

Homeworks Trust
Business Plan

September 2004

Executive Summary

The purpose of Homeworks Trust is to provide safe, secure accommodation and services for women.

Homeworks Trust's vision is to work towards providing short term housing options for women who require specialised services in order to integrate into long term secure housing and to support the rights of women and children to live free from mental and physical abuse.

Currently, there is a gap in service provision for women who live in abusive situations and develop alcohol/drug dependencies and/or symptoms of mental illness. New Zealand experience and international research substantiates the need for specialised refuge services to provide appropriate care and support for these women.

In Auckland alone, over 100 women are turned away from refuges every year because of mental health or drug and alcohol problems. This process is repeated all over New Zealand. These women and their children, currently, have nowhere to go to escape domestic violence. Providing a living environment with twenty four-hour specialist care, that is specifically catering to these women and children's needs, is one solution to this problem.

Homeworks Trust proposes to run refuges for women experiencing domestic violence and suffering from mental illness or drug and alcohol problems. The refuges will be run in conjunction with mental health and alcohol and drug services. The needs of women who do not have children will be considered to be of equal importance to those of women who do have children in their care.

There is well documented evidence that living with domestic violence has severe short and long term affects on children. Living with a mother who has concurrent mental health or substance abuse issues will make the situation much worse for these children. We are attempting to mitigate the effects of this situation - while strengthening the bond between a mother and her children - by providing a safe place

for women and children to escape violence, have support to heal and to reassess their situation. Each refuge will include specialised child advocates to ensure that children's needs are as well catered for as women's needs.

All women and children, regardless of their health and emotional problems should have the opportunity to leave an abusive violent environment. The negative effects of domestic violence and its impact on society, and on individuals, far outweigh the investment in a specialised refuge facility and the programmes required to help these women and their children.

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1.0 Homeworks Trust Purpose and Principles

1.1 The Homeworks Trust Purpose

- To fill the gaps in service provision, primarily in housing and accommodation for women.
- To carry out or to support research that highlights housing, accommodation and related needs of women.
- To base the service that the Trust provides on an identified need.
- To advocate and lobby for policy which enhances the provision of services and housing for women.
- To encourage equity in accommodation and housing for women.

1.2 The Homeworks Trust Principles

- To work towards the prevention and elimination of violence and in particular, support the rights of women and children to protection and freedom from physical, sexual, emotional, spiritual or mental abuse.
- To operate in a way that is empowering and encourages self-determination.
- To promote and support the right of all women to be free from discrimination on the grounds of class, race, religion, age, marital status, parental status, gender, sexual preference, difference in ability or disability.
- To work in accordance with the principles of Te Tiriti o Waitangi, to consult with Maori to ensure the safety of Maori staff and clients and to support the development of parallel Maori services.
- To work in partnership with staff and clients in the running of facilities established by the Trust for the above purposes.

2.0 Background

Homework's Trust was started in 1998 by a group of women who were concerned about the lack of specialised housing options and services available for women. The Homeworks Trust was incorporated in 2000. Refer to section 11 for more in-depth information about the Trustees and organisational structure of the Homeworks Trust organisation.

Homeworks Trust is based on public health/health promotion principles that see health and wellbeing as not just the absence of illness, but a complex interaction of a person's physical, mental, emotional, and environmental circumstances. The services it is intending to establish will be one part of a matrix of services necessary for women to lead safer, healthier and more fulfilling lives for themselves and their children.

2.1 Homeworks Trust Goals

The initial goals of the organisation are to set up and administer the following facilities. The need for these services is based on research from New Zealand and overseas.

- A refuge for women with drug and alcohol problems.
- A refuge for women with mental illness problems.
- A professionally run boarding house, exclusively for women.

All these services will provide extensive support and information programmes designed to improve the life of women and their children.

Since its establishment Homeworks Trust has:

- Lobbied, networked and educated community organisations and the wider community about the issues relating to domestic violence, mental illness and drug and alcohol problems and other specialised housing/services for women
- Encouraged research into women's housing needs.
- Developed a Policy document that was approved by CYF in December 2004.

3.0 Five Year Strategy

To achieve Homeworks Trust purpose and aims, the organisation needs to set up and have operational within the next five years:

Facilities

- Two refuge services. One catering for women who have substance abuse problems, one for women with mental illness. To have each refuge designed to cater for the needs of the woman and her family. (This plan is specifically about the provision of the refuges.)
- A women only boarding house.

