



each
HOUSING



each housing

annual report

2017





Our Vision

Housing for a healthy and inclusive community.

Our Mission

To provide a genuine neighbourhood environment for people experiencing housing insecurity.

Our Values and Behaviours

Our values are demonstrated by measurable behaviours. Together, our values and behaviours articulate how we 'think' and 'act' to fulfil our purpose.

We embrace diversity in all its forms, and respect everyone's strengths and contributions irrespective of gender, ethnicity, culture, religious beliefs, sexual orientation and political views.

Customer-Centricity

Customers are at the centre of everything we do.

Social Justice

We strive to create equity and fairness for all.

Service Excellence

We strive for outstanding performance.

Innovation

We push boundaries and try new things.

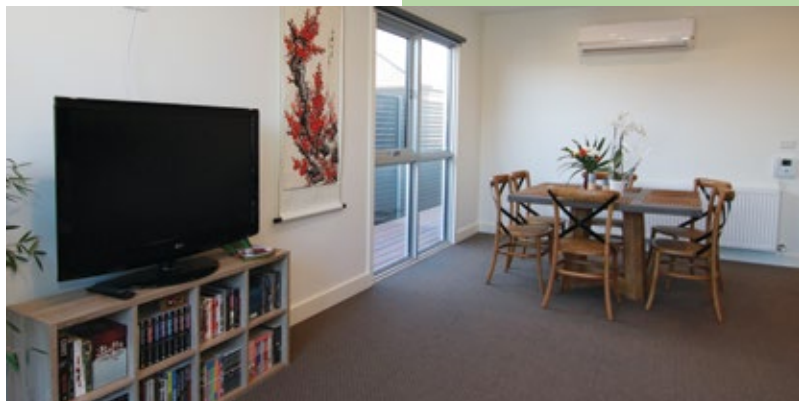
Collaboration

Together we accomplish more.

EACH Housing provides homes to people in the greatest need of secure housing - those experiencing mental illness, people with a disability requiring specialist housing, women and children fleeing domestic violence, and those experiencing long term homelessness. Our tenants are part of a supported framework where they receive dedicated support, as needed throughout their tenancy, to maintain secure accommodation and to maximise their wellbeing and life opportunities.

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Pictured on front cover:

Kira and Julia, tenants of the Specialist Disability Housing in Officer with Peter Ruzyla, CEO EACH and EACH Housing.

Housing, Infrastructure and Communications Teams at the opening of the Specialist Disability Housing in Officer.

Pictured on back cover:

Kira and Julia - pictured with Wendy Hastrich, Architect; Esther Gilcrist, Jorant Builders; Senator Carol Brown; Peter Ruzyla; Lesley Tarves, John Pendavingh, Jorant Builders; Judith Woodland, Chair of EACH Housing Board; Cr Brett Owen.



Acknowledgement

We begin by acknowledging the traditional custodians of the land on which we work, and we pay our respects to Elders past and present.

We acknowledge the sorrow of the Stolen Generations and the impacts of colonisation on Aboriginal and Torres Strait Islander people. We recognise the resilience, strength and pride of the Aboriginal community and endeavour to encourage and support emerging leaders.



About EACH Housing

EACH Housing has continued to operate in a niche area of social housing, providing tenancy to those most marginalised and often with complex needs. In addition to providing housing stability, we work closely with the services of EACH, our parent company, in the provision of wrap around support to ensure that our tenants have access to a range of important services and are able to build on their strengths and enjoy better health, social and economic opportunity.

EACH has delivered a broad platform of intensive social support, community inclusion and best-quality health services to marginalised and disadvantaged members of the community for more than 40 years. Almost 10 years ago, EACH established EACH Housing so that we were able to provide appropriate focus to the provision of housing, one of the most important components in ensuring stability in people's lives. From our beginnings with the provision of housing to people with mental health issues, we now also have dedicated housing for people with significant physical disability to allow previously unattainable independence, to women and children who are fleeing domestic violence to ensure safety and a place from which new opportunities can develop, as well as to a priority cohort who have been experiencing long term homelessness.

