



HANOVER WELFARE SERVICES

ANNUAL REPORT 2013

Our Mission

To empower people who are homeless, or at imminent risk of becoming so, to enable them to take greater control over their lives.

To stimulate and encourage change in Australian society to benefit people experiencing homelessness.

Our Statement of Values

Hanover values integrity in all its relationships, intelligence in its processes, the intrinsic worth of each individual, and development and nurturing of community participation.

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Cover imagery

Our front cover image is a self-portrait art directed by Obi, one of the students at our new Holmesglen Foyer. Photographed by Mark Hoffmann, it is accompanied by Obi’s original illustration.

Obi, 17, is studying graphic design through Blue SKYS Media, an initiative of St Kilda Youth Services.

About Hanover Welfare Services

Each year we provide housing and support services to around 6,500 children, young people and adults experiencing homelessness.

We work across Melbourne with services at Southbank, Fitzroy, East St Kilda, South Melbourne, South Yarra, Cheltenham and Dandenong, as well as through our new purpose-built Youth Foyer.

Not only do we assist with crisis accommodation, transitional, long term housing and private rental, we also provide a range of other services to empower clients to develop new skills, return to employment and reconnect with family and community networks. These include financial and living skills, material aid, education and training, and our award-winning Employment Services program.

Our pioneering research into the causes and impacts of homelessness, and the policies and practices needed to alleviate it, has informed our work since 1964. To this day, our leading edge research continues to play a critical role in shaping our services and advocacy on behalf of people experiencing homelessness.



Chair's Message

The key theme behind our 2012-2017 Strategic Plan is *Leading Empowerment and Change*. Through this new plan, the Board has focused on securing a sustainable future for Hanover's work, to ensure the organisation is well placed to serve the growing and changing needs of people needing our support.

Hanover has extremely loyal supporters and partners – many of whom have contributed to our work over a number of years. I acknowledge the many corporate, community and philanthropic partners who contribute to our work. Their contribution enables us to drive innovation, take risks and develop new programs. This innovation, coupled with our research, enables us to continue our influencing agenda and it is this agenda that has, over the past 50 years, seen the organisation shaping significant policy changes addressing homelessness in Australia.

Early in the year the Board made the difficult decision to not continue delivering the *Hanover ConnectEast Ride For Home on EastLink* – a fundraising event benefitting Hanover, delivered in partnership with ConnectEast. Ride for Home played an important role in raising awareness and funds in support of our work, however a very tight fundraising market and rising costs meant that delivering the event was unsustainable into the future. I pay tribute to the many staff and board members who contributed to this great event, in particular former Chair Jean Ker Walsh and the team at ConnectEast led by Denis Cliche.

Hanover's staff members often work in difficult conditions and yet they seem eternally committed and enthusiastic for the cause. I'd like to thank them for their extra effort over



the past year, in undergoing and embracing an enormous amount of change while continuing to deliver a high level of service to clients.

In 2014 Hanover will mark 50 years of service to the community.

As the supply and availability of affordable housing continues to drop in Melbourne, while demand for our services grows and client demographics change, we're also facing significant changes in the way funding for homelessness services will be negotiated with state and federal governments. With this increased demand on our services, and the imperative to 'do more with less', we're more determined than ever to continue the mission our founders began at their first meeting in 1963.

We're confident our strategic plan and new structure place us in a strong position to meet these challenges while honouring the legacy of the visionary people who founded Hanover Welfare Services.

Geoff Nicholson

Chair, Hanover Board of Directors

“Hanover's staff members often work in difficult conditions... yet they seem eternally committed and enthusiastic for the cause.”

CEO's Message

This year our annual report highlights a number of outstanding achievements against a backdrop of significant change within and outside the organisation.

It was with great pride that we opened our first Youth Foyer at Holmesglen Institute of TAFE; a joint project between Hanover, the Brotherhood of St Laurence and Holmesglen. Eight years of advocacy, planning and development have been realised in this new facility, which is changing the way services are delivered for young people experiencing homelessness.

Last year the Department of Education, Employment and Workplace Relations awarded our specialist Employment Services programs at Fitzroy and Dandenong four out of five stars; an extraordinary accomplishment, especially given their demanding targets and compliance requirements.

Specialist programs to support children escaping domestic violence or experiencing homelessness have been recognised as making a real difference in these children's lives. Our programs to build financial skills and resilience and support people into private rental are also proving extremely successful.

Hanover's research continued to inform policy development at the highest levels, making a significant contribution to the national discussion about homelessness, with Dr Shelley Mallett leading the technical steering group with the Australian Bureau of Statistics and Hanover contributing to a significant number of policy changes.

Our work is underpinned by more than 50 volunteers, whose contributions enable us to run programs and services such

as the Children's Tutor Program. They add immeasurable value to our organisation, and we pay tribute to them.

Our 218 dedicated staff members, Executive team and our Board rose enthusiastically to the challenge of reviewing and embedding a new organisational structure, undergoing accreditation and commencing our ambitious 2012-17 Strategic Plan, as well as continuing to provide exemplary services for thousands of clients.

I'd also like to acknowledge Hanover's Executive team, Dr Shelley Mallett, Merewyn Foran, Steve Timmerman, Lyn Lanham; my assistant Charlotte Lane and new Executive team members Richie Goonan, Jacqui Andrews and Sharon Waitzer, for their outstanding work across the year.

Thanks also to Hanover's Board of Directors, including Chair Geoff Nicholson and Deputy Chair Gordon Wheaton, who donate their time and considerable expertise towards achieving our mission.

Tony Keenan
Chief Executive Officer



Achievements Against 2012 – 2017 Strategic Plan

Initiative 1

Drive sector leadership, innovation and research

- Dr Shelley Mallett co-chaired the Australian Bureau of Statistics Homelessness Statistics Reference Group.
- CEO Tony Keenan appointed to the Department of Prime Minister and Cabinet's Australian Social Inclusion Board.
- Tony Keenan sat on the Victorian Government's Professor Peter Shergold Service Sector Reform, Sector Reference Group.
- We launched a range of research findings into families and homelessness, including single fathers and homelessness.

Initiative 2

Drive service effectiveness and scope

- We established a Service Development team with two Practice Leaders appointed to drive our service performance.
- Developed a Practice Guide for Victorian Youth Foyers.
- High level of service provided to more than 6,500 clients.
- Achieved accreditation through the Australian Healthcare Associates for our housing and support services.
- Delivered a range of innovative pilot programs and demonstration projects across all sites.



Initiative 3

Grow and vary our income stream to create a sustainable future for Hanover

- Increased revenue from private sources, with almost \$2.5 million raised from donations, bequests and appeals.
- Sourced new government funding, including funding for new Youth Foyers at Holmesglen Institute of TAFE and Kangan Institute.
- Developed new corporate partnerships with Maddocks, Melbourne Convention and Exhibition Centre and others.
- Significantly increased in-kind gifts to more than \$62,000.

“With this increased demand on our services, and the imperative to ‘do more with less’, we’re more determined than ever to continue the mission our founders began at their first meeting in 1963.”