Each refuge needs to have in place:

1. A team of professional staff who are on call 24 hours a day, 7 days a week.
2. Space for each woman and her children to nurture and care for themselves.
3. A specific and supervised space for children to play and to have group sessions.
4. Specially designed programmes that will aid the women and children to heal emotionally and mentally. Programmes that will help the women help themselves in the future.
5. Strong working relationships with women's agencies, Maori, Pacific and other ethnic specific services, health, childcare, family support and domestic violence organisations to provide optimum care for the clients

3.1 Initially the organisation needs funding to:

- set up one refuge environment and facility with a full compliment of staff.
- develop research. New Zealand research will aid the development and design of Homeworks Trust and it's community services. The research focus will be on the number of women and children affected by this issue, options for treatment, service provision and related issues.
- run a community awareness programme to ensure that organisations know about the refuge and how to refer clients.
- continue developing alliances and strong relationships with other community groups and health organisations.

3.2 The barriers in achieving Homeworks Trust aims are:

- Currently, there is no funding to set up any facility in any format at all.
- The complexity of getting different funding agencies to work together towards a common goal.
- There is no New Zealand statistical research on women, domestic violence and mental illness/drug and alcohol abuse and the impact of this on children. This hampers the ability of the Trust to access funding as funders are unable to quantify the numbers of women requiring this service.
- There is no New Zealand research on the effects, on children, of being left without their mothers, when their mothers enter mental health or substance abuse services, or of living in households where there is not only violence, but also mental illness and/or substance abuse.

3.3 Proposed Budget

Annual Projection Excluding Gst To Be Read In Conjunction With Notes

	Refuge one	Refuge two	Total income
Income			
From Women Using Refuge	\$53,248	\$53,248	\$106,496
Less Expenses			
Direct Expenses			
Wages	\$530,000	\$530,000	\$1,060,000
Cleaners	\$7500	\$7500	\$15,000
Supervision	\$11220	\$11,220	\$22,440
ACC Levies	\$4950	\$4950	\$9900
Staff Training	\$5500	\$5500	\$11,000
10% contingency	\$55,917	\$55,917	\$111,834
Subtotal	\$615,087	\$615,087	\$1,230,174
Indirect Expenses			
General Manager	\$40,000	\$40,000	\$80,000
Administration	\$30,000	\$30,000	\$60,000
Indemnity Insurance	\$1250	\$1250	\$2500
Affiliation fees	\$350	\$350	\$700
Information Tech Repairs	\$1667	\$1667	\$3334
Advertising	\$5000	\$5000	\$10,000
Promotion	\$1500	\$1500	\$3000
Stationery & Postage	\$1500	\$1500	\$3000
Vehicle leasing	\$6000	\$6000	\$12,000
Insurance-car	\$600	\$600	\$1200
Vehicle running	\$4000	\$4000	\$8000
10% Contingency	\$9186	\$9186	\$18,372
Subtotal	\$101,053	\$101,053	\$202,106
Accommodation Costs			
Rent	\$52,000	\$52,000	\$104,000
Insurance	\$800	\$800	\$1600
Electricity	\$5720	\$5720	\$11,440
Phone	\$1200	\$1200	\$2400
Water	\$1000	\$1000	\$2000
Cleaning & R&M	\$8840	\$8840	\$17,680
Soap & Cleaning products	\$2000	\$2000	\$4000
Fire Alarms Maintenance	\$720	\$720	\$1440

Food	\$5200	\$5200	\$10,400
Lifeskill Programme costs	\$5000	\$5000	\$10,000
Assessments	\$7200	\$7200	\$14,400
Respite Nurses	\$14,400	\$14,400	\$28,800
Contingency 10%	\$10,408	\$10,408	\$20,816
Subtotal	\$114,488	\$114,488	\$228,976
Total Operating Costs	\$830,628	\$830,628	\$1,661,256
Deficit between Income & Expenses	- \$777,380	-\$777,380	-\$1,554,760
Capital Costs			
House-see schedule	\$38750	\$38750	
Office (*1)-see schedule	\$6817		
Sum check	-\$1,554,76		

Unit costs per woman per night 830,628/333 women
with an average of two children per woman equals \$2494.37

3.4 Notes To Accompany Annualised Projection

Please note that contingencies of 10% are added to each category in the spreadsheet as advised by budgeting specialists

The figures in the spreadsheet are GST exclusive or GST exempt since the Trust is registered for GST.

