this journey.

Our RAP has already given us a solid foundation to locate responsibility and action in addressing systemic oppression and injustice experienced by Aboriginal and Torres Strait Islander peoples. It provides a roadmap to embrace and work towards reconciliation, but more importantly, a pathway to accountability to Aboriginal and Torres Strait Islander peoples.



Since the RAP launched, we have begun to create dynamic reconciliation outcomes, supported by and aligned with our strategic objectives and priorities. Our impact as a strong advocate of reconciliation has grown by focusing on strengthening the foundations and relationships within our local community.

We look forward to growing our cultural safety and commitment to allyship as we implement our Innovate RAP.

**Image (L-R):** Yorta Yorta Artist Janet Bromley, Diversity and Inclusion Project Lead Jo Read, CEO Margaret Augerinos, Head of Diversity and Inclusion Sammy Bowden. Behind is one of the artworks created by Janet that welcomes guests to our reception area at the Pall Mall Head Office in Bendigo, which is also featured in our RAP.



At CNV, we believe in the power of community to drive meaningful change in the fight against family violence. This year, we have worked alongside partners, community leaders, and individuals to raise awareness, honour victim survivors, and create inclusive spaces for dialogue, support and action. From public events and vigils to awareness campaigns and service accessibility, our efforts continue to centre on building stronger, safer communities for everyone.

### Candlelight vigil to honour victims of family violence

National Domestic Violence Remembrance Day is held annually on the first Wednesday of May as part of Domestic Violence Prevention Month. Vigils are held across Australia to remember individuals who have died and raise awareness about the impact of family violence.

This year, the Consortium led by CNV, held a candlelight vigil to honour victims of family violence. The vigil brought the Bendigo community together to pay tribute to the women and children who have lost their lives to family and domestic violence, and those have experienced or been impacted by it.

The vigil was an opportunity to remember these individuals and honour their stories. Attendees had the opportunity to write a short message acknowledging those who have died, and the courage of all victim survivors. The messages were displayed on purple ribbons throughout the month of May on the gates of Rosalind Park in Bendigo.

### A more accessible website for CNV

Early in 2024, CNV completed a brand refresh to improve the accessibility of our resources and publications. The next stage of this project was

to redevelop CNV's website to make it easier for clients, staff, job seekers and stakeholders to find information about family violence and our services.

The website launched in August 2024, following extensive internal consultation. The new site was designed with accessibility in mind, offering user-friendly navigation and inclusive features to ensure people of all abilities and language backgrounds can access information about family violence support.

### Raising the Roof for Annie North Women's Refuge

In February 2025, CNV joined over 250 community members at Lot19 in Castlemaine for Raising the Roof, a fundraiser for Annie North. The evening celebrated women's freedom and safety while raising awareness of the crucial role community plays in prevention.

The event featured powerful stories from advocates and people with lived experience of family violence, and discussions on the responsibility men have in challenging rigid gender norms and holding themselves accountable for the use of violence. CNV staff Marlee and Sonya did a tremendous job at representing CNV, highlighting our work with adults using violence through programs like Men's Behaviour Change, case management, and Place for Change. Our information stall was well attended, with meaningful conversations about how we support both victim survivors and adults who use violence.



### 16 Days of Activism Against Gender-Based Violence

Each year, CNV proudly participates in the 16 Days of Activism Against Gender-Based Violence: an international campaign that unites communities around the call to end family and gender-based violence.

In 2024, we were honoured to take part in two conversations with Hana Assafiri, a survivor of family violence, social activist, and founder of the Moroccan Soup Bar. Held at Bendigo and Castlemaine Libraries, the events featured CNV's Executive Manager of Programs & Services, Yvette Jaczina, in dialogue with Hana, exploring themes from her memoir *The Audacity to be Free*. Hana shared stories of resistance, the importance of economic empowerment, and the transformational role community can play in disrupting cycles of violence and disadvantage.

As part of the campaign, CNV also participated in a panel discussion on family violence in the workplace, hosted by WIRE and the City of Greater Bendigo. CNV Team Leader Sonya Oper joined legal and union experts to unpack employee rights, family violence leave, and the role workplaces play in supporting staff experiencing violence.

