

New Zealand – New Horizons

“Raising the Professional Image
of Victims’ Services”

- a workshop -

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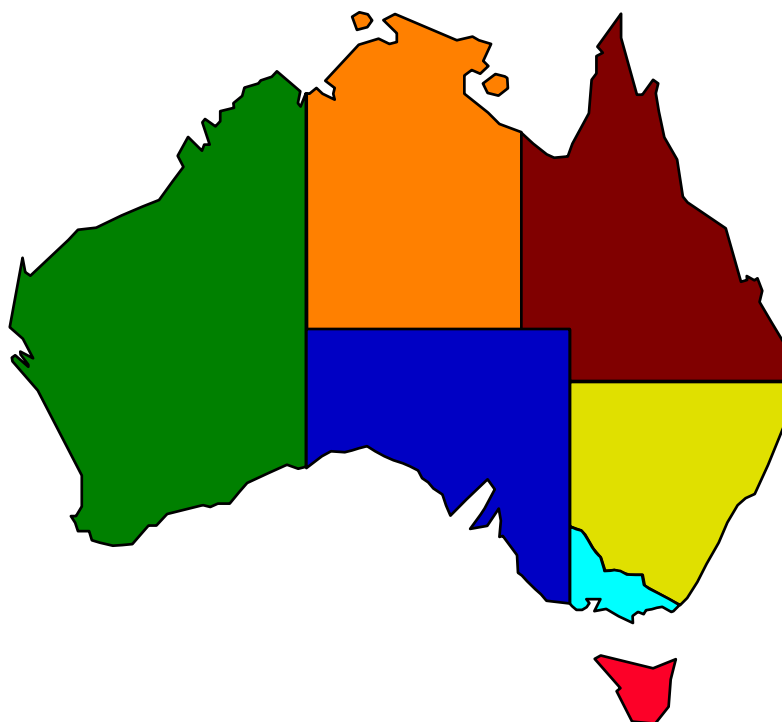
New Zealand – New Horizons Workshop

Raising the Professional Image of Victims' Services

Background

- ❖ Map of Australia / South Australia
- ❖ Population 1.3 million.
- ❖ Mainly Adelaide but also regions.
- ❖ NGO – community membership.
- ❖ Started 1979 as self-help, voluntary
 - Victims helping victims.
- ❖ Mid 80's – introduced tertiary qualified staff
 - Gradually increased to 7 in 1995 all in Adelaide.
- ❖ Now about 15 staff – around South Australia
 - Social Workers
 - Administration
 - Librarian
 - Project Officer.
- ❖ 100 volunteers statewide.
- ❖ Funding – climbed to \$385,000 by 1996 → \$1,000,000.
- ❖ Services -
 - information, therapeutic counselling, practical support
 - groups
 - court support
 - training/advice
 - community education
 - advocacy
 - resource centre and 'fact sheets'.

Our External Environment



- ❖ Population 1.3 million.
- ❖ 250,000 incidents of victimisation and serial murders
– *police statistics.*
- ❖ Rising rate of most crimes.
- ❖ Progressive victimology through 80's – 90's.

What Changes Did We Bring About?

- ❖ Since 1996 increased recurrent funding by 150%.
- ❖ Sourced new grant funds.
- ❖ Increased permanent staff, volunteer activities and numbers, country.
- ❖ Increased membership by asking other agencies to join up.
- ❖ Better inter-agency networking.
- ❖ Move out of dingy victim-confirming accommodation to shopfront.
- ❖ New logo to help new image.
- ❖ Growth in acceptability with community and CJS.
- ❖ More efficient and effective – accountable for grants.
- ❖ Professional looking publicity.
- ❖ Created a self-fulfilling philosophy – acted and spoke like a successful and important group.
- ❖ Web site.
- ❖ Computerisation.
- ❖ Interconnected to other agencies-partners
 - ↑ dependency / collaboration (eg Conference).
- ❖ Work differently to survive economic rationalism.
- ❖ New Services to respond to victims' needs.

How Do We Do It?

- ❖ Key principles for 'business' improvement:
 - cultural change
 - improve financial management
 - human resource management (volunteers and staff).
- ❖ More business like image (no more acting 'cheap' and desperate).
- ❖ Clear philosophy about victims.
- ❖ Implemented in a strategic manner.
- ❖ Strong relationships and collaboration.
- ❖ Flexibility, reasonableness and compromise.
- ❖ Crime and restorative justice statements rather than sentences and anti offender -
 - issues
 - positive.
- ❖ Let some staff / volunteers go.
- ❖ Better training / management of volunteers and staff.
- ❖ Against tougher penalties and/or mandatory jail.
- ❖ Sought practical continuous improvement.
- ❖ United stakeholders towards common goals.
- ❖ Planned the changes needed.
- ❖ Identified possible barriers to change.
- ❖ Take risks / be proactive.

How Do We Do It?

❖ Changed values -

- no more 'poor' victim
- assertive, confident, not charity crying for help
- empower victims, not create dependence
- not patronising
- don't presume they need help.

Marketing – To Inform Referrers (“no referral – no business”)

- ❖ Groups.
- ❖ Victim Services map.
- ❖ Posters.
- ❖ Media – say yes.
- ❖ NETTSAS.
- ❖ Working parties.
- ❖ Yarrow Place.
- ❖ Visited Police.
- ❖ Magnets.
- ❖ Stickers.
- ❖ Articles in Police/Neighbourhood Watch.
- ❖ Advertisements.
- ❖ Newsletters to Doctors, Community Agencies.

Mistakes

- ❖ Too close to business.
- ❖ Raised our expectations for sponsorship.
- ❖ Trying to do too much.
- ❖ Not able to address disadvantaged gaps
- ❖ Not effective in media change.
- ❖ Only can support 2000 victims.

Fundamentals to Facing Change

- ❖ Decide if you can be more effective by changing, and look at the external environment.
- ❖ Find some common ground to unite rather than divide and be a leader.
- ❖ Seek continuous improvement and incremental change rather than idealistic revolution.

But also –

- ❖ Be clear about philosophies and promulgate them articulately.
- ❖ Determine both short and long term goals and actively plan.
- ❖ Step out of your own shoes and look back – reassess your image and take a marketing approach.
- ❖ Show confidence, commitment and courage to make new links and form partnerships.
- ❖ Actively manage change and internal processes to minimise resistance and surprises.
- ❖ Be flexible and reasonable.

Workshop Activities

1. What is your image in others' eyes – list adjectives other service providers would use.
2. What would you like to change / be like in 5 years time?
3. What do you need to do to raise your professionalism to new heights.
4. What will you, personally, do?