

Ruah Safe Night Space for Women Operational Management Plan

Status: 04 March Amendments

CONFIDENTIAL

Contents

1.	Background	3
1.1.	About Ruah	3
2.	Overview - Ruah Safe Night Space for Women	4
2.1	The role of the Safe Night Space.....	4
3.	Operation of the SNS facility	5
4.	Security Management	6
4.1	Security - Role and Responsibilities	7
4.2	Training and Licensing Requirements	7
4.3	Security protocol.....	7
4.4	Community Safety	7
5.	Building management	8
5.1	Access to the Building	8
5.2	Entry and Exit at the James St Site	8
5.3	Parking Provisions	9
5.4	Deliveries and Suppliers	9
5.5	Servicing and Cleaning Plan	9
5.6	Outdoor Cleaning.....	10
6.	Risk and Complaint Management	10
6.1	Ruah’s Management Approach	10
7.	Specific Management Strategies for the SNS.....	11
7.1	Managing Noise and Other Disturbances at the SNS	11
7.2	Immediate response protocols for out-of-hours	12
7.3	Managing Removal of Unwanted or Unattended Personal Belongings	13
7.4	Management of Congregation and Queuing	13
7.5	Management of Clients Not Suitable for the SNS	13
7.6	Management of Antisocial Behaviour	14
8.	Local Engagement and Complaints	15
8.1	Engagement with Local Businesses and Residents	15
8.2	Complaints Management	15
8.3	Engagement with Local Residents for the SNS	16
8.4	Minimising impact on the local surroundings	17
9.	Review	18

1. Background

This Management Plan supports the Development Application for 247 James Street, Northbridge as a Safe Night Space for Women. This proposed service would exist alongside the existing Engagement Hub, which is already in operation on the site.

1.1. About Ruah

Ruah Community Service has been providing services to vulnerable Western Australians for more than 60 years. In the last five years, Ruah led the successful '50 Lives 50 Homes' project, Western Australia's first Housing First initiative and collective impact project that provided sustainable housing and support to more than 160 vulnerable people. Following the success of this initiative, Ruah has been awarded the Housing First Homelessness Initiative System Coordinator function (HFSC), providing overall coordination to the Department of Communities: Housing First Homelessness Initiative (HFHI).

Ruah's manifesto is cited below:

"We believe we are all better off, as a community, as a society, if we are all connected. We need the disconnected and the vulnerable as they need us. They are us. We, but for advantages of birth or circumstance, are them – human hearts, in need of human connection and meaning in their lives. There is more that unites us than divides us, yet the most disadvantaged are stigmatised, without a voice for change. Change does not come easily. We take our legacy and inspiration from the bold, courageous individuals from as far back as the 17th century doing what nobody else dared. Not because it was asked of them but because it was right, and it was needed. Today Ruah will not meander in our pursuit of measurably transforming lives. We go boldly toward not just helping people experiencing homelessness but ending homelessness. Ending domestic violence. Changing the lives and creating opportunities for those experiencing mental health issues. We choose to work with the most vulnerable, the most challenged – because it's difficult, because this makes a difference."

Ruah delivers high quality wrap around supports to more than 3,000 people a year in the areas of mental health, housing, homelessness, family and domestic violence and community legal services. Our model of care (our roadmap to how to deliver services to our clients) operates through a 'no wrong door' approach. Whichever pathway people enter our services they can access the supports they need when they need them.

Our capacity to help change the lives of the people we work with is underpinned by strong corporate and clinical governance frameworks and processes– built from supporting people at a grassroots level and accredited against the National Safety and Quality Health Service Standards and National Standards for Mental Health Services.

Ruah is an independent, not-for-profit organisation lead by an experienced Board and Executive. We are driven to make a difference for people who are vulnerable, disadvantaged and discriminated against.

In 2021 Ruah implemented its innovative and ambitious new project; Ruah's Model of Care.

Our Mode of Care guides our staff on how to support our clients through their journey of change while also making specialist support, such as child psychology and financial counselling, easily accessible. Implementing our Model of Care became more significant as Covid 19 placed additional demands and hardships on the clients we serve, but we used this added complexity as the motivational driver to successfully implement our model which will now in place to best serve our clients for decades to come.

How we support people through their journey of change moves from the traditional one-on-one support worker model to a team approach, where each client has unfettered access to the supports they need, from key workers, support workers and specialists who can walk beside them as they navigate their way from being 'stuck' through to "believing", "trying", "learning" and, ultimately, "self-reliance" – based on the Outcomes Star Journey of Change model. That might also mean accessing support and services from across Ruah – a 'no wrong door' approach. Someone experiencing homelessness as a result of family violence might also access mental health support services and even legal advice and support (through Ruah Legal Services) as part of their

journey of change. The people with whom we work and whom we support experience our breadth of services as 'One Ruah.'

2. Overview- Ruah Safe Night Space for Women

The Ruah Safe Night Space for Women (SNS) will exist at the same facility as the existing Ruah Engagement Hub (REH). Each provides a different, but complementary service.

