



2020-2021

ANNUAL REPORT

Our Vision

Housing for a healthy and inclusive community.

Our Purpose

To provide secure, safe housing to enable people to build healthy, independent lives.

Our Values & Behaviours

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

WE CARE

We welcome you with empathy and hope.
We believe making change is possible for everyone.

WE LISTEN

We take time to understand you, your experience
and your culture.

WE LEARN

We work with you and the people important to you.
We evaluate our actions and always seek to improve.

WE DELIVER

We have a 'can do' attitude and find ways to say 'yes'.
We do what we say we're going to do.

EACH Housing, a subsidiary of EACH, is a community-based housing provider delivering stable and affordable housing to those most in need. We also recognise the need for our tenants to receive dedicated support as needed throughout their tenancies to be able to maintain their accommodation and to maximise their opportunities. Our properties are primarily located in the Inner and Outer East, South and South East of Melbourne.



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Acknowledgement



We acknowledge 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 Generation 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.

Pictured above:
Aboriginal artwork at EACH's Childcare Centre in Ringwood East.



Management Report



Lesley Tarves
Chief Operating Officer

Community Housing has continued to play an integral role in housing the most vulnerable Victorians. Over the pandemic, the reality of the lack of safe and affordable homes for those in need became even more paramount, as did the need for integrated support services.

At EACH Housing, we worked closely with our tenants ensuring that they stayed safe, stayed connected to the community and were able to access the services they needed. This included consideration of the individual needs of each of our tenancy cohorts – those with mental health issues, with physical disability, women and children escaping family violence and people who had experienced long term homelessness.

Over the year, we also commenced a new program to house people who had been homeless and had been moved into motel accommodation at the beginning of the pandemic. This program, called Homelessness to a Home (H2H), is an initiative by the Victorian Government and implemented by 11 appointed housing agencies across Victoria. We were allocated 126 client packages in this program.

Integral to the H2H Program is the provision of integrated support for tenants, for which we were able to partner with our parent company. EACH provides dedicated case workers along with tailored support to individuals and links to other specific EACH services as required.

These include support from mental health, drug and alcohol, financial counselling, gamblers help and Aboriginal Health teams. Externally we partnered with agencies specialising in family violence.

This Program changed the lives of so many as evidenced by Stuart's Story at the end of this report.

Over the year, we completed two head lease programs for women and children escaping family violence. The outcome of the program was very pleasing with 19 of the 22 families housed either taking over the lease or moving into other private rental properties.

To meet the challenges of the growing housing crisis, Homes Victoria launched its \$5.3b Big Housing Build for investment in social and affordable housing. Under this initiative, we successfully tendered for funding to assist in the building of two new apartment buildings. The development in Cranbourne will comprise 13 x one and 6 x two-bedroom units with the development in Ferntree Gully comprising 10 x one-bedroom units and 5 x units for Specialist Disability Accommodation (SDA). Both developments will commence construction in the first half of 2022 with completion in mid-2023.

We continued to engage with our tenants over the pandemic, checking on their welfare, providing assistance and connection to services and a regular newsletter. We also assisted our tenants to receive COVID vaccinations, either at an EACH site or through home visits.

To further strengthen our engagement with residents and to assist in their connections with local community, we launched our 2021-24 Community Engagement Strategy. We also implemented our new three-year Asset Management Plan to ensure that all dwellings remain safe and well maintained. With such a busy year we hired two new staff, Allirra Briggs and Jodie Arrowsmith, to join Louise Daniel and Amy Dempsey. A big thank you to all four for such exceptional work in a very difficult year.

Board Chair & CEO

EACH Housing went from strength to strength over the difficult period of the pandemic. This was only made possible through the ongoing and dedicated support of the EACH Housing team and the continued focus of both the EACH and EACH Housing Boards on this very important service.

In keeping with our commitment to a social model of health, the provision of housing for those most marginalised in the community has been a long term commitment for our organisations and we are delighted with the growth we have achieved to enable us to substantially grow the number of people we house and support. The partnership of EACH Housing and EACH in the provision of tenancy services has highlighted the necessity of a truly integrated and seamless service model to afford tenants the best opportunity to achieve stability in their lives. The success of our approach has been increasingly recognised by our funders.

As the Board developed its new three-year strategy, this support framework informed some of our key initiatives which includes the further development of integrated support for tenants, and to measure tenancy outcomes to ensure that we have continuous learning to inform our model.