Our residences are primarily located in the Outer Eastern suburbs of Melbourne, in the council areas of Maroondah, Yarra Ranges and Knox; in the Southern Region in the council areas of Greater Dandenong, Casey and Cardinia and with one further residence in Venus Bay. Over the year we undertook significant growth and now have 50 properties, housing approximately 90 tenants. Of the 50 properties, 28 are owned by EACH Housing or EACH and 22 are under a lease arrangement with the Department of Health and Human Services.

Board Chair & CEO

EACH Housing recognises the importance of affordable and safe housing to people's health and wellbeing, hence our mission to provide a genuine neighbourhood environment for people experiencing housing insecurity. This report outlines our progress in achieving this for a growing number of people. The stories giving examples of changes in the lives of our tenants are a reminder of the importance of our work.

This year saw many successes for EACH Housing including the opening of our innovative specialist disability housing development in Officer, the acquisition of nine units for women and children escaping family violence and seven units for people experiencing homelessness. You can read about each of these initiatives in more detail in the pages of this report.

In addition to the new funding and housing acquired, 2016/17 saw EACH Housing and parent company EACH reflect upon our touch points in the housing space. Several EACH programs have nomination rights to almost as many properties again as EACH Housing manages. Housing means more than simply providing a roof over a person's head. Our wrap-around service model is designed to provide support, either directly or through partner agencies, in a range of issues. That support is co-designed with the customer with the goal of helping them enjoy good health and addressing factors that led them to be at risk of homelessness.



In planning future projects, there are two areas of government policy that are of particular importance. The Victorian Government's framework, Homes for Victorians, provides a blueprint for affordability, access and choice in housing for Victorians. At a Commonwealth level, the NDIS Specialist Disability Accommodation (SDA) will contribute to housing for people with severe disabilities, enabling them a level of independence they could not otherwise achieve. We look forward to continuing to work with the opportunities these initiatives present. As well, EACH Housing is keen to work in partnership with local governments to develop further social housing for their communities.

Once again we extend our thanks to the staff of EACH Housing for their dedication and hard work and to our members of the board for their stewardship and support. Particular thanks to Lesley Tarves who continues to provide direction, guidance and great effort to maintain and grow the business.

We would also like to thank all Each Housing tenants and encourage you to provide feedback on our service or any other EACH service. You can do so via 1300 003 224, each.com.au or feedbackandcomplaints@each.com.au, or by visiting your local EACH site.

Judith Woodland
Chair

Peter Ruzyla
CEO

Management Report

In a year where we saw a worsening housing crisis in Victoria with homelessness too often on the front page, we were delighted to be able to significantly grow our housing portfolio and house more people with the highest priority needs.

Our commitment to housing those who are the most marginalised and with additional support needs continues to be a rewarding experience for the housing team and the many support workers across EACH as well as those from external agencies who work closely with our tenants. The dedicated and specialist support is critical in ensuring our tenants are able to realise their opportunities and be part of a healthy and inclusive community.

EACH's Mental Health Division continues to refer the majority of tenants to EACH Housing and provide ongoing support to these tenants. We receive referrals for our housing allocated to women and children fleeing domestic violence and to those who are experiencing long term homelessness from across EACH and are fortunate to have wonderful support from our Primary Health Care Division in providing dedicated wrap around support to this group of tenants.

Dedicated support provision has benefited our tenants through access to, and coordination of, a range of services and activities to assist our tenants in realising their objectives and providing opportunities to further their lives. This has included coordinating access to childcare and other activities for children, support for ongoing and new studies including English as a second language classes, access to health services, counselling services, assisting with securing or maintaining



employment, general living skills, and in very difficult situations has also included linking tenants with support to ensure their safety. These services are integral in helping our tenants to join communities, to learn life skills and be able to take more control over their lives.

Our tenants living in fully self-contained units in our supported disability accommodation are now realising independence never previously imagined when they were living in aged care facilities or at home with their families. We are particularly committed to further growth in this type of housing with further projects currently being explored.