—Geoff Nicholson, Chair, Hanover Board of Directors

6,500+

clients assisted

\$62,000+

in in-kind (goods and services) gifts

90+

MOUs, joint protocols and agreements

developed with government, community and

corporate partners

Initiative 4

Grow through new collaborative opportunities

- > More than 90 MOUs, joint protocols and agreements developed with government agencies, the community sector and corporate and business partners.
- > Significant relationships forged through Hanover and the Brotherhood of St Laurence's work on Youth Foyers, including partnerships with Holmesglen Institute of TAFE and Kangan Institute.
- > Broad range of research partnerships developed with key community and academic research institutions.

Initiative 5

Strengthen our structure, resource allocation and performance management

- > Substantial work commenced on the development of a Client Information Management System, enabling stronger data and reporting and more efficient service delivery.
- > Strong financial performance resulting in a surplus of \$1,418,263.
- > Range of facilities upgraded and key maintenance work undertaken, including the development of a new education and training suite at Hanover Southbank.

Initiative 6

Develop our people: driving for high performance

- > Established a Strategic Human Resources function.
- > New performance management system developed and implemented.
- > Trained leadership staff in Management and Leadership Skills.

Highlights 2012-13

6,500+

individuals, couples and families assisted through our crisis, transitional, private rental and other housing and support programs

252

houses provided for people experiencing homelessness.

1,296

clients accommodated in our crisis facilities at Southbank, South Melbourne, East St Kilda and Dandenong in 2012-13.

115

crisis accommodation beds provided, every night, for adults and families through our crisis facilities.



Hanover commemorates

50YRS

In 2014 Hanover will mark 50 years of service to people experiencing homelessness in Melbourne.

↑18%

increase in jobseekers assisted

Young people and adults assisted through our Job Services Australia (JSA) program.

2012-13 832

2011-12 700



awarded to our JSA programs at Dandenong and Fitzroy.

1 OF 4

organisations in Australia that offer employment services specialising in supporting people experiencing, or at risk of, homelessness.

We offer a range of housing options and support programs to meet clients' immediate and longer-term needs.

Our approach is one of seeking appropriate housing for each client while linking them with appropriate supports and engaging them in education, training and employment programs that will foster resilience, assist in maintaining wellbeing, and empower them to live independently.

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40

Foyer students

The culmination of almost 8 years of advocacy and planning saw Hanover and the Brotherhood of St Laurence open our first Youth Foyer at Holmesglen Institute of TAFE's Waverley campus.

Based on a proven UK model, our Foyer has education at its heart and positive lifelong outcomes for the students as its mission. By the end of the year it will accommodate 40 students while they undertake education and training to prepare them to transition into employment and independent living.

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16%

of our housing and support clients were
children under 12

Housing stress (due to lack of affordable housing and poverty) continues to be a major cause of homelessness in Victoria. We're seeing increases in:

- family homelessness
- the number of children seeking our services
- levels of unemployment among our clients
- percentage of clients with multiple health issues
- women becoming homeless due to family violence
- single fathers
- fathers who are the primary carer seeking our services
- the number of migrants who have lived in Australia for some time, becoming homeless due to housing crisis and breakdown of community and family networks.

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1 IN 5

of our clients have a diagnosed mental health issue.

The top three factors our clients cited as leading to their homelessness were:

- 1 financial difficulties and housing affordability
- 2 housing crisis (including eviction and ending of lease)
- 3 family violence (including relationship breakdown)

55

volunteers

Our volunteers enable us to run programs and services such as the Children's Tutor Program.

They add immeasurable value to our organisation, and we thank them for their work.

\$2,456,852

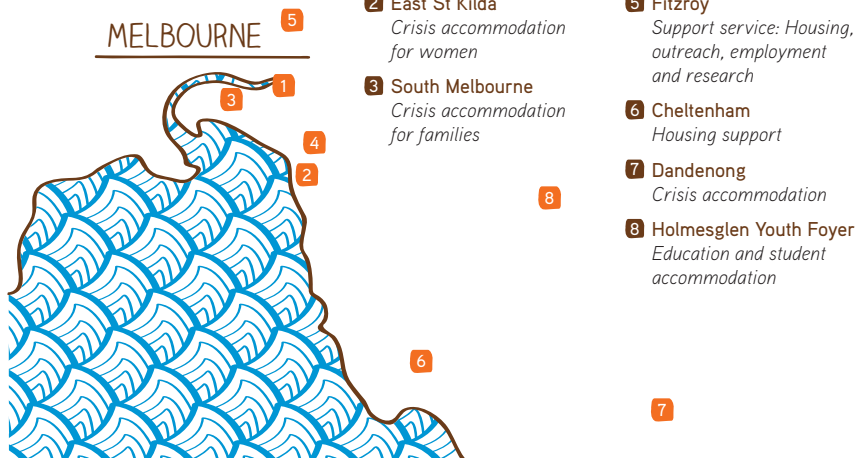
raised through appeals, donations, trusts, foundations
and fundraising events in 2012-13

This enabled us to provide support to clients such as funding for school books, tuition and uniforms for children in crisis accommodation, and assistance with home set-up costs for people who are moving from crisis accommodation into longer-term housing.

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Our locations

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Education and Employment A Catalyst for Change

Our pioneering research and evidence-informed service delivery has shown that, overwhelmingly, people experiencing homelessness want to work and that education and training provides a practical pathway into employment.

Hanover is in a unique position to be able to help people with their housing, and work with them on their longer term aspirations – our Employment Services Program plays an important role in this. Our trained Employment Services consultants work closely with clients to give them the knowledge and skills to find, and maintain, employment.

As one of only four organisations in Australia to offer employment services specialising in supporting people experiencing homelessness or at risk of homelessness, we have grown quickly from our beginnings in July 2009 to being Highly Commended in the category of Excellence in Supporting Pathways to Employment and Education at the inaugural National Homelessness Services Achievement Awards in 2012.

Operating under contract to Job Services Australia (JSA), this program continues to produce outstanding training and employment outcomes for clients, a significant number of whom have been out of work for long periods of time or experience chronic mental illness, substance abuse or previous incarceration.



AN AUSTRALIAN GOVERNMENT INITIATIVE

In the most recent bi-annual JSA star ratings performance review the Department of Education, Employment and Workplace Relations awarded our Dandenong and Fitzroy services four-star ratings in recognition of the quality of the service and successful outcomes for jobseekers. Across all four JSA Hanover sites, we achieved a five-out-of-five star rating for the stream one and two programs.



awarded to our JSA programs at Dandenong and Fitzroy

“Hanover is not after quick fixes. It’s very much, ‘what can we do to help a person equip themselves with the tools to make decisions and empower themselves, so that they don’t have to return to us’.”

— Tony Papaioannou, Manager, Hanover Employment Services

In 2012-13 we offered a range of accredited education and training opportunities through 49 external training providers such as TAFEs, universities, institutes, colleges, schools, Neighbourhood Learning Centres, other housing and support services, and private providers.

We also delivered a range of non-vocational in-house education programs covering computer skills, life and living skills, budgeting, nutrition, personal development, jobseeking and resume writing skills, tutoring, literacy and numeracy, presentation skills, and food handling.

