



# each housing

## annual report 2018





### 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, a subsidiary of EACH, is a community based housing provider with properties primarily in the Outer East and South-East of Melbourne. EACH Housing provides more than bricks and mortar – we support those most in need with an integrated and coordinated approach to address the whole-of-life needs of our tenants. Together with EACH we have a dedicated team of professionals understanding the needs of our tenants, and developing meaningful solutions and life changing outcomes.



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## Pictured on front cover:

Housing Team with supporting staff from Infrastructure, Communications and Finance Teams.  
Kali, Astrid, Young, Amy, Paul, Petra, Lesley, Jess and Sherre.



# 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 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.





# About EACH Housing

EACH Housing recognises that stable and affordable housing is a key determinant of health, wellbeing and economic security. People experiencing homelessness and housing insecurity are amongst the most vulnerable and disadvantaged people in our communities.

Access to stable housing enables people to gain or maintain employment and education, to maintain relationships and to be included in community life. Attaining these goals can be particularly difficult for many people. EACH Housing is in a unique position in being able to draw from a wide range of community health services provided by its parent organisation, EACH.

For close to 45 years, EACH has delivered social support, community inclusion and health services to marginalised and disadvantaged members of the community. With EACH and EACH Housing working together to provide 'wrap-around' supports, more than 70% of our tenants access the additional services that are provided by EACH. These include Health and Clinical Services, Counselling, NDIS, Child and Family Services, Youth Services, Mental Health and Alcohol and Other Drug Counselling. In addition, support for our tenants includes linking them to other opportunities such as sporting activities, volunteering, educational services, employment services, NDIS planning, and child care.



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. We have 55 properties, 33 owned by EACH Housing or EACH and 22 under a lease arrangement with the Department of Health and Human Services (DHHS), housing approximately 90 tenants.

# Board Chair & CEO

With the key achievement of having doubled our housing portfolio part way into our 2015-2020 strategic plan we have been able to refresh that plan. In the context of the continuing housing crisis in Victoria, we remain committed to further growth to deliver housing to the most marginalised members of our community. Further growth is being well supported by the Victorian Government, with new initiatives under its housing strategy *Homes for Victorians* currently being rolled out. We commend the Government's continued support for housing agency participation and appreciate that it now enables Housing Providers to participate in many of the initiatives.

The Community Housing Industry Association Victoria (CHIA Vic) has continued to provide strong overall support to our sector, ensuring that the various industry participants are well linked to work through key initiatives. One such initiative is the Victorian Housing Register (VHR) being launched by the Department of Health and Human Services (DHHS) which will provide a single entry point to both public and community housing. This will help streamline the process to access housing, especially for those on a priority waiting list.

The Victorian Housing Registrar continues to ensure a robust regulatory framework for the industry. Meeting the Registrar's performance standards is one aspect of our commitment to quality.

EACH Housing recognises the important role of Local Governments in ensuring their communities have access to adequate affordable and social housing. We are therefore keen to explore ways we can work in partnership with them to further this goal.

The hard work of EACH Housing staff continues to ensure quality services to our tenants through the



Board Chair, Judith Woodland and CEO, Peter Ruzyla

provision of safe and affordable housing. We thank them for their dedication and diligence. Particular thanks to Lesley Tarves who enthusiastically ensures stability and growth of the business. Thanks also to members of the Board for their guidance and support. This year we want to highlight the contribution of Dorothy Barber who is resigning from the Board. Dorothy has served on the Board since the inception of EACH Housing and has been a strong advocate for the voice of communities. Dorothy has signaled her ongoing commitment to the work of EACH Housing and a willingness to support our work in other ways. We extend our thanks to Dorothy for her dedication and hard work over many years for both EACH Housing and EACH.

Importantly, we would like to thank all our tenants and encourage you to provide feedback on your experiences with EACH Housing or any other EACH service. You can do so via 1300 003 224, [each.com.au](http://each.com.au) or [feedbackandcomplaints@each.com.au](mailto:feedbackandcomplaints@each.com.au) or by visiting your local EACH site.

**Judith Woodland**  
Chair

**Peter Ruzyla**  
CEO



# Management Report

We continue to be challenged in the social housing sector in meeting the needs of the homeless. The housing crisis is particularly evident in Victoria where we are experiencing the highest rate of people seeking homelessness assistance but with the lowest proportion of social housing.

The housing challenges are now being further exacerbated with the transition to the National Disability Insurance Scheme (NDIS) where state funding for mental health support has been rolled into the NDIS. A significant cohort of the homeless and those in social housing experience mental health issues with many either not eligible for NDIS or experiencing long wait times for plan activation. EACH Housing has been active with its industry partners to advocate for these tenants.

