# LGBTIQ+ INCLUSIVITY IN HOMELESSNESS SUPPORT FOR YOUNG PEOPLE

**AN ALSORTS APPROACH** 



## **Acknowledgement of Country**

Family Access Network (FAN) acknowledges the Aboriginal peoples, in particular the Wurundjeri people, as the Traditional Owners and Custodians of the land and water on which we live and work. We pay our respects to Elders past, present and emerging. We acknowledge that this land was stolen, and that sovereignty has never been ceded. We acknowledge that violence has been, and continues to be enacted upon Aboriginal peoples. We also acknowledge that Aboriginal people are strong – surviving and resisting for 232 years.



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Fiona Murray



# THIS REPORT OUTLINES A WHOLE-OF-ORGANISATION APPROACH TO SUPPORTING LGBTIQ+ YOUNG PEOPLE WHO ARE EXPERIENCING, OR AT RISK OF HOMELESSNESS.

This report provides an overview of the work that Family Access Network (FAN), a Specialist Homelessness Service, has undertaken to make their service inclusive and affirming of young people who are part of the LGBTIQ+ community. It offers a perspective and learnings on LGBTIQ+ inclusive practice that may be of use to a wide range of services. In line with all best practice approaches, it is a model that centres and values the client's experience and expertise, offers a holistic service response, and embeds practices across the whole organisation.

#### This report:

- Provides context on the need for LGBTIQ+ inclusive practices
- Outlines the model and techniques FAN uses to achieve LGBTIQ+ inclusive practice across its organisation
- Explains the importance of a whole-of-organisation approach to inclusive practice, and the importance of an organisation's leadership in achieving this
- Explains what inclusive, clientcentred practice looks like
- Advocates for the importance of LGBTIQ+-specific housing in the homelessness sector
- Includes sample policies, forms, and scripts
- Includes a detailed glossary

### Wider legislation and frameworks

All organisations have a duty under the *Sex Discrimination Act* (2013 amendments) and, in Victoria, under the *Equal Opportunity Act* (2010 amendments), to not discriminate a person on the basis of their sexual orientation, gender identity, or intersex status.

Inclusive practice, however, recognises that barriers to accessing spaces and services are far greater than issues of active discrimination and legislative protection. Inclusive practice attempts to redress the disproportionate, often systemic barriers that some people and communities face in accessing spaces and services. It focuses on how organisations can be actively welcoming, safe and supportive for these communities.

There are a number of frameworks, principles and lenses that can be applied in building inclusive practices, including:

• Intersectionality – as first articulated by Kimberlé Crenshaw (1989), this approach recognises and works to overhaul power dynamics in which multiplymarginalised individuals experience complex and compound discrimination. It also recognises that traditional antidiscrimination movements undertake a separatist approach rather than a holistic and collective response truly needed.

- Human Rights approach in which all people have the right to housing, dignity, autonomy, and cultural safety.
- Social justice framework –
  recognises the structural
  oppression and inequality
  present in our society and strives
  for the equitable distributions of
  resources, such as housing, and
  fair and equitable access to
  services and support.
- Client voice framework where clients are encouraged and supported to express their needs and experiences. This approach positions clients as the experts in their own lives, and also recognises the diversity of people and their needs. DHHS have published a Client voice framework for community services, available at <www.dhhs.vic.gov.au/publicatio ns/client-voice-framework-community-services>
- Client and/or youth
   participation framework building on the client voice
   framework, these offer specific
   models for engaging client voices
   in decision-making. Such an
   approach centres client needs at
   the heart of service design.

- Strengths-based lens building on the client voice and participation frameworks, application of this lens highlights the capabilities, strategies and strengths that each person has. This supports a non-judgemental and uplifting approach to change that can be used both in supporting the development and wellbeing of clients, and in supporting cultural change within an organisation.
- Trauma-informed lens –
  recognises the impacts that
  adverse experiences have on a
  person, and how experiences of
  trauma affect service perception
  and encounters. It also highlights
  the importance of safety in all
  aspects of service design and
  delivery (for both clients and
  workers).
- Rainbow Tick a formal accreditation that organisations can undertake to improve, and signify their commitment to, LGBTIQ+ inclusive practice. The Rainbow Tick is comprised of six standards, which together form a whole-of-organisation approach to cultural change and inclusivity. The Rainbow Tick standards and tools are also available as free, online resources at <www.rainbowhealthvic.org.au/rainbow-tick>

APPLYING THESE
FRAMEWORKS
ENCOURAGES
PRACTITIONERS TO BE
MINDFUL OF THE
POWER STRUCTURES
(AND SUBSEQUENT
INEQUITIES) PRESENT
IN OUR SOCIETY
AND OUR PRACTICES.

By applying these frameworks clients are seen and recognised as people with complex identities, needs and experiences, and with a wealth of expertise. Their experiences of homelessness and inequality are not the fault of the individual but the result of an unjust and unequal society. As a Specialist Homelessness Service (SHS) FAN strives to not only support and empower disadvantaged individuals in getting their needs met, but to advocate for collective, systemic change to redress the driving causes of inequality and violence.

### A note on language

There is no single term to describe or encapsulate the diverse community/ies of people who have non-normative experiences of sexuality, gender identity, and/or sex characteristics. We also exist in a time and space in which community language is rapidly evolving, as communities create and reclaim language specific to their own identities and experiences.

This report uses the term LGBTIQ+.
LGBTIQ stands for Lesbian, Gay,
Bisexual, Transgender, Intersex,
Queer; encompassing the three
separate aspects of sexual
orientation, gender identity, and sex
characteristics. We include a plus
symbol at the end to acknowledge
that there are many other identities
and terminology used by people
who are part of the community.

We acknowledge that, in spite of our intentions for this language to be all-inclusive, people will have their own identity terms particular to their experiences, cultural context, and communities. We encourage everyone to be respectful of whatever word someone chooses to describe themselves and their identity.

For a more detailed explanation of terms used here, and throughout this report, please refer to the glossary at the end of this report.



# FAN IS A SMALL, COMMUNITY-BASED ORGANISATION THAT PROVIDES A RANGE OF SERVICES FOR YOUNG PEOPLE WHO ARE EXPERIENCING, OR AT RISK OF HOMELESSNESS.

Established in Box Hill (Victoria, Australia) in 1981, Family Access Network (FAN) began as a community response to the increasing numbers of homeless young people in the area. It started by offering shared private rental accommodation, a community placement service, and a mentoring program. While the organisation has since grown to offer a range of accommodation and support services. FAN continues to be grounded in a community development model, promoting connectedness to family (in all its diverse forms) and to community.

