Safe Steps

Impact Report

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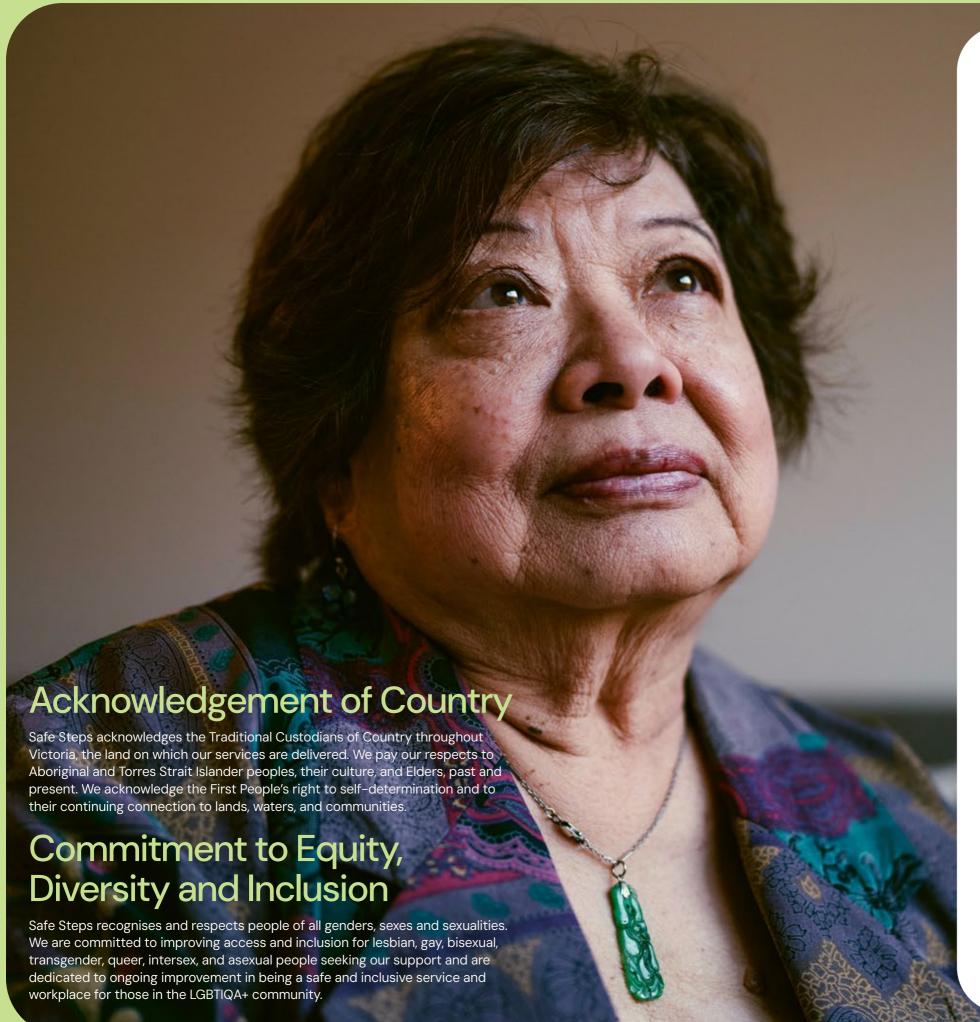
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Our Mission

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

Our Vision

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

Our 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

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Chair From our

Building innovative frameworks to improve service delivery



This past year has marked another period of growth, innovation, and unwavering commitment to Safe Steps' mission. I am proud to reflect on the significant strides we have made as an organisation in continuing to meet the needs of victim–survivors while embracing change and driving systemic improvements across the family violence sector.

Under the leadership of our CEO, Dr. Chelsea Tobin, Safe Steps has launched key initiatives that have positioned us at the forefront of family violence service provision. One of the most notable achievements has been the introduction of the Sanctuary Model, a trauma-informed practice framework that is transforming the way we support victim-survivors, ensuring that our services not only address immediate safety needs but also foster long-term healing and recovery.

Safe Steps continues to be a crucial part of the Victorian Government's family violence reform agenda. As the state's 24/7 crisis response service, we remain steadfast in delivering coordinated crisis interventions, disability and court services, managing significant call volumes, the statewide accommodation register and providing emergency accommodation for victim–survivors.

At the governance level, the Board has worked closely with the Executive Leadership Team to guide the development of our new Strategic Plan for FY 2024 – FY 2027. This plan focuses on four key pillars: investing in our people, building best-practice service delivery, fostering collaborative partnerships, and growing the organisation's capacity to meet the needs of more victim-survivors. I am confident that these pillars will not only sustain but also strengthen Safe Steps' ability to respond to the evolving landscape of family violence in Victoria.

I would like to extend my heartfelt thanks to our CEO, the Executive Team, and all Safe Steps staff. Their dedication, expertise, and passion have allowed us to make a difference in the lives of over 2,500 victim-survivors this year, including more than 1,000 children and young people. The strength and resilience of these individuals inspire us to keep striving for a future free from violence.

A special thank you also goes to the Safe Steps Board Members. Your wisdom, guidance, and commitment to ensuring robust governance have been invaluable, and it is a privilege to work alongside such a skilled and passionate group.

