

5.5. DOMESTIC VIOLENCE SUPPORTED ACCOMMODATION SERVICE ORGANISATIONAL MODEL

REPORT AUTHOR Lisa Golding, Team Leader Community and Economic Development

MANAGER Terry Farrelly, Manager People and Community Services

DEPARTMENT People and Community Services

RECOMMENDATION

That Council:

- 1. Notes the consultation and continued community support behind the drive for a Domestic and Family Violence supported accommodation service located in the Douglas Shire; and**
 - 2. Adopts the proposal which sets out an operating model for a service providing safe accommodation and support services for women and their children escaping Domestic and Family Violence; and**
 - 3. Resolves to use this proposal to further advocate to State and Federal governments for funding for a Domestic and Family Violence accommodation service as recommended therein.**
-

EXECUTIVE SUMMARY

The Douglas Shire has one of Queensland's highest rates of reported domestic and family violence coupled with a high proportion of at-risk populations yet has no crisis or supported accommodation service.

Council has been working with Queensland Police Service and local community organisations to advocate for the establishment of a Domestic and Family Violence (DFV) refuge in the region. Council adopted a functional design brief in 2017 detailing the type of facility best suited to the needs of the region.

To complement the functional brief and as the next step towards attaining funding for a facility in the Douglas Shire, Council has collaborated with local service providers and consulted with providers of similar DFV and homelessness services in our region to develop an operational and service delivery model for a supported accommodation service to provide effective, long-lasting assistance to women and their children escaping DFV.

This document provides a detailed exploration of the operational model optimal for the Douglas Shire in terms of both meeting client needs and outcomes, and efficient use of resources. In conjunction with the functional brief this proposal will form a business case to further promote this project to State and Federal funding bodies and service provision partners.

BACKGROUND

Council has been working in collaboration with local service providers since 2016 to advocate for funding for a supported accommodation service in the Douglas Shire, to negate the need

for women and their children to choose between leaving the region or staying with violence. Council adopted a functional brief in 2017 detailing the model of facility best suited to the needs of our region.

Recent State Government funding increases for specialist DFV services in Douglas Shire coupled with data from police and community organisations show that the need which compelled Council to become a strong advocate in pursuit of a supported accommodation service to assist victims and their children, has not abated.

This continued evidence of need led Council to include initiative 1.2.1 in Council's Operational Plan 2018-19: 1.2.1 Advocate to Federal and State Governments for funding to construct a domestic violence refuge and a suitable organisation to operate the facility.

COMMENT

To facilitate pursuit of funding and service delivery partners for this project Council has developed this operational model proposal after consultation with specialist Domestic and Family Violence and Homelessness supported accommodation services in the region.

The goal of this project is to attain a supported accommodation service in the Douglas Shire that offers a stable home environment in which to work with women and their children to develop the life-skills necessary to break the cycle of DFV and transition into safe, permanent housing.

Two types of assistance are critical in providing support to families affected by domestic and family violence: provision of safe, secure and affordable housing; and provision of a continuum of individualised, wrap-around support in a range of areas including therapy, health, and life skills.

The desired facility for Douglas is a cluster of three fully self-contained, co-located three-bedroom units, with administration and resource space either on or off site, with case management assistance for tenants accessing appropriate support services. The optimal model, considering best levels of service provision coupled with best value for money, would separate the functions of property management and support services, and utilise existing services providers and external services where possible.

A multi-agency model of intervention with organisations working cooperatively to provide support in their own spheres of expertise has the potential to not only enhance responses to victims and their families but to maximise the use of limited resources in the region. Integrated approaches to providing DFV services are considered by the sector and the literature as examples of best practice: providing best use of limited resources and a continuum of care beyond the ability of a single agency.

PROPOSAL

This Domestic and Family Violence supported accommodation operational model proposal be used in conjunction with the Functional Design Brief to advocate for funding and service provision partnerships with State and Federal Governments for a DFV facility to be located in the Douglas Shire.