Income \$53,248 is based on \$160 per woman per night(exempt from GST as advised by other community groups) regardless of the number of children she brings, for a possible 8 beds, @ 80% occupancy for 52 weeks.

Expenses

Direct wages

\$530,000	-allows for 10 FTE staff @ \$45,000 each	\$450,000
½ time clinical manager	\$60,000 * 50%	\$30,000
Relief staff	\$10,000 *5	<u>\$50,000</u>
		\$530,000

\$7500 -contract cleaners \$144.23 per week excl GST * 52 weeks

\$11,220 -supervision \$85 excl GST a month for 11 people for 12 months none for relief staff

\$4950 -ACC Levies are allocated at \$450 per person for 11 people

\$5500 -Staff Training at \$500 per person for 11 people

Indirect wages

\$40,000 General manager

\$30,000 Administration

\$1250 Indemnity insurance-protection for trustees

\$ 350 Affiliation fees

\$1667 IT repairs and maintenance

\$5000 Advertising (for staff)

\$1500 Promotion costs to raise profile of refuge

\$1500	Postage & Stationery
\$6000	Lease of a vehicle @ 500 a month excl GST
\$600	Vehicle insurance annually excl GST
\$4000	Vehicle running costs excl GST

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Accommodation costs

\$52,000	Rent at \$1000 per week excl GST
\$800	Insurance annually
\$5720	Electricity @ 110 per week
\$1200	Telecommunications (toll barred)
\$1000	Water
\$2920	Cleaning and repairs and maintenance @\$47 p.w
\$2000	Soap and cleaning products
\$720	Fire alarms maintenance
\$5200	Food for first night families
\$5000	Programme costs
\$7000	Assessments - \$300 excl GST pm for 2 people *12
\$14,400	Respite nurses - \$300 a night *4 nights a month*12

4.0 Groups that will benefit from Homeworks Trust Refuges and its Programmes

4.1 Clients

- Women who are unable to access a refuge, because of mental health or substance abuse problems.
- Children of the women who access Homeworks Trust services.
- Women with mental illnesses, drug and alcohol problems, who have been abused.
- Women, who require safe, secure housing and are not currently catered for by existing facilities.

4.2 Other Community Groups or Government Organisations

- Refuges and domestic violence agencies/organisations - they will have a referral point for women that they have to exclude from their services.
- Police - will have a referral point for women they are unable to place in other refuges.
- Courts - a wider range of women will be accessing professional services.
- Mental health/drug and alcohol services that will be able to confidently refer women who require a refuge.

4.3 Homeworks Trust will offer training and education to health, social service and government agencies about issues relating to;

- The relationship between mental illness, drug and alcohol abuse and domestic violence.
- Housing issues for women and their children.
- Issues that their clients are experiencing related to the relationship between mental illness/substance abuse and domestic violence.
- The need for specific services for women and children.

5.0 Homeworks Trust Refuge and its Clients

Homeworks Trust will provide refuge based services

These services have been designed to fill gaps in existing services. Both international research and anecdotal evidence indicate that there is a need for these services in New Zealand. (1,2, 3, 4, 5, 6, 7)

All services are either offered through the refuge or in alliance with other community organisations.

The purpose of these services is:

- **Refuge Facility**

To provide a safe and peaceful environment that will provide support and ongoing care for women who have lived in an abusive environment and are suffering mental illness or drug and alcohol problems. This facility will allow mothers and their children to stay together.

- **Education and self development Programmes**

To ensure women and children benefit in the long term and to minimise the harm caused by their circumstances.

- **Advocacy Service**

To assist with housing, benefits, lawyers, the court, police and other agencies.

- **Assessment Service**

An assessment service – to ascertain the clients' level of mental illness, drug and alcohol use, suicide risk, physical injury, and their ongoing needs and support.

- **Case Management Service**

To ensure that a client's ongoing care and development stays on track.

5.1 Homeworks Trust Client Base

Women and their families will be accepted into the service if they meet the criteria for refuge, but are unable to move into a refuge because of drug and alcohol abuse or mental illness. The women who will be accepted will be:

- Women with mental illnesses who have been, or are living, in an abusive relationship.
- Women with drug and alcohol problems who have been, or are living, in an abusive relationship.
- Women, who fit the criteria above, who need help with abuse issues, more permanent housing and government agencies.
- The children of these women.