Today FAN supports young people aged 15-25 years, with specialist services for young people who are parents and their children, and those who are part of the LGBTIQ+community.

FAN provides a wide range of homelessness and support services, including:

- case-managed support
- transitional housing (supported accommodation with subsidised rent, on a short-term lease)
- peer social support groups for LGBTIQ+ young people; and for young parents
- children's program providing a child-first lens across programs and services accessed by children
- therapeutic interventions for LGBTIQ+ young people who've experienced family violence (part of Pathways to Resilience, in partnership with Uniting Ringwood, Australian Childhood Foundation, EACH, and Safe Futures Foundation)
- life skills development programs

- peer leadership program
- a private rental brokerage program (part of Creating Connections, in partnership with Uniting Ringwood, Uniting Mt Waverley, Anchor, and Salvation Army Housing)
- volunteer program where volunteers contribute in roles such as mentors, lead tenants, and child play supervisors
- equity support and material aid
- the state-wide Housing Establishment Fund for LGBTIQ+ young people
- a regional Housing Establishment Fund for young people
- Homeless Youth Dual Diagnosis Initiative (in partnership with Eastern Health).



Being with FAN made transition into my own housing a lot easier All of FAN's programs and services are underpinned by a client-focused, rights-based approach. The organisation's vision is:

'A COMMUNITY WHICH ACKNOWLEDGES AND VALUES THE DIGNITY AND WORK OF ALL CITIZENS, AND ENABLES INDIVIDUALS TO DEAL POSITIVELY WITH ADVERSE SITUATIONS IN THEIR LIVES.'

FAN works towards achieving this vision by:

- Supporting young people's right to self-determination:
- Assisting young people toward independence and empowerment over their own lives:
- Advocating for, on behalf of, and with young people on the public and political stage.

FAN operates under a Board of Governance, with nine permanent staff, and a number of contracted project staff. FAN is funded by DHHS and the City of Whitehorse, with additional support achieved through grant submissions, and from a number of philanthropic donors.

# A history of inclusive practice

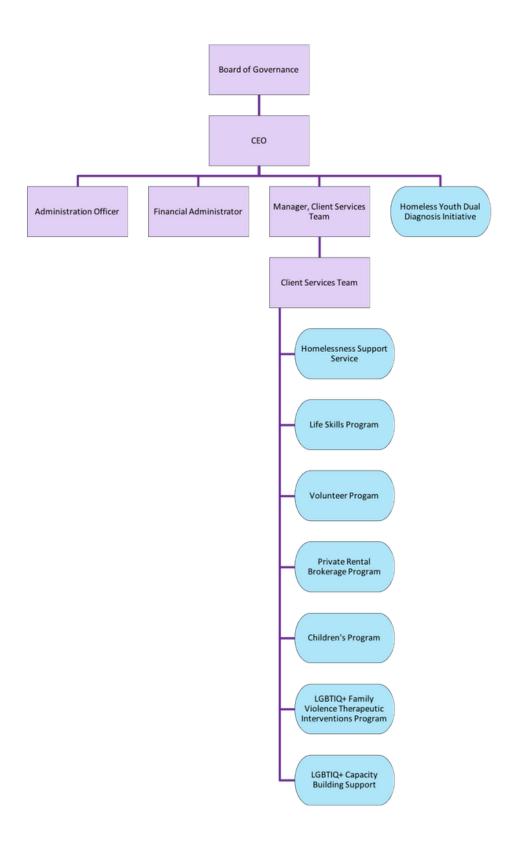
In 2005 ALSO, a then-peak body for the Victorian LGBT community and one of Australia's oldest gay rights charities (now dissolved), approached FAN with a proposal to provide a response specifically tailored to young people from the LGBT community experiencing homelessness. This partnership between ALSO and FAN was formally launched in 2006 with the Alsorts initiative.

A key component of the initiative was the provision of housing solely for the use of LGBTIQ+ young people experiencing homelessness. The first Alsorts house was provided (leased and furnished) for FAN by the ALSO Foundation. In 2007 the Alsorts housing model was relocated to a property sourced and provided by Salvation Army Housing (then SalvoCare Eastern), becoming part of the official DHHS Transitional Housing service. This was an important step in the aim of the model being aligned and integrated with the Specialist Homelessness Service (SHS) sector. The need for. and importance of the Alsorts service was further recognised by the 2008 allocation of a second transitional housing property, from Community Housing Ltd (CHL), to FAN's portfolio exclusively for use by LGBTIQ+ young people.

Alsorts was the first model for the provision of housing and support tailored to LGBTIQ+ young people experiencing or at risk of homelessness in Victoria. Pre-dating the Rainbow Tick Standards by several years, it was designed as a demonstration model from which a broader service system response could be created and shaped.

Since it was first launched Alsorts has grown and evolved, always with a focus on best-practice support, a whole-of-organisation approach, and continuous quality improvement. It is now one of many LGBTIQ+ inclusive practice models. The effectiveness of it as an approach may be evidenced by FAN's accreditation as a Rainbow Tick organisation in 2014, the first homelessness service to receive this accreditation. It is notable too that. due to FAN's role and experience in establishing the Alsorts model, the FAN CEO participated in the development of the Rainbow Tick Standards and Evidence Guide. The Alsorts model has also been recognised with two inaugural awards for diversity - the QIP Chair Award for Diversity (Highly Commended. 2015-2017), and the Victorian Homelessness Achievement Award for Excellence in ending homelessness - diverse groups (Winner, 2017) presented at the Council to Homeless Persons (CHP) Homelessness Conference.

### **Structure and services**





# LGBTIQ+ YOUNG PEOPLE DISPROPORTIONATELY EXPERIENCE HOMELESSNESS AS A RESULT OF SOCIAL, CULTURAL AND STRUCTURAL STIGMA AND DISCRIMINATION.

Disproportionately high levels of LGBTIQ+ young people have experienced homelessness, with family conflict and rejection because of a young person's sexual orientation, gender identity, and/or intersex variation being a major cause. 1, 2, 3

LGBTIQ+ young people are also at increased risk of discrimination and violence as a result of homophobia, biphobia, transphobia and intersexphobia. These experiences occur in all public and private spaces, and across all forms of service provision, contributing to displacement and compound trauma. As a result of these experiences LGBTIQ+ young people experience significantly reduced mental health, wellbeing, education, and employment outcomes – further drivers of homelessness.

People from the LGBTIQ+ community (as well as people from other marginalised communities) are also likely to experience a form of trauma known as 'minority stress'. Minority stress refers to the chronic stress experienced by individuals from minority communities. This stress occurs not only due to experiences of prejudice (such discrimination and violence). but the expectation of encountering these. This feeling may be comparable to the experience many people have when walking alone at night - a feeling of anxiety, that acute awareness to any movement or noise, your heart beating a bit faster and your mind racing - is it a threat? Am I safe? ...It's that feeling of stress, but **all the time**.