Young people and adults assisted through our Job Services Australia (JSA) program



832

jobseekers

22%

of registered jobseekers who undertook further training achieved employment

Opposite (bottom) Hanover’s Employment Services team (left to right): Chris Rizio, Kim Tran, Merrin Wildash, Steve Del Rosario, Karen Lim, Alex Fu, Lyn Lanham, Mark Sciacca, Tony Papaioannou (Manager)



Youth Foyers Changing the Way We Support Young People

Hanover is pioneering the introduction of an inspiring model for addressing youth homelessness. In 2013, after eight years of advocacy and planning, we opened the first 'Education First' Youth Foyer in Australia.

Based on the successful UK model, Foyers accommodate young people in studio apartments on the same site as education, training and other support services. They prioritise education and employment as pathways out of homelessness, and count social engagement, community participation and leadership among the important skills needed for young people to thrive.

Rather than seeing young people in terms of their problems, our Foyers adopt an 'advantaged thinking' approach from the start. Any young person who wants to study but is unable to live at home can apply. They are assessed for their readiness to undertake study, participate in Foyer programs and activities, and work towards gaining employment. Their challenges and issues are given equal weighting with their skills, motivations and aspirations for learning, work and community participation.

We opened the Holmesglen Foyer at Waverley in May 2013. Within six weeks it was almost half full; by November 2013 we expect it to be at full capacity, with 40 students studying and living at the facility. The state government has contracted Hanover and the Brotherhood of St Laurence to run this Foyer for 12 months, after which time the contract will be put to tender.

We're building a second Foyer in partnership with Kangan Institute at Broadmeadows, which will accommodate another 40 students when completed in 2014. Hanover and the Brotherhood of St Laurence have secured a long-term contract to operate this Foyer.

“For a long time, our support for young people has focused on helping young people to cope with what they haven't got, by focusing on what they can't do. Instead, we want to promote young people's goals and enable them to develop the skills, resources and opportunities they need to achieve them. We want to inspire an investment in potential so that all young people can make a positive contribution to society.”

—Dr Shelley Mallett, Hanover General Manager
Research and Service Development

The Victorian Government has announced a third Youth Foyer to be built in Shepparton on the Goulburn Ovens TAFE campus. The provider for this Foyer has yet to be announced.

Our goal is for Youth Foyers to not only change the way we work with young people experiencing homelessness, but also influence policy and improve the wider community response to this challenging social issue.



The Holmesglen Youth Foyer is made possible through the support of the Victorian Government.



CANDICE

FOYER STUDENT

READ HER STORY

“The Foyer treats you like an adult. This isn’t somewhere where you can just muck around, it’s somewhere where you can study and work.”

Youth Foyers (continued)

CANDICE'S STORY

Candice says being at the Foyer has meant she can properly get into her study; something that was out of her reach before. "Study wasn't an option for me before, I had to work to pay for everything I needed. I'm studying Aged Care. I really like it a lot, I get satisfaction helping others. I'd like to do further study in medical practice, like medical assisting, pathology, social work or furthering my aged care study."

She's no stranger to moving around and knows firsthand how unsettling this can be — a childhood spent constantly moving with her family meant a new school every few years. Being in the Foyer has meant she now has somewhere stable to live.

Candice says the moving around and a fraught relationship with her family have had a lasting impact on her, so being independent and treated as an adult was an important consideration in deciding to apply for the Foyer.

"We're involved in the running of it through the Student Council. I am just really committed to making this place work. I'm looking forward to the opportunities the Foyer offers."

Measuring the Outcomes

Homelessness, low education levels and unemployment continues to affect about 5% of young Australians. However, while more than 100 Youth Foyers are operating successfully in the UK only a handful have opened in Australia in the past decade.

"Young people have great resilience, skills and attributes; the Foyer provides a structure to really support them into independence. It's not that they can't do it on their own, it's just that this is a coordinated response and they're exposed to opportunities they might not otherwise have."

— Niamh McTiernan, Foyer Project Officer

Researchers from Hanover and the Brotherhood of St Laurence are collaborating on a long-term study of the Holmesglen and Kangan Institute Foyers, as well as a third foyer at Shepparton, to evaluate their success in supporting vulnerable young people as well as their fit for purpose, value for money and potential for replication across Australia. The Education First Foyer Evaluation will measure the effectiveness of the integrated model of supported student accommodation in achieving sustainable education, employment and housing outcomes for young people who are at risk of, or experiencing, homelessness.

→ hanover.org.au/youth-foyer

NIAMH

FOYER PROJECT OFFICER

READ HER STORY

In the two years Niamh has been with Hanover, she has brought a wealth of experience working with indigenous ethnic groups in Ireland, and a passion for the 'advantaged thinking' approach to her role as Foyer Project Officer.

"We're adopting a new approach from the word go. We look at young people's 'readiness' and they can apply to the Foyer themselves, rather than having to get a referral from an agency. We're presenting young people with a different type of offer, acknowledging their skills and motivations and aspirations equally. We expect young people to have challenges and issues, but it's the way we balance them that differs from other Foyers."

She is one of the new breed of support workers who eschew the conventional charity model in favour of empowering individuals and communities to create their own change, and shifting from a focus on 'needs and deficits' to one of emphasising skills and talents.

Hanover's Foyers are exciting, Niamh says, because they incorporate the best aspects of the overseas model, adapting them for the Australian context, and taking the approach further by elevating education and employment above the immediate need for accommodation.

A key part of the Foyer project, Niamh has been instrumental in drawing together the Foyer Practice Guide, a comprehensive guide for staff and agencies running Foyers in Victoria.

Innovative Programs and Partnerships

From housing support and material aid assistance to training and further education, Hanover has a proud track record in developing responsive and sustainable measures to tackle homelessness.

Programs range from early intervention for clients at risk of becoming homeless, through to crisis accommodation and outreach for people sleeping rough or living in rooming houses. We provide services for people of all ages needing short-term assistance, those who have been homeless for many years, and those who are experiencing the trauma of homelessness for the first time in their lives.

Our work is underpinned by partnerships and collaborations across sectors, private enterprise, and all levels of government that ensure a cooperative and coordinated approach to client services. In 2012-13 we worked with more than 90 other agencies and organisations.

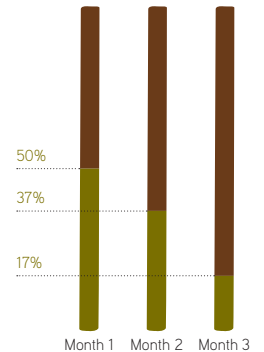
The Private Rental Brokerage Program is one of our early intervention programs designed to assist people at risk of homelessness before their housing situation becomes untenable. By working to get people into the community with brokerage, this program provides targeted support, helps build financial management skills and ultimately enables clients to live independently in private rental.

The New Directions and **Ridge Programs** are funded by philanthropists who provide subsidised private rental housing for individuals and families while they establish employment, education and training pathways. Rather than shifting people from crisis to transitional accommodation, it focuses on establishing secure and affordable private rental for people who, with some support, can reach independence and maintain their own tenancy.

Taking the Stress out of Managing Money involves the Consumer Action Law Centre in Dandenong and Good Shepherd Microfinance and aims to prevent people on low incomes lapsing into financial crisis due to problems with short-term money lenders. It is creating a more proactive, coordinated and timely response for clients in financial stress, by linking services and providing training and support to frontline staff.