Women with Children

The purpose of a Homeworks Trust refuge is to provide a safe environment for a woman and her children, so that they can gain insight into their situation and think about the options and choices they have.

Homeworks Trust believes that it is not necessary for women to lose their children because they have substance abuse/mental illness/domestic violence issues. They will therefore work with women to enable them to parent their children safely.

Currently, if women are experiencing mental health or drug and alcohol problems requiring treatment, they usually enter a service that has no capacity for children.

If these women are also experiencing domestic violence, this means that children are frequently left with the abuser. This is not conducive to women's healing – nor is it physically and emotionally safe for the children.

Children Needs

It is intended that the refuges will specifically cater to the needs of the children that women bring into the refuge. These children will have extensive mental health and support needs. Each refuge will have at least one staff member who is specifically qualified to work with children to ensure that each child is treated as a separate client with their own case notes and programme.

Children who live in abusive families have a higher chance of experiencing mental and physical illness and their behaviour, social interactions and schooling become negatively affected. Research substantiates this. (8,9,10,11)

Women without dependant Children

Women who do not have dependant children are often not given high priority in assessment for refuge, as the primary aim of refuge, as it is funded, is the welfare of children. Within the Homeworks Refuge, provision will be made to house women without dependant children, if they cannot enter mainstream refuge services and if there is bed space.

Alliances

The refuges will be run in conjunction with mental health, alcohol and drug and child and family services. Clinical relationships with these services are already under discussion.

6.0 Homeworks Trust Services and Programmes

6.1 The Refuge Facility

The refuge will offer women, who can not access existing services, a safe place to escape domestic violence, to gain insight into their experiences, to develop strategies to live free of abuse and to tackle their mental illness/ substance abuse issues.

6.2 Women's Programmes

- Education about domestic/family violence, the legislation, rights, options for help and support in the community, power and control, safety and living without violence.
- Choices about legal and other options
- Parenting support and education, especially including parenting without violence and abuse. This does not assume that all women experiencing/escaping abuse will be abusive to their children. (12, 13, 14)
- Support to access specific treatment related to a woman's alcohol and other drug use/mental illness.
- Non-violent discipline programme.
- An introduction to self-help groups such as Alcoholics Anonymous, Narcotics Anonymous, Rational Recovery, whanau recovery groups and other culturally appropriate organisations. Information about the effects of domestic violence and how mental health/drug and alcohol services can help.
- Information about the psychiatric effects of domestic violence and how mental health/drug and alcohol services can help.
- Encouragement of the development of cultural values and associations, especially utilising the services of the Maori, Pacific and Asian refuges. Ensuring the provision of access to Kaupapa Maori services and accessing appropriate healing.

6.3 Children's Service and Programmes

All children who come into the refuges with their mothers will be treated as individual clients. Each refuge will have staff specifically qualified to assess children's mental wellbeing and work with the child to access the therapy and support that they require.. This means that in all aspects of service provision attention will be paid to the needs of children. This will be reflected in specific services, including:

- The provision of support and counselling for children who are suffering the effects of witnessing or experiencing abuse.
- A dedicated child advocate in each refuge.
- Individual case management for children.

Programmes for children will include:

- The mental health effects of domestic violence and how this has impacted on you and your mother.
- Keeping safe at home and building confidence.
- Good and bad secrets.
- Expressing anger appropriately.
- How to take responsibility for your own actions, but not the actions of others.
- Feelings – naming and understanding them.
- Children's rights.

Note: 'Children' means:

Girls of all ages, All boys 13 years of age and under, boys who are over 13 years old and dependent on their mothers.

If boys over 13 years old are a risk to their siblings, their mother or other women or children in the house because they are using abusive behaviour, they will be placed in alternative respite accommodation approved by CYF. This placement will be made in consultation with the child's mother and will be intended to keep the child safe.

7.0 Outcomes of Homeworks Trust

Refuge Facilities and its programmes

The outcomes that are anticipated for women and children who are able to make use of the refuge facilities are:

- Less trauma for children, because they will have professional support to address their needs of having lived in an abusive family and with a mother with addiction or mental health problems.
- Less women and children requiring on going mental health/substance abuse services.
- Women being able to become productive and functioning more quickly. Therefore a shorter dependency on disability services.
- Reduction in ongoing referrals to acute services.
- Higher success rate for mental health/substance abuse service referrals because the cause of the trauma has been addressed.
- Women with pre-existing mental illness/substance abuse issues are encouraged to live in non abusive situations, which will help their recovery.
- Earlier referral to drug and alcohol/mental health services – increased success rate.
- Reduced usage of A&E and GP services.
- Less women with mental illness/drug or alcohol dependency staying in abusive relationships.