1. A **Safe Night Space for Women** provides safety and shelter for women in crisis through the provision of an emergency overnight safe space. This space is for those who are in a situation of violence or escaping family domestic violence and with no other place to go end up sleeping rough.
2. The existing **Ruah Engagement Hub** offers holistic support to those experiencing homelessness with a linkage to support services and engagement workers.

A part of this facility is already in operation (the REH), while the other service (the SNS) which was operating successfully at the Rod Evans Centre from May 2021 up until the end of November 2023, is planned to begin operation as soon as practical, and other preparations including staff recruitment and training have been completed.

2.1 The role of the Safe Night Space

Information on the role of the SNS is described below:

1. Ruah was awarded the Safe Night Space by the CoP, to respond to the urgent need for a safe and culturally secure night space for women who are escaping violence or family and domestic violence who have no other place to go and end up sleeping rough.
2. The service model and planning presented was based on Ruah's 60+ years' experience supporting people experiencing homelessness and women escaping family and domestic violence in Perth. During Homelessness Week 2019 Ruah piloted a SNS for women from the Ruah engagement hub located at James Street, Northbridge.
3. The aim of the service is to provide a safe and culturally secure night space for women escaping violence or in situations of extreme vulnerability in Perth.
4. It is accessible to women during the evenings, seven days a week 365 days per year, and has capacity for thirty women a night. From our experience the demand in winter is higher and therefore due to weather events such as hot conditions or extreme winter conditions the opening hours are adapted to ensure safety of women escaping crisis.
5. Women who access SNS ordinarily are escaping family and domestic violence who would otherwise face being forced onto the streets; women awaiting placement in transitional or long-term accommodation and may include chronically street present women. The specific criteria include:
 - 5.1 Women over the age of 18+
 - 5.2 Women escaping family and domestic violence who would otherwise face being forced onto the streets.
 - 5.3 Women awaiting placement in transitional or long-term accommodation.
 - 5.4 Women who have not exceeded their placement time.
 - 5.5 Women who are street-present (rough sleepers).

6. The SNS operates with a low threshold approach, which places minimal demands on the people who use the services. It offers services without attempting to control people's life choices, offering harm minimisation and support to engage with further services and supports when requested.
7. The SNS takes referral from other agencies, emergency services and walk-ins. Our in-depth understanding of rough sleepers in the cohorts addressed by the proposed services, in conjunction with our service data, has informed our referral modelling.
8. Building upon our two years of successful operation at the SNS at Rod Evans and our services at James St, we will continue to refine our approach to managing non-admittance. We will outline the comprehensive steps we have established for redirecting individuals to alternative accommodations. Our experience has enabled us to successfully support people through a variety of options, including the Noongar Patrol, Street chaplains, the HEART team, and providing taxis to safe locations for family or friends. We maintain strong links with partner organizations and agencies, including WAPOL, ensuring a collaborative and supportive network for those in need.
9. The SNS model is dynamic, designed to be scalable and responsive to fluctuating demands and crises, such as extreme weather, health emergencies, or other situational challenges. Our adaptability allows us to provide the best possible service within our means, continually striving to expand our capabilities to avoid having to turn individuals away.
10. The services are be operated in a manner that ensures maximum utilisation so that as many rough sleepers as possible can be off the streets and then supported into housing. We draw on our experience in running services for vulnerable people and continue to actively link with other services in the evenings to fill all available spaces.
11. For the identified cohorts, the priority is safety from the streets. Most chronic rough sleepers on the streets of Perth are connected in with services such as engagement hubs. After safety, a secondary goal for this cohort is to promote positive outcomes in which people can work with case workers, engage in linked services, and be supported into permanent housing.
12. This group, once housed, reduced the demand for the service and allow additional people into the service. People who do not wish to engage in formal support, are newly homeless or are from another area and will access the SNS through the self-presenting or emergency pathway.

3. Operation of the SNS facility

The SNS is staffed with Ruah workers from 6:30pm to 7:30am each night. Clients can use the service between 7pm and 7am. Based on our experience, we note that demand increases during winter; hence, opening hours may slightly adapt in response to extreme weather conditions, such as heatwaves or severe winter weather, to ensure the safety of women escaping crisis.

This structure guarantees the presence of four staff members on-site at all times whilst SNS is operating and is, crucial for maintaining safety and managing risk effectively. In peak times or high-demand situations, we activate our on-call process to quickly mobilize additional staff and leadership, including Ruah's Senior Clinical Project Lead (SCPL), demonstrating our dynamic and responsive approach to staffing, refined over two years of operating the SNS model.

Ruah staff are well-qualified, receiving ongoing training and supervision, and bring extensive sector experience. Evening support is bolstered by Ruah's internal on-call management, while the Housing & Homelessness Leadership Team and the SCPL provide additional support during usual business hours.