Private Rental Brokerage Program – Rental assistance

This program is designed to assist people at risk of homelessness before their housing situation becomes untenable. The program delivers financial support to clients on a sliding scale:



“If I hadn’t come to Hanover, I don’t think I would be where I am today.”

—Chrissy

CHRISSY

READ HER STORY

For the past four years, Chrissy has caught public transport from her home in Cheltenham to Deakin University, Geelong, to attend lectures. She has survived on wages from casual work. And she has endured the pain of being separated from her daughter in Zimbabwe by calling her as often as she could afford, hoping that one day she would be in a position to bring her to over to live together again.

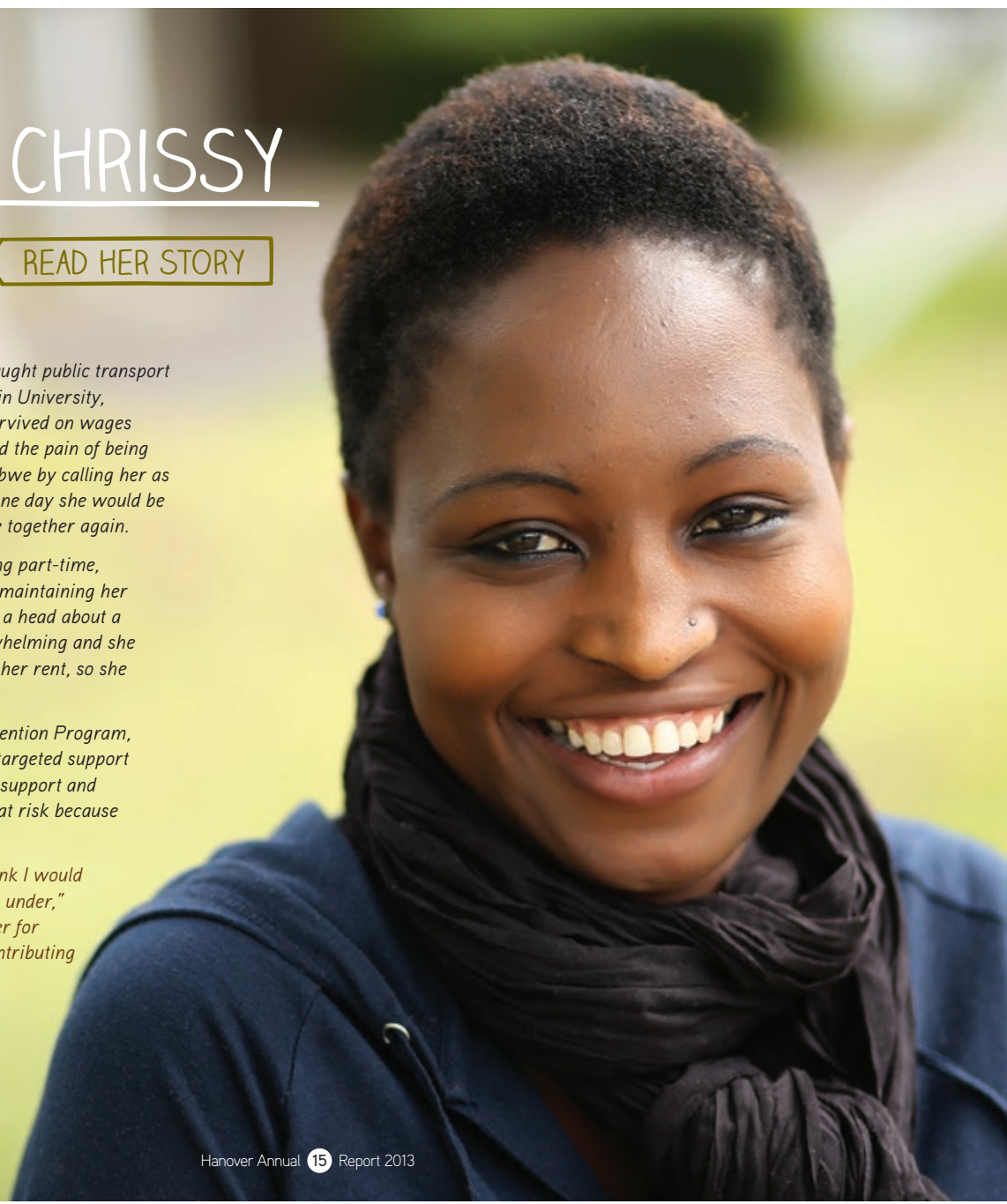
The strain of studying full-time, working part-time, commuting, sending money home and maintaining her family relationships via phone came to a head about a year ago. Chrissy's bills became overwhelming and she was in danger of not being able to pay her rent, so she came to Hanover.

We helped her through the Brief Intervention Program, an initiative that provides short-term, targeted support such as advocacy, brokerage, financial support and up-skilling to clients whose housing is at risk because of their financial situation.

"If I hadn't come to Hanover, I don't think I would be where I am today. I was going to go under," she says. "I would like to thank Hanover for everything... for helping me and for contributing to who I am today. I'm very happy, I'm very grateful."

Read Chrissy's full story

➔ hanover.org.au



50 Years of Leading Research

For 50 years Hanover has pioneered research into the causes, impacts and solutions to homelessness. This has enabled us to develop evidence-based services, respond to clients' changing needs and demographics, and advocate for policy change at local, state and national levels. To this day, our researchers continue to lead and collaborate on a wide range of studies and evaluations, and participate on key advisory boards and committees.

In 2012-13, General Manager of Research and Service Development, Dr Shelley Mallett, continued her work in the national arena, co-chairing the Australian Bureau of Statistics Homelessness Statistics Reference Group, contributing expertise around content, questions and ways to improve data collection with the planned roll-out of the first e-Census in 2016. This group also started to focus on the definition of Indigenous homelessness, to better capture their unique experiences in the data and provide more appropriate and culturally-sensitive services, particularly in rural and remote areas. This work will ensure a robust count of people experiencing homelessness in Australia and provide a basis for adequate, targeted and tailored responses.

Our engagement in research into ageing and homelessness (including Ageing Out of Place: The impact of gender and location on older Victorians in homelessness, launched in 2013) led to our participation in a national round-table on older women and homelessness convened by the Department of Prime Minister and Cabinet's Social Inclusion

Board, to which Tony Keenan was appointed in 2012. The round-table acknowledged the urgent need to address rising rates of homelessness and housing instability among older, low-income Australians, particularly women.

In 2012-13 we secured an Australian Housing and Urban Research Institute grant to undertake the second phase of our award-winning research into the Structural Drivers of Homelessness.

At a state level, Dr Mallett presented to the Ageing, Youth, Children and Families Sub-Committees of the Ministerial Advisory Committee on Homelessness, sharing clients' experiences of homelessness as well as evidence for programs that can successfully resolve and reduce homelessness for these groups.

“Much exact information is required as a basis for planning further work with the men. The methods of the agency should be regarded as experimental, and results evaluated and reported. Client case records would be compiled so as to allow elucidation of common patterns, and special study might be made of such subjects as excessive drinking and employment difficulties.”

— Alan Jordan, Hanover's first staff member, 1963

We continued to expand on our work with children experiencing homelessness with an ambitious project that will involve every state primary school in Victoria. Its aim is to identify best practice and develop a consistent and integrated response between homelessness services and the education sector that can be adopted nationally.