Experiences of minority stress can also include:

- The stress of concealing your identity (for example, as a strategy to avoid harm, rejection, or discrimination).<sup>5</sup>
- Having negative attitudes and beliefs about your identity as a result of continued exposure to stigmatising attitudes, public debates, policies, practices, and laws. This is also known as internalised homophobia/transphobia/biphobia/intersexphobia.<sup>5</sup>

While many service providers do not deliberately ignore the needs of LGBTIQ+ young people, they often do not know how to provide specific and appropriate support. Young people accessing homelessness and housing support services have often reported experiences of 'othering', isolation and misgendering as a result of cisnormative and heteronormative assumptions and barriers.<sup>2</sup>

The Alsorts model endeavours to redress these drivers and experiences by:

 Employing a whole-of-organisation approach to understanding and supporting LGBTIQ+ inclusion, beginning with the organisation's leadership.

- Employing a client-focused approach that respects the specific, often intersectional needs, identity, and experiences of each young person; authorising them as the expert in their own lives.
- Offering LGBTIQ+-specific transitional housing – providing safe housing and community space for the development of safe and respectful peer support, and for the development of shared living skills.
- Offering LGBTIQ+-specific life skills support, providing young people with a range of social, living, wellbeing, and employment skills and education support to assist them toward independence and empowerment over their own lives..
- Offering LGBTIQ+-specific therapeutic and healthy relationship support, to redress experiences of family violence.
- Supporting and empowering LGBTIQ+ young people to be their own advocates in accessing private rental and other services, including health and legal services.
- Advocating for broader social and cultural change.



The Alsorts model uses a holistic approach, across five key areas, to ensure that all LGBTIQ+ clients feel empowered, included and respected in accessing, utilising and exiting the Specialist Homelessness Service (SHS) system.

# WHOLE OF ORGANISATION RESPONSE

Importance of leadership.
Audit of systems and service delivery.
Staff training and professional
development.
Continuous quality improvement.

#### **EQUITY OF ACCESS**

Parallel pathway approach.
Client needs above geographic boundaries.
LGBTIQ+-specific properties.

#### CLIENT CENTRED PRACTICE

Strengths & rights based practice. Flexible, client-focused response. Client participation in program development and referrals.

#### SECTOR INTEGRATION

Specialist Homelessness Service compatibility.
Advocacy for, and participation in policy and program development.
Linking with other sectors and services.
Secondary consultation and capacity building support.

# PARTNERSHIPS AND COMMUNITY ENGAGEMENT

Support and engage with a diversity of LGBTIQ+ communities, organisations and voices.

While the Alsorts model shares commonalities with other best-practice inclusivity models, it is also unique in its approach to supporting LGBTIQ+ people in that:

- It partners with a diversity of LGBTIQ+ communities, organisations and voices to ensure that LGBTIQ+ young people have access to a range of social supports, representation, and mentorship opportunities.
- It emphasises the development of shared living skills to support young people in exiting the Specialist Homelessness Service (SHS) system.
- It embeds inclusive practice as an ongoing process, rather than a goal, actively seeking continuous quality improvement for staff and services.
- It does not enforce geographic boundaries or mainstream intake and referral pathways.
- In addition to offering a range of client supports, it is open to continuous evolvement and development of programs according to client needs.



They don't treat u different, matter what colour you are, where you come from. This is the best program.





### **Whole of Organisation Response**

Cultural change only occurs when a whole-of-organisation approach is adopted, guided through leadership and supported by Management and Governance. To ensure all programs, services, facilities, and operational systems are LGBTIQ+ inclusive FAN regularly undertakes a full audit of all aspects of the organisation, including:

- Organisational policies
- Data collection and storage
- Intake and assessment processes
- Knowledge and skills of all staff and volunteers, including the Board and senior management
- Physical site appearance and facilities

In conducting an audit it is important to acknowledge honestly any barriers, hindrances, and/or discriminatory practices that have been present in the organisation (recently or historically). This should not be an exercise in blaming or shaming, but in understanding any historical experiences that will inform current levels of community and client trust in an organisation, and enable realistic planning for change.

Being inclusive is the responsibility of every worker in an organisation, not just one person or one team. This is important for effecting cultural change, for providing cultural safety to LGBTIQ+ clients and workers, and for ensuring the sustainability of the

work being done. It is also vital that this work is both championed and role-modelled by the organisation's leadership team. In a hierarchical organisational model, and particularly in a sector where frontline workers are endeavouring to solve crisis situations in a time and resource-poor environment, being inclusive may be dismissed as "one more thing" and as being of a low priority. Building inclusivity needs to be set as a priority by an organisation's Governance and Management, and staff need to be supported in learning and undertaking inclusive practices.

Being inclusive is a process, not a destination. At FAN, the process of continuously improving organisational inclusivity is administered by a staff LGBTIQ+ Portfolio. The portfolio meets every 6-8 weeks, and is responsible for monitoring and reviewing the LGBTIQ+ inclusivity of the organisation. A key outcome of this continuous quality improvement process has been FAN's successful accreditation as a Rainbow Tick organisation. Having an LGBTIQ+ Portfolio assists with sharing the responsibility of inclusive practice and ensuring that knowledge and momentum aren't lost during staff turnover.

Staff turnover is recognised as a key barrier in maintaining organisational culture and knowledge. To assist with maintaining an inclusive organisational culture, in addition to the role of the LGBFIQ+ Portfolio, FAN:

- actively recruits staff with an understanding of LGBTIQ+ community needs, through LGBTIQ+-specific key selection criteria and interview questions);
- encourages people from the LGBTIQ+ community to apply for positions, by promoting FAN's inclusive policies in job advertisements, and ensuring that vacancies are advertised among LGBTIQ+ community networks;
- ensures that there is representation of people from the LGBTIQ+ community on FAN's Board of Governance;
- provides LGBTIQ+ specific training for all staff, including volunteers and the Board, on an annual basis.

#### **KEY OUTCOMES:**

- All staff, including Board and volunteers, are equipped with an understanding of LGBTIQ+ community needs and safety risks
- Clients receive consistent, inclusive service in all interactions with the organisation
- Safe and welcoming environment
- All staff are empowered to contribute
- Continuous quality improvement
- Improved organisational reputation, both as a service and as a place to work



# **Equity of Access**

The Alsorts model uses a parallel pathway approach to ensure that LGBTIQ+ young people in need can most easily access support. This approach acknowledges and endeavours to redress the systemic, structural barriers to accessing support from homelessness services.