Our staffing mix is designed to ensure safe and efficient client flow and intake processes, reflecting our deep understanding of our clientele and commitment to their safety. The Ruah team configuration includes:

The Ruah team consists of:

1. Ruah leadership team & dedicated Senior Clinical Project Lead
2. Staff who are dedicated and always stationed onsite during service opening hours:
 - Presence of 2 security personnel at all times whilst the SNS is operating, who are involved in the intake process and work with clients through the evening alongside the Ruah team.
 - Two Ruah workers are onsite at all times between 630pm-730am each day of SNS operation.
3. Additional workers visit to provide specific activities and supports such as medical workers, volunteer support workers, are additional to this core model and support with group activities, at times counselling or specific supports as required.

Our senior leadership team actively supports our staff by participating in team meetings and being available for targeted support or training. This involvement is crucial for operational success, ensuring staff feel supported and that service delivery meets the highest standards. The proactive engagement of our leadership also enables a swift and effective response to emerging needs or challenges, underscoring our dedication to safety and excellence in client service.

4. Security Management

We have developed a comprehensive response protocol for our security team, addressing incident escalation, site hygiene, external noise management, litter, and abandoned belongings, which are integrated into our management plan:

1. Incident escalation: We have developed a comprehensive response protocol which our SNS work to, this includes processes around incident management environmental management of the service and site. Incident Escalation: Our security personnel are trained to assess situations and escalate incidents according to severity. This may involve direct communication with our management team, engagement with local services, or contacting WAPOL when necessary. On the hour checks and presence will be conducted by security.
2. Site Hygiene: Ruah is responsible for the cleanliness and upkeep of the premises at 247 James St, with staff and contractors assigned various duties to ensure the property is well-maintained. Additionally, Ruah will collaborate with City Rangers, alerting them to any issues in the surrounding area and calling on police assistance for any illegal activities or serious concerns for safety of either clients, staff or the community.
3. External Noise Management: The team actively works to minimise noise disruptions, implementing strategies such as designated quiet hours.
4. Litter and Abandoned Belongings: Our staff follows a clear process for managing litter and belongings left behind within the Safe Night Space. The security role supports in overseeing and ensuring the safety of excess luggage, when a woman is inside the Safe Night Space. The services has a mechanism to ensure safe luggage storage while a woman is using the service each night. Any items left at the service which are not claimed will be removed and disposed of.
5. Unauthorised Individuals: For individuals who should not be at the premises, we utilise a de-escalation process and our security work instructions, which have been developed in conjunction with our security team. This includes ongoing joint training sessions to ensure maximum safety and understanding of when to engage WAPOL for additional support.

Our approach is designed to provide maximum safety and efficiency, ensuring a responsive and responsible security presence at all times. Through continuous training and collaboration with our security team, we maintain a high level of preparedness to address any security concerns that may arise within the facility.

4.1 Security- Role and Responsibilities

1. Subcontracted Security Services – Security personnel are subcontracted to ensure professional, efficient, and effective service.
2. Primary Duties – The core responsibility of our security team is to maintain safety within the facility. Their roles encompass surveillance, risk mitigation, and incident management.
3. Client-Staff Relationship – Based on our experience, we recognise the importance of a positive relationship between the security team and our clients, particularly those who are rough sleepers. Fostering a harmonious environment is crucial for the effective operation of our services.
4. Induction and Familiarisation – Ruah conduct thorough inductions for all security personnel to familiarise them with the facility's procedures, environment, and regular clients.

4.2 Training and Licensing Requirements

1. All security staff must hold a valid license in accordance with the Security and Related Activities (Control) Act 1996 and the Security and Related Activities (Control) Regulations 1997.

4.3 Security protocol

The security protocol is designed to ensure a safe and secure environment for both clients and staff, fostering trust and respect within the facility. We have taken a multi-faceted approach to security concerns by integrating a series of proactive measures into our management plan to ensure the safety and orderliness of SNS:

1. The SNS team have an established positive working relationship with the City Watch team and rangers facilitating quick and effective communication. They work closely with Police, Ambulance and other supportive services used as required,
2. Our security personnel are required to remain on-site between the critical times of service opening and service closure.
3. We have instituted a mandatory policy where all individuals must sign an agreement of rights and responsibilities before entering the space, with a time-out procedure for non-compliance.
4. Extra signage will be installed to clearly communicate the rules and regulations, the presence of security measures, and the consequences of disregarding the established code of conduct.

Furthermore, the City of Perth's website serves as a resource for broader community services and facilities, offering comprehensive information on security and surveillance, accessible at the following link: [City of Perth Security and Surveillance](#).

4.4 Community Safety

For issues beyond our immediate SNS environment, we have established protocols to address community-related concerns:

1. Safe City: For assistance, call 9461 3333.

2. WA Police: For general assistance, call 131 444.
3. Emergency Services: In an emergency involving Police, Fire, or Ambulance, dial 000.
4. Crime Stoppers: To report crime anonymously, call 1800 333 000.

These integrated steps and resources reinforce a secure environment and uphold the highest standards of safety for both our clients and staff. Our ongoing commitment to proactive security management is reflective of our dedication to creating a supportive and secure space for everyone involved in our services.