➔ hanover.org.au/research

Fighting for My Family

Drawing on Jean McCaughey's 1990s work into family homelessness, last year Hanover collaborated with Swinburne University on a report that reflects personal accounts of homelessness among parents fighting to provide for their families.

The 18-month study followed the lives of 57 families experiencing homelessness. Through 152 in-depth interviews with parents and their teenagers, researchers found that low income support and a lack of affordable housing were the major causes of family homelessness.

Despite their often intensely harrowing experiences, the research showed that families doing it tough remained committed to securing housing and supporting their families. This research will inform the ongoing development of Hanover's specialist housing and support services for families experiencing homelessness, and provide us with evidence with which to advocate for policy change to ensure that homelessness is not a way of life for any child.



18 57

months

families

152

in-depth interviews

ELLA'S STORY

Ella and her young sons live in Melbourne's south, in a property managed by Hanover.

"I came to Melbourne with \$20 three years ago. It was tough, looking back I can now understand the stress I was under – the loss of control, confidence and independence. I felt I couldn't do this on my own anymore."

"Cindy was my support worker, she was straight up, honest. When I left the appointment, I thought, 'this is different, these people know their jobs'. You walk into the office and you know they're a team, they all work together. Whenever you're in trouble, you know they're there."

Her boys are in Hanover's Children's Tutor Program, a privately-funded program run in South Melbourne and Cheltenham. With the help of volunteer tutors, the program is designed to give extra one-on-one support to children who have experienced homelessness.

Ella's family has also received support from the Client Support Fund, a material aid fund supported by the RE Ross Trust, one of Hanover's longest serving supporters; and clothing for her boys from St Kilda Mums, a mothers network that sources quality goods for families in need across Melbourne.

"I remember the day I found out Hanover was going to support me. I thought, 'yes, I'm not alone.' They didn't take away my independence, my power. I always wanted to do it my way and they helped me do it."

—Ella, mother of two


Looking to the future, Ella is now more positive, and is committed to making sure her sons have the opportunities they need to develop and thrive.

Read Ella's full story → hanover.org.au



READ THEIR STORY

ELLA + HER BOYS



DOUG + HIS GIRLS

READ THEIR STORY

50 Years of Leading Research (continued)

DOUG'S STORY

Born and raised in a Gippsland town, south-east of Melbourne, Doug and his sister were made wards of the state after their Mum died. He became homeless at the age of 11 and drifted around the country, finally ending up back in Melbourne, with no family, friends or support.

About five years ago, Doug met a new partner and they had two daughters together. When his partner was diagnosed with a heart condition and other serious health issues, she required frequent and lengthy hospitalisation. When their youngest was just two months old, Doug's partner died.

"When she passed away, we'd only just moved into her (public housing) unit. It was on a Sunday. I went to my sister's house... on the Wednesday I got a call. Because the house was in (my partner's) name, I had to leave. They gave me 24 hours to vacate."

Finding himself homeless and trying to care for his two very young daughters alone, Doug was referred to Hanover. He was provided with emergency housing, along with support and referrals through a number of other programs. He immediately embraced the opportunity to improve his and his daughters' lives, working with a financial counsellor, fulfilling his Child Protection requirements, engaging with his community, entering a drug rehabilitation program, and avoiding previous, negative relationships.

Now the family is getting more settled, Doug has applied for permanent housing, is managing his health and finances, and is looking to gain the skills and education needed to work in social services.

Read Doug's full story → hanover.org.au

Postscript: As this annual report was going to print, Doug had just received the great news that he has secured permanent housing. He will now be able to fulfill his dream of giving his girls the safe, stable home they need.

"To tell you the truth, I would have lost my girls if it wasn't for Hanover."

— Doug, father of two

Supporting Single Fathers

40

participants

9YRS

average length of
homelessness

Location

Melbourne

30

Canberra

10

Supporting Single Fathers

Last year we launched a joint report with Melbourne City Mission and the Institute of Child Protection Studies into an area of homelessness that has rarely been researched: homeless fathers with children in their care. It found that accommodation for homeless single fathers with children in their care was grossly inadequate, and that the service system was not set up to respond to their family's needs.

The study involved interviews with 30 single fathers in Melbourne and 10 in Canberra, who had recently experienced homelessness. Most were in crisis accommodation or boarding houses when they were interviewed, and had been homeless for an average of nine years.

Supporting Our Work

Communications and Fundraising

Hanover relies on donations from individuals, businesses and corporates to maintain our high level of support for Melburnians experiencing homelessness.

In 2012-13 we raised almost \$2.5 million through our Festive Season and Tax Appeals, the Hanover *ConnectEast Ride for Home*, the Law Institute of Victoria Moot Court, regular and extraordinary donations, and contributions from charitable trusts and foundations. We gratefully acknowledge every dollar and cent raised through the work of these generous donors.

The third Hanover *ConnectEast Ride for Home* was held on EastLink in November 2012. With 6,468 participants and more than \$240,000 fundraised by participants, it was an outstanding event. However, after three years of delivering this major event, the Hanover Board took the difficult decision not to continue the Ride for Home. Although it played a significant role in raising awareness of our work in the community, the tight fundraising market and rising costs meant we were unable to continue delivering a cost-effective event.

Once again, we acknowledge our corporate partners, who have supported our work through in-kind contributions such as conference facilities, legal advice and services, media coverage for the Ride for Home, and other much-needed services.

Go to page 26 for a full list of our supporting partners, foundations and trusts.

THANK YOU

We value the generosity of our donors, corporate partners and a range of trusts and foundations. Their combined support and commitment enables us to continue our work.

Hanover ConnectEast Ride for Home 2012

6,468
RIDERS

\$240,000+

fundraised by participants

Regular donors

\$50,000+

raised, and our twice yearly *Supporters News* inspired others to contribute thousands more

\$979,715

individual bequest towards our work with people experiencing homelessness

Nelson Alexander Charitable Foundation

Social media campaign in February 2013

Facebook 'likes' 62,000 (in 24 hours)

Donation (\$) \$62,595

Festive Season Appeal 2012

\$68,371

Tax Appeal 2013

\$102,152

15th Annual
Moot Court

14
Melbourne
legal firms

\$31,000 raised

Financial Overview

Our period of consolidation during the 2012-13 fiscal year successfully improved our liquidity ratio from 1:27 in the previous year to 1:65. A significant bequest of \$979,715 enhanced the year's results and enabled us to fund the essential Client Information Management System project. Our results also capture the first two months of operation of the Youth Foyer project with the Brotherhood of St Laurence.

The full year surplus of \$1,418,263 (or \$438,548 net of the significant bequest) builds on the fiscal momentum of recent years and represents another important step forward in our quest for sustainability.

Income

Total income rose by \$1,694,495 (9.8%). After adjusting for the significant bequest, underlying income rose by \$714,780 (4.1%). This is consistent with the outlook for modest growth indicated last year.

In 2013-14, the trend of moderate growth will continue, albeit that the year-on-year numbers will need to be adjusted to reflect the discontinuation of the Ride for Home.