FINANCIAL/RESOURCE IMPLICATIONS

There are no resource implications for Council arising from this proposal. Council's role is to advocate for the delivery of a suitable accommodation service to fill identified gaps in services.

RISK MANAGEMENT IMPLICATIONS

Nil

SUSTAINABILITY IMPLICATIONS

Economic: Domestic and family violence is estimated to cost Queensland \$3 billion a year. Facilitating the provision of best practice services to assist vulnerable residents will lessen this impost on the community.

Environmental: Nil

Social: The social implications of domestic and family violence include negative psychological and behavioural, health and socio-economic outcomes, and impact upon victims, perpetrators, their children and the wider community. Ensuring best practice support services provide an environment that helps victims break free of a cycle of violence contributes to greater wellbeing for victims and the community

CORPORATE/OPERATIONAL PLAN, POLICY REFERENCE

This report has been prepared in accordance with the following:

Corporate Plan 2019-2024 Initiatives:

Theme 1 - Celebrating Our Communities

Goal 3 - *We will develop programs that promote health, well-being and safety in the community.*

Theme 4 - Inclusive Engagement, Planning and Partnerships

Goal 3 - *We will recognise the critical role that our partners play in planning and delivering vital programs and services.*

Operational Plan 2019-20 Actions:

1.3.1 - Continue to seek existing and alternative funding including philanthropic opportunities to design and construct a domestic and family violence refuge facility in the region.

COUNCIL'S ROLE

Council can play a number of different roles in certain circumstances and it is important to be clear about which role is appropriate for a specific purpose or circumstance. The implementation of actions will be a collective effort and Council's involvement will vary from information only through to full responsibility for delivery.

The following areas outline where Council has a clear responsibility to act:

Advocate Council makes representation on behalf of the community on important issues, funding opportunities, projects and programs. Council will use its influence to seek the best outcomes for the community.

CONSULTATION

- Internal:** Consultation with Mayor and Councillors has been undertaken at various stages throughout this project since 2016
- External:** This operational model has been prepared in consultation with the Womens Centre FNQ, Sheltered Housing Action Cairns, Access Community Housing, and Cairns Regional Domestic Violence Service, as well as representatives from member organisations of the Douglas Community Agency Network (CAN)

COMMUNITY ENGAGEMENT

Queensland Police Service, local and regional Domestic and Family Violence Service providers were consulted in the development of this operational plan.

ATTACHMENTS

1. Domestic Violence Accommodation Operational Model **[5.5.1 - 13 pages]**

DOUGLAS DFV SUPPORTED ACCOMMODATION SERVICE

Operational Model Proposal

An analysis of the best delivery options for a supported accommodation service for women and their children escaping domestic and family violence in the Douglas Shire.

20 August 2019



Engaging, Planning, Partnering
Muruku Kirraji – Eastern Kuku Yalanji
Nganyji pina ngunda-lum ... Ma:Inyirri-yngku – Yirrganydji

Ordinary Council Meeting - 20 August 2019

Image: Douglas Shire Council Collection

TABLE OF CONTENTS

Executive summary	2
1. Background	3
2. Project Objectives	3
3. Facility Objectives.....	4
3.1. Facility Requirements	4
3.1.1. Located in the Douglas Shire.....	4
3.1.2. Self-contained living arrangements.....	4
3.2. Target Demographics.....	4
3.3. Location	4
3.4. Activity Projections.....	4
3.4.1. Bed projections	4
4. Options considered	5
5. Recommended Facility Model for Douglas Shire	5
6. Service Operating model for Douglas Shire	5
Support Service Goals.....	6
6.1. Referrals.....	6
6.1. Tenancy.....	6
6.1. Furnishings and Provisions.....	6
6.2. Case Management.....	6
6.3. Property Management.....	7
6.4. External Support Services	7
6.5. Maintenance/gardening	8
6.6. Cleaning	8
7. Scope and dependencies	8
8. Risk Assessment	8
9. Finance	9
9.1. Expenditure considerations	9
9.1.1. Capital.....	9
9.1.2. Operating Costs	9
9.1.3. Staff10	
9.2. Income	10
9.2.1. Donations.....	10
10. Stakeholder consultation	10
10.1. DFV and Homelessness Accommodation Services	10
10.2. Douglas Support Service Providers and Networks.....	11
11. Project Implementation.....	11
12. References	12

EXECUTIVE SUMMARY

The Douglas Shire has one of Queensland's highest rates of reported domestic and family violence (DFV) coupled with a high proportion of at-risk populations, yet has no crisis or supported accommodation service. The current practice of referring women to refuges in Cairns or further afield necessitates them leaving family, friends, jobs and schools in order to receive help, which is ineffective and even counterproductive.

