

Safe Steps
Impact
Report
FY 2023

Acknowledgement of Country

Safe Steps Family Violence Response Centre acknowledges the Traditional Custodians of Country throughout Victoria, the land on which our services are delivered. We pay our respects to Aboriginal and Torres Strait Islander peoples, their culture, and Elders, past and present. We acknowledge the First Peoples' right to self-determination and to continuing their connection to lands, waters, and communities.

Acknowledgement of Equity, Diversity and Inclusion

Safe Steps Family Violence Response Centre recognises and respects people of all genders, sexes, and sexualities. We are committed to improving access and inclusion for lesbian, gay, bisexual, transgender, queer, intersex, and asexual people seeking our support and are dedicated to ongoing improvement in being a safe and inclusive service and workplace for those in the LGBTIQ+ community.

Disclaimer

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Contents

From our Chair	4
From our CEO	5
Mission, Vision and Values	8
Strategic Objectives	9
Our Crisis Response Services	10
Our Accommodation Services	12
Our People	18
Our Community	22
Our Board	24
Our Funders, Donors and Partners	26

From our Chair

Future Steps



In August 2022, the Board warmly welcomed our new CEO Dr Chelsea Tobin to Safe Steps. Chelsea has a wealth of senior executive experience in both the commercial and not-for-profit sectors, and a passion and lifelong commitment to social justice. This is complemented by her expertise in leading and empowering teams to deliver large scale socially and commercially impactful outcomes. Chelsea has the proven ability, passion and alignment with Safe Steps' mission and values to ensure that we continue supporting the needs of victim-survivors of domestic and family violence.

Safe Steps is in the final year of its three-year Strategic Plan and under Chelsea's leadership has continued responding to the Victorian Government's family violence sector reforms. We are focused on integration and collaborative partnerships, best-practice and excellence in our service delivery, generating a total revenue of \$21.2M for the financial year 2023. We have also created a positive culture, with over 98% of our staff reporting feeling engaged with Safe Steps' purpose. A great result!

Over the past six months, the Board led an organisation-wide strategic planning process that highlighted the changing wants and needs of victim-survivors, our staff, stakeholders and community; and the changing family violence environment in Victoria. This plan aims to lay the foundations for Safe Steps' long-term sustainability and ongoing social impact.

In July 2023, the Board altered Safe Steps' Rules of Association to ensure that Safe Steps can deliver its important services to all victim-survivors of domestic and family violence, regardless of ethnicity, gender, age, sexual orientation, religion, and ability.

The focus of our new Strategic Plan FY 2024 – FY 2027 will be on our four new strategic pillars: investing in our people, building best-practice, creating collaborative partnerships and growing the organisation to better support and meet the needs of more victim-survivors of domestic and family violence.

My sincere thanks to our CEO, our Executive Leadership Team, our Staff, our Family Violence Specialists and our Survivor-Advocates for their hard work and dedication to Safe Steps. Without your commitment and support, the difference we have made to the lives of over 3,000 victim-survivors, including more than 1,000 children, would not have been possible.

I would like to take this opportunity to acknowledge the expertise of the Safe Steps Board Members, who contribute their wisdom, experience and strategic guidance to ensure a robust governance process. As Chair, I very much appreciate the diverse skills that each of you bring to ensuring that Safe Steps delivers on its mission and vision. Thank you.

Thank you to the Victorian State Government for their ongoing funding of our 24/7 crisis phone line and residential services, including emergency accommodation and refuges, that Safe Steps delivers on their behalf. And thank you also to our partners, corporate, philanthropic and individual donors for their kind ongoing support of the work we deliver to the Victorian community.

As we move forward, I am excited about the implementation of our three-year Strategic Plan and our focus on delivering more services and supports to all victim-survivors of domestic and family violence.

I am very proud to present Safe Steps' Impact Report for the financial year 2023.

Ingrid Williams
Chair of the Board

From our CEO

Collaborative Partnerships



It is with great pleasure that I reflect on the past year's accomplishments and challenges at Safe Steps. We responded to over 60,000 inbound calls for support and made over 90,000 outbound calls to manage domestic and family violence risk. Safe Steps over-performed on all key performance indicators and our financial position remains strong. Identifying, assessing and managing domestic and family violence risk of victim-survivors in crisis remains our core expertise. This year we completed over 7,000 risk assessments, over half of which were assessed as being in the highest risk category, and provided more than 35,000 nights of emergency accommodation for an average of 100 victim-survivors every night.