Hanover continued to receive outstanding support from charitable giving and philanthropy; \$777,355 was delivered in 2012-13, an increase of 8.4% year-on-year. The most significant driver for this outcome has been growth in trusts, where we are able to target our work in innovative ways and provide improved outcomes for clients with diverse challenges and needs. Success in this area is a result of

important key relationship work from the Communications and Fundraising team. The level of trust and giving we are honoured to receive continues to inspire us and our work.

The chart on page 23 shows our income trends by category.

Expenses

Overall operating expenditure grew by \$584,491 (3.4%). Salaries and other staff costs represent 63.3% of overall operating expenditure. This category grew by 2.2%, continuing to demonstrate the discipline and fiscal rigour within workforce management. With respect to non-staffing costs, a Hanover-wide tender for cleaning services was concluded in February with service levels assured and an annualised saving approaching \$100,000.

The outlook is for expenses to track the same moderate growth curve as income. Identified areas of savings will represent incremental investment opportunities, with the Human Resources initiative of our Strategic Plan clearly targeted for high performance.

1:65

liquidity ratio

↑ 9.8%

rise in total income

↑ 4.1%

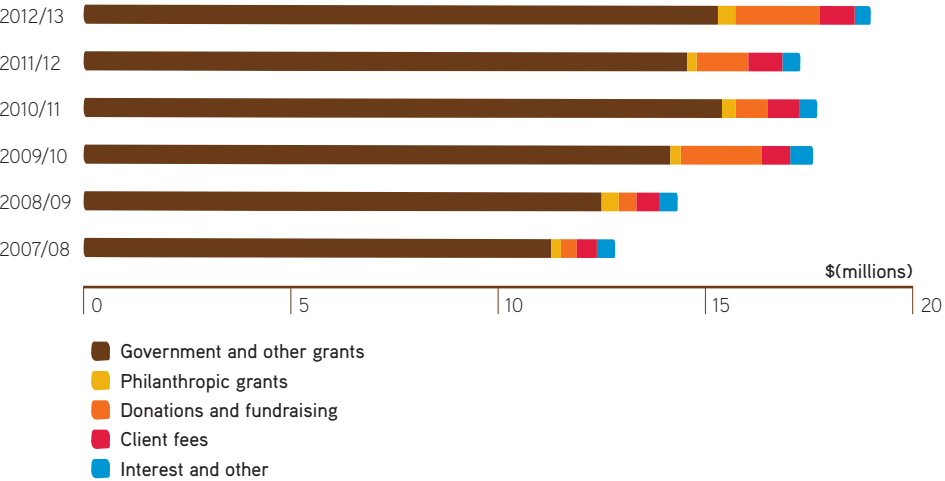
rise in total income (excluding the significant bequest)

↑ 8.4%

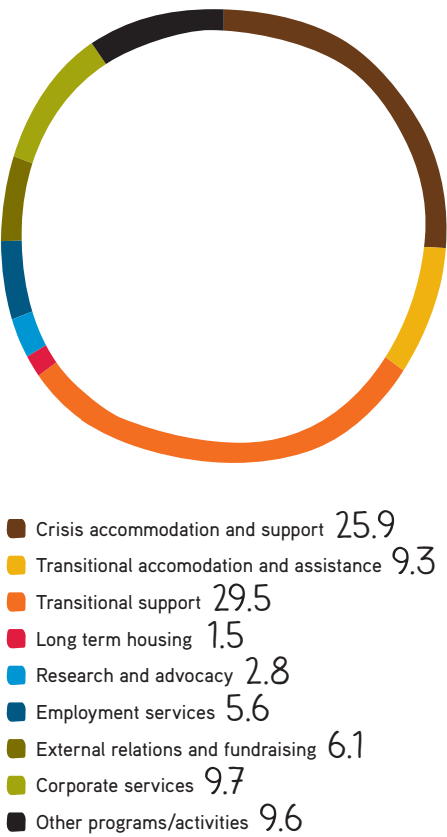
year-on-year increase in charitable giving and philanthropy

Financials

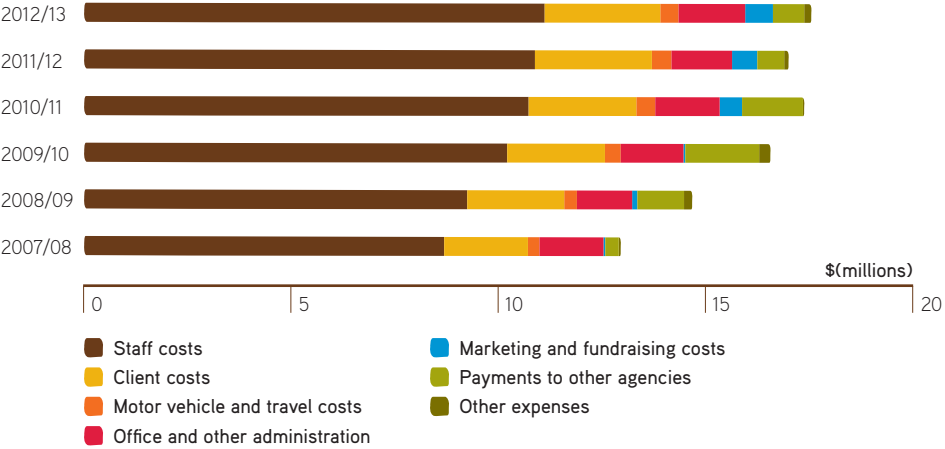
Income source (\$)



Expenditure by function (%)



Expenditure by category (\$)



Financials (continued)

Summarised statement of profit or loss and other comprehensive income

For the year ended 30 June 2013

	2013	2012
<i>Revenue from continuing operations (\$)</i>		
Government and other grants	15,302,500	14,561,291
Fundraising	2,456,852	1,475,396
Rental income from clients	842,178	819,966
Interest received/profit on sale of assets and miscellaneous	387,098	437,480
Total revenue	18,988,628	17,294,133
<i>Expenditure</i>		
Salaries and other staff costs	(11,127,842)	(10,892,757)
Amortisation/depreciation expenses and loss on sale of assets	(290,178)	(313,608)
Audit, consultancy and other professional fees	(294,008)	(159,271)
Client costs	(2,793,492)	(2,825,715)
Office and other expenses	(1,291,377)	(1,067,763)
Marketing and fundraising expenses	(670,856)	(609,833)
Motor vehicle and travel expenses	(364,276)	(396,344)
Payments to other agencies	(755,649)	(650,047)
Losses on available-for-sale financial assets	17,313	(70,536)
Total operating expenditure	(17,570,365)	(16,985,874)
Surplus/(deficit) for the year	1,418,263	308,259
<i>Other comprehensive income</i> <i>Items that may be reclassified subsequently to the profit or loss</i>		
Net change in fair value of available-for-sale financial assets	343,110	(34,786)
Total comprehensive income for the year	1,761,373	273,473

The Summarised Statement of Profit or Loss or other Comprehensive Income and the Statement of Financial Position are summarised from the audited financial statements. Complete copies of the audited financial statements are available on request.