A further issue in social housing is access to appropriate housing by people with physical disabilities. Under the NDIS, Specialised Disability Accommodation (SDA) is to be available to this cohort but the industry is finding it difficult to navigate through the regulations in building suitable accommodation and prospective tenants are experiencing substantial administrative barriers to receive the appropriate NDIS funding. EACH Housing is finalising registration for its SDA housing and assisting this tenancy group in understanding SDA funding.

EACH Housing works together with EACH in achieving its housing objectives. Other than for our disability accommodation, EACH provides referrals for our vacancies from its own client group and supports these clients throughout their tenancies. This integrated approach supports our tenants to achieve secure and stable housing and to enjoy better health and wellbeing. We are very fortunate that employment of a case worker to support our tenants is made possible

via funding from Booran Motors, EACH's supplier of fleet vehicles.

The integrated approach provided to women and children fleeing domestic violence has resulted in positive outcomes. Responses to surveys undertaken with these households at the commencement of tenancy and again at 6-12 months into the tenancies shows a substantial improvement in wellbeing for these families. Families report feelings of safety dramatically increasing, an improved sense of physical and emotional wellbeing, a feeling of being more connected with and supported by the community, and an overall more positive outlook on the future.

Within EACH Housing we have welcomed Young Tsao as Housing Manager, joining Amy Dempsey, our Housing Co-ordinator. The dedication of this team is paramount to the successful operations of EACH Housing, not only providing day to day tenancy support, but also liaising with all tenancy support networks (both EACH and external agencies), undertaking asset management of the dwellings, working on property development and preparing tenders to support the growth of our business. We are also grateful for EACH services providing support to our operations, especially to the Maintenance, Finance and Communications teams and to our referral and case worker partners.

## Lesley Tarves

Director - Infrastructure,  
Housing & Strategic Assets



EACH Housing Director, Lesley Tarves

# Board of Directors



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

## 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.



# Board of Directors

## *David Agnew (Company 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 infra-structure in Australia and internationally.

## *Dorothy Barber*

Dorothy has a Bachelor of Social Work and extensive experience in social welfare. She has strong links and commitment to communities and has advocated consistently on their behalf.

## *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 the 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 the Director of Social Impact Management, a boutique management advisory firm that focusses on improving social outcomes for vulnerable cohorts. Shane is a graduate of the Australian Institute of Company Directors.

# Financial Performance

|   | 2017/18 \$ | 2016/17 \$ |                             |
|---|------------|------------|-----------------------------|
| <b>SUMMARY<br/>INCOME<br/>STATEMENT</b> | 581,541    | 421,859    | Revenue from Operations     |
|   | 0          | 4,561,993  | Capital Grants Revenue      |
|   | 15,728     | 13,180     | Non-Operating Income        |
|   | 597,268    | 4,997,032  | Total Income                |
|   | 381,390    | 148,090    | Depreciation                |
|   | 898,007    | 671,745    | Total Expenses              |
|   | (300,739)  | 4,325,287  | Surplus / (Deficit)         |
| <b>ASSETS</b>                           | 191,678    | 696,864    | Cash & Cash Equivalents     |
|   | 9,511,735  | 9,892,898  | Property, Plant & Equipment |
|   | 5,088      | 13,253     | Trade & Other Receivables   |
|   | 9,708,501  | 10,603,015 | Total Assets                |
| <b>LIABILITIES</b>                      | 16,529     | 60,380     | Trade & Other Payables      |
|   | 2,520      | 5,831      | Short Term Provisions       |
|   | 247,705    | 794,378    | Other Current Liabilities   |
|   | 2,768,677  | 2,768,617  | Non-Current Liabilities     |
|   | 3,035,431  | 3,629,206  | Total Liabilities           |
|   | 6,673,070  | 6,973,809  | Net Assets                  |

Note: 2017/18 depreciation amount reflects full year usage of property purchases and completed developments from 2016/17.



# Service Performance

as at 30 June



2017/18 2016/17

AVERAGE OCCUPANCY

97% 95%



2017/18 2016/17

TENANCIES

62 64



RENT ARREARS

0.5% 0%



OCCUPANTS

88 88



AVERAGE LENGTH  
OF TENANCY (YEARS)

3.3 3.3



PROPERTIES

55 55



EACH Maintenance Team: Col, Luke, Rob, Paul and Shannon



EACH CEO, Peter Ruzyla, EACH Housing Director, Lesley Tarves and Malcolm McPhee, Booran Motors





# Housing Projects and Operations

Following our substantial growth in 2016/17, we have enjoyed spending this year bedding down the projects and getting to know our new tenants. Projects have included housing for people with disabilities and new housing for women and children fleeing domestic violence and those experiencing long term homelessness.

In addition to these new tenant cohorts, we continued to work with our tenants experiencing mental health issues and have been closely monitoring the industry changes in the mental health sector.