5. Building management

5.1 Access to the Building

We have established a secure and effective system for monitoring building access, which incorporates a combination of technological and strategic measures:

1. Continuous visual surveillance is maintained through operational CCTV systems, enhancing overall site safety.
2. The architectural design of the building is intentionally crafted to maximise visual surveillance capabilities. This, together with the presence of our trained security personnel and workers, ensures a high level of safety, mirroring the successful approaches used at our Rod Evans and James St facilities.
3. The building features a funnel entry design, serving a dual purpose of controlling the flow of people and allowing for the thorough triage and assessment of individuals. This setup is key to ensuring that all clients understand and adhere to their rights and responsibilities upon entry.
4. Security will conduct hourly patrols as part of their shift schedule, covering the interior, external side of the building, and the area directly outside the front of the building, ensuring that any hazards are identified, removed, and properly disposed of.
5. When not actively working with clients or supporting the service, at times when only surveillance is required security staff are strategically positioned inside the hub's entrance, allowing for a clear view of the building's front and immediate surroundings.
6. After our 7 am closure, clients are advised to move to day services, one of which is the Tranby homelessness engagement hub close by in Northbridge which opens at 7am, where women can find further support and services.

5.2 Entry and Exit at the James St Site

Client access is managed solely through the front door, which serves as the only entry point, thus simplifying security oversight. The James St facility features two access points:

1. Main Entrance: To enhance service efficiency and manage client flow effectively, clients are encouraged to coordinate with designated hubs during the day and present to the SNS between 7pm-10pm for planned visits. The main entrance, situated at the front on James Street, is intended for client use and will be managed by security officers at a reception, triage desk. This allows for a space where we assess risks and speak about rights and responsibilities in the service. This measure allows us to focus on emergency presentations after 10pm, ensuring that staff can dedicate the necessary attention to clients with present in emergency situations with urgent and complex needs. Encouraging early presentation supports the

safety and smooth operation of the service, helping to manage the flow of clients efficiently throughout the evening.

2. Staff Entrance: Situated in the rear car park, this entrance is exclusively for staff access and requires swipe card authentication. Staff may also enter through the Main Entrance using the swipe card system.

Together, these measures constitute a comprehensive security system, ensuring the safe access and departure of clients while fostering a secure environment for all who use our services.

5.3 Parking Provisions

1. We acknowledge that there is no street parking available directly across from the SNS, as these are reserved for WAPOL vehicles.
2. Individuals who may need to rest in their cars often make use of public parking bays or paid parking facilities located nearby.
3. Based on our operational experience at the Rod Evans centre, incidents involving individuals resting in cars near the facility have been minimal and have not constituted a significant concern.
4. We will ensure that our Rights and Responsibilities documentation clearly communicates expectations regarding the use of surrounding parking areas. Security will conduct hourly patrols as part of their shift schedule, covering the interior, external side of the building, and area directly outside the front of 247 James St. Illegal behaviour and safety concerns will be reported to the Police. Part of this role includes, providing guidance and assistance to ensure individuals are aware of parking protocols and maintaining a secure environment for all.
5. Client Transportation: Most clients are expected to utilise public transport or walk to the facility. Clients with vehicles are advised not to park directly in front of or adjacent to the facility. They are directed to alternative parking options in the nearby James Street and wider Northbridge area, with staff providing information on more affordable parking solutions.
6. Staff Parking: limited designated, secure parking for staff is available at the rear of the building.

Through proactive engagement and clear communication, we aim to uphold a respectful coexistence with those who use nearby parking while ensuring the safety and well-being of our clients and the local community.

5.4 Deliveries and Suppliers

1. Parking for Deliveries: Suppliers and delivery personnel use the rear parking area of the building.
2. Delivery Access: They are required to present themselves at the Main Entrance. Deliveries generally consist of general office supplies and food items.

5.5 Servicing and Cleaning Plan

Our James St facility upholds a high standard of cleanliness and safety, reflecting the established protocols at Rod Evans:

1. Hybrid Cleaning Approach: Our in-house staff manage routine operational cleaning, including the kitchen and common areas, ensuring attentive and consistent day-to-day maintenance.

2. **Contracted Cleaning Services:** Professional cleaning services are utilised for deep cleaning and specialised tasks, ensuring the facility meets the highest hygiene standards through regular and comprehensive cleaning sessions.
3. **Rubbish Management:** Personal responsibility for rubbish disposal is supported, with additional general waste bins requested from the City of Perth (CoP) to enhance this process.
4. **Handling of Illegal Items:** Any illegal items found are promptly surrendered to WAPOL, aligning with our commitment to safety and legality.
5. **Biohazard Management:** On-site biohazard bins, focusing on sharps disposal, are maintained. Staff receive extensive training in the safe handling of sharps and biohazardous waste.
6. **Periodical Pressure Cleaning:** Ruah staff and contractors undertake scheduled duties on all shifts, including daily checks to maintain the building's cleanliness, periodic pressure cleaning, window cleaning, and general maintenance.
7. **Staff Training:** Comprehensive training on biohazard management is provided, ensuring staff are well-equipped with knowledge on safe disposal practices and the use of PPE.
8. **Exterior Monitoring and Disposal:** Ruah is responsible for the cleanliness and upkeep of the premises at 247 James St, with staff and contractors conducting daily checks of the interior, outside, and exterior areas. Clients are informed that any unclaimed items left inside or outside the premises will be removed and disposed of if not claimed within two days. Ruah alerts City Rangers for any issues in the surrounding area and engages police assistance for any illegal activities.