The Victorian Specialist Homelessness Service (SHS) system is currently organised under the 'Opening Doors' framework, with a limited number of designated entry points. People in need of housing support can telephone a helpline to find out their closest entry point. They then need to arrive at the front door of this service to be assessed by a worker. This framework can make access difficult, particularly for those from marginalised communities. For example, the risk of trans clients being misgendered based on the pitch of their voice over the phone; service locations difficult to access for those without cars, and/or those for whom public transport feels unsafe.

LGBTIQ+ young people can instead access FAN through any of the following means:

- Direct contact (self-referral)
- Referral from a friend, family or community member
- Referral from an external agency or service, including LGBTIQ+ organisations
- Referral from an Opening Doors entry point

FAN's services are open to LGBTIQ+ young people from anywhere in Victoria in need of support, recognising client needs above localised geographic service boundaries.

FAN recognises that LGBTIQ+ young people often face discrimination and rejection from their family of origin, from peers, and from service providers. To redress the inequity LGBTIQ+ young people face in accessing safe housing, FAN is proud to offer two transitional housing properties exclusively for the use of LGBTIQ+ young people. One LGBTIQ+ property accommodates three young people, in addition to a lead tenant, while the second accommodates two young people.

There are pros and cons to offering LGBTIQ+-specific accommodation, versus offering accommodation that is open to people from all communities but inclusive of LGBTIQ+ people. In FAN's experience, the provision of shared accommodation exclusive to LGBTIQ+ people results in the best outcomes for their particular clients - LGBTIQ+ young people aged 15-25 who are often escaping family violence, have experienced high rates of peer rejection, and have little to no experience in independent living. As shared housing is the most common and affordable form of private rental available to young people when exiting the Specialist Homelessness Service (SHS) system, the development of shared living skills is critical to their success.

It's important to note that just because a service has LGBTIQ+-specific accommodation should not mean LGBTIQ+ clients are expected or required to use it. Rather, a client-centred approach is always recommended. A small number of FAN clients from the LGBTIQ+ community have not wished to take up a LGBTIQ+-specific response and have been successfully accommodated in general shared transitional housing.

Offering LGBTIQ+-specific, shared transitional housing:

- removes systemic barriers the LGBTIQ+ community faces in accessing housing support;
- provides a community space and the opportunity to develop safe and respectful peer support;
- fosters a sense of security –
   particularly in the Lead Tenant
   housing model, where young
   people have a live-in role model;
- and facilitates the development of shared living skills – again, particularly in the Lead Tenant housing model, where young people have a live-in role model.

66

Being in the alsorts house is a good safety net. I can be myself in the house which makes things a lot easier when you can do that - you don't have to change yourself.

#### **KEY OUTCOMES:**

- A welcoming and accessible organisation<sup>6</sup>
- A client-centred approach to access and support
- Greater community involvement, through partnerships with LGBTIQ+ services and organisations
- Increased availability of transitional housing for LGBTIQ+ young people that is safe and affirming
- Increased community connections for LGBTIQ+ young people, improving wellbeing outcomes
- Increased living skills development, improving housing and quality of life outcomes long-term



#### **Client Centred Practice**

A client-centred, rights-based approach underpins all aspects of FAN's programs and services. Recognising a client as the expert in their own lives and needs places them in a position of empowerment. Client empowerment is also built through recognising their rights, including:

- equity of opportunities in education and employment;
- to access support where and when needed:
- appropriate and supported accommodation:
- to feel safe and accepted;
- and to grow and develop healthy relationships.

This approach is particularly important in working with LGBTIQ+ young people, who have often been denied self-determination, and have experienced discrimination, peer and family rejection, and denial of their identity.

A rights-based approach also helps to set the tone for the respectful behaviour expected of clients when interacting with each other. One of the major challenges in providing a safe and inclusive housing service (particularly in non-LGBTIQ+-specific accommodation) is managing the behaviours of other clients. By having specific, inclusive rights-based policies and practices, clients are clearly informed of the respect they should expect to receive, and that they are expected to extend to others.

The Alsorts model places LGBTIQ+ young people at the centre of their own case plan, with case managers working in partnership with young people. Case plans and support programs focus on young people's strengths, resilience and independence - acknowledging their ability to make positive choices in their lives. The work and successes of a client are also acknowledged and celebrated throughout their plan, both informally and through awards, exhibitions, and opportunities to present at FAN events.

In implementing a client-focused support plan, flexibility is needed. Rather than offering a one-size-fits-all response, FAN strives to both develop and refer into inclusive programs and supports which clients have identified as best suiting their needs. FAN has a range of inclusive support programs which clients can elect to participate in, including:

- Life skills programs including a social support group for LGBTIQ+ young people; employment skills-building classes for LGBTIQ+ young people; and shared living skills development through the Lead Tenant LGBTIQ+ housing option.
- Mentorship program, where clients can access a volunteer mentor to guide and assist them in achieving their goals.

- A therapeutic program for LGBTIQ+ young people who have experienced family violence, with a support group, as well as access to individual support for group members.
- A peer leadership program, where clients are supported to build leadership and positive role model skills, and to contribute to community advocacy if they wish.
- Flexible brokerage options for access to education, employment and housing, with case managers striving to provide financial support that meets the needs of the individual client. This includes FAN's administration of a statewide Housing Establishment Fund for LGBTIQ+ young people, and its delivery of a Private Rental Brokerage Program, offering workshops on budgeting, assistance with rental applications, and assistance with bond.
- Supported exits from transitional housing into independent longerterm housing – FAN continues to provide case-managed support to clients for three months beyond their move-out date, if the client wishes.

In line with a youth participation framework, many of these programs have been codesigned in partnership with clients and continue to actively involve clients in decision-making about program content and delivery.

By prioritising a client's choices and supporting their active participation, not only are wellbeing outcomes improved, building a client's resilience, independence, and sense of empowerment – it also provides many opportunities for quality improvement as an organisation. It provides continuous feedback for the development of engaging programs, and it builds an organisational culture that is adaptive and responsive.

#### **KEY OUTCOMES:**

- Clients are affirmed, respected and acknowledged as authorities in their own lives
- Acknowledges and addresses the diversity and intersectionality of identities and needs
- Promotes client rights
- Improved client engagement
- Builds community empowerment
- Provides support free from discrimination and judgement
- Continuous quality improvement of services
- Client-led program development

### **Sector Integration**

Community is at the heart of the Alsorts model. It recognises the strength found in community care, the importance of community connection to individual wellbeing, and the role of community empowerment in wider cultural change. It also recognises that there are currently still many barriers for LGBTIQ+ people in accessing community, and community services.