To our partners—corporate, philanthropic, and community-based—as well as the Victorian Government, thank you for your ongoing support. Your contributions enable us to provide critical services and an essential lifeline for those affected by domestic and family violence.

I am excited about the opportunities that lie ahead. The implementation of our Strategic Plan and the introduction of innovative models, such as the Sanctuary Model, will allow us to expand our impact and continue delivering vital services to all victim–survivors of family violence across Victoria.

It is my honour to present Safe Steps' Impact Report for FY2024 and to celebrate the collective achievements of our organisation in creating pathways to safety, recovery, and empowerment for victim-survivors.

CEO

A steadfast commitment to supporting all victims, innovating secondary prevention strategies, and prioritising the needs of children and youth.

From our



For 45 years, Safe Steps has provided Victoria with a critical 24/7 crisis service, serving as an integral part of intersecting ecosystems including emergency management, family and domestic violence response, child welfare, policing and health services. We are open for all Victorians, every day, 24 hours a day without exception.

Our commitment to supporting all victim-survivors is unwavering. I am proud of the progress we have made in becoming more inclusive, diverse, and equitable in our service delivery.

This year, our staff have demonstrated tremendous resilience and dedicated commitment to believing and serving every victim who seeks help. We handled approximately 130,000 contacts related to family and domestic violence.

Of the thousands of risk assessments completed, over 70% were categorised in the highest risk category. We are witnessing new forms of pervasive, persistent, and insidious abuse, particularly through technology, and Safe Steps is responding with innovative approaches, informed by our Lived Experience Advisory Group, Clinical Services Team and significant research that contributes to the evidence base about what works.

In addition to our specialised court and disability services, we provided around 33,000 nights of emergency accommodation, offering safety to approximately 90 victim-survivors each night. We have strengthened partnerships to ensure crisis support is readily available for those in urgent need.

Achievements that propelled Safe Steps forward to provide a better, more inclusive service this year included:

- 1. Introducing the Sanctuary Model, a trauma-informed practice framework across our residential services which has shown safer and more sustained outcomes, significant avoided costs and allowed us to better serve complex clients and families.
- 2. Expanding our Clinical Services to provide a comprehensive menu of services for both staff and clients.
- **3.** Deepening our expertise in Child Safe practices, recognising that 44% of our clients are children and young people.
- 4. Preparing for Rainbow Tick Accreditation in partnership with our LGBTIQA+ External Advisory Group.
- **5.** Launching our Reconciliation Action Plan to foster respectful relationships, promote cultural awareness, and create meaningful opportunities for Aboriginal and Torres Strait Islander staff and our clients.
- 6. Hosting our annual Candlelight Vigil to honour lives lost to family violence.
- 7. Strengthening our commitment to working with lived experience through our Advisory Group.
- 8. Advocacy for victim-survivors and what is required to create real change.

As we move forward, I remain confident that Safe Steps will continue to lead in family violence crisis response, offering hope, safety, and support to victim-survivors across Victoria.

Thank you to everyone who has contributed to our success this year—your commitment drives our mission to create lasting pathways to safety.

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How we Helped People Experiencing Family and Domestic Violence



Focusing on continued service improvement, this year we implemented a new model to reduce client wait times, and amended our constitution to extend support beyond women and children.

On any given day, we manage around 300 calls, Web Chats and emails to support people experiencing family or domestic violence across Victoria.

Over the last 12 months, we saw an increase in people at serious risk requiring immediate protection and provided a tailored crisis intervention – with approximately 2,500 Victorians receiving family and domestic violence response services.

These services included safety planning as well as pet, disability, visa and legal support. Our Pets in Crisis Program saw an almost 60% increase in our pet safety expenditure.

For those in urgent need of safety, we provided approximately 33,000 bed nights in crisis accommodation. This included continuing to operate supported crisis accommodation facilities – Virginia's Place and Trish's Place – as well as standing up a new model of therapeutic, wrap–around supports – the Sanctuary model – at our Sanctuary pilot site. These sites offer safe, temporary accommodation for adults and children affected by violence, with better outcomes and at a lower cost than the motel model. Children and young people made up 44% of those accommodated.

We provided around 240 family support payment packages and assisted our clients to transition from crisis accommodation to secure housing with rental support and safety upgrades.

Through our Disability Family Violence Crisis Response Initiative, we supported over 300 families this year with disability aids and NDIS advice, while also strengthening the sector through capacity building and secondary consultations for case management.

Our Family Advocacy and Support Service (FASS) continues its important work at the Melbourne Registry of the Federal Circuit and Family Court of Australia (FCFCA), providing risk assessment and safety planning for people coming to court. Giving practical information and support to people while at court, and connecting them with other key services is crucial to the work we do supporting victim-survivors.

We continue to build out our core capabilities, identifying, assessing and managing family violence-related risks.

In FY23/24, Safe Steps client risk assessments saw a 7% increase in the severity of risk presentation specifically for those classified at 'serious risk requiring immediate protection'. From July to December 2023 alone, there was a 15% spike with 70% of our risk assessments in that period identifying clients to be at serious risk requiring immediate protection.

At various times throughout the year, the types of risks identified during risk assessments have escalated, with up to 40% of clients exhibiting signs of "suicidality" (including suicidal thoughts, plans and attempts).