The Douglas Shire Council has been working with Queensland Police Service and local community organisations to advocate for the establishment of a domestic violence refuge in the region. After extensive consultations with police, local and specialist DFV support services, and research of best practice models worldwide, Council adopted a functional design brief in 2017 detailing the type of facility best suited to the needs of the region.

To complement the Functional Brief in the next step towards attaining funding for this facility Council has collaborated with local service providers and consulted with providers of similar DFV and homelessness services, to develop an operational and service delivery model for a supported accommodation service which will provide effective, long-lasting assistance to women and their children escaping domestic and family violence.

Two types of assistance are critical in providing support to families affected by DFV: provision of safe, stable accommodation; and provision of a continuum of individualised, wrap-around support services. The best model of service delivery for the population and resources available in a small region involves separating the roles of property management and support services, and utilising existing services providers and external services where possible. A multi-agency model of intervention with organisations working cooperatively to provide support in their own spheres of expertise has the potential not only to enhance responses to victims and their families but to maximise the use of limited resources in the region.

This document provides a detailed exploration of the operational model optimal for the Douglas Shire in terms of both meeting client needs and outcomes, and efficient use of resources. The document will be read in conjunction with the Functional Brief detailing facility design requirements to form a business case to further promote this project to State and Federal funding bodies and service provision partners.

1. BACKGROUND

Police data consistently shows that the Douglas Shire has one of the State's highest rates of reported domestic and family violence, coupled with a high proportion of the population especially vulnerable to barriers restricting access to support services. The Douglas Shire also has no emergency or crisis accommodation facilities and a general lack of affordable housing.

The absence of a local facility for women and their children escaping violence necessitates police and service providers referring people to refuges in Cairns or further afield where demand for supported accommodation consistently outstrips supply. This response is inadequate and ineffectual. Moving from the region to access assistance requires women leave the support of family and friends, leave their jobs and requires their children change schools, increasing upheaval and instability. Without safe and secure accommodation, many victims will return to their abusers.

Council has been working in collaboration with local service providers since 2016 to advocate for funding for a supported accommodation service in the Douglas Shire to negate the need for women and their children to choose between leaving the region and staying with violence. After extensive consultation with Queensland Police Service and representatives of local government and non-government service providers, specialist domestic violence services in the region, and research into Australian and international best practice DFV accommodation responses, Council adopted a Functional Brief in 2017 detailing the model of facility best suited to the needs of our region.

Recent increases to State Government funding for specialist DFV services in Douglas coupled with data from police and community organisations show that the need that compelled Council to become a strong advocate in pursuit of a supported accommodation service has not abated. In response to this continued evidence of need, Council has developed this operational model proposal after consultations with specialist DFV and homelessness supported accommodation services in the region to complement the Functional Brief, and further promote this project to funding bodies and service partners.

2. PROJECT OBJECTIVES

Case studies demonstrate that an effective response to domestic and family violence must recognise the importance of localised, flexible, integrated and holistic services providing women who are unable to stay at home with a continuum of housing and support from immediate crisis response to safe long-term accommodation; recognising that perpetrators may control victims over an extended period, affecting their autonomy, ability to make decisions, self-esteem and identity.

The goal of this project is to attain a supported accommodation service in the Douglas Shire that offers a stable home environment in which to work with women and their children to develop the life-skills necessary to break the cycle of DFV and transition into safe, permanent housing.