To support local awareness, we developed posters highlighting what respect looks like in the context of preventing gender-based violence. Funded by Safe + Equal and Respect Victoria, these posters were distributed across the region by CNV staff to a range of locations across the community.

### She Matters Rally: A Call to Action

On March 15, 2025, CNV joined local organisations and community members near Rosalind Park in Bendigo for the She Matters rally: an urgent and united call for stronger government action to end violence against women and children.

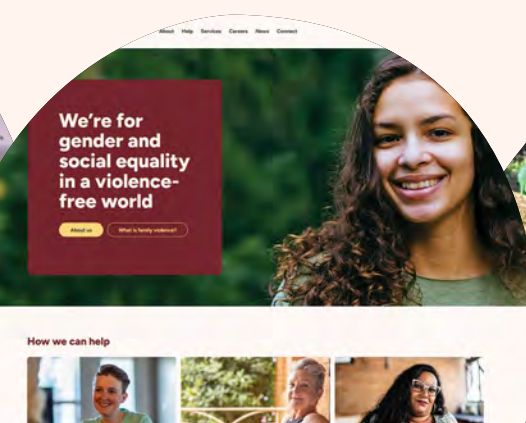
Amid rising rates of violence, the rally called for improved responses from the family court system, greater accountability for perpetrators, and stronger early intervention efforts. Heartfelt stories were shared by survivors and family members of women whose lives were cut short by violence.

CNV was present with a resource stall, offering in-person and referral support, and sharing materials from across the Consortium. We thank the brave women, families and organisers who made this event possible.

### Partnership with Carlton Football Club

In February, CNV was proud to host a special staff event with Carlton Football Club as part of our shared commitment to ending family violence. Players Marc Pittonet and Corey Durdin visited our Pall Mall office to speak about their involvement in the Carlton Respects program and the role of sport in promoting respectful relationships and challenging gender inequality.

The conversation explored what drives their passion for the program, CNV's role in community, how to recognise and challenge gender stereotypes and the importance of working with young people through early intervention initiatives. CNV and Carlton Football Club look forward to future collaborations that bring visibility and action to the issue across regional and rural communities.





# Stronger Systems

We're passionate about advocating for stronger systems to address gender inequality and improve family violence responses.

Advocacy is an integral part of our work. Every day we advocate not just for individuals to live free from violence, but also for change on policy, legislative and systemic levels.

We recognise our responsibility and privilege in leading positive change in the family violence sector. Courage is one of our fundamental values, and we are unafraid to stand up for what we believe in. We enact this through strategic partnerships and research projects, delivery of professional training to strengthen sector responses, political campaigning and participation in key networks and roundtables.

This year has had a strategic focus, with the development of two core strategic plans to guide our work.

**CNV's Strategic Plan 2025-2030** was finalised in June 2025, following a highly consultative process involving staff, Board, external stakeholders and people with lived experience. The plan reflects insights gathered during this engagement and is anchored in our vision, values, and Theory of Change.

The plan outlines four key goals: delivering safe and accessible services to those who need us now, driving long-term social change through advocacy, strengthening our regional leadership through strategic partnerships, and solidifying our strength to be a resilient, effective organisation. These goals respond to rising demand, leverage our integrated, feminist-informed approach, and position us to lead and collaborate across the region.

Bold yet realistic, this strategy sets CNV up for long term sustainability and accelerated impact. It focuses on optimising service delivery, supporting our workforce, embracing digital innovation, and amplifying our voice to advocate for the needs of our communities.



We have also played a central role in developing a new strategic plan for the **Loddon Consortium for Gender Equality and Violence Prevention (the 'Consortium')**. Established in 2004, the Consortium is a partnership between specialist gendered violence organisations to deliver services across the Loddon region. Our partnership is the only consortium in Victoria (and possibly Australia) that provides integrated regional programs and services for victim survivors of family and sexual violence, men who use violence towards family members, and works to prevent gendered violence.