The Alsorts model seeks integration with the Specialist Homelessness Service (SHS) system and the wider community. To achieve this, all FAN staff work as LGBTIQ+ community advocates – both in interactions with other services, and for wider cultural change. FAN also undertakes a number of practices and partnerships that link with the wider SHS sector:

- homelessness support services for LGBTIQ+ young people, and administration of the state-wide Housing Establishment Fund for LGBTIQ+ young people, within the DHHS housing and homelessness sector;
- partnership with Salvation Army Housing, the Transitional Housing Manager for one of FAN's LGBTIQ+specific properties;
- partnership with Community Housing Ltd, the Transitional Housing Manager for the other of FAN's LGBTIQ+-specific properties;

- partnership with Uniting Ringwood, Safe Futures Foundation, Australian Childhood Foundation and EACH on the Pathways to Resilience program – a family violence therapeutic intervention initiative, for which FAN delivers an LGBTIQ+-specific family violence therapeutic program;
- partnership with Eastern Health to deliver a Homeless Youth Dual Diagnosis Initiative;
- membership of the Eastern Homelessness Network, and a representative on the Eastern Homelessness Service System Alliance:
- representative on the LGBTIQ Safe Housing Network Steering Group;
- representative on the expert advisory group for the LGBTIQ+ inclusive practice guide for homelessness and housing sectors in Australia.



It is important that clients have access to a wide range of wraparound programs and services and can safely connect with any support services they may require. To support the development and expansion of culturally safe services, FAN provides secondary consultation and LGBTIQ+ capacity building support to a range of organisations. FAN also actively contributes to a range of research projects, networks and advisory groups, and advocates for the development of LGBTIQ+ inclusive policies, programs and initiatives, including:

- the Queer Family Violence network, auspiced by Rainbow Health
- QEast, the alliance of workers in the Eastern region working for the inclusion and wellbeing of LGBTIQ+ young people
- QWest, the alliance of workers in the Western region working for the inclusion and wellbeing of LGBTIQ+ young people
- the Western LGBTI Project Advisory Group, auspiced by Wombat Housing
- the Voices for Equality and Respect Project Advisory Group, auspiced by Women's Health East
- the Eastern Regional Family
   Violence Partnership Rainbow Tick
   Network

- research and policy initiatives on the health and wellbeing of LGBTIQ+ young people, such as the ARCSHS Beyond Homophobia policy blueprint (2010), the Well Proud inclusive practice report (2011), the GALFA LGBTQ Homelessness research project (2017), the Women's Health East Young & Queer in Melbourne's East report (2018), and the Women's Health East (Re)Shaping Respect report (2019).
- publication of reports and articles advocating for LGBTIQ+inclusive practice:
  - Statewide Transitional
     Support for SSATI Young
     People Best Practice Report
     (2008; updated 2010)
  - 'Responding to the Needs of Same Sext Attracted Transgender and Intersex Young People in Homelessness and Housing Services' (in Parity, April 2010)
  - Are We There Yet? Meeting the needs of transgender and gender diverse young people (2015)
  - 'Building Inclusivity for LGBTIQ+ Young People' (in Parity, April 2020)

presenting on LGBTIQ+-inclusive practice at state-wide practice forums, and state and national conferences – most recently 'No Place to Call Home: Building LGBTIQ+ inclusivity in the homelessness sector' at the 2020 Better Together conference, and 'Young, Queer, and Homeless: Delivering best practice homelessness services' panel discussion at the 2019 Victorian Homelessness Conference.

#### **KEY OUTCOMES:**

- All staff are LGBTIQ+ advocates and allies
- Strengthens referral pathways and supports for LGBTIQ+ clients
- Improved LGBTIQ+ inclusivity across community services, contributing to improved health and wellbeing outcomes
- The organisation contributes to wider cultural change



# Partnerships and Community Engagement

To achieve parity for the LGBTIQ+ community it is critical that LGBTIQ+ people are empowered to lead community change, and that LGBTIQ+ voices are centred in any discussions about the community. Community development fails when local knowledge, wisdom and expertise are ignored. Taking an approach of 'Nothing about us without us' ensures that LGBTIQ+ experiences and knowledge are respected, and that meaningful, positive change happens.

FAN actively seeks partnership with, and input and feedback from a diversity of LGBTIQ+ communities, organisations and voices. The Alsorts model was founded on a partnership with the ALSO Foundation (a now-dissolved, then-peak body for the Victorian LGBTI community), and continues to be developed through consultation with a range of LGBTIQ+ stakeholders, including:

- Feedback from LGBTIQ+ clients, staff, board and volunteers
- Representation from the LGBTIQ+ community on the Board of Governance
- LGBTQ+ advocates and researchers
- Australian GLBTIQ Multicultural Council
- Zoe Belle Gender Collective
- Rainbow Network
- Rainbow Health Victoria

#### **KEY OUTCOMES:**

- Acknowledges and addresses the diversity and intersectionality of identities and needs
- Builds community empowerment
- Effective community and program development, ensuring services meet the needs of LGBTIQ+ clients
- Client participation <sup>6</sup>



It is refreshing to be able to act more like myself in an environment where I know that I am not judged.





# A WHOLE-OF-ORGANISATION APPROACH IS KEY IN CREATING MEANINGFUL AND ENDURING CULTURAL CHANGE.

The Rainbow Tick is a national QIP accreditation program.

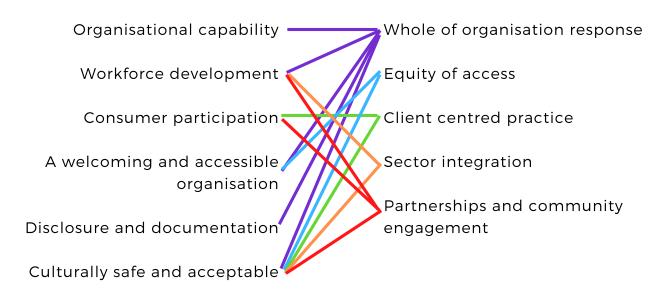
Organisations are assessed against six standards and – if the standards are met – receive a formal accreditation demonstrating their commitment to LGBTI inclusive practice and service delivery. FAN undertook this formal assessment process in 2014 and became the first Specialist Homelessness Service (SHS) to achieve the Rainbow Tick. Accredited organisations are reassessed every three years, and FAN has continued to maintain its Rainbow Tick status.

FAN was well positioned to undertake the Rainbow Tick Accreditation, having already implemented a whole-of-organisation approach to LGBTIQ+inclusive practice through the Alsorts model. (As a result of this work, FAN's CEO was also on the steering committee for the establishment of the Rainbow Tick Standards and Evidence Guide.)

