

*Pathways to Change*  
 Strategic Plan  
 2009-2011





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# Foreword

This Strategic Plan, 'Pathways to Change', outlines the Victim Support Service vision, mission statement, values and goals for the next three years. It is intended to guide the decisions and actions that shape who we are, what we do and why we do it.

Victim Support Service commenced in 1979 and has a history of which we believe all South Australians can be proud. Victim Support Service is the oldest and largest non-government crime victims' service in Australia. We provide a comprehensive range of services of the highest standard. As a statewide service the location of our services has grown to include an Adelaide-based office and seven country regional offices.

We are a not-for-profit community service which is independent of government and governed by a skilled Board including people who have experienced crime/s, and Victim Support Service members.

We are primarily funded by the Attorney-General's Department, but also receive funding from Families SA, private sector sponsors, government departments, investment and bank interest, membership fees, charitable donations, bequests and one-off grants.

In this Strategic Plan we have clearly outlined what we believe are our areas of 'core business'. These include:

- information;
- support;
- counselling;
- advocacy;
- consultancy and training;
- community safety and crime prevention; and
- community education and development.

Importantly, we have also included identified goals under the heading of 'Access to Services'. These goals identify what we aim to achieve across all of our core business areas.

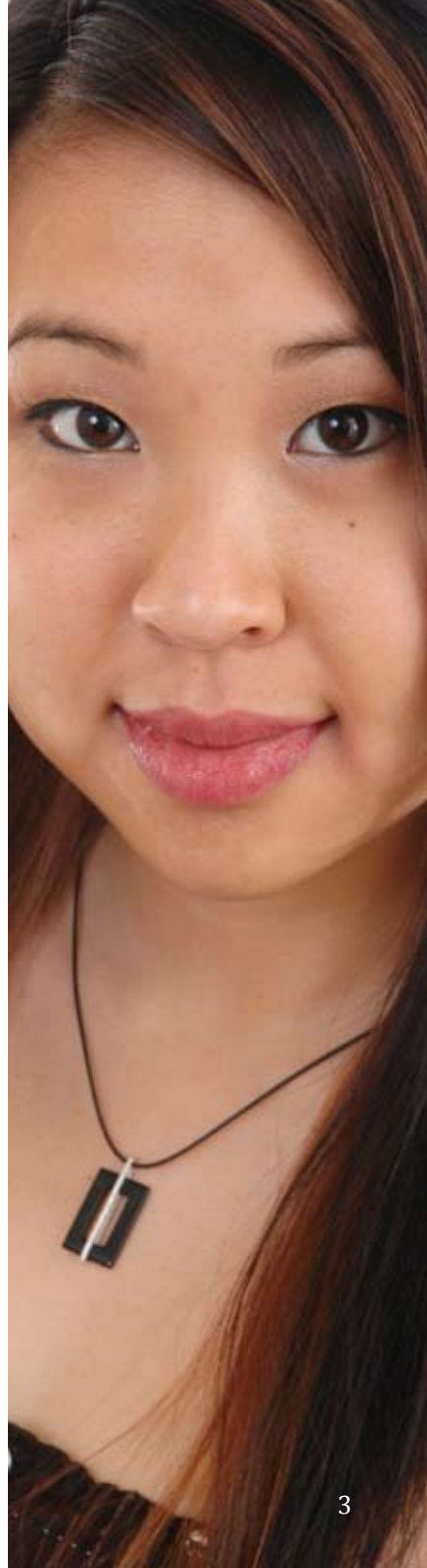
Finally, we recognise the ‘Enablers’ or factors that critically underpin the success of our achievements.

This Strategic Plan emphasises new and developmental goals, and does not overtly specify many of our ongoing activities. A list of our current services is therefore provided as an appendix to this plan.

Our vision statement is a long-term vision and incorporates not only the work we do in South Australia, but acknowledges our broader involvement in national networks aimed at Australia-wide change. Victim Support Service currently provides services and advocates for people who live in other states and territories but were subjected to crime in South Australia. We are active members of Victim Support Australasia, working towards national change for victims of crime.

I commend this Strategic Plan to you and offer thanks to all those staff, volunteers, Board members, clients and stakeholders who have contributed to its development.

*Michael Dawson*  
*Chief Executive*





## *Vision*

An Australia united in a commitment to safer communities through crime prevention, victim awareness and addressing the impact of crime.

## *Mission*

To champion and promote our vision, and to work in partnership with our clients, communities and service providers to enhance community resilience, improve the well-being of people affected by crime and promote victims' rights.

# Values

Victim Support Service is proud of the following values that underpin our work:

## **Victims' Rights**

We are committed to raising awareness and advocating for the rights of victims of crime.

## **Equity**

We aim to make our services and information accessible and appropriate to the needs of all community members.

## **Respect**

We respect our clients, colleagues and community members.

## **Diversity**

We recognise, value and respond to the needs of people from diverse backgrounds.

## **Confidentiality**

We provide a confidential service, within legal requirements.

## **Customer Focused**

We strive to be responsive to the needs of the people who access our services and value their feedback.

## **Partnership and Collaboration**

We believe it is crucial to work collaboratively and in partnership with our clients, communities and service providers.

