

Hanover Welfare Services
Annual Report 2011

Connecting with Homelessness

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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.

Over 20,000 people are homeless in Victoria on any given night.

AUSTRALIAN BUREAU OF STATISTICS 2008 CENSUS.

About Hanover Welfare Services

Established in 1964, Hanover takes its name from its first location in Hanover Street, Fitzroy. Established as one of the first specialist homelessness services in Melbourne, it is independent of government or religious organisations.

Hanover was one of the first organisations to use research to investigate the causes and consequences of homelessness, and remains at the forefront of research into homelessness. Hanover's research continues to be used as a guide to influence government policy development and generate social change.

What is homelessness?

Homelessness is more than just people living on the streets. Thousands of men, women and children in Victoria live in unsafe and inappropriate housing, with no cooking facilities, inadequate shared bathrooms and no security of tenure.

Many people experiencing homelessness seek shelter in:

- Rooming houses
- Caravans
- Refuges
- Crisis accommodation
- A friend or relative's home on a temporary basis
- In a car

There are four key areas that need to be tackled to end homelessness:

- *Housing* – people need stable housing to be able to build a home
- *Income and housing* – sufficient income is essential to housing stability, and a good education for children so they will have income in the future
- *Health* – improved mental and physical health can help people get back on their feet
- *Community* – a sense of belonging to the community you live in contributes significantly to housing stability, as does access to the support you need.

How does Hanover help those who are homeless or at risk of homelessness?

At Hanover our services empower people who are homeless to enable them to take greater control over their lives. We provide support to families and individuals across all age ranges, with a diversity of needs. Hanover also has a large focus on early intervention, to prevent people from losing their home in the first place.

Accommodation

Hanover operates four crisis services, providing accommodation for up to six weeks for those in immediate need. Hanover also manages 240 transitional housing properties, where the average stay can be from 6 to 18 months.

Assistance

Hanover provides support to individuals and families to address the issues that led to them being homeless. This involves identifying their goals and challenges and connecting them to the relevant services that can assist; these include doctors, assistance with school, mental health professionals and financial counsellors.

Education and training

Hanover works to engage our clients in education and training. This might be through our partnership with the Centre for Adult Education, our Children's Tutor program, or assistance for families with education costs. Our Youth Foyer will be an important education program for young people.

Employment support

Hanover's Employment Service helps people who are unemployed to build their skills and get back into the workforce. This assistance ranges from refreshing resumes and providing interview training, through to wider skill development and counselling.

Early intervention

A number of Hanover's programs help people to address issues early before they become homeless. This involves providing financial assistance, helping to improve budgeting and finance skills, and building confidence to navigate the services they need.

Research and advocacy

Hanover was one of the first agencies to use research to investigate the causes and consequences of homelessness and to suggest solutions to help alleviate it. More than 45 years on, we are still committed to our research programs and working with government and the community to end homelessness.

A common theme for many people who experience homelessness is the lack of connection to their community and to the social networks that many of us take for granted. Each day staff and volunteers at Hanover work alongside clients to provide opportunities for them to engage in their communities.

I am often asked why people become homeless. The answer to such a question is complex; the causes can be structural as well as individual. A common theme for many people who experience homelessness is the lack of connection to their community and to the social networks that many of us take for granted. For many people at risk of homelessness it is this connection to family and friends that protects them from becoming homeless when they face a financial, health or family violence crisis.

Each day staff and volunteers at Hanover work alongside clients to provide opportunities for them to engage in their communities. This could be the women's soccer team (now in its fourth year) at Southbank, the tutor program at South Melbourne or the computer club at Windsor.

Similarly, there are hundreds of community groups, businesses and government agencies who partner with Hanover at a local community level. This might be Brumby's bakery providing bread for clients at Cheltenham, the City of Port Phillip with its "laptop on legs" program at our women's rooming house at St Kilda, Playgroup Victoria at Bob's place, Dandenong or Doutra Galla Community Health Centre working with our outreach team.