The type and location of refuge and the supports provided to people escaping DFV have a metamorphic impact on the outcomes for victims. The traditional high-security, crisis shelter model does not offer the stability or assistance with the development of skills necessary for long-term recovery, and would still require victims of DFV to relocate to take up such assistance in another region. For this reason, this project aims to implement a supported transitional accommodation model to work with people until they can maintain tenancies of their own.

The importance of having such a service located in the Douglas Shire to prevent women having to choose between leaving their support networks, jobs and families and returning to DFV cannot be overstated.

3. FACILITY OBJECTIVES

3.1. Facility Requirements

The Douglas Shire requires a supported accommodation facility:

3.1.1. Located in the Douglas Shire

To allow women to break the cycle of DFV while maintaining connections to family and support networks, jobs and schools.

3.1.2. Self-contained living arrangements

To allow privacy and natural family behaviours promoting the development of self-sufficiency skills and with the flexibility to respond to complex needs of individual families.

3.2. Target Demographics

Priority targets for the Douglas region are Indigenous women and women with several children.

First Nations families comprise nearly 9 per cent of the Douglas Shire population, experience high rates of DFV and face specific barriers to seeking and accessing appropriate services.

More than half of women with domestic violence related homelessness who present to services have children with them but there is a lack of services with the capacity to cater for women with several children or boys over 12 years of age.

3.3. Location

The appropriate location for this facility, to mitigate a lack of affordable public transport in the region, is central Mossman within walking distance of schools, shops and services.

Similar DFV accommodation services in rural settings benefit from a visible, central location through community involvement and support for the program and residents. Feeling a part of a community can also promote healing, especially for children.

3.4. Activity Projections

Activity projections for the facility were calculated using population benchmarks from similar regional locations with domestic violence accommodation services and data from service providers on women seeking accommodation assistance to escape from DFV.

Based on the projected demand for services, Douglas would require DFV accommodation for up to three women and their families concurrently.

3.4.1. Bed projections

To best comply with Department of Housing standards on bedrooms for opposite sex children and prevent separation of larger families, units each containing three bedrooms are considered optimal.

4. OPTIONS CONSIDERED

For more detailed exploration of facility models, please see Functional Brief available on Douglas Shire Council's website:

https://douglas.qld.gov.au/download/community_development/Domestic-Violence-Refuge-Functional-Brief.pdf

Reference	Description	Why this option has been included/excluded
Option A: Cluster Model	A cluster facility of fully self-contained, co-located units with common spaces	<ul style="list-style-type: none"> • Administrative/resource hub either on or offsite • Shared common spaces and laundry • Security and support services are easiest to provide in a cluster model
Option B: Dispersed Model	Dispersed houses and/or units distributed throughout the community	<ul style="list-style-type: none"> • administration from shopfront elsewhere • increased flexibility: property size/function can be adapted to need • mitigates NIMBY backlash as properties are distributed throughout the community
Option C: Private Leases	As Option B but properties rented through private market as required	<ul style="list-style-type: none"> • Requires no permanent infrastructure investment • Flexible size/type of premises • Mitigates 'street fatigue' through regular changeover of location • Easy transition from supported to private rental through Real Estate Agent • Availability dependent upon market • Security and maintenance more difficult
Option D: Status Quo	Continue to refer women escaping DFV to services in other regions	<ul style="list-style-type: none"> • Force victims to leave supports and job/schools to receive help • High rates of return to DFV situation
Option E: Communal Shelter	A residential house with shared living spaces	<ul style="list-style-type: none"> • Inappropriate to place a high-security, undisclosed location model in a small town • Inappropriate for development of self-sufficiency or family skills • Inflexible for accommodating children

5. RECOMMENDED FACILITY MODEL FOR DOUGLAS SHIRE

Option A: A cluster facility of three fully self-contained, co-located three-bedroom units, with administration and resource space either on or off site.

6. SERVICE OPERATING MODEL FOR DOUGLAS SHIRE

This operating model has been developed after consultation with DFV and homelessness supported accommodation providers in the region that operate on a similar model. Staffing projections and loose budget estimates are based on their service practices and current operational costs.

