



Victim Support
Our vision for 2030

CONTEXT



- The intent is to have a **new strategy** to take Victim Support through to 2030
- The strategy puts forward the essence of Victim Support's **value proposition**
- Keep in mind that Victim Support can't be everything for everyone

PROCESS

- We advised the intent to develop a new strategy to take Victim Support to 2030 at last year's AGM
- Two workshops were held with the Board and Senior Management Team to develop the strategy
- An internal consultation process was undertaken with volunteers and staff via several workshop sessions as well as an online survey (July to Sept)
- Consultation sessions were also conducted with key funders (MoJ, MoH, MSD, NZP) and our kaumatua and cultural advisors in September and October
- A consultation workshop was undertaken with the Homicide Advisory Group, representing a victim perspective
- Catalyze produced reports with key insights and recommendations

Consultation
feedback



Key themes from internal consultation

(staff and volunteers)

Strategic themes



WORKFORCE CAPACITY



PROFESSIONALISATION



CULTURAL
RESPONSIVENESS

Operational themes



LEARNING &
DEVELOPMENT



SUPPORT, CARE &
COMMUNICATION



TECHNOLOGY

Key themes
from
consultation
with our
partners



PROFESSIONALISATION



CULTURAL
RESPONSIVENESS



VICTIMS' VOICES



LEADERSHIP



AWARENESS



COLLABORATION

Key revisions



More clarity around the vision of the organisation



Less technical speak and more plain English to describe the aspects of the strategy



Background to the new plan outlines the current state of Victim Support's capacity and capability



Broader context of a changing country and changing operating environment



— “ —

Anei au, tō pou whirinaki

I am here, your pillar to lean on

— ” —



Victim Support has come a long way since 2015

Where we were in 2015...

Volunteers un-aided by paid support worker capacity

Contact Service in its infancy with small call volumes and no external services

No specialist capability to deal with large volumes of family harm referrals

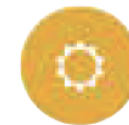
Initiating collaboration with sector

Limited national infrastructure to support service delivery and drive modernisation

Stagnant funding cast doubts about the organisation's sustainability



Supporting victims to make their own decisions. Providing choices, options



Navigating victims to help and resolution



Essential person-to-person service

Vision 2020 achievements

SIGNIFICANT STRIDES IN
QUALITY IMPROVEMENT
AND CAPACITY BUILDING



We've commenced a transition to a mixed volunteer and professional workforce, with more than 30 paid support workers now employed to increase capacity for 8,000 extra victims



Victims have greater access to support, information, and the wider justice system through our sector-leading Contact Service which now receives over 130,000 inbound calls annually



Our specialist capability has advanced with the introduction of specialist family harm teams and our homicide support worker pilot funded to expand nationwide



We've developed new collaborative practices to innovate and improve family harm services sector-wide



New senior management structure and enhanced national infrastructure to support and enhance our service offering, specialisation, and sector engagement



Funding increases and new contractual relationships have bolstered the organisation's sustainability and enabled us to help almost 8,000 more victims a year totalling 36,844 in 2018/19

We have work to do



Victims lack faith in the justice system. They feel marginalised, and that the system fails to communicate and support them properly.



Responsiveness to the needs of Maori, Pacific, and ethnic communities must be enhanced.



Growing referral volumes and service expectations will exceed the realistic capacity of a primarily volunteer workforce.



Victims and stakeholders say they don't understand our services clearly enough to make best use of them.



Specialist family violence intervention is limited by lack of funding.



Digital and technological modernisation is needed organisation-wide.



Cost pressures are exceeding funding increases. Victim Support remains reliant on one major funder.

What will New Zealand look like in 2030?



Changes to the population profile



Changes to the crime profile



Justice system reforms



Social sector changes



Government focus areas



Changes to giving and volunteering

The image features two hands, one in the upper right and one in the lower center, reaching towards each other. The hands are silhouetted against a vibrant sunset sky with shades of orange, red, and purple. In the background, there are silhouettes of rolling hills or mountains. The overall mood is hopeful and forward-looking.