The community housing industry has been very well supported over the year by the Department of Health and Human Services (DHHS) in particular with the release of the State Government's housing strategy, Homes for Victorians, and its strong focus on reducing homelessness. The Victorian Housing Registrar continues to ensure appropriate regulation of the industry and we are grateful for its framework under which all housing agencies must operate. As members of the Victorian Housing Industry Association Victoria (CHIA Vic), we understand the very hard work undertaken in support and advocacy and the enormous positive impact that CHIA Vic has on our industry.

Lesley Tarves
Director - Infrastructure,
Housing & Strategic Assets



Pictured: Leslie Smart, Peter Ruzyla, Judith Woodland, David Agnew, Dorothy Barber and Dawn Inman-Wyness.

Board of Directors

Director	Judith Woodland	David Agnew	Leslie Smart	Dorothy Barber	Shane Smith	Dawn Inman-Wyness
Meetings Attended	9	7	9	8	7	9
Eligible to Attend	9	9	9	9	9	9

Board of Directors

Judith Woodland (Chair, EACH Housing Limited)

Judith has experience in both the community and public sectors through an evolving career with experience in direct service delivery, management of multidisciplinary teams, and state-wide program management and policy development. She moved into consulting, with a particular interest in the many facets of evaluation and planning. She worked with all levels of government and worked alongside organisations to help them use evaluation to improve their processes and outcomes, operating in a range of sectors including health, welfare, community services and education. Consulting in the social housing and homelessness sectors gave an understanding of both community and government perspectives. Judith is also the Chair of EACH.

David Agnew (Secretary)

With more than 25 years' experience as a corporate lawyer and as a senior manager working at Westpac, Myer and AXA/National Mutual, David's career took a completely different direction when he joined the not-for-profit sector in 2001. He spent 4 years as the Director, Corporate and Major Gifts Fundraising at The Salvation Army, 2001 - 2004. In 2005 he was appointed as the CEO of Very Special Kids (an organisation providing counselling and support services including respite and end of life care for children with life threatening illnesses), a position he held for 8 years until his retirement in 2013.

Leslie Smart

Les has more than 50 years of business experience involving professional accounting, tax, audit and management with former directorates and/or senior management roles in companies involving insurance, agriculture pursuits including indigenous projects, private equity management, educational materials, publishing, construction, property development and building material infrastructure in Australia and internationally.

Dawn Inman-Wyness

Dawn has non-executive directorship experience specialising in corporate governance, financial accounting, aged care, retirement villages, health, mental health, not for profit, homelessness and housing and quality improvement systems. Her broad experience includes accounting, auditing and financial management, with direct experience with health care, aged care, accreditation, financial consulting, change management, venture capital, risk management and start-up companies. Dawn is a member of the Victoria Division of Healthcare Special Interest Committee with Australian Institute of Company Directors.

Shane Smith

Shane has extensive experience in finance and budget management, capital development, and service delivery across health, human and consumer services, having worked in both the government and not-for-profit sectors for 20 years. He is currently Executive Director of Educational Programs at Chisolm Institute.

Dorothy Barber

Dorothy has a Bachelor of Social Work and extensive experience in social welfare and advocacy for community projects and groups.

Financial and Service Performance

	2016/17	2015/16	
SUMMARY INCOME STATEMENT	4,983,852 13,180 4,997,032 671,745 4,325,287	2,723,800 63,155 2,786,955 348,766 2,438,189	Revenue from Operations Non Operating Income Total Income Total Expenses Surplus / (Deficit)
ASSETS	696,864 9,892,898 13,253 10,603,015	1,156,456 2,745,691 5,766 3,907,910	Cash & Cash Equivalents Property, Plant & Equipment Trade & Other Receivables Total Assets
LIABILITIES	60,380 5,831 794,378 2,768,617 3,629,206 6,973,809	1,258,729 659 - - 1,259,388 2,648,522	Trade & Other Payables Short Term Provisions Other Current Liabilities Non-Current Liabilities Total Liabilities Net Assets



16/17

95%

AVERAGE
OCCUPANCY

15/16

96%



16/17

64

TENANCIES

15/16

42



0%

RENT ARREARS

0.8%



88

OCCUPANTS

54



3.3

AVERAGE LENGTH
OF TENANCY (YRS)

4.9



50

PROPERTIES

31



Opening of Officer accommodation

Housing Projects

We are pleased to have completed four substantial housing projects over the year. These included the completion of two building projects for specialist disability accommodation each with fully self-contained apartments with the provision of on-site support and the purchase of 16 dwellings through our successful tenders in the State Government's Rapid Housing programs.