Two types of assistance are critical in providing support to families affected by domestic and family violence: provision of safe, secure and affordable housing; and provision of a continuum of individualised, wrap-around support in a range of areas including therapy, health, and life skills.

The optimal model for the Douglas Shire, considering best levels of service provision coupled with best value for money, would separate the functions of property management and support services, and utilise existing services providers and external services where possible.

A multi-agency model of intervention with organisations working cooperatively to provide support in their own spheres of expertise has the potential to not only enhance responses to victims and their families but to maximise the use of limited resources in the region. Integrated approaches to providing DFV services are considered by the sector and the literature as examples of best practice: providing best use of limited resources and a continuum of care beyond the ability of a single agency.

Support Service Goals

- 1. Provide safe accommodation for women and their children breaking away from DFV**
- 2. Assist them to transition to and maintain stable and appropriate long-term accommodation**
- 3. Provide case management support to link tenants with services to assist with development of capacity/life-skills as per individual needs**

6.1. Referrals

Referrals will be accepted from DV Connect, self-referral or through another service.

Experience from similar services in the region shows that most clients will either be self-referred or already connected to local services and referred as soon as a vacancy becomes available.

6.1. Tenancy

Tenancies of three months will allow time to work with women to find, and connect with support services to maintain, permanent accommodation. An extension of two months will be available when deemed beneficial.

Similar programs advise that most tenants do not require three months before transitioning to permanent accommodation.

Pets will be considered on a case-by-case basis.

6.1. Furnishings and Provisions

Units will be fully furnished including with crockery, linen and basic cleaning supplies.

Tenants will be supplied upon arrival with a 'welcome pack' of food/vouchers, toiletries and kid's packs if appropriate.

If the Service can source a regular supply of donated linens, tenants will be provided with some to take into permanent accommodation.

Tenants will be referred to No Interest Loans Scheme (NILS) etc. for furniture upon leaving.

6.2. Case Management

The primary new position needed for this service will be that of Case Worker/Coordinator.

The role of the case worker will be to assist the tenant find suitable permanent accommodation, to coordinate an individualised case plan with the tenant and facilitate access to appropriate support services as required, including specialist DFV support or counselling, financial counselling, skills development in tenancy, parenting, alcohol or substance abuse or work readiness programs.

Case work is anticipated to include:

- Case management, referrals and practical assistance accessing support services - potentially including transport to appointments
- Working closely with residents and real estate agents to ensure the success of their tenancies and transitions
- Frequent presence at the facility: engage with tenants daily at first, then twice-weekly, then weekly

Due to the nature of this service model on-call or after-hours work is not expected to be a regular function of this role. The service may offer case work support in an outreach capacity before or after a client's tenancy.

6.3. Property Management

The other primary function of this service will be to provide property management for the facility. There are several options for managing this role depending on the final size, structure and partners of the service provider.

- Case work and property management role may be shared by dedicated service employees;
- The property management function may be out-sourced by brokering or partnering with an existing property management organisation.

A regional social housing provider has expressed interest in contracting for the property management role in this project. Utilising an existing service would significantly boost expertise, and save financial and staff resources in office space and administration costs.

Property management responsibilities include:

- Coordinating tenancies and rent
- Conducting property inspections as appropriate
- Conducting fire safety, smoke alarm and other regulated inspections
- Managing maintenance and repairs

6.4. External Support Services

This operational model relies on utilising existing organisations and programs operating within their current service parameters, or through brokerage if necessary, to provide specialist support services in line with tenants' individual needs and care plans. Coordinating support services through relationships with specialist service providers gives clients choice and expertise and negates the requirement for this project to fund additional specialists.

Official consortium partners and MOUs with service providers have not yet been sought but 'in principle' interest has been offered by several local agencies. Most support services are expected to be provided within agencies' current funding and service provision capacity.