This holistic approach integrates our proven day-to-day operations with external professional services to provide a clean, hygienic, and safe environment at the James St facility.

5.6 Outdoor Cleaning

Ruah continually monitors the frontage and report on the maintenance of the outdoor areas at the facility. Recognising the importance of a clean environment for all, we are monitoring the public footpath in front of the building. Our staff and security are vigilant in removing any rubbish that may accumulate directly outside our facility to maintain a presentable space for both our clients and the community.

Ruah provides periodically deep cleaning services as needed. Ruah is attentive to the condition of the premises and will continue to remain responsive to any significant issues that may arise. Ruah acknowledges that the maintenance of the footpath falls under the jurisdiction of the City of Perth, and Ruah reports any concerns that may require the City's attention.

6. Risk and Complaint Management

The facility includes a robust framework for managing risks and addressing complaints, ensuring:

1. A safe environment for both clients and staff
2. Transparent and accessible complaint resolution processes
3. Regular reviews of safety protocols and risk management strategies.

6.1 Ruah's Management Approach

Ruah has a robust Quality Assurance system in place that ensures compliance with all Quality Assurance requirements. Organisational and strategic risks are monitored by a Risk and Quality Team, reporting to senior leadership and Ruah's Board through a Risk and Quality Committee (comprised of Executive and Managers)

that meets regularly (at least every six weeks), and a Finance Audit and Risk Committee (comprised of Ruah directors, CFO, CEO, Finance Manager, and Risk and Quality team) which meets bi-monthly.

Ruah uses Microsoft SharePoint systems, which are cloud-based, secure, and can be accessed by all workers for management and control of policies, procedures, and documents; reporting incidents, hazards, feedback, and quality improvements, with automated email notifications and escalation; and auditing.

Ruah's business activities are open, transparent and comply with the City of Perth's Statement of Business Ethics, relevant legislation and the City's policies, procedures, and practices. We employ appropriately qualified workers who demonstrate a high-level of commitment to good process and discipline. Ruah also has a vigorous training culture and promotes individual professional development.

Ruah's financial systems and procedures are continuously reviewed to ensure they are accurate, efficient and fit-for-purpose. Ruah's financial systems are secure and cloud-based, and provide appropriate access for workers, based on positions and security levels.

Ruah is accredited against the National Standards for Mental Health Services and the National Safety and Quality Health Services Standards. Ruah also recently achieved Rainbow Tick Accreditation and anecdotal feedback was that we had set new benchmarks.

Ruah has many strategies in place to mitigate risk and ensure a safe environment for staff, clients, and the community. Ruah is committed to the health and safety of our people and the environment around us.

Our corporate-wide framework straddles our use of the space and is aligned to AS/NZ 31 000:2018 Risk Management Guidelines and includes the following components:

1. Delegation of Authority
2. Risk Appetite Statement, with zero tolerance for safety risks
3. Risk Management Procedure and Process Chart
4. Risk Matrix: supports consistent assessment of risk.
5. Safety Management Procedure
6. Critical Incident Process: reporting, investigation, and review
7. Risk and Quality Committee
8. Organisational Risk Register and Strategic Risk Register

Collectively, the framework ensures that Ruah understands, monitors, and manages the risks associated with the type of work that Ruah does.

7. Specific Management Strategies for the SNS

Ruah addresses the specific areas of concern through the following management strategies:

7.1 Managing Noise and Other Disturbances at the SNS

To maintain a peaceful and respectful environment at the facility, particularly in consideration of our neighbours and the local community, we have implemented a comprehensive strategy to manage noise and other disturbances:

1. Security Personnel Contracting – Ruah employs a team of contracted security personnel, ensuring a professional approach to facility safety and disturbance management. Two security workers are on site at all times during SNS operations. Security personnel conduct hourly checks inside, outside, and around the sides of the building as a core part of their duties, and are responsible for reporting any illegal activity to the police.
2. Monitoring and Patrols – Security staff are tasked with monitoring client behaviour both within and external to the premises, conducting regular patrols to maintain order and address any potential disturbances.
3. Security Licensing – All security personnel are licensed in compliance with the Security and Related Activities (Control) Act 1996, ensuring that they are qualified and trained to handle various situations that may arise.
4. Incident Escalation Procedures – An established procedure is in place for incident escalation, including the management of clients who may refuse to leave the premises, to ensure that any disturbances are resolved in a safe and effective manner.
5. Staff and Security Collaboration – During operational hours, our staff and security team work closely together to promptly address any concerns or disturbances, ensuring a harmonious environment for all.
6. Mandatory Security Presence – At least two licensed security professional is on-site during all operational hours to oversee and manage the facility's environment.
7. Client Responsibilities – All clients are required to agree to a Rights & Responsibilities form upon entry, which outlines expected behaviours and mutual respect for property and individuals, both inside and outside the facility. Clients unable to adhere to these expectations are required to leave and must engage in a discussion with a senior worker upon their return to address their behaviour.