We continued to grow over the year with our successful tender in the Homelessness to a Home (H2H) Program and will achieve further expansion of our services with the development of two apartment buildings to house 34 tenants. The Board is committed to further sustainable growth.

Our financial position has continued to strengthen which has enabled us to take advantage of funding opportunities provided through Government initiatives, meaning we can support more people with stable housing as a foundation from which to achieve their goals in life.

As we reflect on this difficult year, we recognise the enormous efforts that were required to realise our achievements, enabling safe and affordable housing for our tenants. This includes the extensive collaboration between EACH and EACH Housing, together with their external partners. The EACH Housing team, led by Lesley Tarves, has worked tirelessly throughout another very difficult year and has continued in their resolve to ensure tenants are safe and well supported, as well as taking advantage of growth opportunities to continually increase the number of people we can house.



The Board thanks them for their dedication, initiative and hard work. CHIA Vic has been instrumental in guiding the sector through these difficult times especially in its development of a COVID forum to help manage tenancy COVID regulation and to ensure the safety and wellbeing of both tenants and housing staff.

Finally we would like to recognise the work of the Director and staff at Homes Victoria in response to the pandemic impact on both housing tenants and the homeless. Through these efforts many of the homeless were provided with temporary accommodation and through the initiatives of the \$5.3b Housing Build, over 10,000 permanent dwellings will be provided across Victoria.

Judith Woodland
Chair

Peter Ruzyla
CEO



Board of Directors



Director	Judith Woodland	David Agnew	Leslie Smart
Meetings Attended	7	7	4
Eligible to Attend	7	7	4

Judith Woodland (Chair, EACH Housing Limited)

Judith has extensive experience in the community and public sectors through an evolving career in direct service delivery, management of multidisciplinary teams, and state wide program management and policy development. Her experience includes working in health, welfare, community services and education.

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, private equity management, educational materials, publishing, construction, property development and building material manufacture.

David Agnew (Company Secretary)

With more than 25 years of experience as a corporate lawyer and as a senior manager in the financial services and insurance industry, David joined the not-for-profit sector in 2001. He was CEO of Very Special Kids for 8 years up to 2013.





Luke Guthrie

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Andrew Gosbell

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Dawn Inman-Wyness

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Grant Divall

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Luke Guthrie

Luke has than 20 years of international financial and executive experience across property development, real estate, investment management, funds management and construction sectors. Luke is currently the CEO of Jinding, a Melbourne based international property development, real estate and funds management group. Luke is also an Advisory Board member of Hytile which is a manufacturer of equipment for the roofing and solar industries.

Andrew Gosbell

Andrew is the CEO at General Practice Registrars Australia and has over 25 years' experience in health and related sectors, with skills in patient care, research, policy and advocacy, and education and training, in a range of roles including project management and senior management.

Dawn Inman-Wyness

Dawn has executive and directorship experience in Corporate Governance, Accounting, Aged Care, Retirement Villages, Health, Mental Health, Homelessness and Housing, and Quality Improvement. She is a member of the Victoria Division of Healthcare Special Interest Committee.

Grant Divall

Grant Divall is the principal of Grant Divall Architect, a small multi-disciplinary design practice, a senior tutor in the Faculty of Architecture, Melbourne University and an examiner for the Architects Registration Board of Victoria. He has extensive experience working with architectural practices, social housing organisations and an Aboriginal Corporation in Western Australia. As an architect in private practice, he has delivered complex projects for the public sector and cultural institutions.



Farewell – and thanks

There are some people I would particularly like to acknowledge at this time for their unwavering dedication to EACH Housing and being integral to the growth of the business.



Leslie Smart who retired from both the EACH and EACH Housing Boards in December was a Board member from the inception of EACH Housing in 2009. His guidance in assessing growth opportunities and his understanding and clarity of the accompanying risks was paramount in the decisions we made.



David Agnew is not standing for re-election at the AGM. David has also been a member of the EACH Housing Board since it began and a long-standing member of the EACH Board. We thank him for his invaluable contribution, commitment and his attention to detail.



Peter Ruzyla, the CEO of EACH for over 32 years, and CEO of EACH Housing since its inception, is retiring in December this year. Peter has understood the complex needs of our renters, knowing that a roof over their heads is an important foundation for their pathway to health and wellbeing. He has been integral in advocating for and ensuring that integrated support is available for renters to enable them to maximise their life opportunities.