Current Douglas Shire based organisations providing relevant services available under current funding model include, but are not limited to:

Service:	Available from:
Specialist Domestic Violence support and Court Support	Cairns Regional Domestic Violence Service, Mossman Elders Justice Group

Specialist counselling	Domestic Violence	Goobidi Bamanga CACS, Cairns Regional Domestic Violence Service
Court Support		CRDVS, Mossman Elders Justice Group
Money management, Emergency Relief and NILS		Mossman Support Services, Empower Mossman Gorge, Port Douglas Neighbourhood Centre
Alcohol and Drugs		ATODS, Remote Alcohol Drug Interventions Outcomes (Mossman Elders Justice Group)
Minor Tenancy Support		Mossman Support Services
Parenting Support/Child Safety		Intensive Family Support, Mossman Support Services, Port Douglas Neighbourhood Centre, Mossman Gorge
Health and Mental Health		Mossman Multipurpose Health Service

6.5. Maintenance/gardening

Maintenance, repairs and gardening will be undertaken by contractors.

6.6. Cleaning

Tenants will be supplied with cleaning products upon arrival and expected to maintain their unit.

Units will be cleaned by a contractor between tenants.

Worker will be required to check and restock units between tenants.

7. SCOPE AND DEPENDENCIES

In Scope	Responsibility
Property Management	<ul style="list-style-type: none"> General property management of 3-unit facility and administration space
Case Coordination	<ul style="list-style-type: none"> Case planning with tenants, linking with support services as appropriate
Basic Support Work	<ul style="list-style-type: none"> Assisting tenants with practical aspects of managing tenancy and appointments
Not in Scope	Dependency
Crisis response to DFV	<ul style="list-style-type: none"> First response and crisis intervention will rely on QPS and current response of motel accommodation as immediate safe spaces
Emergency response to facility	<ul style="list-style-type: none"> After hours call-outs at the facility will be dealt with by QPS and Emergency Services Facility will be registered with Police to facilitate priority response to incidents
Specialist DFV case work and counselling services	<ul style="list-style-type: none"> The Service will be reliant upon linking clients with existing specialist support services

8. RISK ASSESSMENT

Risk	Risk Rating	Mitigation
Concerns about facility from neighbours	Low	<ul style="list-style-type: none"> Communication strategy with appropriate complaints policies and procedures will be developed. Open and timely communication will be conducted in response to any concerns raised.

		<ul style="list-style-type: none"> Risk should be ameliorated by the size and design of the service: 3 residential units. Inconvenience to neighbours should be commensurate with any other residential tenancy.
Change of government policy or direction – project defunding	Medium	<ul style="list-style-type: none"> None
Defunding of partnering services.	Medium	<ul style="list-style-type: none"> Success of this model is dependent upon referral to local specialist services as needed Should funding for these existing services cease, there are other services or we will refer to outreach services from Cairns – as we currently do.
Natural disaster impacts the facility	High	<ul style="list-style-type: none"> Planning Disaster Emergency Plan and Business Continuity Plan will be developed and maintained. Appropriate and adequate insurances for facility will be kept

9. FINANCE

Initial budget considerations below. Final figures dependent upon yet unknown variables such as partnering bodies existing resources (office space, administration staff etc.).

Formal budget will be developed as funding streams and service partnership become concrete.

9.1. Expenditure considerations

9.1.1. Capital

Expenditure	Cost	Data Sources and assumptions
Option A:		
Purchase of land	\$85,000 – 140,000	<ul style="list-style-type: none"> Residential blocks available in Mossman from 800 – 1123 m²
Design and planning		<ul style="list-style-type: none"> Architectural and design work, engineering, town planning and consultant costs.
Build three units plus office facility	\$1,700 per m ²	<ul style="list-style-type: none"> https://www.searinsure.com.au/wp-content/uploads/2017/04/Construction-Cost-Estimator-20170123.pdf
Option A with separate office rental	\$17,400 p.a.	<ul style="list-style-type: none"> As above, plus rental of office space Rental cost based on 2 office space available at 3/29 Front Street Mossman at \$1450 PCM. 31B Front Street available for \$1,500. Admin space could be considerably cheaper if partnering with existing Service Provider
Option B: Purchase existing units	\$817,527	<ul style="list-style-type: none"> Median purchase price per Unit in Mossman is \$272,509 Plus office rental
Furnishing and establishment costs		

