



each housing

annual report

2016





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.

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 plays a very important role to specialised housing sectors, primarily in the outer east of Melbourne. We provide housing with priority to those experiencing mental illness, people with disability requiring highly customised housing, and to women and children fleeing domestic violence. Through an integrated approach, our tenants are supported through services provided by EACH and external agencies to ensure tenants receive a holistic approach in supporting their wellbeing.

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Pictured on front cover:

Michael Sukkar. MP Fed Member for Deakin

Caz Evans - Tenant

Cr Nora Lamont - Deputy Mayor for Maroondah

Peter Ruzyla CEO

Housing, Infrastructure and Communications Teams at the opening of the Ringwood units for people with disabilities and working on the landscaping.



Acknowledgement

We acknowledge Aboriginal and Torres Strait Islander people as the traditional custodians of the lands and waters of Australia.

Respect and dignity are the rights of all people and so we acknowledge with deep sorrow the dispossession, injustices, mistreatment and failure to understand, respect and value the cultural beliefs of Aboriginal and Torres Strait Islander people, both in the past and continuing today. We seek the assistance of Aboriginal Elders and Community members in strengthening our understanding of their culture, needs and aspirations so that we may work together to create a healthy and inclusive community for all.



About EACH Housing

EACH Housing provides safe, affordable and quality housing options for people who are marginalised, particularly those with complex needs. Collaborating with the broad range of other EACH quality services and with external agencies, we support tenants to lead independent, healthy and fulfilling lives. Through our strong organisational foundations, we deliver our vision with high ethical standards ensuring the best living environment for our tenants.

For over 40 years EACH has been serving the community providing a comprehensive range of services that address physical, mental and psychosocial needs at a community and primary care level. Since 2008, EACH Housing, a subsidiary of EACH, has been changing lives with the provision of long term stable accommodation for those who are most in need. From our initial focus on housing people with mental health issues, we have grown to now also include tenancies for people with significant disability requiring specialised housing, as well as to women and children fleeing family violence.

Our current residences are located in the Outer Eastern suburbs of Melbourne, in the council areas of Maroondah, Yarra Ranges and Knox with one further residence in Venus Bay.



We are in the process of expanding our housing into the Greater Dandenong area. We have continued to grow since year end and now have 40 properties, housing 70 people - eighteen are wholly owned by EACH and 22 are owned by the Department of Health and Human Services (DHHS) and managed under a lease arrangement.

Board Chair & CEO

This has been an exciting year for EACH Housing as we made significant progress towards achievement against our strategic objectives as outlined in our 2015 – 2020 Strategic Plan.

We are pleased to be able to report on our key achievements in this report, including welcoming six new tenants to our recently completed six unit accommodation for people with disabilities, and our successful tender to DHHS's Rapid Housing Assistance Fund program for capital funds to purchase dwellings for the provision of housing for women and children escaping family violence. Both of these initiatives directly contribute to our delivery of stable housing to those people who are marginalised and experiencing housing insecurity. It is through the delivery of housing and support tailored to the tenants' needs that we aim for our tenants to prosper in a genuine neighbourhood environment.

The work of EACH Housing continues to receive significant support from our parent company, EACH, in the form of project funding and back of house staff support. EACH and EACH Housing also work closely in providing health, wellbeing, and social inclusion supports to the people who live in our social housing properties. This relationship will be strengthened over the coming year as the teams work together to provide support services to the tenants of the housing for women and children escaping family violence.

As we move closer to the full rollout of NDIS which gives people with disabilities much more flexibility in choosing the supports needed for them to live their lives in a way that they choose, there are exciting opportunities for EACH Housing to build on our work to support people to live independently in the community over the coming years.

Our thanks go to the staff of EACH Housing for their hard work and commitment in achieving our vision of housing for a healthy and inclusive community, and to the Board for its guidance and support.