This diagram illustrates how the different components of the Alsorts model align with the Rainbow Tick Standards:

#### **RAINBOW TICK STANDARDS**

#### **ALSORTS MODEL**



The Alsorts model pre-dates the Rainbow Tick Standards. This illustrates that regardless of how you choose to implement it - what language and categories you use, and whether you undergo formal accreditation or not – a whole-of-organisation approach is key in creating meaningful and enduring cultural change.



# **Key Successes**

- The Alsorts approach has, to date, provided 1,086 periods of support to LGBTIQ+ young people over 13 years.
- FAN has been appointed as administrator of the state-wide Housing Establishment Fund for LGBTIQ+ young people (15-25 years), funded by DHHS.
- FAN has been providing secondary consultation and capacity building support to many other agencies over the years, some who have gone on to achieve Rainbow Tick accreditation. In recognition of this work, FAN received funding from DHHS in 2019 and 2020 for an LGBTIQ+ Capacity Building project.
- Growth of the program to include an LGBTIQ+ family violence program, as part of the Pathways to Resilience partnership with Uniting Ringwood, Safe Futures Foundation, Australian Childhood Foundation and EACH, funded by DHHS.
- The first Specialist Homelessness Service (SHS) to achieve the Rainbow Tick accreditation, in 2014. Successful re-accreditation in 2017.
- QIP Chair Award for Diversity (2015-2017) – Highly commended
- Victorian Homelessness
   Achievement Award for
   Excellence in ending
   homelessness (2017) Winner,
   diverse groups category

- An organisation that celebrates the achievements of LGBTIQ+ young people, for example through group celebration activities, and client awards.
- An organisation that has LGBTIQ+ inclusivity applied to all aspects of its service design and delivery, with continuous review by a staff LGBTIQ+ Portfolio.
- A reputation in the LGBTIQ+ community as both a friendly service, and an employer of choice.

# Learnings

- Regardless of a client's sexuality, gender identity, or intersex status, they are first and foremost 'young people' - requiring the comprehensive suite of case management responses, and access to referral and/or brokerage pathways.
- A diversity of client responses is necessary. For example, not all LGBTIQ+ people wish to live in a LGBTIQ+ property.
- Living in shared accommodation while receiving case managed support can enhance a young person's capacity to negotiate conflicts and learn skills relating to independent living and share housing. These skills are crucial as most young people exit the Specialist Homelessness Service (SHS) system into shared living arrangements.
- The age and experience of those living in the Lead Tenant model of property needs to be carefully considered, including that of the Lead Tenant themselves. Clients aged 16-18 tend to respond more positively to this model, as they often have a greater vulnerability and a greater need for live-in role modelling.
- Integration with the Specialist Homelessness Service (SHS) system requires consistent communication of FAN services, and LGBTIQ+ needs to other service providers.
- As with all community
   engagement and development –
   investing in relationships is key.
   Authentic and empowering
   inclusive practice is something to
   be done with the community, not
   to the community or for the
   community. And cultural change
   cannot happen in a silo it's

- important to foster an environment of collaboration rather than competition between services and organisations.
- Knowledge of a client's LGBTIQ+
   identity/identities is not only
   important for providing tailored
   referral and support options, but
   enables the organisation to
   monitor trends in client needs and
   experiences and advocate
   accordingly for systemic change,
   service provision, and staff training
   needs.
- Barriers can be opportunities rather than roadblocks. For example, in the absence of an inclusive Specialist Homelessness Service (SHS) data recording and reporting system, FAN made its own internal database for parallel data collection. In the absence of LGBTIQ+ inclusive wrap-around support services to refer clients to, FAN has developed its own.
- The staff LGBTIQ+ Portfolio has been paramount in maintaining holistic and continuous quality improvement in the provision of LGBTIQ+-inclusive services and programs. It ensures that there is always a space for any community needs or service barriers to be raised and addressed: that new developments in research and best practice methodologies are identified, disseminated and incorporated: that stronger links with the LGBTIQ+ community are continuously sought and developed; and that all aspects of the organisations are monitored and reviewed for LGBTIQ+ inclusivity. It also ensures that the responsibility of this work is shared across the organisation, rather than falling to one individual or team, and it ensures that knowledge and momentum aren't lost in the event of staff turnover.



### **Challenges**

- Overwhelmingly, the primary challenge faced by the Alsorts initiative is the lack of available beds to meet demand. The LGBTIQ+ properties routinely have a waitlist of over a dozen young people, and in the last four years alone FAN has received referrals for 76 LGBTIQ+ young people to the Transitional Housing Program that have been unable to be accommodated due to limited resources.
- Acquiring the necessary resources to be able to deliver ongoing, high-quality programs which are adaptive to changing community and client needs.
- Referrals to LGBTIQ+ culturally safe and accessible services are significantly more difficult in the Eastern Metropolitan Region, with LGBTIQ+-specific services all being located in inner Metropolitan Melbourne. This geographic distance is often insurmountable for clients, many of whom experience anxiety, who do not feel safe on public transport, and who do not have access to other transport options. As such, where possible, FAN has developed programs to meet LGBTIQ+ client needs, including a social support group, an education and employment support program, a peer leadership program, and a family violence therapeutic response.

- Successful integration within the Specialist Homelessness Service (SHS) system requires that the system as a whole is inclusive in its processes, policies and services. Further work is needed before best practice is achieved system-wide, and some services may require support in achieving this.
  - For example, the SHIP database has only recently added an option for Sex other than Male or Female, and it is unclear whether this is intended to capture intersex variations, or non-binary gender identities. As such, many organisations such as FAN continue to capture data pertaining to LGBTIQ+ clients using a separate system. This presents additional challenges in ensuring this highly sensitive information is both stored and communicated safely and appropriately, increasing the risks of non-consensual disclosure of a client's information, and of not passing on information as requested by a client when referring them to other agencies, placing the burden of disclosure back onto the client.

• Short tenancy periods - as FAN, alongside many other Specialist Homelessness Services, have little control over tenancy lengths, workers have only a short amount of time to provide casemanaged support to this particularly vulnerable group of clients. As LGBTIQ+ young people face increased barriers to financial independence, with high levels of discrimination and harassment in education and employment, greater time is often needed in order to support clients to a position in which they are able to exit the homelessness system permanently, rather than temporarily.



I left school when I left home, and now I couch surf or live in my car.
I never had support from my family. We just fought all the time over my body and what they let happen to it, and how they wanted me to act. They wanted the perfect quiet little girl. They got me and I can't help that.