In our continued efforts to minimize antisocial behaviour and disturbances, we have proactively installed clear signage at the front of our premises. This signage, which is prominently displayed on the window, provides guidelines for public incident reporting and outlines the escalation processes. This initiative is part of our ongoing commitment to maintain a secure and community-friendly environment. Through these measures, the SNS aims to effectively manage noise and disturbances, ensuring a safe, respectful, and peaceful environment for clients, staff, and the surrounding community.

7.2 Immediate response protocols for out-of-hours

We have a structured approach to managing complaints, ensuring that all concerns are handled promptly and effectively:

1. Urgent Complaints and Safety Concerns: In situations where there is an immediate concern for safety or other urgent complaints, we advise individuals to directly contact the Western Australia Police (WAPOL).
2. This protocol is in place to ensure that any serious issues are dealt with in the most efficient and appropriate manner, with the assistance of law enforcement when necessary.
3. Complaints Policy and Procedures: Our policy outlines the specific steps to be followed when a complaint is lodged. It defines the process for escalating issues and ensures that every complaint is given due attention.
4. Non-Urgent Complaints: For complaints that do not require immediate attention, complaints (which could be in connection to a client or the services that Ruah provides) can be made via the feedback form via the website, calling 13 RUAH (who will direct the complaint to the appropriate service/area), or emailing

connecting@ruah.org.au or feedback@ruah.org.au. This system can be accessed through the Ruah website and allows for a structured and traceable way to manage and resolve issues.

7.3 Managing Removal of Unwanted or Unattended Personal Belongings

The following measures are in place to manage the removal of unwanted or unattended personal belongings:

1. Clients must agree to our Rights & Responsibilities policy, which emphasises maintaining a clean environment within and around the facility.
2. Clients are expected not to leave rubbish or personal items unattended; non-adherence necessitates a discussion with a senior staff member upon their next visit to address this behaviour.
3. Ruah staff routinely check for and clear any unattended items left in front of the property. Disposal of such items are managed sensitively, with storage options provided for larger belongings.
4. Signage at the front of the property informs clients of our cleanliness standards and the protocol for unattended items, which are subject to removal during regular inspections.

7.4 Management of Congregation and Queuing

The following measures are in place to manage any potential congregation and queuing of clients:

1. Signage directs clients to alternative services during non-operational hours and requests that they refrain from gathering outside the facility when it is closed.
2. Due to local planning laws and regulations, smoking is prohibited around the back of the building. Clients often gather close to the carpark on the side of the building to minimize impact on surrounding private property.
3. During operational hours, security personnel manage client flow and queuing to ensure orderly access to the facility and minimize disruption to the local area. Doors open promptly at 7pm, and clients enter promptly thereafter.
4. Clients who congregate outside are invited in during open hours or asked to move on respectfully. Persistent refusal is handled according to our incident escalation procedure, prioritizing the well-being of all parties involved.

This plan reflects Ruah's commitment to responsible property management, respecting our clients' needs while ensuring the safety and cleanliness of the community space around the facility.

7.5 Management of Clients Not Suitable for the SNS

When clients present to the SNS, it is possible that the service may not be suitable for everyone and their needs. SNS is a low-threshold service, meaning people can come in under the influence of drugs or alcohol, as long as their behaviour does not negatively impact others. It is an open space, not individual rooms, which is also not suitable to everyone's needs and this may be because they have been impacted by trauma and not able to be around other people. Clients may also present unwell or injured and therefore require medical care, including hospital-level care.

Staff assess clients on a case-by-case basis and provide one of a range of responses dependent on the situation. These may include:

1. Requiring another service (e.g., Alcohol and Drug substance use or mental health) – staff contact relevant services as required.
2. Disruptive or violent behaviour – managed by security staff and contacting Police if needed.
3. Significant injury or illness – arrange transport to hospital including calling an ambulance.

In all of the above instances, SNS staff and security are to take reasonable steps to prevent the client who is not suitable from remaining in the vicinity of the facility.

7.6 Management of Antisocial Behaviour

Antisocial behaviour is not tolerated both within the facility and in the exterior vicinity of the building. The overall objective is to maintain a safe and disturbance-free environment for staff, consumers, and local residents adjacent to the service.

Measures to support this objective are:

1. All clients are required to complete a Rights & Responsibilities form, which outlines our expectation of them and what they can expect from us. We ask that people: Respect others and property, inside and outside of the facility; If for whatever reason clients are not able to do this, they are asked to leave and next time they return, they must meet with a senior worker to discuss and address the behaviour.
2. CCTV cameras cover all main internal areas and the externally areas adjacent to the building.
3. Ensure that a minimum of 2 licensed security personnel is on-site during operational hours. They are be stationed in the hub on the ground floor and where possible, also patrol the exterior of the building periodically during the night. They are also available to respond to any client incidents that occur either within the building or in the immediate exterior vicinity of the building.
4. All SNS staff are be trained in de-escalation techniques. Clients who behave in a manner deemed unsafe or fail to comply with our Code of Conduct will be subject to a temporary suspension from our services to ensure the safety.
5. Ruah and the SNS have a formal relationship with WA Police, ensuring responsive support from Police where this may be needed.
6. There is an on-call system to provide senior-level support in the event of any incidents.