Specialist Disability Accommodation

In August 2016 we completed our first disability accommodation project in Ringwood with six independent living units, a carer's quarter and a large shared communal space with living, dining room and kitchen areas for use by the tenants and their families. Our tenants have now been residing in the accommodation for close to a year and enjoying the independence it has afforded them.

In February we completed our second project, in Officer, with two x two bedroom independent units with a separate carer's quarter. Like our Ringwood project, the Officer accommodation was made possible through a substantial grant provided by the Federal Government's Supported Accommodation Innovation Fund with the land and building cost shortfall provided by EACH. The efforts of the many committed stakeholders involved in the project are acknowledged by CEO Peter Ruzyla including architect Wendy Hastrich, builder John Pendavingh and his team at Jorant, and the project team at EACH and EACH Housing.

We were delighted that Senator Carol Brown, Labor Senator for Tasmania, Shadow Minister for Disability and Carers, and Councillor Brett Owen, Mayor of Cardinia Shire both attended the opening in support of the importance and need for this type of innovative housing.

Senator Brown confirmed "...that many people with disability are desperate to live independently and that ageing carers worry about what will happen to their children who have a disability when they become sick or simply can no longer care for them. These two new units will ensure that people with disability can live independently and also receive the support they need. The unique building design will allow the residents to live with as much independence as possible but also provide them with coordinated support services,"

New resident Kira stated "I truly believe everyone should have the dream of living independently but many think it's either too hard or impossible. From my point of view, it's going to be a rough journey but the end result will be something that everyone deserves the opportunity to have. There will always be a sense of being complacent with your current situation, be it living at home or somewhere else that doesn't provide you your full independence. You must think, is this all I expect out of life? If you want it, there are supports, companies, family and friends who will have and want your goals dreams of living independently and they will help you achieve them. You may have to fight and work a little harder to achieving your dream but it's all possible, especially with companies like EACH Housing who want to provide the opportunities to see the gap between mainstream society and people with disabilities, living together".

The need for further disability accommodation for people currently residing in institutional settings, group homes or aged care, or at home with ageing parents is well recognised by EACH Housing and we are committed to further projects in this area.



Kira at the Official Opening - pictured with Cr Brett Owen, Mayor Cardinia Shire; Senator Carol Brown, Labor Senator for Tasmania, Shadow Minister for Disability and Carers; EACH CEO Peter Ruzyla



Living area and fully accessible kitchen

Housing for Women Fleeing Domestic Violence and Long Term Homelessness

Over the year, EACH Housing was successful in two Victorian Government tenders – the Rapid Housing Assistance Fund (RHAF), for women and children fleeing domestic violence and the Rapid Housing (Homelessness) Grant Fund – which provided funding of \$4.065m towards the purchase of 16 properties across Eastern and Southern Melbourne. The remaining funds of \$1.995m for these purchases was provided as a loan from EACH to EACH Housing. These housing initiatives were also generously supported by Freedom Furniture with furnishings for all of the homes at cost and the full set up of all furniture.

It was quite an undertaking to purchase and tenant 16 homes over the period, but all hands were on deck across the EACH Housing and EACH Infrastructure teams. In addition to ensuring that the dwellings were modern and in excellent condition, it was particularly important to find dwellings that were secure and close to transport, services and schools.

One of our purchases gave special joy to the team and the subsequent tenants, a woman and her children who were fleeing domestic violence. We purchased this home from Carolyn, daughter of a woman who had fled a domestic violence situation almost 40 years ago with her four children under the age of eight. With appropriate support this mother and her children made new lives for themselves. The mother left a photo of Carolyn, as a child and a message to our tenant about her own life and wishes that this peaceful place would benefit other women.