- Dany, intersex individual, 16yrs <sup>7</sup>





## **Glossary of community terms**

The following is an attempt to capture and communicate language currently used by the LGBTIQ+ community in Australia. Many terms do not have a unanimously agreed definition - community language evolves from personal experiences and cultural contexts, and people select identity terms based on their own experiences and interpretation. We encourage everyone to be respectful of whatever word someone chooses to describe themselves and their identity.

Ace

An umbrella term for the range of identities that experience little to no sexual and/or romantic attraction. Such identities include *asexual* and *aromantic*.

AFAB/AMAB

Pronounced "ay-fab"/"ay-mab"

Stands for 'assigned female at birth'/'assigned male at birth'. This is best-practice language to use if you are required to refer to a trans person's sex characteristics. Please note that this information is considered private, and should be treated accordingly.

## Affirmed (gender, name)

Affirmed is best-practice language to use (rather than 'chosen' or 'new') when needing to refer to the gender or name that a *trans* person uses, as opposed to the gender or name they were assigned at birth. (For more information on this, see *gender affirmation*.) Please note that by using 'affirmed' you are also disclosing that the person is trans – it is important to be mindful of privacy needs around this (see also: *outing*).

#### **Aromantic**

A person who experiences little to no romantic attraction towards other people.

Aromantic is also an umbrella term, recognising the spectrum of attraction. Identities within the aromantic community include grey-romantic, demiromantic, etc.

#### Asexual

A person who experiences little to no sexual attraction

towards other people.

Asexual is also an umbrella term, recognising the spectrum of attraction. Identities within the asexual community include grey-sexual, demisexual, etc.

#### Bisexual

A person who is attracted to people of both the same gender as themselves, and other genders.

### Cisgender

A person whose gender aligns with their sex assigned at birth. Often shortened to 'cis'.

#### Cisnormative

The assumption that everyone is *cisgender*, and that this is the norm.

#### Enby

An increasingly common colloquialism for *non-binary*, stemming from the phonetic pronunciation of 'n-b'.

### FTM/MTF

Pronounced "eff-to-em"/"em-to-eff" and stands for 'female to male'/male to female'.

An older term which some *trans* people use to identify themselves. For others it's a very uncomfortable term. If you are required to refer to a trans person's *sex characteristics*, it's currently best-practice to use 'assigned female at birth' or 'assigned male at birth'. Within the community this is often shortened to *AFAB* ("ay-fab") or *AMAB* ("ay-mab").

#### Gay

A person who is attracted to people of the same gender as themselves. Often referring to men who are attracted to other men, but also used by women and **gender diverse** people.

### Gender affirmation

The process a person takes in affirming and expressing their gender in a way that feels authentic to them. (Previously known as *transitioning*.) This may include, but is not limited to, sharing a different name and/or *pronoun*; talking about their gender with others; changing their *gender expression*; undertaking medical treatment to affirm their gender; undertaking legal processes to affirm their gender, such as changing their legal name.

A person may undertake some or all of these processes. It is important to note that the process of gender affirmation is not prescriptive, and does not follow a linear trajectory. Rather, it's specific to the needs and wants of the person.

#### Gender diverse

An umbrella term that refers to a range of **gender identities** and **gender expressions** which may not wholly align with a person's sex assigned at birth. Such identities include **gender non-conforming**, **non-binary**, etc.

# Gender expression

The way a person expresses their *gender identity*, usually through demeanor, appearance, dress and behaviour. Also referred to as *gender presentation*. People may change their gender expression as part of their *gender affirmation*.

#### Gender identity

Your sense of self as a man, woman, neither, **gender diverse**, **queer**, etc regardless of your biological sex.

# Gender non-conforming

An umbrella term used to describe someone whose gender presentation does not conform to societal expectations. Such identities may include butch, androgynous, transvestite, etc.

#### Heteronormative

The assumption that everyone is heterosexual (straight), and that this is the norm.

#### Homophobia

Fear, abuse, bullying or discrimination against people because they are *lesbian*, *gay*, *bisexual* or otherwise *same sex attracted* (or people think they are).

Internalised homophobia/biphobia/transphobia/intersexphobia

The internalisation by LGBTI+ people of negative beliefs and values about their sexuality, *gender identity*, and/or *sex characteristics*, which can lead to low self-esteem, and negative feelings such as fear, shame, sadness, anger, etc.

#### Intersex

'Intersex people are born with physical sex characteristics that don't fit medical norms for female or male bodies. These include a diverse range of genetic, chromosomal, anatomic and hormonal variations.' 8 (from Intersex Human Rights Australia). Intersex is a description of biological diversity and may or may not be the identity used by an intersex person.

#### Lesbian

A person who is attracted to people of the same gender as themselves. Often referring to women who are attracted to other women, but also used by **gender diverse** people.

### Misgendering

Referring to a *transgender* person in a way that doesn't correctly reflect their gender identity (such as using the wrong title or *pronoun*, or using their name assigned at birth rather than their *affirmed* name).

#### **Non-binary**

A person whose gender falls outside the binary of 'man' and 'woman'. They may identify as having two or more genders, no gender, and/or as moving between gender identities. Within the community *non-binary* is often shortened to *enby*.

Non-binary is also an umbrella term – non-binary identities include bigender, agender, genderfluid, genderqueer, etc.

#### **Outing**

Disclosing information relating to a person's **sexual orientation**, diverse **gender identity** and/or **intersex** status without their consent. It is a breach of privacy to out someone.

#### **Pansexual**

A person who is attracted to other people irrespective of their **gender identities**, biological **sex characteristics**, and **gender expressions**.

#### **Pronouns**

Refers to the words that we use in place of a person's name. Many people are familiar with the pronouns she/her and he/him, but there are also gender neutral pronouns such as they/them and ze/zir. Pronouns are very personal and often reflect a person's **gender identity.** It's important to not assume pronouns, to be respectful of them, and to use them correctly.

### QTPOC/QTIPOC

Pronounced "cutie-pok"/"cutie-eye-pok") – stands for 'Queer, Trans People of Colour' and 'Queer, Trans and/or Intersex People of Colour' 9. A Person of Colour is 'someone of African, Latinx, South American, Arab, Asian, Indigenous, Pacific Islander, Aboriginal, Torres Strait Islander, Caribbean or multiracial cultural background.' 9 (from 'OMG I'M QTIPOC')

#### Queer

An umbrella term for a range of sexualities and/or gender identities, including *gay*, *lesbian*, *bisexual*, and *transgender*. This term has a history both as a slur against the LGBT+ community, and as a proud, nonnormative identity grounded in political activism. *Queer* is often used by younger LGBT+ people as an identity, but may be offensive to some LGBT+ people. It's always best to pay attention to, and use, the language a person uses to describe themselves.

### Questioning

The process of exploring your **sexual orientation**; **gender expression**; and/or **gender identity**.