9.1.2. Operating Costs

Costs	Annual	Data Sources and assumptions
Rates	\$7,500	<ul style="list-style-type: none"> \$2,500 per unit

		<ul style="list-style-type: none"> NFPs are eligible for concessions upon application to Council
Water Access	\$900	<ul style="list-style-type: none"> \$300 per unit Plus usage @ \$1.49 per kilolitre
Insurance	\$2,000	<ul style="list-style-type: none"> Figures estimated from local services of similar size in the region
Utilities	\$10,000	<ul style="list-style-type: none"> Incl. water
Repairs/maintenance	\$3,000	
Gardening	\$2,000	
Purchases/Consumables	\$4,000	<ul style="list-style-type: none"> Linen: potentially donated by motel/resort Cleaning products Food vouchers/welcome packs
Vehicle	\$8,000	<ul style="list-style-type: none"> For client transportation
Office costs	\$10,000	<ul style="list-style-type: none"> Book keeping, phones etc.

9.1.3. Staff

Property management/administration fees are calculated at 10-12% of income. These could be greatly reduced by contracting or partnering with an existing local service provider who can spread administration costs across an organisation.

Case work/coordination: Social Worker SACS Level 4 – 6 (\$33-41p/h base rate)

Brokerage fees, if necessary, dependent upon support services required.

9.2. Income

Residents will be required to contribute rent after the first two weeks at 25% of usable income.

The potential also exists to take a contribution to a bond at a small weekly amount (\$20) to be refunded upon end of tenancy as contribution towards private rental bond.

9.2.1. Donations

Several of the consulted services stated they were reliant on donations especially of linens and doonas. With the number of accommodation providers in the Douglas Shire, similar arrangements are anticipated for the regular renewal of mattresses and bedding.

10. STAKEHOLDER CONSULTATION

10.1. DFV and Homelessness Accommodation Services

This Operating Model has been developed after extensive consultations with regional DFV and homelessness service providers including:

Organisation	Consultation	Services
Womens Centre FNQ	CEO, Team Leader	<ul style="list-style-type: none"> Crisis Support Program – Cairns & Atherton DV Shelter Program, DV Court Support and Safer at Home Programs Atherton
Sheltered Housing Action Cairns (SHAC)	Programs	<ul style="list-style-type: none"> 19 Crisis Accommodation Properties (CAP) for families who are homeless or at risk of homelessness Same House Different Landlord properties Wrap around services until tenants can transition to Access or DHPW properties

		<ul style="list-style-type: none"> • MOU with Womens Centre for two safe houses
Access Community Housing Company	CEO	<ul style="list-style-type: none"> • Building Better Regions grant to build a ten-unit complex for women and children escaping DV with a Community Engagement Officer to work with tenants and link them with support services
Cairns Regional Domestic Violence Service	Manager, Programs Manager	<ul style="list-style-type: none"> • Specialist DV counselling and court support services in Cairns, Mareeba and Mossman • Provide support services to tenants at Atherton DV Shelter in partnership with WIRC
Innisfail Youth and Family Care	Team Leader	<ul style="list-style-type: none"> • Innisfail Domestic Violence Support Service

10.2. Douglas Support Service Providers and Networks

Council continues to collaborate with local community organisations and networks, government and non-government service providers to develop a model and advocate for funding for a DFV accommodation service in Douglas Shire, especially:

Network	Who	How
Community Agency Network (CAN)	Government and NGO organisations based or providing community services in Douglas Shire	Collaboration at CAN meetings, steering group and one-on-one meetings, email
Youth Services Network (YSN)	Organisations and programs providing services to young people in Douglas Shire	Collaboration at CAN meetings, steering group and one-on-one meetings, email
Local Level Alliance (LLA)	Reports to Regional Child, Family and Youth Committee run by Dept Communities	Standing item on CAN meeting agenda, regular updates to RCFYC
Douglas DFV Refuge Steering Group	Members of CAN, Queensland Police and community representatives interesting in driving this project	Collaboration and information sharing through meeting and email as necessary

See [Functional Brief](#) for full list of stakeholder consultations.