Victorian family violence sector reforms and collaborative partnerships continued to be the focus for our team as we transitioned to the new Crisis Response Model, where Safe Steps is the only 24/7 crisis service responsible for coordinating crisis responses state-wide. This includes receiving referrals, undertaking assessments and triage, activating local face-to-face crisis responses, providing phone-based support, placing victim-survivors in emergency accommodation and providing material aid. This focus on our role in the Crisis Response Model has seen our after-hours contact volumes increase to 38% of total inbound contacts answered in FY 2023.

Throughout the year, we have focused on key strategic projects, including reviews of our rostering and IT systems, data and reporting, workforce planning, change management and culture, and working together with the Board to develop our Strategic Plan FY 2024 – FY 2027. Progress continues on developing and implementing our Reconciliation Action Plan, Rainbow Tick accreditation and the Child Safe Standards in our organisation.

Importantly, this year Safe Steps introduced a new support service, Clinical Services. Our Clinical Services Team is focused on supporting and enabling our Family Violence Specialists who support our clients, with a new supervision framework and opportunities for clinical supervision, reflective practice, and professional development to continuously learn and enhance their practice. We also developed and led Complex Case Panels with external partner organisations to share information and discuss best-practice approaches to managing complex client presentations and experiences. With a diversity and intersectional lens, the Complex Case Panel reviewed 25 cases, mapping each client's journey, and making recommendations for practice improvement and broader system enhancements.

Safe Steps' annual Candlelight Vigil was held in May 2023 to honour and remember loved ones whose lives have been taken as a direct result of domestic and family violence and brought together victim-survivors, families, friends, government and politicians, and members and allies of the family violence sector.

Our results and the impact Safe Steps have made over the past year speak for themselves. The Board and I are both comforted and confident in the knowledge that our Team are delivering on our mission to provide evidence-based support and services for victim-survivors of domestic and family violence by creating pathways to safety through collaborative partnerships.

Thank you for the dedication, focus and hard work of everyone here at Safe Steps. I really appreciate your commitment to supporting victim-survivors that continues to drive and inspire us all to create safety, support and respect for all victim-survivors of domestic and family violence.

Dr. Chelsea Tobin
Chief Executive Officer

When Emma married John, he seemed charming and charismatic.

Over time, John began subtly controlling and manipulating Emma. He then restricted Emma's access to money, isolated her from friends and family, and used frequent verbal and physical abuse in their relationship. The violence escalated over many years, and Emma felt trapped and powerless. When she found herself at "breaking point", Emma reached out to Safe Steps via webchat.

A Safe Steps Family Violence Specialist supported Emma to create a safety plan and she decided to leave the abusive relationship. Emma was provided with safe crisis accommodation while she explored her options. Her Safe Steps Case Manager supported Emma to apply for a family violence intervention order and provided contact details for counselling support and financial assistance programs.

Today, Emma has permanent housing and financial independence through employment support programs. She has achieved her goal of rebuilding stability and independence in her life and living free from family violence.

Mission, Vision and Values

Leveraging a 50-year history of feminist ideology to advocate for gender equality and social change, Safe Steps embraces an intersectional approach to supporting and respecting all victim-survivors of domestic and family violence regardless of ethnicity, gender, age, sexual orientation, religion, and ability.

Mission

We provide evidence-based support and services for victim-survivors of domestic and family violence by creating pathways to safety through collaborative partnerships.

Vision

Creating safety, support and respect for all victim-survivors of domestic and family violence.

Values

Our core values reflect our history, our commitment to the people we work with, the people we provide services to, and the people in the community in which we live and work.