So where are we headed?

Context to 2030 strategy



Vision 2030:
Victims at the heart

OUR PURPOSE

Why we do what we
do?

*To strengthen the mana, belonging
and wellbeing of people affected by
crime, trauma and suicide in
Aotearoa New Zealand*

OUR VISION

What does 2030 look like when we have achieved our vision?

...for Aotearoa New Zealand:

Victims receive support at every step of their journey, 24/7, with heart.

...for Victim Support:

We are dedicated to professionally and sustainably serving victims.

OUR VISION: WHAT DOES THIS MEAN?



WE ARE THE TRUSTED
LEADER OF THE VICTIM
SUPPORT SECTOR



WE ARE CULTURALLY
DIVERSE & RESPONSIVE



VICTIMS' NEEDS & VOICES
DRIVE OUR SERVICE



WE PROVIDE NATIONAL
COVERAGE, 24/7



WE DELIVER SERVICE
WITH HEART



WE ADVOCATE FOR
VICTIMS' RIGHTS



WE ARE AGILE,
INNOVATIVE &
RESPONSIVE TO CHANGE



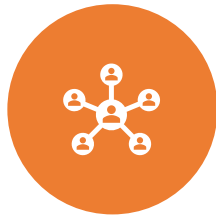
WE ARE INDEPENDENT
FROM GOVERNMENT

OUR MISSION

What does Victim Support need to do to deliver its purpose?

We support and empower victims to be safe, heal, and participate at every step of their journey.

OUR MISSION: WHAT DOES THIS MEAN?



WE PROVIDE SPECIALISED SERVICES FOR CRIME, TRAUMA AND SUICIDE



OUR SERVICES ARE TECHNOLOGY-ENABLED AND SUPPORTED



OUR WORKFORCE IS PROFESSIONAL, SKILLED, & WELL-RESOURCED



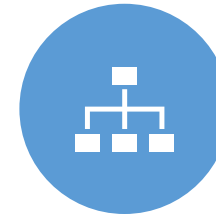
WE COLLABORATE TO ENSURE VICTIMS' NEEDS ARE BEST MET



OUR STRUCTURE AND GOVERNANCE ARE STRONG YET FLEXIBLE



OUR SERVICES ARE UNDERSTOOD AND ACCESSIBLE



OUR FUNDING IS DIVERSE AND ENABLES TRANSFORMATION

Our values



Manaakitanga

Manaakitanga is the showing of support, generosity and care for others.

Within our work it represents the many aspects of support we provide to victims across their tapa wha.

Whanaungatanga

Whanaungatanga is our relationships and our connections to each other.

Within our work, it represents Victim Support as a whānau woven together by our shared experiences.



Our values



Rangatiratanga

Rangatiratanga is the self-determination of individuals and peoples.

Within our work, it represents empowering victims and whānau, and respecting their right to choose their own path.

Kotahitanga

Kotahitanga is unity, togetherness, and collective action.

Within our work, it represents our shared commitment to Victim Support's mission, vision, and purpose.



Kaitiakitanga

Kaitiakitanga is to bear guardianship and responsibility.

Within our work it represents our responsibilities to uphold the safety, wellbeing, and rights of those we support.