- Less separation of mother and child in mental illness/drug and alcohol addiction/domestic violence circumstances.

8.0 Why there is a need for Homeworks Trust Services

Currently, there is a gap in service provision for women who live in abusive situations and who develop alcohol, drug dependencies and/or symptoms of mental illness, and the children of these women. A higher level of support and clinical care is required by women and children in this situation, and this is not provided in the conventional refuge situation.

Currently:

- Refuges generally exclude women who they think will cause excessive problems (because of mental illness or drugs and alcohol) because their refuge is not equipped to deal with this level of distress and complication.
- Referring women only to mental health services is generally unsafe for these women. Medication can slow a woman's reactions and makes her less able to protect herself. (17).
- Being associated with mental health services confirms a woman's belief that she's crazy and that the abuse is her fault. It gives the abuser more power over his partner, as he becomes seen as the sane person in the family. It also makes her vulnerable to the effects of stigma associated with mental illness and to institutional abuse.
- Children of these women are not only in danger from the violence in their homes, but may also be put at extra risk by their mother's illness/substance use.

There is anecdotal and international statistical research to substantiate the need for specialised services for women who are suffering mental health or drug and alcohol problems, while in an abusive domestic environment. Refer to 7.1

8.1 Evidence to substantiate the need

New Zealand.

Anecdotal evidence from Auckland, Kapiti and other refuges suggests that the following groups are not catered for:

- In Auckland's refuges alone, approximately 100 women with children are moved out of a refuge each year, because of drug, alcohol or mental illness issues.
- There will be a minimum of another (approximately) 100 women each year unable to access a refuge at all for these same reasons.
- Currently, there are no appropriate facilities for these women and their children to be safe from abuse and to receive assistance.
- Crisis lines do not keep statistics of how many women they turn away because of these issues.

As of 2004, no quantitative studies have been carried out to indicate how many abused women, in New Zealand, develop alcohol and/or drug problems and/or are experiencing symptoms of mental illness as a response to domestic violence.

Overseas.

Mental health

Over the past four years UK Refuge have offered women the services of a specialist psychology team. The psychology team has developed a model of specialised psychological support for women, which has adapted and tailored traditional therapeutic approaches to meet the specific needs associated with domestic violence.

The team runs a children's programme involving individual and group counseling with dedicated child psychologists. (14)

Drug and alcohol abuse/ domestic violence initiatives.

Three British studies have looked at the needs of clients simultaneously affected by domestic violence and substance abuse

The reports are very detailed. Some provide information about victims and perpetrators, others only investigate victims, including children.

Issues of child safety and child custody are addressed. The point is made that "domestic violence and drug use may cause a reduced ability to parent, not an inability to parent". It is suggested that providing appropriate, proactive parenting support to women will prevent the extra trauma of children being removed from their mothers.

The discussion of housing issues indicate how vulnerable a woman's housing situation becomes in this situation. She may:

- Be unsafe because of continuing violence
- Lose her house because of rent arrears caused by using – or her partners using
- Have a lack of housing options because of their using/chaotic behaviour
- Be denied entry to refuge
- Have difficulty accessing emergency housing services
- Have very high support needs to remain in housing.

The recommendations from the reports include:

The need for intense housing support and the provision of supported housing for substance using domestic violence victims and their children.

The development of a specialist high support domestic violence refuge for substance users.

Drug and alcohol outreach workers working in refuges

Long term counseling and support for domestic violence victims with complex needs.

(4, 5, 6)

8.2 Effects of Domestic Violence on Children and Women

It is preferable that all women and children, regardless of their health and emotional problems, have the opportunity to leave an abusive violent environment. The negative effects of domestic violence and its impact on society and on individuals, far outweigh the logistic and financial investment required to help these women and their children.

Children

Over half of the children who go into refuge with their mothers, in New Zealand, have suffered physical abuse themselves. Fanslow reports that there is a 30% - 60% overlap between abuse of adults and abuse of children in the same home – indicating that child abuse escalates with partner abuse. (12)

Effects on Children

Children who live in an environment where abuse is occurring suffer trauma whether or not they are abused themselves. The children's stability is threatened and this influences their sense of security and ability to survive, which causes them lasting damage.