Integrity

- Support a culture of bravery, innovation and honesty
- Speak up and share our ideas, opinions, and concerns, even if they are unpopular or controversial
- Act with integrity and accountability in all that we do
- Communicate ethical behaviour and leadership
- Be honest, transparent, and authentic in our communication
- Embrace strengths and resilience to face challenges

Diversity

- Support a culture of respect, inclusivity and safety, where all staff feel valued and supported
- Advocate for gender equality and social change
- Use an intersectional approach in all that we do
- Value the unique perspectives, experiences, and backgrounds of staff and clients from diverse groups, including race, ethnicity, gender, age, sexual orientation, religion, and ability

Empowerment

- Encourage a culture of trust, respect, and teamwork
- Provide opportunities for professional development and growth
- Encourage employees to take on new challenges and learn new skills
- Cultivate a supportive and inclusive work environment where staff and clients can thrive
- Encourage staff to take ownership of their work, make decisions, and contribute to the success of the organisation
- Enable staff and clients to make empowered decisions in their work and lives

Safe Steps is Victoria's 24/7 crisis response service delivering support and pathways to safety for all people experiencing domestic and family violence. Our expert team of experienced professionals use best-practice approaches to respond to victim-survivors according to their unique situation and needs.

Strategic Objectives

1. Growing the organisation

Growth and sustainability

We will leverage our strengths to develop new products and services and grow our organisation and help more victim-survivors.

2. Collaborative partnerships

Expert partner of choice

Through strong sector relationships and partnerships we will lead coordination and integration of services for all people experiencing domestic and family violence.

3. People-focused

Right people and right capabilities

Our goal is to create an organisational culture that aligns our staff with a shared vision of Safe Steps' future and encourages internal cohesion and trust to create consistency of performance.

4. Building best-practice

Outcomes and impact

With a diversity and intersectional lens, our outcomes will inform design and delivery of responsive, evidence-based services that support victim-survivors of domestic and family violence.

Our Crisis Response Services

Safe Steps is the only 24/7 family violence response centre in Victoria, providing a state-wide entry point for victim-survivors of domestic and family violence. We provide services to victim-survivors of domestic and family violence of all genders, with particular focus on the needs of women and children, which reflects the gendered nature of domestic and family violence. We also recognise the diverse experiences of domestic and family violence by people from the LGBTIQ+ community, people with disabilities, people from culturally and linguistically diverse backgrounds and Aboriginal and Torres Strait Islander people.

At Safe Steps we ensure that all victim-survivors have the right to self-determination, choice and cultural safety. We engage interpreter services and cultural supports when and where required. Everything we do is informed by the lived experiences of victim-survivors of domestic and family violence. We ensure that their voices are at the heart of all reforms.

Safe Steps provides telephone, webchat and email-based crisis support, risk assessments, safety planning, and pathways into emergency and supported accommodation services including refuges and motels across Victoria.

We also provide court support services to people who have experienced domestic and family violence. Our court support workers connect victim-survivors with legal advice and provide emotional support when they are attending court.

24/7 telephone, webchat and email-based crisis service

Safe Steps receives referrals from diverse sources including but not limited to self-referrals, Victoria Police, hospitals and homelessness support services, Child Protection and other support services.

In FY 2023, Safe Steps transitioned to the Victorian government's new Crisis Response Model, where Safe Steps works in partnership with The Orange Door network and local family violence support services to coordinate after-hours crisis responses. This includes receiving referrals, undertaking assessments and triage, activating local face-to-face crisis responses, providing phone-based support, placing victim-survivors in emergency accommodation and providing material aid.

Intake & Assessment - 1800 015 188

Safe Steps' Intake & Assessment team is the entry point for state-wide 24/7 family crisis services for victim-survivors of domestic and family violence. We provide victim-survivors in crisis with immediate emotional support, risk assessment, safety planning and crisis accommodation.

Brief Intervention

Safe Steps' Brief Intervention team provides case management services to ensure victim-survivors are safe and linked into local family violence support services. We provide victim-survivors with immediate emergency accommodation and material resources.

Family Violence Support Packages

In FY 2023, Safe Steps delivered almost 300 family violence support packages. Support packages are intended to enhance the safety and wellbeing of people experiencing family violence crisis by providing immediate, flexible, person-centred support. This includes costs associated with crisis response such as accommodation, transport and material aid as well as smaller incidental costs associated with specialist family violence support.

Court Support Services

Safe Steps provides a court support service to victim-survivors of domestic and family violence at the Family Court in Melbourne. We supported some 600 women in court in FY 2023 by connecting them with legal services for advice and providing emotional support while at court. We provide general information on matters such as Intervention Violence Orders (IVO's), family law and child protection matters, however our Specialists do not provide legal advice. We work closely with legal services and make referrals for victim-survivors to access the legal help they need.