In addition to the provision of safe and secure housing for these cohorts of tenants, it is essential that integrated and coordinated support is provided to assist our tenants in achieving independence through the development of life skills, education, better health and wellbeing, and ability to take advantage of opportunities. The unique partnership between EACH Housing and EACH allows both of these requirements to be met – EACH Housing provides safe, secure and affordable accommodation and EACH provides a dedicated case worker to provide support across a range of EACH and other external services.

EACH's dedicated case worker, Sherre D'argent, supports these tenants in the transition to their new homes and throughout their tenancies. Over the year, individualised support has been provided across a wide range of services and has included coordinating access to childcare and other activities for children such as gym and swimming lessons; support with studies including nursing, beauty therapy and computer courses; enrolment in English as a second language classes; access to GPs, dental and other health services; counselling services for the tenant, children or entire family; assisting with securing or maintaining a job or starting volunteer work; and financial and drug & alcohol services.



As some of our tenants have not previously managed a household on their own, assistance with the development of living skills has also been very important and has included training in the operation of kitchen appliances and home cleaning, and support in managing utility bills. Unfortunately, we have also had to assist tenants with adding additional security features to their homes, connection to Victims of Crimes assistance and the implementation of intervention orders. We recognise that housing on its own is not enough to change the lives of our tenants and that this ongoing support is critical in their recovery to lead fulfilling and safe lives.

It is great news that one of our tenants has already moved into a private rental with her children and that she appreciated very much the opportunity to have had a home available with us when she was in greatest need. There are also other wonderful stories to share:

***Susan, after years of an abusive relationship, moved into a three bedroom unit with her children. It was the first place Susan could call her own and feel safe. Since moving in Susan has worked hard to become financially independent and both Susan's and her children's mental and physical health has improved. Susan's daughter is now doing well at her new school and has found lots of friends in the neighbourhood. Her oldest son has found part time work and her younger son, who previously lived with his father, has now realised he has a safe place to live with his mother and decided to move back with her.**

Susan has advised that it has been a very slow process to settle and feel safe again but now that she has all her family back together, along with great supports around her and a place of her own, she is able to move forward, take some time to think about her own needs and plan for the future.

***Louise had been living in her car and suffering from depression, bipolar disorder and recovering from drug addiction prior to gaining a one bedroom unit through the EACH Rapid Housing program. Since moving in, Louise's mental health has greatly improved and is under control, and she has also been able to successfully continue her recovery from drug addiction.**

Louise has advised that she is so grateful for the opportunity to have a place she can come home to each day and have her dog stay with her. Louise cannot read or write and, because of her housing stability is now attending English classes and also looking at ways to help other people who are homeless and give back to the community. Louise has advised that she will be in her unit for a long time and has never been happier with all the support and help she has been given and for the first time is looking forward to a positive future.

***Names of these tenants have been changed.**

Not Forgetting the Pets

We are all aware of the benefits that pets provide to us – for our general wellbeing, reducing loneliness, providing emotional support and well, just to have 'someone' there to hug on a bad day. Unfortunately, while there are some 25 million pets in Australia, many landlords have a 'no pet' clause in their rental agreements too often resulting in the forced surrender of pets.

EACH Housing understands the importance of pet ownership, including for women and children who have fled a domestic violence situation and wish to bring their pet with them. Pets help to make a house a home and as such we are supportive of our tenants having pets, provided there is appropriate care for the pets and that the premises are maintained accordingly. Approximately 30% of our tenants have pets, ranging from cats, dogs, birds and fish, to chickens, frogs and lizards. On tenant sign up, our Tenancy Officer, Amy Dempsey, gives a big welcome to the tenants and all of their loved ones.

At one small block of flats we own, our tenant Brenda has Ginger Ninja - or is it that Ginger Ninja has Brenda and all of the other tenants? Ginger Ninja makes herself at home with all of the tenants and is particularly friendly to those tenants who spend time in our respite studio as a rest from carer responsibilities. Feedback from their stay often includes wonderful words for 'the cat' *who is so lovely, always came to visit me, made me feel not so lonely.*





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