By working together, we have been able to strengthen specialist services responses and drive strategic advocacy to improve the lives and safety of victim survivors through legislative change and innovative program design. Some of these incredible achievements include our Safe, Thriving and Connected partnership, after hours support for victim survivors and integrated programs and services including working with adults using violence.

The Consortium officially launched its three-year **Strategic Plan 2025-2028** in June 2025, simultaneously marking 21 years of partnership. The plan is a key milestone, allowing us to reflect on two decades of leadership and use these insights to strengthen our approach to improving outcomes for those affected by family, sexual, and gendered violence.

This year we have continued contributing to the evidence base on gender-based violence through key research projects and partnerships. Our key research partnerships include Australian National

Research Organisation for Women's Safety Limited (ANROWS), Safe + Equal, WESNET, and Flinders, Monash, La Trobe and Melbourne Universities. These partnerships ensure that specialist family violence knowledge and regional, intersectional perspectives are embedded in sector-wide learning and reform.

We are a key partner in researching men's behaviour change programs, including a report to represent rural and regional experiences and voices, and contributing to the 'Engaging in Change' research project with Monash University. Our partnership with Monash University also includes

the 'Participant engagement in Victorian men's behavioural change programs' project, which aims to better understand participant engagement in Victorian men's behavioural change programs.

We partnered with Flinders University to research the specialist family violence workforce, resulting in the report 'Theorising family and domestic violence work: What is the work and who does it?' The report highlighted our integrated practice model and explored how our approach enhances safety and accountability at individual, family, community, and systems levels. The findings also emphasised how our specialist workforce view of themselves as agents of change, guided by our feminist philosophy and approach.

## Launching a new client management system

After years of planning, design, and development, our new client management system, the Service Record System (SRS), went live in August 2024. SRS represents a major investment in infrastructure to support our integrated service model and client-centred approach.

SRS was designed to evidence the impact of our work and capture client experiences and needs, to support strategic decision making, planning and advocacy. It supports staff and clients in safety and risk assessment, program support and case coordination.

The SRS brings together three key program streams: victim survivor support, perpetrator response, and therapeutic services, into a single, integrated platform.

Crucially, the system allows for both quantitative and qualitative data capture, including templates tailored to our practice. For clients, there is less need to continually retell their story. For staff, SRS improves efficiencies as well as outcomes:



digital consent, reduced duplication, and clearer workflows all mean less time on admin and more time with clients.

The development process was deeply collaborative, involving extensive consultation and user testing. Staff feedback was key to shaping a system that not only supports how we work, but also tells the story of our work, and the change we're creating.

SRS is a strategic enabler that empowers us to demonstrate our impact, amplify the client voice, and continuously improve the experience of those we support.



# Sector Leadership and Advocacy

Our participation in sector roundtables has been a key part of our systems-level advocacy this year. These sector-led discussions provide a vital platform to elevate regional perspectives and the voices of specialist family violence services.

CNV represented the Consortium at a roundtable hosted by Federal MP Lisa Chesters, to discuss the government's ambitious **National Plan to End Violence Against Women**. This roundtable brought together local organisations including Victoria Police, Anglicare, Bendigo & District Aboriginal Co-operative, and Annie North to discuss priorities under the national plan. We advocated for increased and sustained funding for specialist services and emphasised the need for locally tailored programs that respond to the unique needs of rural and regional communities. The roundtable also enabled discussion on systemic challenges, including rising service demand, lack of safe housing, the impacts of cost-of-living pressures, and the complex interface between family law and family violence systems.

In December 2024, CNV's Executive Manager Programs and Services, Yvette Jaczina, participated in a **roundtable on the SHEBA research findings**, focused on safe housing responses. CNV showcased our Place for Change program, which offers medium-term accommodation and support to men using violence, enabling victim survivors to safely remain in the family home. The program was highlighted as a critical part of the family violence system, addressing housing instability and supporting ongoing risk management.

Participation in these roundtables strengthens our influence in shaping policy and practice and ensures that rural and regional realities continue to inform national and statewide responses to gender-based violence.