Identifying and Managing Risk

Safe Steps' core expertise is identifying, assessing and managing family violence risk of victim-survivors in crisis, and tailoring accommodation, transport, material aid and court support services to the unique needs of each victim-survivor.

Using the Victorian government's Family Violence Multi-Agency Risk Assessment and Management Framework (MARAM), in FY 2023, our Specialists conducted a comprehensive assessment (most complex assessment) for 84 percent of all MARAMs conducted. Of all MARAMs conducted, 53 percent were found to be at serious risk requiring immediate protection.

Our Accommodation Services

Safe Steps coordinates and places victim-survivors in crisis into emergency accommodation (motels and refuges) 24 hours a day, seven days a week. We're available when people need us most.

Emergency Accommodation (Motels and Refuges)

Motels

Safe Steps coordinates emergency accommodation bookings in motel accommodation. On average there are over 100 victim-survivors in motel accommodation on any given night. Motel accommodation is short term and on average most victim-survivors stay between one to ten bed nights. During this time Safe Steps coordinates referrals to other support or emergency services and provides material aid to victim-survivors in crisis.

Refuge Register

In FY 2023, Safe Steps took on the role of managing and monitoring the Victorian state-wide refuge register. We manage incoming referrals from the local family violence sector and The Orange Door (TOD) network and manage and coordinate the referrals into refuges across the state. We assess the placement match to ensure victim-survivors are placed in a timely manner, in the place that best meets their unique needs, abilities and cultural background. Wherever possible we ensure victim-survivors with children, pets or disabilities are placed in suitable accommodation. When matching people with refuges, Safe Steps takes into consideration people's diverse backgrounds, needs and wants.

Family Violence Residential Services

Safe Steps operates two short stay family violence accommodation services, Trish's Place and Virginia's Place. Virginia's Place, that opened in August 2022, operates a core and cluster service model that can accommodate nine families at one time.

Safe Steps provides victim-survivors, their children and pets a safe place to stay while we coordinate safe and secure housing options for our clients. Virginia's Place is staffed 24/7 and provides case management and emotional support to victim-survivors. Our residential services make referrals to local family violence and support services to ensure victim-survivors receive the care and support they need to be safe in their communities.

Safe Steps' evaluation data comparing safe exit pathways for victim-survivors from emergency accommodation with those for supported accommodation indicates that victim-survivors are more than 2.7 times more likely to have safer exit pathways (refuge, social housing, private rental, interstate move, safe at home) from supported accommodation than from emergency accommodation. Safe Steps is actively pursuing opportunities to build its supported accommodation capacity and enhance safe exit pathways for all victim-survivors.

Virginia's Place is a secure crisis accommodation facility with 24/7 Safe Steps staff on site. Adults and children can stay for up to three weeks and most move on to secure refuge or stay with supportive family and friends.

“Virginia’s Place is the home you’ve always been praying for. [What..] I am grateful for is feeling heard without judgement, their comradery and friendship. A community of families working on helping each other recover from a family violence crisis. We will cherish our time here”.

– Louise, Victim-survivor

Disability Support Services

Safe Steps assists victim-survivors with a disability who are experiencing domestic and family violence to access the services and supports they need to stay safe. Carers and parents of a child with a disability can also access our supports and services. We help victim-survivors explore options, create a safety plan, and put in place safety measures to help reduce risk including access to aids, support or equipment. We have specialist Family Violence Disability Specialists who work with victim-survivors to develop a personalised plan to meet their specific disability needs.

Safe Steps provides access to brokerage funding for specialist goods, services or supports including personal Support Workers and Carers, disability aids, mobility walkers, wheelchairs and accessible transport options. During FY 2023, around 300 families directly benefited from our disability funds.

Safe Steps delivers secondary consultations to disability service providers about the complexity and barriers for victim-survivors with a disability who have experienced domestic and family violence, and provides information and referral pathways into the family violence sector for ongoing support.