Judith Woodland
Chair

Peter Ruzyla
CEO



Management Report

Victoria continues to lack sufficient housing for the homeless, those experiencing housing insecurity and for people requiring specialist housing. According to the Council for Homeless Persons, Victoria's social housing stock is amongst the lowest in the country with 32,000 Victorians currently waiting for public housing, and people waiting years to secure tenancy. In relation to specialist disability housing, close to 3,000 new housing places are required in Victoria.

EACH Housing is committed to the provision of housing for those most marginalised and with additional support needs. Our focus is on those with mental health issues, people with significant disability and woman and children fleeing domestic violence. In addition to the provision of secure housing, we ensure our tenants receive a range of support services to assist with achieving stability and independence.

Our largest cohort of tenants, people with mental health issues, are referred to us and provided with ongoing support by EACH's Mental Health Division. Through this our specialised tenancy management, and focused support, many of our tenants have been able to achieve long-term stable accommodation which is essential to their health and wellbeing.



For women and children fleeing domestic violence, a full wrap around support model is facilitated by a dedicated case worker from EACH's Family and Children's Division. Support for our tenants with significant physical disability is coordinated by partner agencies.

We are very pleased with the continued growth in our housing and tenancies and there are a number of exciting projects underway for further growth as outlined later in the report.

The industry regulators, the Department of Health and Human Services and the Housing Registrar, continue to provide a robust framework for our industry and we are pleased to have a close working relationship with both regulators. We continue to appreciate the Community Housing Federation of Victoria's deep commitment to support and advocacy for the industry. The Victorian Government's renewed focus on social housing is welcomed and we look forward to further initiatives.



Board of Directors

Director	Judith Woodland	David Agnew	Leslie Smart	Dorothy Barber	Shane Smith	Dawn Inman-Wyness
Meetings Attended	11	11	9	10	9	11
Eligible to Attend	11	11	11	11	11	11

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 has provided Judith with a comprehensive understanding of both community and government perspectives.

Board of Directors

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.

Les 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. Les is the Chair of EACH.

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 an extensive background in capital development, asset management, risk management and strategic planning, having worked in both the government and not-for-profit sectors for almost 20 years. He is currently the Head of Corporate Services at Wesley Mission Victoria, responsible for asset and facility management, procurement, contract management, legal services and ICT for the organisation.

Dorothy Barber

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

Financial Performance

	2015/16 (\$)	2014/15 (\$)	
SUMMARY INCOME STATEMENT	2,723,800*	512,289	REVENUE FROM OPERATIONS
	63,155	93,185	NON OPERATING INCOME
	2,786,955	605,474	TOTAL INCOME
	348,766	400,360	TOTAL EXPENSES
	2,438,189	205,144	SURPLUS/(DEFICIT)
ASSETS	1,156,456	3,066,492	CASH & CASH EQUIVALENTS
	2,745,691	105,270	PROPERTY, PLANT & EQUIPMENT
	5,766		TRADE & OTHER RECEIVABLES
	3,907,910	3,184,210	TOTAL ASSETS
LIABILITIES	1,258,729	2,968,489	TRADE & OTHER PAYABLES
	659	1,244	SHORT TERM PROVISIONS
	-	4,144	NON-CURRENT LIABILITIES
	1,259,388	2,973,877	TOTAL LIABILITIES
	2,648,522	210,333	NET ASSETS

*Substantial increase in revenue reflects capital grants for housing projects.

Service Performance

as at 30 June



AVERAGE OCCUPANCY

2015/16

96%

2014/15

97%



TENANCIES

2015/16

42

2014/15

41



RENT ARREARS

0.8%

2.1%



OCCUPANTS

54

51



AVERAGE LENGTH
OF TENANCY (YEARS)

4.9

4.5



PROPERTIES

31

29



Housing Projects

We are delighted to report on our housing projects which assist in meeting the high demand for housing, especially for people with specific support needs.

Specialist Disability Accommodation

According to the National Disability Insurance Agency, Victoria has a need for approximately 3,000 new dwellings for people with significant physical disability. These people are currently residing in institutional settings, group homes, aged care and other inappropriate settings, many living with ageing parents. This area of housing is a key focus for EACH Housing with recognition that the most common issue raised by people with disability is the need for autonomy and independence.