Our strategic objectives for 2030



Capability transformation

- The important role of volunteers is recognised to remain a truly national, 24/7 organisation, connected to communities.
- Our professional support worker workforce is expanded to enhance the capacity and capability of a mixed workforce model.
- Learning & development enhances the capability, professionalism, and quality of our service.
- Frontline services are enabled by enhanced national infrastructure and improved technology.
- We actively monitor outcomes and hold ourselves to account.
- Victim Support has strong, resilient systems to cope with major events or shocks



Cultural responsiveness

- The special rights of Māori as Tangata Whenua are understood, acknowledged and embedded in Victim Support's culture, policy and practice.
- The diversity of Victim Support's workforce reflects the diversity of the victims we serve.
- Victim Support's values are understood by our workforce and drive our culture and our work.
- Our service is responsive to different cultural concepts of self, whānau and community



Specialist, victim-driven services

- Victim Support is dependable, 24/7, 365.
- Victim Support is the gateway for victims to support, information, and justice.
- Victim Support's specialist focus is on family harm, homicide, suicide, and support through the justice system.
- Victim Support has an agile, continuous improvement culture, informed by evidence and the voices of victims.



Awareness, trust, and confidence

- Victim Support is relevant and accessible to victims and our core services are widely known and understood
- Stakeholders understand our services and have confidence to invest in them
- Services are enhanced by quality information for victims
- Victim Support is an active and effective voice for victims



Leadership and collaboration

- Victim Support is the trusted and respected authority in the support of victims.
- We actively facilitate and enhance the collaboration of service providers in our sectors.
- Key partners need, value, and seek our contribution and expertise.
- Victim Support effectively contributes to the wellbeing of New Zealand society.



Sustainable and diverse funding

- Victim Support is appropriately recognised by government for value provided and sufficiently funded to provide quality, professional support
- Victim Support is sustained by diverse income streams and contracts for services
- Victim Support systems drive efficiencies for the effective use of every dollar



OUR POINTS OF DIFFERENCE

- ✓ 24/7, 365, nationwide
- ✓ Immediate response, no waiting lists
- ✓ Help with heart
- ✓ Support for victims of all genders and cultural backgrounds
- ✓ Support victims of all incident types

OUR OUTCOMES FOR VICTIMS



Victims are supported to participate fully in the justice process



Victims have all the information needed to access health and social support services



Victims have a single point (gateway) of contact for accessing support services via our contact services



Victims experience a culturally responsive service via engagements with staff and volunteers



Victims have access to safety planning and intervention as appropriate



Victims lives are positively changed as a result of the support they receive



Victims and communities feel a sense of improved belonging and wellbeing



Tane and Sarah's Story: What does our service look like in 2030?

Tane and Sarah became homicide victims when Sarah's father was taken from them in 2028. He was a well-recognized member of his community and the incident came as a great shock to his family and friends.

Julie, their Victim Support Worker, was in contact almost immediately, forming a bond with the family which proved crucial to their recovery and participation in the justice process over the coming years.

"Julie arrived straight after the police were here. She was so patient and empathetic and went with us to identify the body. Over the next few days she helped us to contact the rest of our family, to arrange a funeral, and access financial assistance from Victim Support and ACC.

We had a thousand questions. Julie always did her best to find the answer for us. She made sure we understood what was happening next, and that we never had to go through it alone. As the coronial and police investigations began, Julie was an important link and made sure we were always informed.

Julie stayed in contact to make sure we were getting by. It was an incredibly difficult time and the specialist counselling she arranged for us was really helpful.

When our case went to court, Julie was right there with us. She helped us with our Victim Impact Statement and joined us at trial when it all seemed too much. She made sure our travel and accommodation was covered and even helped us to bring in family from overseas."

OUR VICTIMS VOICES

We are successful when victim feedback sounds like this:



"Aroha contacted us straight after the Police were here. She was patient and empathetic. She listened to us and believed us. She took the time to explain what the next steps would be for us, what we could expect, and what our rights were."



"Julie helped me get through my darkest hour. When I didn't have the strength to make the change myself, Julie gave me the support I needed to move on with my life."



"When our case went to court, we were terrified, but Mark made sure we had all the information we needed and were supported to get to court. He helped us put together our Victim Impact Statements, arrange flights and accommodation, and helped us arrange for other whanau members to be there."



"Whenever we had a question or just needed someone to talk to, we always knew we could rely on Jane as our first point of contact, and she would get us where we needed to go."