We continue to support the most vulnerable people in society who have experienced family and domestic violence. What we have identified are common risk factors associated with many of our clients who experience suicidality including perpetrator behaviour such as jealousy, stalking, drug or alcohol misuse, threats to harm themselves, mental illness/depression and financial abuse.

Ensuring that cases of suicide related to family and domestic violence are accurately reviewed and reported has driven our advocacy and engagement with the Coroner's Court and legal system.

The Coroner's Court is committed to reviewing cases of suicide identified by Safe Steps as being people who have sought our services in relation to family and domestic violence. We have also complied with legal requirements to produce evidence for Coronial Investigations. This is a positive step to providing insight for the loved ones of deceased persons impacted by family and domestic violence and improving data accuracy in Victoria.

While these trends are distressing, it highlights the severity of the impacts of family and domestic violence and reaffirms our commitment to continuously expanding and enhancing our crisis support services across Victoria to improve outcomes for those experiencing family and domestic violence.



In October 2023, Safe Steps launched the Sanctuary Model of supported crisis accommodation, providing a crucial alternative to the use of motels for people fleeing violence.

The first of its kind, the Sanctuary Model pilot features seven fully furnished, self-contained apartments and several large community spaces that cater to clients of all ages, identities and cultural backgrounds.

The service delivery model, informed by Safe Steps' extensive experience as a family and domestic violence crisis responder, provides wraparound support through intensive, face-to-face case management and a variety of on-site and outreach services. Independent living with shared spaces are combined to encourage social connection among residents, including children. By addressing a critical gap in the system, Sanctuary offers a best practice model that can be expanded and replicated across the state and country to mitigate the social and economic outcomes of family and domestic violence.

In its first 12 months, the Sanctuary pilot supported 305 women and children escaping family and domestic violence.

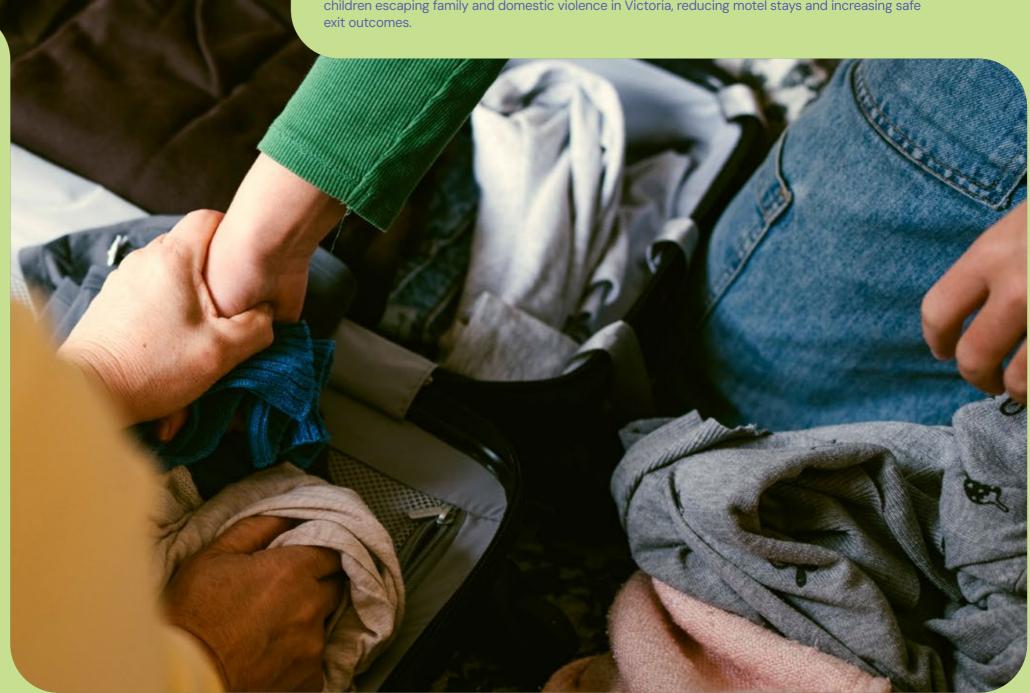
Residents report feeling safe and secure and experiencing improved financial stability, whilst having the ability to access ongoing support services tailored to their health, disability, and cultural needs.

An independent evaluation has shown that in these first 12 months, 98% of exits are safe and sustainable with clients moving into secure, safe accommodation and not re-engaging with family violence crisis support after leaving.

(Sanctuary Pilot Program Evaluation – Urbis Ltd).

The intensive support offered by the Sanctuary Model sets the stage for promising long-term outcomes compared to traditional motel accommodation. This new model also presents significant cost savings both now and into the future.