Our Impact FY 2023

 **~60,000**

calls responded to

= Over 160 calls responded to each and every day

Close to 40% of these calls were after hours, up 20% following implementation of the new Crisis Response Model

 **>90,000**

Outbound calls made

= 252 outbound calls per day

 **370**

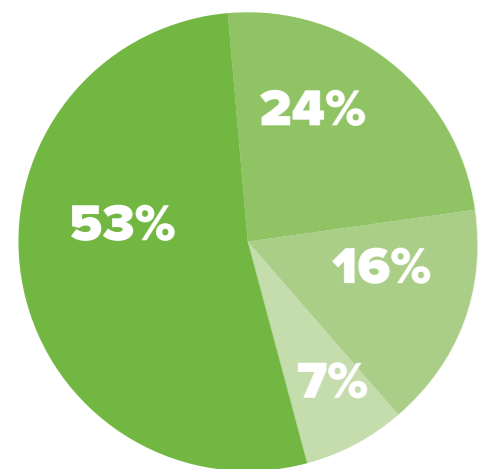
pets safely housed

 **\$52.8k**

spent on pet safety

 **>3,000**
webchats

 **>1,300**
emails



>7,000

MARAMs conducted

53% Serious risk requiring imminent protection
24% Serious risk
16% Elevated risk
7% At risk

We offered support to ALL clients that were identified as high risk requiring immediate protection.

 **35,316** **bed nights provided in secure crisis accommodation**

 **~100**

victim-survivors accommodated on any given night.

Approx 60% women and 40% children

 **25**

private accommodation partnerships

(Motels)

Client demographics

99%
Female

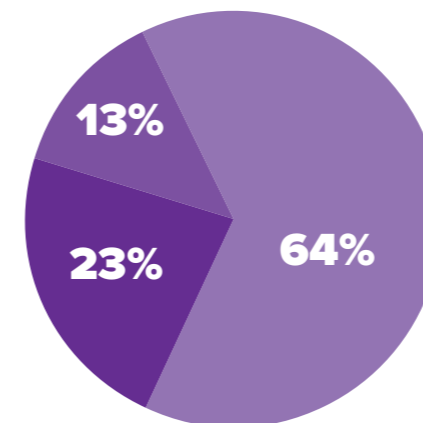
0.8%
Male

0.2%
Self-described

17%
< 5 years old

18%
5-14 years old

48%
26-45 years old



23% **Culturally and Linguistically Diverse**

13% **Aboriginal and Torres Strait Islander people**

(↑3% since FY 2022. Victorian population of Aboriginal and Torres Strait Islander people was 1% in 2021)

64% **Other Australian**

More than 300 LGBTIQ+ people supported
~300 families assisted from disability brokerage funding

Olivia is 32-years-old and has two young children.

They had been living with their abusive partner Stacey for around 5 years. Stacey was using physical, emotional, sexual and financial violence in their relationship, and Olivia felt helpless, isolated, and trapped in a toxic environment.

Olivia reached out to their Maternal Health Nurse who contacted Safe Steps on their behalf. Olivia and their children were assessed as being at serious risk requiring immediate protection and were provided with crisis accommodation at Safe Steps' 24/7 short-term accommodation site.

Olivia identified as queer and consented to referrals for LGBTIQ+ specific supports. Safe Steps provided Olivia with referrals for legal support to obtain a family violence intervention order against Stacey, and support with custody arrangements for their children.

Olivia and their children participated in a range of wellbeing and support sessions with other victim-survivors that are offered at the supported accommodation, and started to rebuild their self-esteem, trust, and reclaim their identity as a family unit. The family was referred to a family violence refuge to continue their recovery from abuse.



Our People

Safe Steps continues to acknowledge the gendered nature of domestic and family violence and indeed the vast majority of our clients are women and children. We also acknowledge that the 'vast majority' does not include all people who are experiencing domestic and family violence. Our demographic client data indicates that Safe Steps is supporting an increasing number of victim-survivors from diverse communities.

Safe Steps therefore embraces an intersectional approach to supporting and respecting all victim-survivors of domestic and family violence regardless of ethnicity, gender, age, sexual orientation, religion, and ability.

To better support the changing wants and needs of victim-survivors, over the past financial year, Safe Steps introduced a new business unit, Clinical Services. With a diversity and intersectional lens, our Clinical Services team, together with our Client Services team, will design and deliver responsive, evidence-based services that support all victim-survivors of domestic and family violence.