In the lead-up to the 2025 federal election, we contributed to a national advocacy effort led by No To Violence (NTV), calling for urgent federal action on men's violence against women, children, and diverse communities. CNV's Head of Business Development and Advocacy, Clare Shamier, participated in a series of sector-wide workshops and forums that examined systemic gaps and identified priority areas for reform.

A key outcome of this collaboration was the development of a **joint letter to the leaders of all political parties**, urging them to place family, sexual, and gender-based violence at the forefront of the election agenda. The letter outlined critical demands, including stronger recognition of specialist services, sustained investment, and evidence-based national strategies.

Over 100 organisations including CNV, and 30 individuals including Rosie Batty, endorsed and signed the letter. The campaign demonstrated the power of unified, strategic advocacy. It also reinforced the sector's shared commitment to ending gender-based violence.

Following the election, we have continued to advocate for the Federal government to deliver on its commitments. This includes ensuring that funding levels match the scale of the crisis and that policy responses centre on the expertise of specialist services to deliver safety, recovery, and prevention across all communities.

Our involvement in the **Loddon Family Violence Systems Leadership Group (LFVSLG)** remains a crucial part of local family violence governance. The LFVSLG is one of 13 Family Violence Regional Integration Committees (FVRICs) across Victoria, which are DFFH-funded, area-based governance bodies working to coordinate cross-sector responses to family violence. These committees focus on the service systems that intersect with family violence, and each is supported by a local organisation. In the Loddon region, this role is fulfilled by CNV.

In October 2024, the LFVSLG facilitated a forum attended by 100 practitioners across a range of sectors including family services, specialist family violence services, alcohol and other drugs, mental health, maternal and child health, other health, child protection, sexual assault services, housing/homelessness, youth, corrections, police, settlement services, education and local government. The forum focussed on building shared understandings about information sharing between and within sectors and organisations in relation to the safety of victim survivors and accountability of adults using violence.

The LFVSLG continued to facilitate delivery of **MARAM collaborative practice training**. The move from online to face to face training has been warmly received by participants as indicated through feedback and increased completions. Training was delivered at Kyabram for the first time in February 2025, and we are looking to further opportunities to provide this training on site in rural locations.

In May 2025, a MARAM Alignment Practice Lead was employed to work with the LFVSLG for 12 months. This will enable a focus on implementing a continuous improvement approach to MARAM alignment within and across organisations in the Loddon region.



Over the past year, we have been actively engaged in several local networks to strengthen connections across systems, build workforce capacity, and address service gaps, ensuring more integrated responses to family violence.

In the last 12 months, CNV has been involved in the re-establishment of two crucial networks: the **Mt Alexander Homelessness Services Network** and the **Mt Alexander Family and Gender Violence Network**. The homelessness network brings together services and community organisations to address the intersection of homelessness and family violence, with a focus on improving service connectedness and understanding the needs of those experiencing homelessness. The Family and Gender Violence Network reflects strong community interest in building a more connected support system.

We also hold quarterly meetings with key members from Victoria Police in the Loddon region to foster collaborative relationships and discuss service system responses to family violence. These discussions focus on supporting victim survivors and men who use violence. The meetings serve as a platform for sharing knowledge, resources, and sector updates from both Victoria Police and the specialist family violence sector. They offer an opportunity to identify and address any gaps or barriers in the system between specialist family violence services and Victoria Police at a local level, ensuring more effective responses to family violence in the region.



CNV has built a strong and meaningful **partnership with Women with Disabilities Victoria (WDV)**, an organisation dedicated to advancing the rights, visibility, and inclusion of women and gender diverse people with disabilities across Victoria. This collaboration aligns closely with our mission to create social change and build inclusive, safe communities.

Together, CNV and WDV support local Hubs that provide welcoming spaces for women and gender diverse people with disabilities to connect, share experiences, and access information about their rights. These Hubs also promote leadership, peer support, and advocacy on key issues affecting their communities. Each Hub is led by a local Hub Liaison Officer (HLO), a peer with lived experience who supports members and coordinates activities.

A key element of the partnership is the co-location of the Manager of Community Inclusion and Women's Empowerment, Liz Wright, at CNV. This arrangement strengthens collaboration, supports cross-sector learning, and ensures disability remains central in conversations about family violence and community support. It also allows for broader integration between programs, shared learning, and stronger local engagement.