## **Strengths-Based Approach**

We work from a belief that we are assisting people to build-on to already existing strengths.

# Strategic Goals

Victim Support Service has seven core business areas: information; support; counselling; advocacy; consultancy and training; community safety and crime prevention; and community education and development. Our strategic goals describe how we aim to advance our work in these seven key areas. In addition, we include a strategic goal focused on improving 'access to services'.

## Information

Increase access to a broad range of relevant information.

We will do this by:

- developing and increasing the distribution of our service pamphlets and 'Victims' Voice' newsletter.
- developing our website.
- maintaining and improving accessibility to our Resource Centre.
- improving referral systems.

## Support

Increase support for victims of crime.

We will do this by:

- developing our enquiry line.
- further development of our statewide volunteer program, including the Court Companion program.
- providing practical assistance, such as support letters, funding for Crime Scene Clean-up, assistance for co-victims of homicide.
- ensuring the provision of victim/survivor support groups.
- providing a holistic approach.

## **Counselling**

Expand our provision of professional therapeutic services.

We will do this by:

- increasing opportunities to work in partnership with other service providers.
- exploring our service response to critical incidents.
- developing our therapeutic group-work program.
- exploring the purchase of specialist services.

## **Advocacy**

Advocate for structural change to advance victims' rights, victims' participation in the criminal justice system and service provision.

We will do this by:

- updating and developing position papers, and contributing to and commenting on proposed legislative changes.
- participating in committees and interagency working groups.
- promoting issues through the media and Members of Parliament.





## *Strategic Goals*

### **Consultancy and Training**

Use our unique expertise to increase awareness, knowledge and skills of service providers in responding to victims of crime.

We will do this by:

- promoting and providing professional consultancy services.
- updating and providing targeted training programs.

### **Community Safety and Crime Prevention**

Increase the promotion and implementation of community safety and crime prevention initiatives.

We will do this by:

- developing a plan for a home safety audit and security strategy in partnership with other services.
- contributing to the provision of Victim Awareness Programs for offenders.
- continuing to work in partnership with other key service providers in the development and provision of restorative justice initiatives.
- providing a victim's perspective on the Prisoner Assessment Committee.
- participating in and membership of the Safer Communities Australia program.

## **Community Education and Development**

Strengthen and increase communities' understanding of issues for victims of crime, community safety initiatives, victims' rights and the availability of services.

We will do this by:

- developing and implementing a statewide marketing strategy.
- developing and implementing an annual statewide calendar of Victim Support Service community education events.
- publishing and increasing the distribution of our 'Victims' Voice' newsletter.

## **Access to Services**

Improve the accessibility of services to all crime victims.

We will do this by:

- developing a range of service support strategies for:
  - children and young people;
  - Aboriginal and Torres Strait Islander people;
  - people from culturally and linguistically diverse backgrounds;
  - people with a disability;
  - people who are new arrivals to Australia; and
  - the elderly.
- recognising the impact of poverty.
- advocating for funding to increase our country regional services to outreach to other rural and remote locations.
- continuing to develop our Adelaide metropolitan outreach services.
- expanding the range of professional services available through Victim Support Service.
- maximising the use of technology to deliver services.

# *Enablers*

We recognise that in order to successfully implement and achieve our mission statement and goals it is vital to have the following:

## **Staff**

Valued and skilled workforce.

We will achieve this by:

- providing a supportive workplace culture.
- aiming to be a dynamic, creative employer of choice.
- further policy development.
- providing professional development opportunities.

## **Volunteers**

Valued and skilled volunteers.

We will achieve this by:

- providing a supportive workplace culture.
- developing and supporting the role of volunteers.
- providing professional development opportunities.

## **Partnerships**

Effective collaborative partnerships with service providers, government agencies and communities.

We will achieve this by:

- working collaboratively.
- participating in national initiatives and committees.
- developing service agreements with key stakeholders.

## **Funding**

Accountable financial management.

We will achieve this by:

- reporting to funding bodies in accordance with our service agreement responsibilities.
- being accountable to the general public and members by publishing our financial statement and achievements in our Annual Report.
- continuing to strengthen our income base.

## **Technology**

Provision of appropriate resources.

We will achieve this by:

- identifying and, where possible, providing new technologies to improve service delivery.



# Services

- Information about a broad range of areas such as:
  - victims' rights.
  - Victims of Crime Compensation.
  - support services.
  - the impact of crime.
  - being a witness in court.
  - 'fact sheets' to assist with reactions to trauma and coping strategies.
- Enquiry line.
- Professional counselling to address the impact of crime.
- Advocacy on behalf of crime victims.
- Assistance with preparation of Victim Impact Statements.
- Court Companion and court preparation service which provides support and information for victims and witnesses for the prosecution.
- Services for those affected by homicide.
- Therapeutic and support groups for crime victims.
- Information about the risks of crime and methods to improve safety.
- Consultancy services for employers and service providers.
- A broad range of training programs.
- Seminars on the criminal justice system.
- Victim Awareness Programs with offenders.
- Presentations to community groups.
- Advocacy for reforms to the criminal justice system.
- Resource Centre and free Borrowers' Club.
- Representation and participation on a broad range of South Australian and national networks.

*Services are confidential and free of charge.*



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