The service model of our projects is based on independent yet cooperative living as well as full 24/7 on site support with a separate carer's quarter. The tenants in our developments have increased independence to address personal needs and achieve everyday tasks through innovative design and tablet technology which includes automation for key functions such as heating, blinds, lights, opening and closing doors. Support for the tenants is coordinated by a partner agency and allows for economies of scale in the provision of services.

Ringwood

The accommodation project in Ringwood is now complete with the official opening ceremony being held on 16 August with tenant Caz cutting the ribbon.



EACH Housing's CEO Peter Ruzyla acknowledged the efforts of the many stakeholders involved in the build including architect Wendy Hastrich and builder John Pendavingh and his team from Jorant. The mayor of Maroondah City Council, Natalie Thomas, spoke of the challenges of people living with disabilities and acknowledged the benefits of the supports being offered through new initiatives like this. She stated that Maroondah City Council is proud to have provided support to the project that is leading the way in providing innovative solutions for the community.

The development has six fully self-contained independent living units, a carer's quarter, and a large shared communal space with additional living, kitchen and dining area for tenant and family gatherings. The land for the development was provided by EACH, EACH Housing's parent company, with \$2.469m of the \$2.85m build cost provided by the Federal Government through the Supported Accommodation Innovation Fund (SAIF). The remaining funding was provided by EACH. The six tenants are settling into their new homes and are enjoying a level of independence never before achieved.

Resident Caz, in her 30s, said she was one of many people living with a disability who just wanted to "get her life back". "In Victoria there are mainly 24-hour supported group homes, but not 24-hour independent living (so this complex will allow people) to live as they choose as valued members of society."

Luke is enjoying his new home, commenting that "This is a better house than the one I used to live in, it's more relaxing. I used to stress about the other place I lived. This place is nice and open, a good view. I've been able to do more gardening, I now have hundreds of plants."



Wayne is living on his own for the first time. "Living on my own having independence. Just like my sister, I'm living in my own house."

Officer

The soil was turned at the Officer site in May with completion and tenancy scheduled for March 2017. The development is comprised of two x two bedroom units with a separate carer's quarter. The land for this development was provided by EACH with funding for the building being provided by SAIF and EACH.

Gembrook resident Kira, 23, who is studying human resources and works as an HR manager for a disability services provider, will be one of the first tenants at the property and said she couldn't wait to move in and have friends over. Kira, who has had spinal muscular atrophy since she was born and uses a wheelchair, said the housing was a "test case" to show governments there was another model besides group homes. "(In group homes) you are told what time to go to bed, who you can have over and all that sort of stuff," she said. "I just need help with my arms and legs."

Housing for Women Fleeing Domestic Violence

EACH was successful in its tender for the Victorian Government's Rapid Housing Assistance Fund (RHAF) with funding of \$2.6m received to contribute to the purchase of 9 properties across Eastern Melbourne for housing women and children fleeing domestic violence. An additional \$1.1m is being provided by EACH. These properties will be located in Greater Dandenong, the Yarra Ranges and Maroondah council areas.



The RHAF was one of many important recommendations from the Royal Commission into family violence. The provision of long term accommodation is essential for these women and children to attain stability in their lives. Our tenants under this program also receive full wrap around support facilitated by a dedicated case worker from EACH's Family and Children's Division to assist the women in achieving independence and autonomy. Work with the tenants identifies individual support needs which may include safety planning, court support, domestic violence counselling, financial aid, medical support and special support for the children. These services are predominantly provided by EACH but also by partner agencies.

Most women and children fleeing family violence leave their homes with little or no possessions. Hence, EACH is providing full fit out for the properties. This initiative is being supported by a partnership with Freedom Furniture, with the provision of all furnishings at cost as well as the set-up of all of the furniture. This is a very rewarding experience for the staff involved. At one of the houses, a young girl could hardly contain her excitement as her bed was being set up. She had shared a bed with her mother for over a year.



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