This team is focused on implementing a robust clinical governance process across our organisation, including researching and documenting a best-practice operating model for family violence Response services, and designing and delivering best-practice service models for expanding Safe Steps family violence support services into Early Intervention, and Recovery and Healing, based on new and emergent knowledge, research and co-design. Our Clinical Governance Framework is focused on supporting and enabling our Family Violence Specialists and Case Managers with opportunities for clinical supervision, reflective practice and professional development to continuously learn and enhance their practice.

In FY 2023, Safe Steps embarked on a number of projects to prepare our organisation to broaden our support for victim-survivors of domestic and family violence, including:

1. Successfully drafting our first Reconciliation Action Plan (RAP), known as the 'Reflect' RAP. We commenced work to commission a contemporary indigenous artist to create a piece for Safe Steps that represents who we are and what we do. This will be included in our RAP brochure, our communication materials, and displayed at our office and refuges.
2. Progressing our Rainbow Tick accreditation process, and ensuring internal systems and processes meet the six Rainbow Tick standards.
3. Expanding support to all victim-survivors of family violence, with a focus on the LGBTIQ+ community.
4. Developing and leading a series of regular Complex Case Panels with external partner organisations including Family Safety Victoria, Safe+Equal, and Child Protection to share information (under the Family Violence Information Sharing Scheme (FVISS), and the Child Information Sharing Scheme (CISS)) and discuss best-practice approaches to managing complex client presentations and experiences.
5. Being a Child Safe organisation. Creating the environment and training across Safe Steps to demonstrate Safe Steps' compliance with the mandated outcomes of the 11 Victorian Child Safe Standards.

These projects, and Safe Steps' focus on diversity and inclusion across its practice will continue into FY 2024 and beyond.



Maria and her husband Ivan arrived in Australia on a temporary visa with their 1-year-old and 2-year-old children.

After a few months in Australia, Ivan's behaviour changed and he became controlling and physically and emotionally abusive towards Maria. Maria felt trapped, isolated and afraid, and struggled to find a way out as her visa was dependent on her marriage to Ivan.

Maria reached out to Safe Steps through a member of her local community. Maria was at high risk of an honour killing, and the highest priority was to develop a comprehensive safety plan for her to leave home safely and enter crisis accommodation with her children.

Safe Steps tailored referrals to Maria's cultural needs, and used interpreters to ensure she fully understood the support provided. Maria received intensive case management and ongoing risk management. Her car and mobile phone were swept for tracking devices, her phone number changed, and legal support to explore the options of her temporary visa provided. Safe Steps also assisted Maria to seek financial support and referred her family to a safe refuge.



Our Community

Safe Steps leads and participates in a wide range of community engagement, fundraising and vital awareness-raising activities. Together with our partners, fundraisers and donors, members and allies of the family violence sector, and the Victorian community, we raise awareness of family violence issues, the support services available to victim-survivors, and we honour those whose lives were taken as a result of domestic and family violence. In FY 2023, Safe Steps' community engagement events raised over \$100,000 that was used to support victim-survivors of domestic and family violence.

Walk Against Family Violence

24 November 2022

With the global pandemic curtailing large public events over the past two years, the Walk Against Family Violence held on 24 November 2022 marked the return of this major community gathering.

Over the two-year hiatus the Safe Steps team worked with individual walkers and community groups to decentralise the event from the Melbourne CBD into multiple local community events across Victoria.

As a result of this work, in November 2022 every Local Government Area in Victoria hosted or supported a local gathering, supporters travelled to the Melbourne CBD from as far away as Mallacoota and Warrnambool, and around 2,500 people marched from the steps of Parliament House to the Royal Exhibition Buildings taking a community-wide stand against family violence.

Candlelight Vigil

May 3, 2023

Safe Steps' signature event, our annual Candlelight Vigil, was held in May 2023 to honour and remember loved ones whose lives have been taken, who have survived, or whose lives have been affected by domestic and family violence.

Held in the Family Violence Memorial Garden in East Melbourne, the Candlelight Vigil brought together victim-survivors, families, friends, government and politicians, and members and allies of the family violence sector. Presented by Lived Experience Advocate Farah Mak, the event highlighted the profound impact on the lives of family and loved ones left behind in the wake of domestic and family violence.

Communities, corporates and government entities unite to publicly proclaim their support for this important event and issue by illuminating landmarks and buildings in "purple".