The partnership fosters both community-level and systemic advocacy, and has helped build bridges between the disability, family violence, and sexual assault sectors. By valuing lived experience and peer work, the partnership promotes strengths-based approaches, creative solutions, and inclusive practices.

This year we delivered professional development to enhance sector-wide understanding of intersectional family violence. The Family Violence Disability Practice Lead developed a 12-part webinar series, **Diversity Dialogues: Unpacking Family Violence and Disabilities**, delivered monthly from March 2024 to April 2025. The series was informed by practitioner working groups and focused on building confidence and capability in responding to disability and family violence.



### Diversity Dialogues webinar series

12 sessions

971 registrations

All sessions were co-designed and co-facilitated by professionals and people with lived experience, ensuring accessible and practical content. Open to practitioners across the Loddon region, the series was well received, with feedback highlighting its relevance, clarity, and immediate applicability to practice. It also promoted a collaborative and inclusive approach across the sector.

CNV's two Clinical Practice Leads, Therapeutic Services also developed and delivered a **Trauma Informed Practice session to the Loddon Campaspe Community Legal Centre (LCCLC)** in March 2025, engaging approximately 35 legal staff and 10 non-legal staff. The training was tailored for LCCLC staff to support a consistent approach to trauma-informed practice across their organisation. Key topics included an introduction to trauma, the window of tolerance and how trauma responses manifest, supporting psychological safety, vicarious resilience, practical engagement strategies with clients, and understanding trauma within social contexts, ensuring a non-pathologising approach.

## Our Supporters

We're grateful to the many generous supporters who make our work possible. The following businesses, community organisations and funding bodies have provided financial and in-kind support this year. We also appreciate donations from several generous individuals, who are not listed but have been personally thanked.



### Program Funders

#### Department of Families, Fairness and Housing and Family Safety Victoria

The Orange Door, victim survivor crisis response and recovery programs, flexible support packages and other brokerage, case management, programs for people using violence including men's behaviour change and Place for Change, therapeutic recovery programs, family violence system integration programs, housing and homelessness support.

#### Anglicare Victoria

Victims Assistance Program

#### City of Greater Bendigo

Strong Voices choir

#### Paul Ramsey Foundation

Children and young people case management

#### Haven; Home, Safe

Commonwealth Emergency Relief Program

#### Western Victoria Primary Health Network

Family Violence Integrator Program

#### Victoria Legal Aid

Family Advocacy and Support Services

### Donations

- 3D Physiotherapy Health Group
- Backpacks 4 VIC Kids Inc
- Castlemaine CWA
- Clover and Arrow
- Fernwood Bendigo
- Bendigo Domain Country Club
- Hustle Coffee Bendigo
- Leanganook Women's Alliance
- Mass Nutrition Bendigo
- Myer Bendigo
- Next Steps Australia
- Pink Honey
- PRD Real Estate Bendigo
- Property Plus Real Estate
- Rapid Relief Team AU
- Respect Victoria
- Resound Church
- Safe + Equal
- Share the Dignity
- StreetSmart Australia
- Sunshine Bendigo
- Uniting Threads
- Weeroona Uniting Church, Connecting with God Group
- Zonta Bendigo



# Treasurer's Report

The Centre for Non-Violence concluded the 2024–2025 financial year with a deficit of \$933,546. Despite this result, CNV continues to maintain a strong financial position, underpinned by a healthy asset-to-liability ratio. This ensures our ongoing viability and capacity to deliver impactful services aligned with our strategic objectives.

Revenue for the year totalled \$16,367,602, a slight decrease from the previous year's \$16,486,091. Expenditure across all programs and operations amounted to \$17,301,148, up from \$16,342,605 in 2023–2024.

The most significant increase in expenditure was in employee benefit expenses, following the successful implementation of CNV's Enterprise Bargaining Agreement (EBA) which was approved in FY 2023–2024. Our EBA reflects CNV's commitment to progressive workplace practices, offering staff enhanced flexibility, wellbeing and workload management support, culturally responsive and health related leave options, as well as competitive salary and superannuation benefits.