Summarised statement of financial position

As at 30 June 2013

	2013	2012
<i>Current assets (\$)</i>		
Cash and cash equivalents	3,939,819	2,557,339
Receivables	111,677	63,400
Other current assets	206,855	112,544
Total current assets	4,258,351	2,733,283
<i>Non-current assets (\$)</i>		
Available-for-sale financial assets	3,717,783	3,262,358
Property, plant and equipment	1,637,335	1,697,708
Intangibles	268,520	-
Total non-current assets	5,623,638	4,960,066
Total assets	9,881,989	7,693,349

	2013	2012
<i>Current liabilities (\$)</i>		
Creditors and other payables	1,678,600	1,341,091
Provisions	897,646	808,649
Total current liabilities	2,576,246	2,149,740
<i>Non-current liabilities (\$)</i>		
Provisions	228,497	188,013
Other non-current liabilities	222,337	262,060
Total non-current liabilities	450,834	450,073
Total liabilities	3,027,080	2,599,813
Net assets	6,854,909	5,093,536

<i>Equity (\$)</i>		
Accumulated surplus	5,479,069	4,060,806
Unrealised gains/(losses) reserve	372,718	29,608
Bequest reserve	1,003,122	1,003,122
Total equity	6,854,909	5,093,536

The Summarised Statement of Profit or Loss or other Comprehensive Income and the Statement of Financial Position are summarised from the audited financial statements. Complete copies of the audited financial statements are available on request.

Thank You

We gratefully acknowledge the generous support of our volunteers and donors, and the many businesses, government agencies, non-government and community organisations that contribute to our work. We also sincerely thank the clients who have shared their stories in the media, in our publications and online.

Employment Services

Job Placements

A'Van Campers Australia
Able Cabinets
Advanced Tileworks
AHS Hospitality
Aim Air Plumbing
Allstaff Australia
Applesec
Arcare Brighton
Auspro
Aston Jining English School
Aussie Disposals
Australia Wide Chauffeur Services
Auswide Talent Management
Baran Forge Pty Ltd
Beggan Man Thief
Bella Sistas Espresso
BJ's Catering & Special Occasions

British Crown Hotel
Card & Caboodle
Care with Quality
Carlton Neighbourhood Learning Centre
Cash Converters
CERES Café
Chapel Corner Store
Charles Dickens Tavern
Choklits Child Care Centre
Clarendon Security
Cleavevent
Clearwater Carwash
Clinicare
Cocoa Green Camberwell
Coles Supermarket
Coles Supermarket Richmond
Confoil Ltd
Cornerstone HR
Corsec Services
Creative Plastering Group

Dan the Tiler
DBM Consultants
Delta Corporation
Develco Capital
Doyle's Bridge Hotel
Espresso Essential Master
Eureka Tower
Extrastaff
FareShare
Farron Research
French Property Pty Ltd
G & K O'Connor Meat Work
General Pants
Gig Power
Greater Metropolitan Cemeteries Trust,
Fawkner Memorial Park
Haughtons Hotel
Hawthorn Grange SRS
Hays Recruiting
Heading Out Hair & Beauty
Day Spa
Henry Bucks
Hungry Jack's
I Need A Chef
IGA Supermarket Albert Park
IKON Cleaning Services
Industrial Staplers
Inflatacraft
I-Recruit

Kensington Community Children's Cooperative
Kids Art Works
Killester College
Leighton Contractors
London Agency
Manifest Exhibitions
McArthur Composites
McCreadys
McKinnon Primary School
McNaughtons Hotel
Mecwacare
MEGT (Australia) Ltd
Melbourne Organic Growers
Minoa Gift Shop
Mint Personnel
Moshi Moshi Japanese Restaurant
Muck Off Car Wash
Myer Fountain Gate
National Workplace Training
Northway Honda
Novotel Melbourne on Collins
NTNS Facility Services
Nursing One World
Oakleigh Fresh Pasta
Pacific Meat Sales
PowerConnex
QSS Holdings Solutions
Randstad Labour Hire

Sandhurst Club
Scholastic Cleaning & Consultancy Services
SEC Solar
Sherlock Holmes Inn
Silver Top Taxi
SMS Personnel
Sofas Direct
Solomon Kosher Butcher
Spin Direct
St Joseph's Primary School
St Kilda Community Housing
Strandbags
Tabro Meat
TESS-AMM Australia Pty Ltd
The Message Centre
The Olive Tree
The Pumphouse Hotel
Thompsons Butchers
Tony's Butchers
Top Glaze Roofing
Tusk Group
Value Added Personnel
Veritas Recruitment
West Beach Bathers Pavilion
White Hot Marketing Solutions

Education and Training Partners

Aegis
AMES
Arrow Training Services
Australasian College of Natural Therapies
Box Hill Institute
Centre for Adult Education
Chisholm TAFE (Pre-Apprenticeship)
Complex Training Academy
Elatum Group Pty Ltd
Foresite Training
Kangan Institute
Northern Metropolitan Institute of TAFE
Open Universities Australia
Pragmatic Training
SELMAR Institute of Education
Southern Cross Education Institute
Swinburne University of Technology
The University of Queensland
Victorian Institute of Technology
Victoria University

Research Partnerships

Australian Catholic University
Australian Housing and Urban Research Institute
Brotherhood of St Laurence
Housing for the Aged Action Group
RMIT University
Swinburne University of Technology
The University of Melbourne
University of Adelaide
University of South Australia
VicHealth

Government

Federal
Australian Bureau of Statistics
Department of Education, Employment and Workplace Relations
Department of Families, Housing Community Services and Indigenous Affairs
Department of Health and Ageing
Department of Human Services, Australia
Victorian
Department of Education and Early Childhood Development

Department of Human Services
Department of Justice
Department of Planning and Community Development
Government House
Office of Housing
Sustainability Victoria

Corporate Partners and Community Supporters

Coffee Society of Melbourne
Dani Burley Photography
Ermha
Forethought Research
Graham Denholm Photography
King & Wood Mallesons
Maddocks
Melbourne Convention and Exhibition Centre
Move-in
NAB
PPD
St Kilda Mums Network

Trusts and Foundations

Collier Charitable Fund
Commonwealth Bank Foundation
Flora & Frank Leith Charitable Trust

Fred J Cato Charitable Fund
Lord Mayor's Charitable Foundation
Nelson Alexander Charitable Foundation
R E Ross Trust
Sandi Foundation
The Danks Trust
The Jack Brockhoff Foundation
The Marian and E.H Flack Trust
The Rosey Kids Foundation
The Shine On Foundation
The William Angliss (Victoria) Charitable Fund

Hanover ConnectEast Ride for Home 2012

Event partners
ConnectEast

Sponsors and media partners

Aussie Butt Cream
Bicycle Superstore
Channel 9
Herald Sun
Leader Newspapers
Ridewiser
Right Angle Events
T2
Yarra Valley Water

Ambassadors

Andrew Gaze
Simon Gerrans
Victorian Institute of Sport – Women's Cycling Team

Holmesglen Foyer

Project partners

Brotherhood of St Laurence
Holmesglen Institute of TAFE
Kangan Institute

Government partners

Department of Education and Early Childhood Development, Victoria
Department of Human Services, Victoria

Supporters

Foyer Foundation UK
Geelong Grammar School
Maddocks
Rotary Melbourne
Scalzo Foods
The Rosey Kids Foundation

Thank You

Hanover is grateful for Stuart Pettigrew Design's ongoing support and the production of this Annual Report.

stuartpettigrewdesign

Our Board of Directors

Hanover is governed by a board of volunteer directors who come from corporate, government, academic and not-for-profit backgrounds.