Loitering, in the context of our community guidelines and service operations at Ruah, is defined as the act of remaining in a particular public place for a protracted time without a clear purpose or activity. This does not include activities such as smoking, waiting for services, or being outside the building for a specific reason, such as having a cigarette.

Ruah is committed to minimising loitering around the facility. We recognise, however, that clients may be present outside the building as they wait for services or partake in smoking. Staff and security manage and monitor this to ensure safety for all.

To enhance service efficiency and manage client flow effectively, clients are encouraged to coordinate with designated hubs during the day and present to the SNS between 7pm-10pm for planned visits. The main entrance, situated at the front on James Street, is intended for client use and will be managed by security officers at a reception, triage desk. This allows for a space where we assess risks and speak about rights and responsibilities in the service. This measure allows us to focus on emergency presentations after 10pm, ensuring that staff can dedicate the necessary attention to clients with present in emergency situations with

urgent and complex needs. Encouraging early presentation supports the safety and smooth operation of the service, helping to manage the flow of clients efficiently throughout the evening.

By distinguishing between loitering and the legitimate use of outdoor space by our clients, we aim to maintain a respectful and orderly environment while also being mindful of the needs and behaviours of those we serve.

8. Local Engagement and Complaints

8.1 Engagement with Local Businesses and Residents

The facility is situated in an area that contains a number of existing businesses and residents.

The services in this facility have been designed to co-exist with the local community and to play a positive part in improving the amenity and safety of the area. Ruah is committed to ensuring there is no antisocial behaviour in the vicinity of the building and ensure appropriate management of the surrounding area. Strategies such as security patrols, lighting, CCTV, and procedures to minimise disruptions after-hours are part of the approach to managing this important relationship.

Through these strategic engagements and security measures, we are committed to upholding the well-being of the community, ensuring the safe operation of our Hub, and maintaining a harmonious and mutually beneficial relationship with all local stakeholders.

8.2 Complaints Management

As part of operating this facility we take in complaints as a part of the quality improvement process. Listening and early communication is key to resolving concerns with clients, neighbours, and the community. Complaints (which could be in connection to a client or the services that Ruah provides) can be made via the feedback form via the website, calling 13 RUAH (who direct the complaint to the appropriate service/area), or emailing connecting@ruah.org.au or feedback@ruah.org.au.

Regarding after hours issues for the service or surroundings, the community are encouraged to call the Police if the matter is urgent.

Ruah values the community's insights, suggestions, or observations as vital contributions toward the continuous improvement of the Safe Night Space (SNS) service. These forms of feedback provide Ruah with crucial perspectives that may highlight opportunities for service adaptation to enhance outcomes.

Feedback Evaluation: Upon receiving the community's insights, suggestions, or observations, Ruah undertakes a careful evaluation to determine how this feedback might inform service adjustments. This consideration is integral to ensuring that any changes align with the service's objectives and are geared towards improving service delivery and effectiveness.

Service Adaptation: If the assessment of feedback reveals actionable opportunities, Ruah explores how the service can be altered or adapted. This process is conducted with the aim of enhancing service outcomes, ensuring that any modifications are implemented thoughtfully and strategically to benefit the community and service objectives.

Prioritising Service Outcomes: The incorporation of community feedback into service planning and execution prioritizes the improvement of service outcomes. Ruah's approach is to make informed adjustments that not only address the feedback but also contribute to the overarching goal of delivering high-quality, impactful services.

By integrating the community's insights, suggestions, and observations into its operational framework, Ruah demonstrates a commitment to responsive and adaptive service management, with a steadfast focus on achieving the best possible outcomes for those it serves.

Independent complaints resolution- HaDSCO

HaDSCO is an independent state government agency providing a free impartial resolution service for complaints relating to health, mental health or disability services in Western Australia and the Indian Ocean Territories. If you are unhappy with the response from the service or feel uncomfortable approaching the service directly you can contact the following services for assistance: [Health and Disability Services Complaints Office \(HaDSCO\)](#)
08 6551 7600 or Free Call 1800 813 583

Both the SNS and the Ruah Hub are funded by the Department of Communities. The Department of Communities is another escalation point for complaints. These can be made through phoning 1800 333 325 or through their website at the following link. <https://www.wa.gov.au/organisation/departments-of-communities/departments-of-communities-housing-complaints-and-feedback>

Ruah welcomes all feedback as an integral part of continuous quality improvement and endeavour to resolve complaints in connection to the services that Ruah provides. There may be issues outside our control, for example issues that occur not on Ruah property but that in some ways are related to Ruah, thus as part of the complaint management process, we would make reasonable efforts to resolve issues with stakeholders involved. We have reviewed our complaints management process which ensures that complaints are risk rated and escalated according to seriousness and frequency.

Further to this, Ruah have designed and display signage that outline where to direct feedback during operational hours.