The psychological effects of domestic violence include low self-esteem, lack of empathy, depression, passivity, sleep disorders, eating disorders, anxiety, teen pregnancy, suicide and suicide attempts.

Children who witness abuse experience many of the same emotional and behavioural problems that abused children do, including:

- Psychological and emotional problems such as anxiety, depression, low self esteem, social withdrawal, hostility, nightmares, disobedience and aggression.
- Poor school performance
- Cognitive functioning problems such as lower verbal and quantitative skills and the development of attitudes supporting the use of violence.
- Somatic health complaints and physical problems such as delayed motor skills, speech difficulties and multiple health problems.

(18, 11)

Long Term Effects on Children

Childhood exposure to abuse and other adverse experiences is strongly linked to:

- Chronic adult health problems, including ischemic heart disease.
- Cancer.
- Chronic lung disease.
- Diabetes, hepatitis, and liver disease.
- Juvenile offending.
- Alcohol and drug abuse.
- Increased risk of later physical and sexual assault.
- Interpersonal and parenting difficulties. (8, 10, 11, 12)

8.3 The Mental Health Outcomes Of Domestic Violence On Women

Evidence indicates that a high percentage of women who live in a violent/abusive environment will, at some stage, suffer mental health or drug and alcohol problems. To exclude this group from refuge means excluding the most vulnerable women. The literature and New Zealand experience documents the negative mental health effects of domestic violence. These include:

- **Alcohol abuse** – Up to one third of abused women will abuse drugs or alcohol as a way of coping with abuse. A number of studies suggest that most abused women only begin drinking heavily after the abuse has started. (18, 19, 20, 21) There are no New Zealand studies.
- **Suicide** - International figures of female suicide attributed to domestic violence are – 25 per cent of suicides in America, 50 per cent of African American women and 41 per cent among Fiji Indian women (18)
- **Mental illness** including major depression, trauma and anxiety disorders. (18, 22, 21)
- **Diagnoses** such as eating disorders, generalised anxiety, obsessive compulsive disorder, multiple personality and personality disorders. (9). Bi-polar disorder and schizophrenia. (18)
- **Other issues** - sleeping disorders, self-neglect, malnutrition, panic attacks, aggression towards ones-self and/or others, repeated self injury, chronic pain.

Long Term Effects for Women

Women involved in a New Zealand study (1) identified a number of long term effects of being involved in an abusive adult relationship. These can be perceived as symptoms of mental illness.

- Diminished ability to deal with stress
- Depression
- On going fear
- Lack of volition
- Being suspicious or afraid
- Worn down, shattered, or isolated
- Blocking out – having gaps in their lives

9.0 Possible outcomes if these women and children are not catered for

9.1 The number of women abused and suffering mental distress will not diminish.

New Zealand research and information from overseas literature supports the inference that there is a relatively large group of women who are not only abused by their partners, but are also experiencing severe mental distress.

Mental distress is:

- Compounding women's difficulty in accessing help.
- It is used by abusive partners to further abuse women.
- Preventing social services responding to women who are attempting to access help and preventing women accessing refuge as a means of escape.

These experiences further exacerbate the mental distress the woman is experiencing and so a vicious cycle is set up.

9.2 The numbers of children abused or at risk will not reduce if appropriate facilities are not provided for their mothers.

When living in an abusive environment children are at risk from physical, sexual and emotional abuse and being killed by the abuser. They are also at risk because of the instability that their mother is experiencing and manifesting.

When there is nowhere for these children to go, they remain at risk, or experience the upheaval and subsequent emotional and mental health problems associated with being removed from their mothers and placed in long term care.

We are attempting to mitigate the effects of this situation - while strengthening the bond between a mother and her children - by providing a safe place for women and

children to escape violence, have support to heal and to reassess their situation. Each refuge will include specialised child advocates to ensure that children's needs are as well catered for as women's needs.