They generously donate their time and expertise to guide Hanover's strategic direction, ensure we meet our corporate governance requirements and achieve our mission. The Hanover Board has three sub-committees – the Finance and Risk Committee and the Governance and Strategy Committee, both chaired in 2012-13 by Tim James, and the Remuneration Committee, chaired last year by Ron Wakefield.

➔ hanover.org.au/about/executive-and-board/board-of-directors

The Hanover Welfare Services Board of Directors (left to right)

Rear Professor Tony Dalton, Professor Ron Wakefield, Gordon Wheaton (Deputy Chair), Tim James

Front Sally Young, Geoff Nicholson (Chair) and Megan Fletcher

Absent Pam Jonas, Melanie Eagle



Hanover Welfare Services Directory

ABN 89 742 307 083 | ACN 004 922 712

www.hanover.org.au

Administration

52 Haig Street
South Melbourne 3205

PO Box 1016
South Melbourne 3205

T 03 9699 6388
F 03 9699 6790
E hanover@hanover.org.au

Southbank

Crisis Accommodation and Housing Support

52 Haig Street
South Melbourne 3205

T 03 9699 4566
F 03 9682 2070
E southbank@hanover.org.au

East St Kilda

*Crisis Accommodation and Housing Support –
Women and Young Women's Service*

346 Dandenong Road
East St Kilda 3182

T 03 9525 8499
F 03 9525 8590
E eaststkilda@hanover.org.au

South Melbourne

*Crisis Accommodation and Housing Support –
Families, Employment Services*

217 Cecil Street
South Melbourne 3205

T 03 8626 5500
F 03 8626 5599
E southmelbourne@hanover.org.au

South Yarra

*Youth Programs and Housing Support,
Employment Services*

60 Wilson Street
South Yarra 3141

T 03 9826 9888
F 03 9824 2344
E southyarra@hanover.org.au

Fitzroy

*Housing Support, Outreach, Employment
Services and Research*

145 Smith Street
Fitzroy 3065

PO Box 2733
Fitzroy BC 3065

T 03 9288 9800
F 03 9288 9899
E fitzroy@hanover.org.au

Cheltenham

Housing and Housing Support

Level 1, 11 Chesterville Road
Cheltenham 3192

PO Box 135
Southland 3192

T 03 9556 5777
F 03 9584 9980
E cheltenham@hanover.org.au

Bob's Place — Dandenong

*Crisis Accommodation, Housing Support and
Employment Services*

35 Robinson Street
Dandenong 3175

Postal Suite 75
MBE 245 Thomas Street
Dandenong 3175

T (24 hours) 03 9792 0750 or 1800 802 398
F 03 9792 0751
E dandenong@hanover.org.au

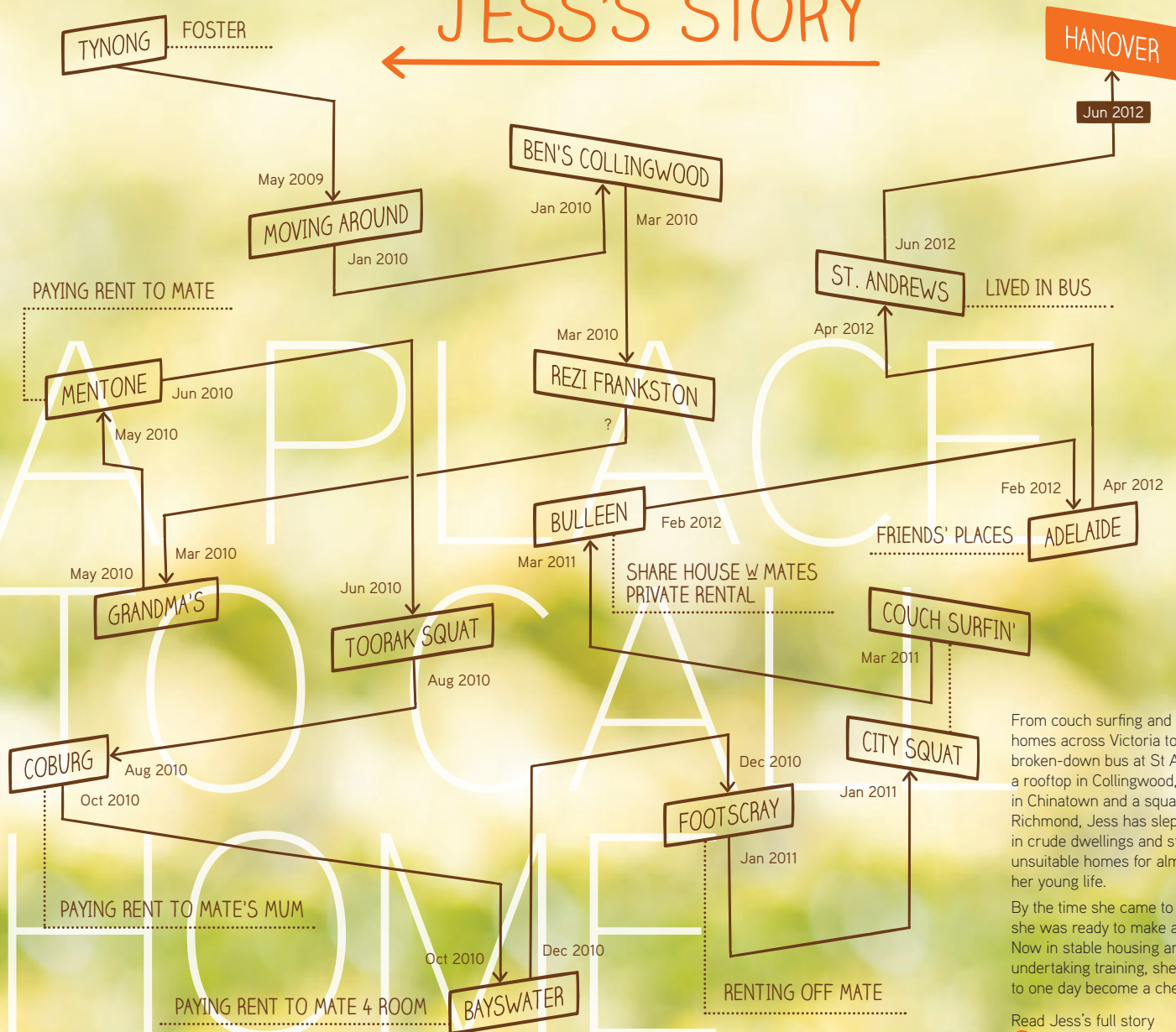
Holmesglen Youth Foyer

Student Accommodation

629 Waverley Road
Glen Waverley 3150

T 03 9564 6488
F 03 9564 6489
E hanover@hanover.org.au

JESS'S STORY



From couch surfing and foster homes across Victoria to a broken-down bus at St Andrews, a rooftop in Collingwood, a carpark in Chinatown and a squat in Richmond, Jess has slept rough in crude dwellings and stayed in unsuitable homes for almost half her young life.

By the time she came to Hanover, she was ready to make a change. Now in stable housing and undertaking training, she aims to one day become a chef.

Read Jess's full story

→ hanover.org.au