In July 2024, Safe Steps received \$7.8m under the Safe Places Emergency Accommodation Program, funded by the Australian Government Department of Social Services, to expand the Sanctuary Model at the pilot site. This funding will allow us to expand from seven to 35 apartments, delivering 102 further safe places for women and children escaping family and domestic violence in Victoria, reducing motel stays and increasing safe exit outcomes



Our Impact

Around

contacts handled 130,000 (Web Chat, email, phone)



Around

33,000 nights

of crisis accommodation provided

Approximately

victim survivors offered safety each night

Client demographics



12%

Aboriginal and Torres Strait Islander peoples

People from culturally and linguistically diverse backgrounds

More than

250

LGBTQIA+ people

Our Family Violence Multi-Agency Risk Assessment and Management Framework (MARAM) Trend



60% serious risk requiring immediate protection

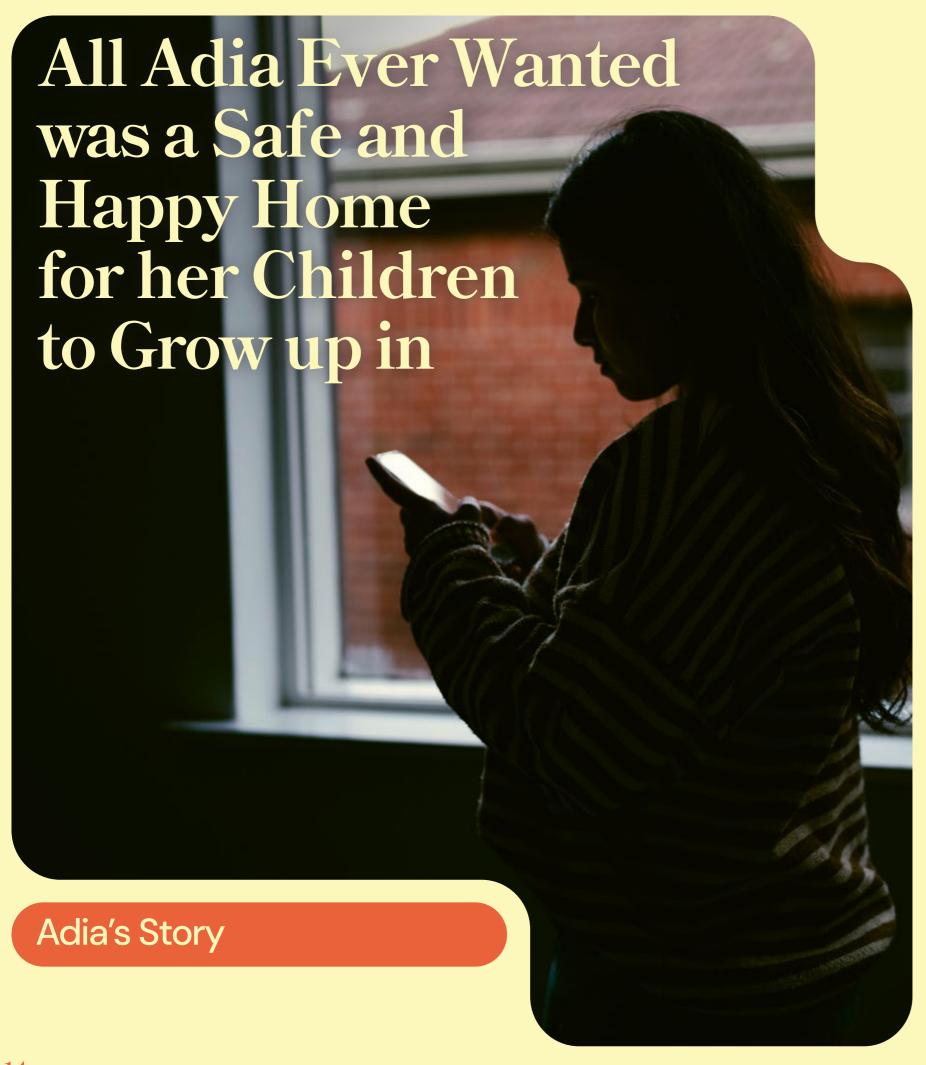
(up by 13% from last year)

Over 400 women supported in court

and with legal matters through our Family Advocacy and Support Service (FASS) team

58% increase in pet spending

compared to FY23



Adia* arrived in Australia from Tanzania on a bridging visa with her husband, carrying little more than hope and the excitement of starting a new life.

Though she spoke very little English, the promise of a better future was enough to keep her spirits high as she settled into this foreign land.

However, things quickly took a dark turn. In her third trimester of pregnancy, Adia was rushed to hospital after collapsing from dehydration and suspected malnutrition. Her condition and demeanour raised an alarm with a concerned social worker, who immediately referred Adia to Safe Steps for family violence support.

With the help of an interpreter, a Family Violence Crisis Specialist from our team uncovered the extent of the abuse Adia had endured. Since arriving in Australia, her husband's controlling behavior had intensified — restricting Adia and their children's access to food, constantly monitoring her movements, and tracking her phone whenever she left the house. His control extended to her reproductive health — denying Adia the use of contraception and refusing to let her seek medical care during pregnancy. The fear of deportation weighed heavily on her, as he threatened that Australian authorities would send her back to Tanzania, separating her from her children forever.

Recognising the danger Adia faced, our team acted swiftly. Once she was stable enough to leave the hospital, Adia and her children were moved into safe crisis accommodation and given an essential new mobile phone so they could remain connected to critical family violence services.

Soon after, Adia and her three children, (6, 4, and 12 months) were transferred to Sanctuary, a therapeutic, stable and supported accommodation environment where they could begin to heal. Our staff quickly arranged psychological assessments for the children after noticing behavioural issues and the lack of proper socialisation skills for their age attributed to the isolation imposed by their father.