11. PROJECT IMPLEMENTATION

The operational model and facility proposed in this document have been developed in consultation with local services, specialist service providers and operators of similar services in the region, as more than just a temporary safe space for people at risk. A supported accommodation facility located in Douglas Shire will enable women and their children affected by the trauma of DFV to work with support services to rebuild and develop their life-skills to enable them to find and maintain safe, permanent accommodation and to break the cycle of domestic and family violence.

Several local agencies have the capacity to tender for and provide the required services. Preliminary interest has been expressed by Access Community Housing to undertake the property management aspect of the service, and from local service providers to contribute support services.

The Douglas Shire Council, Queensland Police Service and local community organisations are committed to ensuring the provision of best practice support services for women and their children escaping domestic and family violence in our region. This operational model proposal in conjunction

with the Functional Brief previously adopted by Council will form the business case to advocate for State and Federal funding and service delivery partnerships to expedite the implementation of the project.

12. REFERENCES

Australian Bureau of Statistics. Accessed March 2017. <http://statistics.qgso.qld.gov.au/>

Bullen, Jane. 2015. "The evidence supports specialist refuges for domestic violence". *The Conversation*. 18 February, 2015. <http://theconversation.com/the-evidence-supports-specialist-refuges-for-domestic-violence-37066>

Burke, Gail 2017. "Domestic violence laws: Alleged offenders have to prove why they should get bail" *Australian Broadcasting Corporation News*. Updated 23 March 2017. <http://www.abc.net.au/news/2017-03-23/domestic-violence-laws-alleged-offenders-prove-bail-new-laws/8379052>

DV Connect. 2015 – 2017. About Women's Refuges. Accessed March 2017. <http://www.dvconnect.org/womensline/about-womens-refuges/>

Gierman, Tracy and Arla Liska et al 2013. "Shelter for Women and Girls at Risk of or Survivors of Violence", *Shelter Module March 2013*. Canadian Network of Women's Shelters and Transition Houses.

Queensland Government. 2016. *Queensland Says: Not Now, Not Ever. Domestic and Family Violence Prevention Strategy 2016 – 2026*. <https://www.communities.qld.gov.au/resources/gateway/campaigns/end-violence/dfv-prevention-strategy.pdf>

Queensland Government. 2017. "Special Taskforce" *End Domestic and Family Violence*. Last reviewed 14 February 2017. <https://www.communities.qld.gov.au/gateway/end-domestic-family-violence/about/special-taskforce>

Rutledge 2015. Rules, Restrictions and Resident Empowerment in Domestic Violence Shelter Design: An Exploration and Response. Florida State University Libraries. <http://diginole.lib.fsu.edu/islandora/object/fsu:253132/datastream/PDF/view>

Special Taskforce on Domestic and Family Violence in Queensland. 2015. *Not Now, Not Ever: Putting an End to Domestic and Family Violence in Queensland*. <https://www.communities.qld.gov.au/resources/gateway/campaigns/end-violence/about/special-taskforce/dfv-report-vol-one.pdf>

Tually, Dr Selina, Dr Debbie Faulkner, Ms Cecile Cutler and Assoc Prof Michele Slatter. 2008. *Women, Domestic and Family Violence and Homelessness: A Synthesis Report*. Flinders Institute for Housing, Urban and Regional Research, Flinders University. Prepared for the Office for Women Department of Families, Housing, Community Services and Indigenous Affairs.

United Nations Entity for Gender Equality and the Empowerment of Women. 2012. "Layout and Design", *Virtual Knowledge Centre to End Violence against Women and Girls*. <http://www.endvawnow.org/en/articles/1383-layout-and-design.html>

Weeks, Wendy and Julie Oberin. 2004. *Women's Refuges, Shelters, Outreach and Support Services in Australia. From Sydney Squat to Complex Services Challenging Domestic and Family Violence*. Wesnet, Australian Government, Department of Family and Community Services Office for Women.