9.3 The cost

The ongoing costs associated with the intersection between mental health and domestic violence include:

- The long term effects on the children and wider family.
- The possibility of children developing mental illness later in their lives
- Women's ongoing use of mental health and substance abuse services.
- Rehabilitation and long term care.
- The inappropriate care of women who have been abused – i.e. placed in mental health services when they really require domestic violence services.
- Years of life lost because of suicide and homicide.
- The length of time that women are unable to function without support.
- Diminished realisation of educational, employment and personal potential

(17)

10.0 Homeworks Trust Policy

10.1 Referring to Homeworks Refuge

Clients may be referred to the refuge and its programmes by the following pathways:

- Self referred
- Other refuges
- Other services working directly or indirectly with acute domestic/family violence services
- Mental health services
- Alcohol and drug services
- Drop in centres and other community services
- Health practitioners
- Family/extended family
- Housing agencies and Churches/Pastors for example the Salvation Army, Baptist services and Pacific church leaders

Exclusion Criteria

Women will not be accepted into the refuge services if they fit the entry criteria of another refuge and are able to be accommodated by them, or they do not require refuge for domestic violence.

10.2 Staffing

The refuges and houses will employ highly skilled, clinically trained staff with the appropriate qualifications, competencies and experience to work with alcohol and drug problems and/or mental illness. These women will also have experience and be skilled in, working with women and will have an informed analysis of domestic violence.

Staff will be awake and available 24 hours a day/seven days per week. This will require a minimum of 10 FTE's per refuge. Examples of possible qualifications include:

- Child health specialists
- Child care workers
- Child therapists
- Specialists in child mental health
- Psychologists
- Psychiatric nurses
- Mental health or drug and alcohol service experience
- Social Workers

10.3 Interagency co-operation by Homeworks Trust

Co-operation between agencies

Homeworks Trust is working to position itself as a co-operative service that works in conjunction with child focused agencies, mental health services, drug and alcohol services, women's refuges, other domestic violence agencies, housing advocacy groups and community social service agencies, to identify and fill gaps in service.

Homeworks trust will develop protocols with:

- Domestic violence agencies that work with women and children
- Mental health services
- Substances abuse services
- Child protection services
- Child mental health/counselling services
- Health services
- Lawyers and other agencies involved in helping women with their legal rights
- Women's groups
- Community organisations

10.4 Cultural Safety

The combination of domestic violence and associated drug and alcohol or mental health problems creates a multi-ethnic, specific culture of distress and confusion. The first priority for Homeworks Trust services' will be to create an environment that meets the needs of women sharing this specific experience. This will create a broad cultural safety, provided by staff with specialised skills and experience.

Homeworks Trust has a commitment to ensuring that Maori, Pacific, Asian and other refugee and migrant staff are recruited, where possible, into the range of positions available.

- Homeworks Trust has a commitment to train and up-skill service providers from allied organisations.
- Homeworks Trust will develop relationships and protocols with associated services - Maori refuges, Maori mental health services and the associated services for other ethnic groups – Pacific, Asian and refugee/migrant communities, to ensure the ethnic/cultural safety of the women using Homeworks Trust services.
- Staff from Maori and Pacific Refuges and specialised services such as Shakti, will be encouraged to continue to support their clients who are referred to a Homeworks Trust service.
- Homeworks Trust will work in accordance with the principles of Te Tiriti o Waitangi, will consult with Maori to ensure the safety of Maori staff and clients and will support the development of parallel Maori services.

Te Tiriti O Waitangi Understanding

"Mental health is more complex than a series of disorders that are subject to curative treatment. Good Maori mental health is more than efficient health services. It demands that the institutions of society are nurturing, that families, whanau and communities are strong and supportive and that the policies and laws of the nation are consistent with the dignity of individuals." (24)

The services that Homeworks Trust intend to provide will be planned in consultation with women from the Maori Refuges and other Maori agencies in order to ensure that the services being offered will be as effective and safe for Maori as they would be for Pakeha and other women.

10.6 He Korowai Oranga

The He Korowai Oranga asks the "health and disability sectors to recognise the interdependence of people, that health and wellbeing are influenced and affected by the 'collective' as well as the individual, and the importance of working with people in their social contexts, not just with their physical symptoms." (25)

Homeworks Trust intends to be part of this process by:

- Keeping women and children together.
- Acknowledging the specific needs of women and children.
- Strengthening and supporting women and children.

11.0 Homeworks Trust Trustee Profile and Organisational Structure

11.1 Trustee Profile

Chairperson

Debbie Hager MPH (hons)

debbie.neil@paradise.net.nz

Debbie Hager has worked in public health/health promotion for the past 20 years including work with Family Planning, the Prostitutes Collective, Domestic Violence Services, mental health promotion projects including 'Like Minds, Like Mine' and as a consultant with the Ministry of Health. She currently teaches health promotion and related issues at community level for the Health Promotion Forum and at undergraduate levels at Auckland University.