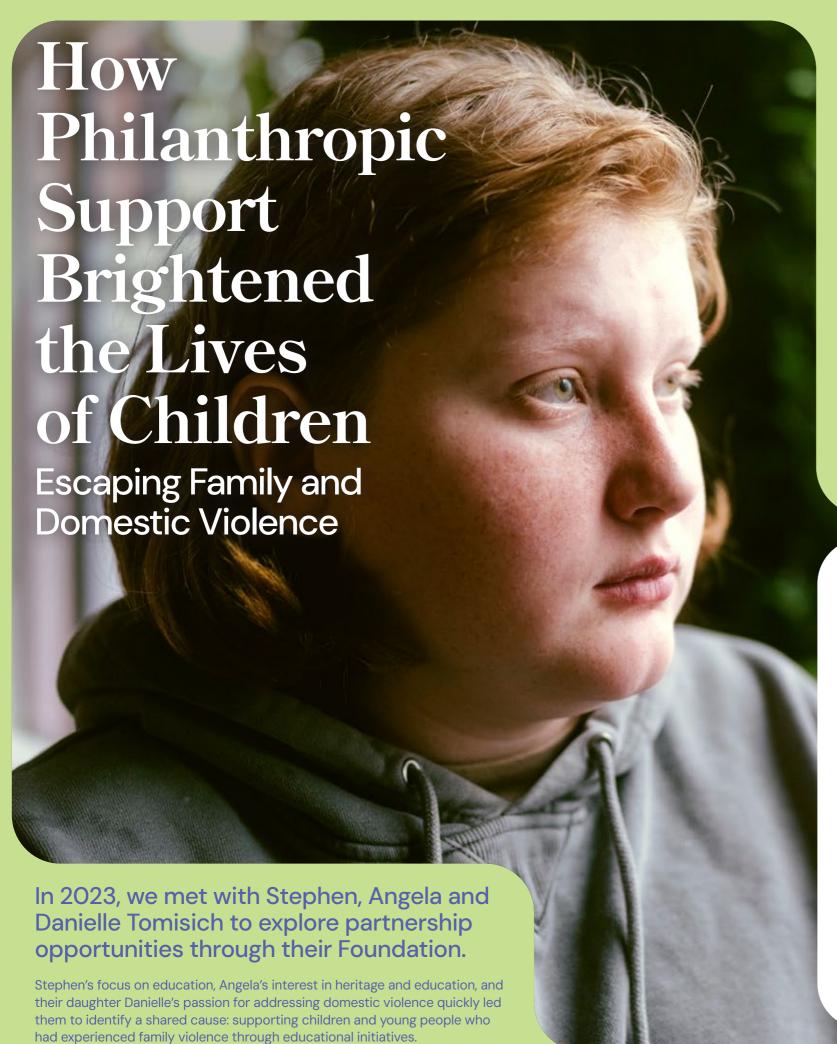
During her first week at Sanctuary, Adia remained mostly withdrawn. She slept late and preferred to stay inside her apartment, focusing on reconnecting with her children and allowing herself time to recover. She downplayed the abuse they had experienced and found it difficult to open up about her emotions, except to express how worried and overwhelmed she felt. The children, too, hesitated to engage with others, reflecting the trauma they had lived through.

Sanctuary staff worked to support Adia's recovery, providing essential items like daily food vouchers, clothing for the family, toys for the children, culturally appropriate foods, and a double pram for her youngest and the baby she was soon expecting. Over the next three weeks, our Case Managers assisted Adia to secure financial support, legal advice, and replacement identification documents. We also ensured she attended regular antenatal appointments at the Royal Women's Hospital, and connected Adia with specialist multicultural family violence service, InTouch.

As the days passed, Adia and her children slowly began to feel more comfortable. The children started interacting with Sanctuary staff and began using the playroom and outdoor equipment. Adia's confidence also began to return, and she took an active role in planning her future. A significant turning point came when she acknowledged that she did not feel safe returning to her husband. With newfound determination, she engaged with Sanctuary staff who helped her to identify potential accommodation options and to seek long-term refuge.

After three weeks at Sanctuary, Adia and her children moved into longer-term accommodation, ready to welcome her new baby in safety and comfort, hopeful of a brighter future ahead.

^{*}Please note the names of individuals have been changed



Children experiencing family violence face multiple challenges, including disrupted education which can have long-lasting impacts on their academic progress and overall well-being. To ensure academic development remains consistent and children have access to age-appropriate support whilst in crisis accommodation, Children's Educational Support Workers are vital.

"We saw the benefit of the Sanctuary Model and the number of children that were coming into crisis and supported accommodation every night. However, Safe Steps is not funded to provide services to the children," says Stephen Tomisich.

"These disruptions in education set children on a trajectory toward economic exclusion, poorer health, and social outcomes. A supportive, tailored approach is necessary to mitigate these long-term effects. We could see that Sanctuary could offer that."