In May 2023, 75 government and privately owned landmarks and buildings were lit up in purple across Victoria. In addition, landmarks and buildings in Queensland, South Australia and Western Australia were also illuminated in purple, to show their support nation-wide.

Community Partnerships

Safe Steps is very grateful for, and proud of, its collaboration and partnerships with individuals and organisations that enable us to enhance access to services, supports, resources and safety for victim-survivors of domestic and family violence.

Rize Up Australia furnishes homes of families who have escaped a violent relationship and are beginning a new, safe chapter of their lives. In fully furnishing the townhouses at Virginia's Place, Rize Up ensured that every room felt like a safe place, enabling victim-survivors and their children to catch their breath. Rize Up provided everything including linen, cutlery, toys and even welcome packs for the children. We remain very appreciative of Rize Up Australia's ongoing support.

Artist **Dan Elborne** produced a limited-edition piece of art and donated the \$13,000 proceeds to support Safe Steps work. We thank Dan for his generosity.

Jodie Hickey has been fundraising and donating care packages for the women and teens who come into Safe Steps care since 2019. In the financial year 2023, Jodie and her friends organised a High Tea, raising funds of over \$16,000 for Safe Steps. We are grateful to Jodie for her continued efforts and support.

Our Board

Safe Steps Family Violence Response Centre is an Incorporated Association governed by a Board of Directors who are responsible for ensuring strategic direction, implementation of governance policies, adherence to regulatory obligations and oversight of performance and management activities undertaken by the CEO.

The Safe Steps Board of Directors present this impact report of Safe Steps Family Violence Response Centre Inc for the financial year ended 30 June 2023. In order to comply with the provisions of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act), the Board Members report as follows:

Board Members

The names of each person who has been a Board Member since the start of this financial year to the date of this report unless otherwise stated are:

Ingrid Williams (Chair)
Cristina Wolters (Deputy Chair)
Nadine Bartholomeusz-Raymond
Penelope Cottrill
Alexandra Forbes

Kamalini Kandasamy
Nicole Lee (resigned 30 April 2023)
Sharon McKinnon
Julia Reynolds
Alexandra Wall



Ingrid Williams
Chair and Board Member

Ingrid Williams has 20 years' experience as a director in the not-for-profit and private sectors and 30 years' experience in the health and aged care sectors in senior roles including CEO and Managing Director. She is a graduate of the AICD and INSEAD and has completed the Williamson Community Leadership Programme.

Ingrid originally trained as an intensive care and paediatric nurse and holds a Bachelor of Educational Studies, a Master of Health Administration and a Diploma of Business.



Cristina Wolters
Deputy Chair and Board Member

Cristina Wolters is an experienced finance professional specialising in mergers and acquisitions and corporate taxation who leads Transurban's global tax team. She is a Chartered Accountant, has completed a Master of Taxation and holds a Senior Executive MBA from the Melbourne Business School. Cristina is a graduate of the AICD and was a Board Member and Treasurer of Women's Health Victoria for eight years.



Nadine Bartholomeusz-Raymond

Chair of Quality, Risk & Performance Subcommittee and Board Member

Nadine Bartholomeusz-Raymond has 20 years' experience in the mental and women's health sectors. As an Executive Leader with Beyond Blue, Nadine led the delivery of national programs in areas such as education, families, primary care, and diversity and inclusion. Nadine has also worked in communications and media advisory roles with Women's Health in the North and Women's Health West.



Penelope Cottrill

Board Member

Penelope Cottrill is a Principal at Deloitte Human Capital. She consults on organisation, workforce and leadership. Penelope has held voluntary advisory roles and works extensively in health, education and government.



Alexandra (Sandy) Forbes

Board Member

Sandy Forbes has worked in executive roles in community services, health and education. Her commitment to social justice has underpinned a career working with people with disability, children and families experiencing vulnerability, access to health services, and affordable housing.

She has wide governance experience as a non-executive director in public entities and currently as President of Kids First Australia. Sandy is the Independent Chair of the National Program Reference Group for the development of Epilepsy Smart Australia Program. Sandy is a Graduate of the AICD.

Over the last 10 years Sandy was a Principal with the Nous Group, and was the national leader for Human Services. She is now self-employed and provides consulting services to a select number of clients.