Secretary

Sarah Hart M.Theol.

slhart@ihug.co.nz

Sarah Hart is a violinist with the Auckland Philharmonia Orchestra, and a founding member of Homeworks Trust. She has participated in a wide range of social projects on a volunteer basis in Austria and Japan. She is specialised in the area of domestic violence and family structures in the Hebrew Bible.

Trustees

Terry Baxter M. Town Pl.

Terry.Baxter@northshorecity.govt.nz

Terry Baxter works at North Shore City Council providing policy advice on matters to do with parks, recreation, physical activity and play. She has a Bachelor of Arts from University of New South Wales, a Bachelor of Planning and a Master of Planning from the University of Auckland and is a member of the New Zealand Planning Institute. Terry's 1997 Masters thesis focused on women and homelessness and

included a study of the personal safety of women living in boarding houses in Auckland.

Dr Jennifer Hand PHD

Jennifer@adhb.govt.nz

Jennifer Hand has had long term involvement in issues of housing for women and families. She has led a multidisciplinary project in three cultural streams on the issue of violence against women and the community support, governmental policies, and services needed for women and their children to live free from abuse. She is currently an advisor in the Auckland Regional Public Health Service and a Senior Lecturer, Health Promotion, in the Auckland University School of Population Health.

Carol Waterman

carol@diversity.co.nz

Carol is of Maniapoto and Te Arawa descent. Carol has worked as a children's advocate for over 20 years. Her training and interest has been in social change, mainly in the 12-24year age group. She has been a Director at Youthline, a tutor at UNITEC, project manager for the Council for the Single Mother & Child, president of Birthright, a facilitator and trainer for Action Education, Youthline and Auckland Sexual Health and an AUT lecturer in Youth in Development. For the past five years she has been the government appointed supervisor for the Commonwealth Youth Project.

Julie Buchannan

greenbanana@xtra.co.nz

Julie is a founding member of Homeworks Trust. She is a graphic designer who is interested in issues of women and social justice and has supported Homeworks Trust from its inception.

Jeanette Cooper Dip. Human Sciences. (ACE) jeanettecooper@clear.net.nz

Jeanette has a Trained Teachers Certificate and is trained in facilitation as well as having many years experience in community development. She has vast networks and experience at central and local government committee level. She has taught at

both primary and tertiary levels. She has worked in housing, community education, community development, health service planning, employment programmes and has been involved, voluntarily, with many community initiatives. She is currently working as a community support worker with a mental health service.

Mary Grey BA, MSo.W

mary.gray@homeandfamily.org.nz

Mary has been director of Home and Family (counseling services) since mid-2001. She has 30 years experience in social services as a social worker, manager, educational co-coordinator and supervisor. Her previous management experience included working for the Department of Social Welfare (now Child, Youth and Family Services), Barnardos and the NZ Community Funding Agency. She is a member of the ANZ Association of Social Workers and has a BA and Masters in Social Work. Mary is the representative of the NZ Federation of Voluntary Welfare Organisations on Te Kaiawhina Ahumahi, the Industry Training Organisation for the Social Services.

11.2 Homeworks Trust Organisational Structure

Trustees

Trustees make policy and oversee the service. They are in a governance role. They are not paid employees.

Director

The Director is answerable to the trustees. The Director oversees the running and organisation of the services, the human resource, manages quality control, writes reports and manages liaison with funding agencies. She will also co-ordinate the ongoing research necessary to guide the organisation's directions.

Administrator

The Administrator works in partnership with the Director to help with funding, manage the finances, ensure that there are adequate supplies for the houses and oversee the administration and finances of the houses.

Clinical Manager

The clinical manager will be responsible for the over-all running of the refuge houses, including the clinical safety of the staff and services delivered. She will work with the Director and the Administrator. She will carry out staff appraisals and employ and supervise the staff in the houses.

House Managers

House managers will be trained professionals in the field the house specialises in. They will manage the day to day running of the houses and the refuge service and will do client case work.

House workers

House workers will assist in the client work and house work. They will also be skilled professionals in the appropriate fields. The trustees consider that it is unsuitable for volunteers to work in the refuges as the women requiring refuge will have specific needs and may require very skilled support.

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