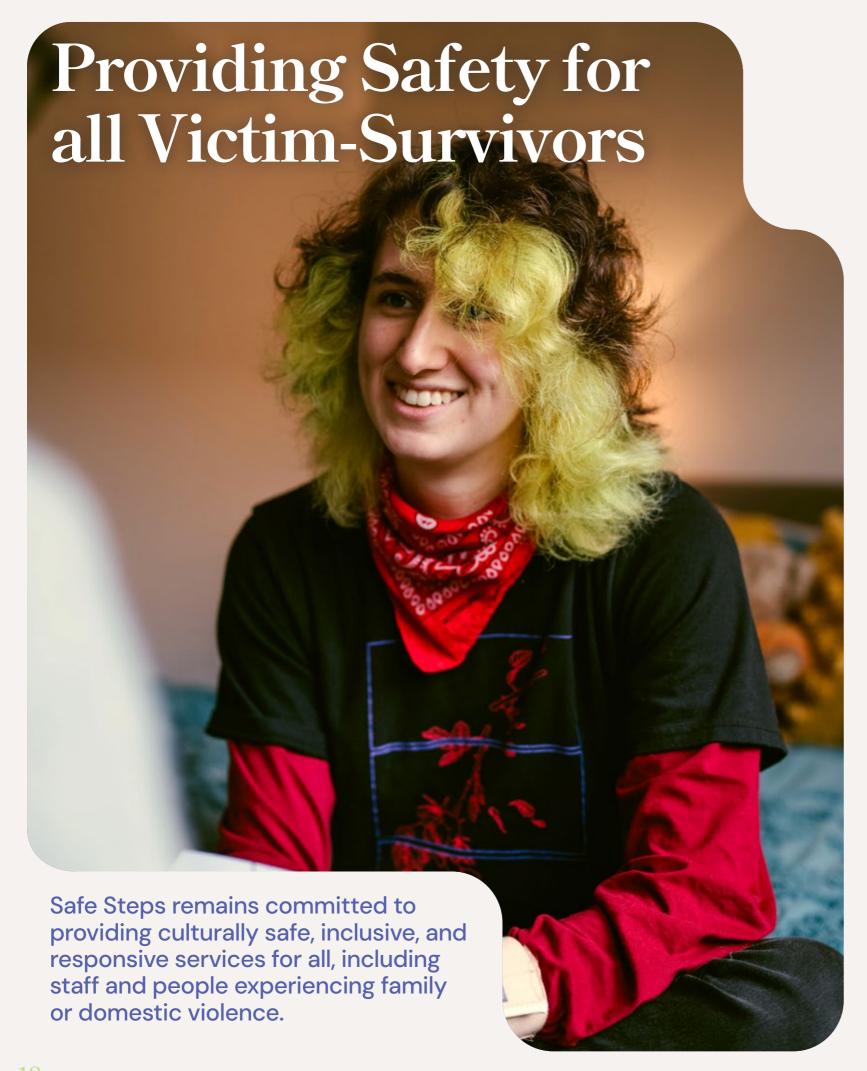
Thanks to the Tomisich family's passion and their belief in our Sanctuary Model, a Children's Educational Support Worker specifically to support children living in crisis accommodation was employed to deliver targeted well-being and educational support for children at Sanctuary and Virginia's Place.

This initiative has been fundamental in addressing both the academic and emotional needs of the children who stay with us, ensuring they feel supported in their education while simultaneously fostering emotional safety and well-being. Crisis accommodation is a pivotal point for so many children who have experienced family and domestic violence and the Children's Educational Support Worker role has essential skills that support children in their first steps toward hope and healing.

A day in the life of a Children's Educational Support Worker

- **Delivering "invitations"** to give families information about the planned activities for the day. Invitations are hand-delivered to each residence in the morning to encourage engagement.
- Starting the day early encouraging the children and young people to get their sleep and eating cycles on track often these cycles have been disrupted because of family violence and in the aftermath of escaping.
- Morning indoor educational activity including science experiments or cooking classes. Cooking sessions offer children an interactive learning experience, where they practise maths skills by weighing and measuring ingredients, improve literacy by reading and following instructions, and develop essential life skills such as teamwork, cooperation, food safety, and personal hygiene.
- Engagement with schools (with parental permission) to explore available support. Our Children's Educational Support Worker also creates personalised learning plans tailored to the child's age and developmental stage or focuses on their more traditional curriculum throughout the day especially young people doing online learning to keep up with VCE or VCAL.
- Afternoon physical activity games and activities, soccer matches, energetic dance classes.
- Therapeutic support supporting children and young people to craft their own stories and artwork and also create new, positive memories.

Leaving home can be difficult, and with other family members often preoccupied with the trauma of family violence, the children appreciate the chance for a little distraction and a sense of "normality" during their time with us. We are very grateful for this program being made possible thanks to the generous support of the Tomisich Foundation.



We have implemented a comprehensive intersectional approach to child safety, LGBTIQA+ inclusion, and disability support across all our services, committing to the continued development of our services in pursuit of equality and inclusion.

Child Safe Practice

Safe Steps recognises that children and young people are victims of domestic and family violence in their own right. With children and young people making up 44% of people entering our crisis accommodation sites, we continually review our services to validate and enhance their experiences.

Mandatory Child Safe training has been completed by all our staff to ensure alignment with Victorian Child Safe Standards, with specific and tailored training for those in direct service roles. Taking a sector development approach, we have extended this training to sector colleagues, including our motel partners, with sites now offering accessible child safety information to clients and their children who access authorised motels as emergency accommodation.