Kamalini Kandasamy

Chair of Finance, Audit & Compliance Subcommittee and Board Member

Kamalini Kandasamy is a Graduate Member of the AICD and a Fellow of CPA Australia. She brings over 15 years' experience in financial management and corporate governance, having worked with organisations in the commercial and not-for-profit sectors in the United Kingdom and Australia. As a finance and corporate services executive, Kamalini has led and advised organisations through periods of transformation and growth.



Nicole Lee

Board Member (resigned 30 April 2023)

Nicole is a family violence survivor. Through her appointment to the 'Victim-Survivors' Advisory Council, she is able to speak for those who have experienced family violence and specifically for those who have a disability and suffered at the hands of a perpetrator.



Sharon McKinnon

Board Member

Sharon McKinnon joined Victoria Police in 1990 and has gained more than 30 years' of experience in both the metro and rural area. In her current role as a divisional and regional commander, Sharon's leadership draws on her experience in regional operations, covert policing, investigations and specialist responses to sexual assault, child abuse and family violence. Sharon has also worked in a corporate function leading the Victoria Police Audit and Risk Division. She holds a Graduate Diploma in Executive Leadership (AIPM) and Graduate Certificate in Applied Management (AIPM).



Julia Reynolds

Board Member

Julia Reynolds is a principal at Austech Surveying and Mapping Pty Ltd, specialising in underground mine void investigation services. She has 15 years' experience in P&L, operations management, business strategy, global sales and marketing, and finance and corporate governance.

Julia holds an MBA and is a Board member of the Australian Institute of Mine Surveyors and Bendigo Community Bank.



Alexandra Wall

Chair of Governance Subcommittee and Board Member

Alexandra Wall is a product, marketing and communications professional who currently works with Arnott's Good Food Partners division.

Alexandra holds an MBA and has governance experience with not-for-profits including Global Ideas, Girl Guides Victoria and One Girl, where she is the Deputy Chair and Company Secretary.

Our Funders, Donors and Partners

Thank you

Safe Steps gratefully acknowledges the generous support of our funders, partners and donors that enable us to continue delivering the only 24/7 crisis response service in Victoria, delivering support and pathways to safety for all people experiencing domestic and family violence.

In the financial year 2023 Safe Steps received \$21.2M in revenue from the Victorian State Government funding, donations, bequests and grants.

Safe Steps expended \$20.6m to deliver our services including safely accommodating and providing critical support services to over 3,000 people escaping domestic and family violence including more than 1,000 children.

The audited financial statements will be available on the ACNC website.

Funder

Funding our 24/7 crisis phone line and residential services, including emergency accommodation and refuges.

Victorian State Government
Department of Families, Fairness and Housing

Partners

Financial and in-kind contributions and resources to directly benefit victim-survivors, community engagement and awareness raising.

ACMI
Art Centre Melbourne
Brookfield Properties
City of Melbourne
Crown Resorts
Dexus
Federation Square
Fire Rescue Victoria
Grollo Group
JLL Australia
Light House - 888 Collins Street
Melbourne & Olympic Parks
Melbourne Cricket Ground
Melbourne Recital Centre
Myer Melbourne
Nature Research
Old Treasury Building
Respect Victoria
RizeUp
Royal Exhibition Building
Royal Women's Hospital
Smiles Dentists
State Library Victoria
Transurban
180 Degrees Consulting
Next Steps Australia
Thread Together
Carlton Football Club
Victoria Police

Donors

Individual donors, fundraising teams and philanthropic organisations committed to raising awareness of the emotional and economic impact domestic and family violence has on our community.

Angela Herscovit
Break Up Boss
Brooke-Lynne Foundation
Chrysalis Foundation
Dan Elborne
Global Beauty Group
Jane Hao and Douglas Miller
Jodie Hickey - High Tea
Koorringal Golf Club
MAD Melbourne
Marcus Thomas Foundation
Marian & E.H Flack Trust
Musica Copa
Myer Community Fund
Myer Distribution Centre
Naylor Stewart Ancillary Fund
Nelson Alexander Charitable Foundation
Persephone Foundation
Procurement Australia
Robson Jackson Foundation
Rotary Club, Frankston North
Securitas
Tutus McDonagh Foundation
Zenith Interiors



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**24/7 domestic and family violence crisis support
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