We thank these three people for the difference they have made to the lives of so many and wish them all the best in their retirement.

- Judith Woodland



Our Financials

	2020/21 \$	2019/20 \$	
SUMMARY INCOME STATEMENT	2,024,021	1,393,250	Revenue from Operations
	3,251	2,158	Non-Operating Income
	2,027,272	1,395,408	Total Income
	303,524	277,571	Depreciation
	1,766,468	802,031	All Other Expenses
	2,069,992	1,079,602	Total Expenses
	42,720	315,806	Surplus / (Deficit)
ASSETS	52,095	482,770	Cash & Cash Equivalents
	1,864,362	287,789	Trade & Other Receivables
	8,973,193	8,769,451	Property, Plant & Equipment
	10,889,650	9,540,010	Total Assets
LIABILITIES	131,783	48,038	Trade & Other Payables
	32,672	12,855	Short Term Provisions
	1,375,175	191,136	Other Current Liabilities
	2,873,376	2,768,617	Non-Current Liabilities
	4,413,006	3,020,646	Total Liabilities
	6,476,644	6,519,364	Net Assets



Our Highlights


22,000

Nights of affordable accommodation provided

99.1%

Average occupancy

70^{to}**133**

Growth in number of properties

77^{to}**141**

Growth in number of tenancies


63

Properties leased from the private rental market

**7,000**

Nights of secure accommodation provided to people who had been homeless

**4,000**

Nights of safe housing provided to women and children affected by family violence

**140**

Clients provided with integrated housing and support services



Development of EHL Customer Service Charter



Implementation of 2021-24 Strategic Plan, Asset Plan and Community Engagement Strategy


\$200k+

spent on property improvements

Stuart's Story

Prior to the outbreak of the COVID-19 pandemic in 2020, Stuart was experiencing housing instability following a marriage breakdown. He has a daughter with whom he wanted to remain connected, and he maintained a positive relationship with his ex-wife.

Following the breakdown of another relationship, Stuart went through a period of staying in temporary accommodation through homelessness support agencies or sleeping in his car. On occasion, he would stay with his ex-wife, although this would only be short term as he felt too much conflict would arise, which would affect their daughter.

When he could afford it, he would stay at motels near his ex-wife's house so that he could be close to his daughter. Eventually, his daughter came to live with him, and Stuart found shared accommodation in Wesburn. However, being in a new small town, not knowing many people and feeling isolated negatively impacted Stuart's daughter, affecting her wellbeing.

While staying at a motel, Stuart was referred to EACH Housing and the From Homelessness to a Home Program. Through the Program, he accessed suitable housing for himself and his daughter through a head lease arrangement. There was an immediate positive impact on their life.

His daughter returned to her old school, and she had her own bedroom for the very first time. As a result, her wellbeing and mood improved significantly, and she returned to being active and playing sport.



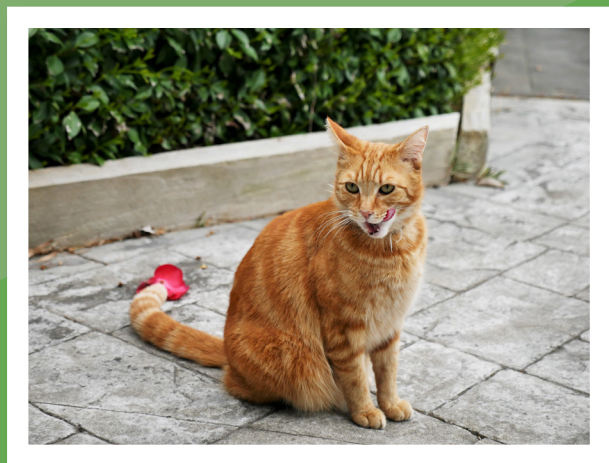
Stuart and his daughter.

Stuart feels stability has returned to their lives and that he can now focus on his goals on managing and improving a long-term injury, and to return to seeking employment. Stuart says the From Homelessness to a Home Program has changed his life, and it has given him and his daughter a safe place to call home.

Not Forgetting the Pets

In recent Annual Reports we have included stories of our tenants with their beloved pets. These beautiful pets are shown on the following page. However, this year, as many of our staff have worked from home, the importance of pets to our staff cannot be understated. We are showcasing the members of the team that worked so hard welcoming and supporting our new clients in the Homeless to Home Program.







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