Identity and Intersectionality Practice

Safe Steps' services are available to all people needing family or domestic violence crisis support. We have a responsibility to provide a high quality of care that is culturally safe, inclusive and responsive to the risks and needs of all people experiencing family or domestic violence. A strong understanding of intersectionality and our deep acknowledgement of the multiple barriers some people face when seeking support means we are committed to inclusion initiatives that better serve both clients and staff.

We have well-established relationships, policies and practices that support people from culturally and linguistically diverse communities. We continue to expand our written information, currently provided in 10 community languages, and to improve our ways of working that meet the specific needs of people from different cultural backgrounds.

We are committed to LGBTIQA+ inclusion and have engaged with experts and community groups to improve LGBTIQA+ client experiences. Key achievements in this area include the establishment of an LGBTIQA+ Community of Practice, partnerships with community organisations, formalised referral processes to dedicated and ally LGBTIQA+ service providers, and policy updates to support inclusive language and practices. Training on inclusive language, practices, privacy protocols, and complaint handling is also required for all our staff. Additionally, we understand the need to better capture client information regarding sexual orientation, gender identity, and preferred pronouns, ensuring once a client enters the family and domestic violence system, they are recognised as their true self and their dignity is preserved and ongoing.

We are also building capability to support the small number of cis-gendered men who experience domestic and family violence who contact us for support.

Disability Action Plan

People living with a disability face additional barriers when they experience family and domestic violence. Our Disability Action Plan guides us as we continue to improve accessibility for people with a disability, including our practice guidance material, disability consultation services, policies, recruitment process, resources, website accessibility and workspace.

As the operator of the statewide Disability Family Violence Crisis Response Initiative, we are fortunate to have Family Violence Disability Liaison Officers who work alongside our teams and manage specific disability support brokerage funding for emergency access to equipment or care.



Heather*, a 38-year-old mother from regional Victoria, faced challenges that no one should have to bear alone.

In addition to caring for three children, a 16-year-old son, and two daughters, aged 10 and 12, Heather grappled chronic pain that affected her mobility and required ongoing medical care.

Her life took a devastating turn after enduring repeated physical assaults from her partner, the father of her children. These assaults not only ruptured their relationship but also led to a breach of their active Family Violence Intervention Order. The danger escalated, forcing Heather, her children, and their family dog to urgently flee their home. Seeking refuge at a friend's house, they reached out to our team, desperate for help.

One of our Family Violence Crisis Specialists immediately responded. A comprehensive risk assessment determined Heather and her family were at high risk. Crisis accommodation was arranged without delay, and temporary boarding for their beloved dog was organised.

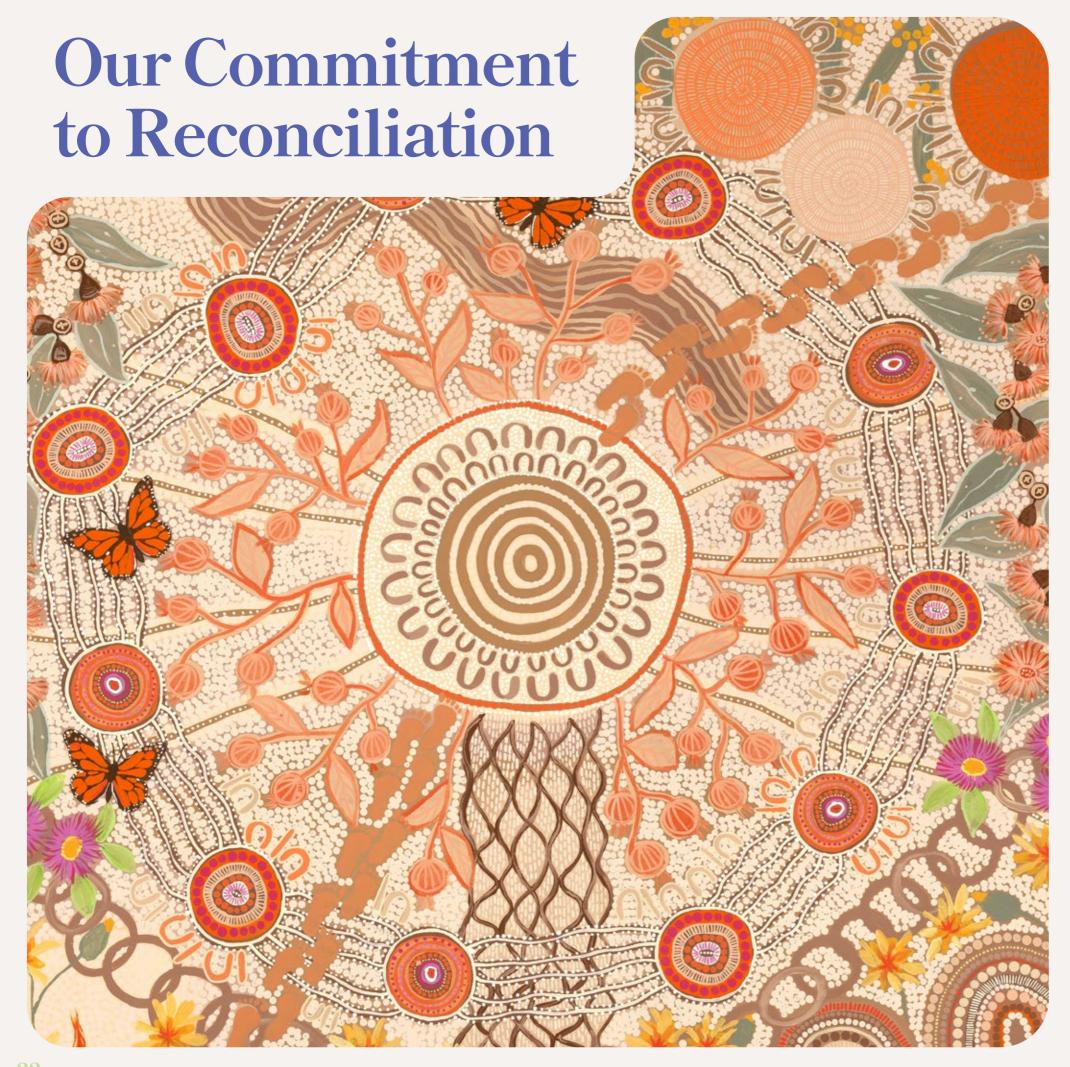
During their initial five nights in crisis accommodation, Heather and her children were provided with daily food and store vouchers to cover essential items like clothing and basic necessities.