8.3 Engagement with Local Residents for the SNS

Safe Night Space Community Advisory Group

Ruah have established the Community Advisory Group for James St, appointing Ms. Liz MacCleod as the groups independent chair. The Community Advisory Group serves as an advisory body to Ruah's Chief Executive, facilitating open discussions and sharing insights to inform decisions regarding the SNS. The Community Reference Group will meet with the intention to achieve the following objectives:

- Facilitate open and constructive discussion about the service, fostering an environment where all members feel valued and heard, with a focus on the safety and well-being of women.
- Identify and prioritise key concerns, assessing their potential impact on the community, and collaboratively develop responsive strategies with the dual aim of keeping women safe from homelessness, violence, and the risks associated with being on the streets.
- Enable staff to inform the group about key developments, achievements, and outcomes of the service, ensuring transparency and shared understanding, particularly in areas related to protecting service users from homelessness and violence.
- Provide a platform for addressing concerns or exploring opportunities identified by the broader community, aiming to devise creative and responsible solutions that align with the service's objectives.
- Support the service in its objectives to increase awareness and education around the issues it addresses within the community, with a particular emphasis on promoting understanding, preventative measures, and the safety of women.
- Focus on collective solution-finding to unblock difficulties, enhancing community outcomes and ensuring the delivery of the service aligns with the needs and positive outcomes for the community, clients, and the service itself. This includes a dedicated effort to protect women from the dangers of homelessness and street violence, and to provide them with a safe and supportive environment.

- Develop strategies to enhance the integration of the SNS and the James Street hub within the community, fostering stronger connections and collaboration.

The group operates based on principles of mutual respect, collaboration, transparency, and confidentiality.

Membership of the group comprises senior-level representatives from key stakeholders and organisations, ensuring diverse perspectives and expertise are considered. Members include an independent chair, Aboriginal leadership representation, City of Perth representatives, community and neighbour representatives, government agency representatives, WAPOL, healthcare stakeholders, and Ruah staff. The group conducts regular reviews of its composition to ensure alignment with service goals and community needs.

Members attend and participate in meetings, representing community views, respecting confidentiality, and must refrain from media commentary on proceedings. Operating procedures include having approximately 10 members, with the independent chair facilitating discussions and maintaining focus on objectives. Meetings are initially held fortnightly and later adjusted to monthly frequency as the service matures. Decision-making is encouraged through consensus, with a focus on resolving issues effectively.

8.4 Minimising impact on the local surroundings

Our internal practice guides detail information and practical guidance for staff on the following specifics which relate to how we work in the SNS model. Our procedures for managing disruptions after hours include immediate communication with our security team and, when necessary, engagement with the local police. Specific details outlined below:

1. Security Strategies and Extent: Our security measures, including patrols, and CCTV, are implemented not only within but also around the perimeter of our building. The goal is to deter antisocial behaviour and to minimise disruptions after hours. These strategies extend to the immediate areas surrounding the facility where our clients and the local community interact. We have recently installed additional lighting to further increase visibility and therefore increase safety around the area.
2. Our security personnel conduct regular patrols that extend around the entire perimeter of the building. These patrols are not confined to the structure itself but also cover adjacent areas to ensure a comprehensive security presence. This proactive approach allows us to address concerns and potential issues before they escalate.
3. In the event of an incident, our procedures include immediate assessment via CCTV, engagement of security personnel to the location, and if necessary, prompt communication with WAPOL.
4. Our CCTV system has high visibility and covers the entire site. The cameras are positioned strategically to monitor all activities, providing real-time tracking capabilities. This allows us to swiftly respond to any incidents and maintain a secure environment.
5. We have a direct line with our regular contract at WAPOL, with whom we communicate frequently—often daily—to continue our positive relationship and ensure a coordinated response to any incidents.
6. Complaints Policy: For non-urgent issues, community members are encouraged to use our online system to register complaints, which allows us to track and systematically address each concern. For urgent matters, especially those concerning safety, the direct engagement with WAPOL is advised.
7. Direct Police Engagement: We maintain a direct and responsive relationship with WAPOL, ensuring that any antisocial behaviour or safety issues are promptly communicated to the appropriate authorities, leveraging our established rapport with the sergeant in charge.
8. The Safe Night Space (SNS) service includes a mechanism specifically designed for addressing community concerns related to the service during its operational hours. This system enables the community to alert SNS staff via text about situations such as a perpetrator outside the building or any other service-related

issues. Upon receipt of such alerts, the staff will assess the situation to decide whether the involvement of Police or City Rangers is warranted. A designated phone line is established to receive these text messages, ensuring that community concerns are promptly addressed. For issues requiring a more detailed response, community members are encouraged to use the connecting@ruah.org.au email address. This approach ensures that all community concerns relating to the service are managed effectively and efficiently.

Through these measures, we aim to ensure that the SNS is not only a safe place for our clients but also a responsible and responsive neighbour to the residents of the area.

9. Review

This document undergoes regular reviews (at least annually) to remain aligned with evolving community needs and service delivery standards. Significant changes will be communicated to relevant stakeholders, then submitted to the City of Perth.