## Specialist Disability Accommodation (SDA)

Our two residences with a combined total of eight fully self-contained units, were completed on the cusp of the introduction by NDIA of Specialist Disability Accommodation (SDA). For us, this has presented challenges in the registration of the units under SDA, irrespective of how few and minor the building deviations are in meeting the SDA guidelines. With the support of the architect, Wendy Hastrich, and the builder, John Pendavingh, we are working through the building amendments to meet requirements and we thank them for their support.

The building requirements draw from a range of building legislation and new industry guidelines creating significant complexity for the industry in developing this much required accommodation. Further complications arise with the uncertainty in relation to the SDA pricing framework for the owners of these dwellings and slow and inconsistent response from the NDIA in registration. For tenants, the process of having SDA incorporated in their NDIS packages is complicated and burdensome resulting in extensive delays and many NDIS participants clearly in need of

this type of accommodation having their applications refused. Minimum estimates show demand for close to 3,000 additional SDA dwellings in Victoria.



EACH Housing Team: Young Tsao, Lesley Tarves & Amy Dempsey

We appreciate the excellent intent of the NDIA through the SDA program and understand the complexities in the seamless implementation of the SDA as part of the overall rollout of the NDIS. We look forward to the NDIA working through the issues so that the industry can move forward with more certainty to develop the accommodation required to meet demand.

Uncertainties aside, EACH Housing and EACH are committed to providing further accommodation for people with disabilities. As such, EACH is planning to purchase land in Ferntree Gully from Knox Council early in 2019 and develop a mix of SDA and social housing units.

# Housing for Women Fleeing Domestic Violence and Long Term Homelessness

We continue to provide tenancies in the 16 dwellings we were successful in purchasing over 2016/17 through the state government's Rapid Housing Program with financial contribution from both the state and EACH.

With both tenancy and case worker support, our tenants are moving well forward towards overcoming their challenges and reaching their individual goals. This is the first time that many of these tenants have had a home to call their own and feel safe. Increasing financial independence, improved mental and physical health, connections with the community, furthering education and improved family relationships are just some of the outcomes our tenants are realising. EACH's case worker, Sherre D'argent, continues to do a fantastic job in working with and organising individualised support for these tenants.

Vicki had been living in her car and suffering from depression, bi-polar and recovering from drug addiction prior to gaining a one bedroom unit through EACH Housing's Rapid Housing program. Since moving in Vicki's mental health has greatly improved and is under control, Vicki has also been able to successfully continue her drug addiction recovery. Vicki 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 live with her. Vicki cannot read or write so because of her stability now she is participating in English classes and also looking at ways to give back to the community by helping other people who are homeless.

Vicki has told us 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 through EACH Housing and EACH. For the first time looking forward to a positive future.

"When I was offered Each housing it couldn't have come at a better time. I was in early recovery from addiction and suffered mental health problems. The idea of being homeless again was full of fear and anxiety. Once I moved into Each housing I was able to create a routine and start feeling normal again.

Slowly with the support of Each I started planning my future again. Knowing I had the safety and comfort of my own place I was able to start achieving goals.

I maintained my sobriety of 18 months now, quit smoking and have lost 15kgs. My health has improved 100% and my mental health is stable. I just recently returned to the workforce and have plans to study next year. Not to mention the added bonus of being able to have my loved cat with me again after years of moving him round. Each housing has given me the opportunity to start over again. My future now looks bright again." - Melanie

# Not Forgetting the Pets

Not many would consider my boy (Sultan of Monaco) a beautiful cat, but to me, his wrinkly hairless body is a great addition to my new independent, quirky and a little bit odd life I lead.

Before moving into the independent units EACH Housing had available at Officer, I was torn between whether to bring my two elderly cats from home. Due to them both being 19 years of age I had decided not to move them because of their health, that the move would not be good for them to relocate to a new environment. Sadly I had to leave them behind.

Over the course of 6 months living in Officer, I'd constantly visited my two companions on a regular basis, as I missed them terribly. Missing my two companions, the day came when I chose to bring another special creature into my new home. That's when I found Sultan.

I've always been drawn to unusual animals, at a young age I've always wanted a Sphynx. I found a lovely breeder in NSW who had one remaining kitten left out of the litter she had. The lucky last but most adorable one, Sultan became my new companion.

EACH accepted the idea of Sultan moving in and by them supporting me in my choice to have a pet, it has created a very warm homely environment that I can now share with my companions.

A year on from his arrival and Sultan has made his mark on this house. He's definitely the King of the

house and has me, his owner/servant wrapped around his little paw.

I couldn't be more happy with my little family, in my home, being an independent young woman.



Kira and her cat, Sultan of Monaco





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