While in supported accommodation, one of our Case Managers provided ongoing support helping Heather access necessary medication and arranging transportation to medical appointments. Recognising the complexity of the family's needs, they were placed on the Family Violence Accommodation Register (FVAR) to await a refuge placement. The family's requirements for a larger, pet-friendly, mobility-accessible property delayed their placement, so to bridge the gap, we ensured Family Violence Crisis Brokerage funding was used to extend their stay in supported accommodation until a suitable long-term option could be found. In the interim, we arranged a taxi transfer to the pet-friendly supported accommodation we had sourced, reuniting the family with their dog – an important step towards stabilising the children's emotional well-being.

During this time, the family was also connected to relevant local organisations including LGBTIQA+ family support services who ensured Heather's son who identified as gay, had access to safe and appropriate services.

With comprehensive support from Safe Steps, Heather and her children eventually moved into a longer-term refuge that met their needs. This marked the beginning of their healing journey — a chance to rebuild their lives, free from violence, and with the security and support they so desperately needed.

^{*}Please note the names of individuals have been changed



At Safe Steps, we are committed to walking alongside Aboriginal and Torres Strait Islander peoples who have experienced family or domestic violence.

In February 2024, we launched our Reflect Reconciliation Action Plan, representing an important step among many actions that demonstrate our commitment to cultural responsiveness, competence and inclusion.

Our Reflect Reconciliation Action Plan (RAP) contains a range of practical activities to build better understandings, meaningful relationships, and stronger self-determination for Aboriginal and Torres Strait Islander peoples. Sitting alongside our Strategic Plan which highlights our commitment to inclusion and diversity, the RAP represents our ongoing commitment to respectfully engaging and working with Aboriginal and Torres Strait Islander peoples as clients, colleagues and in communities.

At Safe Steps, we recognise that Reconciliation is a journey, and that as an organisation we have only just begun. Our Reflect RAP builds on our earlier Aboriginal and Torres Strait Islander Peoples Rights, Choice and Cultural Safety policy (2019), which outlines key activities such as upholding Aboriginal and Torres Strait Islander people's rights, improving recruitment, and engaging in an all-of-staff cultural capability training and development program.

Now, more than ever, every level of our organisation is united by a commitment to upholding Aboriginal and Torres Strait Islander people's rights, including the right to self-determination and cultural safety.

^{*} Artist Emma Stenhouse, a proud Ngarrindjeri women, was commissioned to develop this art as part of our Safe Steps Reconciliation Action Plan.



Our Funders, Donors and Partners

Safe Steps gratefully acknowledges the generous support of our funders, partners and donors, whose contributions allow us to continue providing Victoria's essential 24/7 crisis response service, offering support and pathways to safety for anyone experiencing family or domestic violence.

In the 2024 financial year, we received \$21.9m in revenue from our funder, the Victorian State Government Department of Families, Fairness and Housing, and from donations, bequests and grants.

We expended \$22.3m to deliver our services, including safely accommodating and providing support services to approximately 2,500 people escaping family and domestic violence, including more than 1000 children.

Safe Steps audited financial statements are available on the ACNC website.

Thanks to all our partners and donors for providing financial support, resources, and in-kind contributions over the past year, enabling us to expand direct support for victim-survivors and to increase community awareness of family and domestic violence.



AIA Australia

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Allens

Angie McMahon

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The Big Red Group

The Chrysalis Foundation

The Greek Orthodox Archdiocese of Australia

Thread Together

Tomisich Family

Urbis

180 Degrees Consulting

Victoria Police

Safe Steps Family Violence Response Centre Inc.

GPO Box 4396, Melbourne VIC 3001 admin@safesteps.org.au www.safesteps.org.au

Safe Steps acknowledges the support of the Victorian Government.

24/7 domestic and family violence crisis support

1800 015 188

Web Chat: safesteps.org.au Email: safesteps@safesteps.org.au