## Sex / sex characteristics

A person's biological sex characteristics, including genetic, hormonal and physical characteristics. A person might be male, female, or *intersex*. Everyone is assigned a sex at birth, but a person's sex may change during sex development (for example, some intersex variations only become apparent during puberty), or be changed to align with their *gender identity*.

Same sex attracted

Sexual and/or romantic attraction towards people of the same sex and/or gender.

Sexual orientation The sexual, physical and romantic attraction a person experiences. For example, a person may identify as straight, gay, lesbian, bisexual, or pansexual. A person may also choose to reject labels all together.

Trans/ transgender An umbrella term for people who do not identify exclusively with the gender they were assigned at birth. A trans person may identify as a woman, a man, or as *non-binary*, and may use a term specific to their identity, such as trans masc, trans femme, trans woman, trans man, gender-transcendent, etc. Some transgender identity terms are also specific to the person's cultural background, such as Sisterboy and Brothergirl (Aboriginal Australian culture).

**Transsexual** 

A person whose gender and sex is different to the one they were assigned at birth. While used by some people as an identity term, it is often considered offensive in today's context due to its medicalised history. It's always best to pay attention to, and use, the language an individual uses to describe themselves.

**Transition** 

An older term for **gender affirmation**.

Transphobia

Fear, abuse, bullying or discrimination against people because they are *transgender* (or people think they are).

## **Sample Policies**

## DIVERSITY AND INCLUSION POLICY

Family Access Network embraces differences in gender identity and expression, age, ethnicity, race, cultural background, disability, religion, sex characteristics, and sexual orientation. We acknowledge the first peoples of Australia and their unique role in our history and society. We recognise the benefit diversity and inclusion plays in helping achieve our goals.

## ANTI-DISCRIMINATION POLICY

Family Access Network is welcoming of age, race, ethnicity, religion, disability, and of diversity of gender identity and expression, sexual orientation, sex characteristics, and family composition.

# STAFF CODE OF CONDUCT (EXTRACT)

By signing this document, the signatory declares that as a member of FAN they will observe and commit to the following:

### **Diversity & Inclusion:**

- Operate from a Rights Based Approach at all times.
- FAN employees, board and volunteers will respect diversity of all people and welcome their individuality. This will include respect of cultures, gender, sexuality, experiences, identities and opinions.
- Freedom of expression will be celebrated and respected.
- Actively support equal opportunity and anti-discrimination.
- Uphold the right to cultural recognition, inclusion and safety.
- Recognise the traditional lands and waters of the indigenous peoples of Australia.

## **Sample Forms and Scripts**

The following examples are excerpts from FAN's client intake forms, demonstrating a variety of ways to invite clients to share with the organisation their gender identity, sexuality, and/or intersex variation.

#### **GREETING**

Introduce yourself using both your name and pronouns. For example: Hi! I'm Sarah and my pronouns are she/her.

Hi! I'm Omar and my pronouns are he/him.

Hi! I'm Jun and my pronouns are they/them.

#### **ENGAGEMENT**

Establishing rapport and recognising the client as an individual is an important part of providing a welcoming and inclusive service. Take the time to ask the client how they are or how their day has been, and engage in some small talk...

### **PURPOSE OF ASSESSMENT**

When asking personal information it's always important to let clients know about purpose and privacy – why is the information being collected? Who will have access to the information? This is particularly important when working with the LGBTIQ+ community as it is not always safe for people to disclose these parts of their identity.

Reassure the client that they have the right to not answer, to ask for clarification, and to stop the assessment at any time.

#### For example:

I need to go through this form with you so we can work out how we might best be able to support you. We ask everyone the same questions. If there's any questions you'd rather not answer, you can just say "pass", and if there's any questions that you're not quite sure what they mean just let me know and I'll do my best to try and explain them.

Any information you give me will be kept private – only case managers here at FAN, like me, will have access to it. We don't share your information with any other people or services without your permission, unless we are medically or legally required to in order to keep people safe. We want to be able to keep people as safe as possible, and under our duty of care we are also legally required to let someone know if either you are at immediate risk of harm, or someone else is at immediate risk of harm from you.

Client Name	Gender & Pronouns	DOB	Age Relationship status
Household Member Name	Gender & Pronouns	DOB	Age Relationship to head

Are you known by, or go by any other names?

Yes / No

Details:

**Please note:** this question is included in FAN's intake as we work with young trans people who often have not yet had the opportunity to update identity documents, and who are often using more than one name. We recognise that it is not good practice to ask someone their birth name (sometimes also called a "dead name"), and that having to disclose it may be distressing or upsetting. It's important to be sensitive in asking for any necessary legal information. For example:

Are you known by any other names? (If yes...)

What name would you like me to use for you?

...Thank you. And is that your legal name? (If no...)

Are you comfortable with letting me know what your legal name is? You don't have to tell me if you'd rather not, but I'm afraid we will need to ask you for it if you'd like help with accessing Centrelink.

Are there any people/organisations we might contact where you would like us to use a different name or pronouns for you?

Person/organisation:	Use name/pronouns:
Person/organisation:	Use name/pronouns:
Person/organisation:	Use name/pronouns:
Person/organisation:	Use name/pronouns:

## Do you have an intersex variation?

## (remind client of right to not answer question)

Intersex people are born with physical sex characteristics that don't fit medical and social norms for female or male bodies.

How do you identify your sexuality? (remind client of right to not answer)  (If the client has identified as being trans or gender diverse): Are you currently, or would you like to, access social or medical affirmation services? (Outline possible support options regarding this, such as referral and brokerage. Remind client of right to not answer.)  What words do you use to describe your identity? (Feel free to add your own!)  Lesbian transgender intersex	Yes	No	Don't know	Prefer not to answer					
Are you currently, or would you like to, access social or medical affirmation services?  (Outline possible support options regarding this, such as referral and brokerage. Remind client of right to not answer.)  What words do you use to describe your identity?  (Feel free to add your own!)									
(Feel free to add your own!)	Are you currently, or would you like to, access social or medical affirmation services?  (Outline possible support options regarding this, such as referral and								
(Feel free to add your own!)									
(Feel free to add your own!)									
lesbian transgender intersex									
	lesbian		transgender	intersex					
gay non-binary	gay		non-binary						
bisexual agender	bisexual		agender						
pansexual genderfluid asexual	pansexua	al	genderfluid	asexual					
sistergirl grey-asexual			sistergirl	grey-asexual					
queer brotherboy aromantic	queer		brotherboy	aromantic					

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  <a href="https://creativecommons.org/licenses/by/4.0/">https://creativecommons.org/licenses/by/4.0/</a>>
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