In addition, CNV implemented a new IT Strategy, endorsed by the Board of Management, following a comprehensive review of our ICT environment. This strategic investment has strengthened CNV's cyber security posture and enabled us to better leverage technology to enhance service delivery and achieve our organisational goals.

As at 30 June 2025, CNV's total assets stood at \$15,576,434 with liabilities of \$4,961,310, resulting in total equity of \$10,615,124. While this represents a slight decrease from the previous year, our balance sheet remains robust.



These financial outcomes reflect the strong governance provided by the CNV Board and CEO, and the excellent financial management and oversight from Lauren Davies (Executive Manager Corporate Services) and Georgena Stuckenschmidt (Head of Finance & Accounting). CNV farewelled Georgena in January 2025 and extends sincere thanks for her valuable contributions over the past 2 years. We welcomed Cassie Peace as Head of Finance & Accounting in April 2025.

**Melissa Maher**  
Treasurer

**"I want to say thank you to all the workers I have had. Thank you for giving me the safe steps that I need to keep in place for life. You have given me the strength to keep strong for my children."**

*Victim survivor*

# Financial Statements

Statement of Financial Position as at 30 June 2025	2025	2024
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	3,464,564	4,850,061
Trade and other receivables	15,423	2,353
Financial assets	9,496,346	7,990,829
Other current assets	292,247	332,208
<b>Total Current Assets</b>	<b>13,268,580</b>	<b>13,175,451</b>
<b>Non-Current Assets</b>		
Property, plant and equipment	2,307,854	2,608,062
<b>Total Non-Current Assets</b>	<b>2,307,854</b>	<b>2,608,062</b>
<b>Total Assets</b>	<b>15,576,434</b>	<b>15,783,513</b>
<b>Current Liabilities</b>		
Trade and other payables	1,024,695	833,766
Employee benefits	1,586,572	1,274,103
Contract liabilities	399,019	0
Lease liabilities	270,775	255,001
<b>Total Current Liabilities</b>	<b>3,281,061</b>	<b>2,362,870</b>
<b>Non-Current Liabilities</b>		
Employee benefits	118,061	83,684
Lease liabilities	1,562,188	1,788,289
<b>Total Non-Current Liabilities</b>	<b>1,680,249</b>	<b>1,871,973</b>
<b>Total Liabilities</b>	<b>4,961,310</b>	<b>4,234,843</b>
<b>Net Assets</b>	<b>10,615,124</b>	<b>11,548,670</b>
<b>Equity</b>		
Retained earnings	10,615,124	11,548,670
<b>Total Equity</b>	<b>10,615,124</b>	<b>11,548,670</b>

Statement of Cash Flows for the year ended 30 June 2025	2025	2024
	\$	\$
<b>Cash flows from operating activities</b>		
Receipts from Customers	16,383,577	16,104,459
Donations Received	5,059	4,079
Interest Received	430,286	207,740
Payments to Suppliers & Employee	(15,134,058)	(15,018,426)
Net GST paid to ATO	(1,159,754)	(1,067,502)
<b>Net cash provided by / (used in) operating activities</b>	<b>525,110</b>	<b>230,350</b>
<b>Cash flows from investing activities</b>		
Proceeds from sale of plant and equipment	54,534	0
Purchase of property, plant and equipment	(203,565)	(171,168)
Purchase of financial assets	(1,505,517)	(1,204,876)
<b>Net cash provided by / (used in) investing activities</b>	<b>(1,654,548)</b>	<b>(1,376,044)</b>
<b>Cash flows from financing activities</b>		
Net Repayment of Lease Liability	(256,059)	(282,103)
<b>Net cash provided by / (used in) financing activities</b>	<b>(256,059)</b>	<b>(282,103)</b>
Net increase (decrease) in cash held	(1,385,497)	(1,427,797)
Cash and cash equivalents at the beginning of the financial year	4,850,061	6,277,858
<b>Cash and cash equivalents at the end of the financial year</b>	<b>3,464,564</b>	<b>4,850,061</b>





Centre for  
**Non-Violence**

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