Two of the key partnerships we have continued this past year have been with ConnectEast and The Age for the *Hanover ConnectEast Ride for Home* on EastLink. We are hugely grateful to ConnectEast for the opportunity to run the event on the best road in Melbourne and to The Age for their enormous support as media partners.

Hanover is very fortunate to have such a great team working to achieve our mission. I particularly want to thank the Executive Team Lyn Lanham, Shelley Mallett, Merewyn Foran, Steve Timmerman, Wayne Gorst, and my assistant, Charlotte Lane for their leadership and support.



Hanover is very fortunate to have a talented and dedicated Board of Directors governing the organisation. I am extremely grateful to the Hanover Chair, Jean Ker Walsh for her guidance, passion and commitment to our mission and to the many hours she has dedicated to making the *Hanover ConnectEast Ride for Home* a reality. I would especially like to thank our Deputy Chair Moira Schulze for giving Hanover 8 years of her wisdom and passion for social justice; she will be sorely missed when she stands down from her role as Director. I would also like to thank Geoff Nicholson for his wise Chairmanship of the Finance Audit and Risk Committee and for taking on the important task of chairing the *Hanover ConnectEast Ride for Home* Steering Committee. Finally, my thanks to Sally Young for her great work in chairing the Remuneration Committee of the Board.

Tony Keenan, *Chief Executive Officer*

In a highly competitive market for community fundraising, Hanover has built awareness of homelessness and its impacts. The number of people actively donating to Hanover through the Hanover ConnectEast Ride for Home has grown and we are enormously grateful for their support.



The past year for Hanover has been a time of program consolidation, project initiation and continuation of services and support for our clients. In each of these areas, the Hanover Board and staff have worked in partnership with a wide range of individuals and organisations.

Governments continue to be Hanover's major partners. Under contract, they provide the funding for our core and targeted services – crisis accommodation, employment service, family support, nurse clinics, property maintenance and much more. At each Board meeting we monitor organisational performance in one or more aspects of Hanover's service delivery against contract requirements. In the year ahead, we look forward to working with the new Victorian Government through its *Homelessness Action Plan* focussing on outcomes for clients rather than inputs of activity.

In partnership with the Brotherhood of St Laurence, Hanover has worked closely during the year with the Victorian Government in developing the first of three Foyer projects. We look forward to further announcements and definition of Hanover's role in this innovative approach to youth homelessness.

With our major event partner ConnectEast and supported by The Age, Hanover has built on the success of the inaugural *Hanover ConnectEast Ride for Home*. In a highly

competitive market for community fundraising, Hanover has built awareness of homelessness and its impacts. The number of people actively donating to Hanover through this event has grown and we are enormously grateful for their support.

Our staff continue to work with other agencies and key professionals. These co-operative relationships with health workers, police and other professionals are about making people as safe as possible in whatever accommodation is available. We have consolidated our employment program and we have a focus on seeing the children we support stay in school. We maintain our commitment to research partnerships so we can look ahead to what proves most effective in this ongoing campaign to reduce, if not eliminate, homelessness.

This year we proudly report a supportive partner has become Hanover's first Patron. We are grateful to His Excellency, Alex Chernov AO QC, for accepting our invitation and look forward to his continuing interest and patronage.

I want to thank all who have supported Hanover during this past year. I am grateful to my Board colleagues who all generously volunteer their time and skill. I especially thank Moira Schulze who has been a strong and wise Deputy Chair. After more than 8 years

as a Director, Moira is retiring from Hanover's Board and she will be missed and warmly remembered. Particular thanks go to Geoff Nicholson and Sally Young who, as Committee Chairs, inevitably do more than the first invitation suggested.

Of course, critical partnerships in any organisation are those between the Board and CEO, and the CEO and management team. On behalf of the Board I thank Tony Keenan for his passionate leadership of the executive and the staff. Tony is an accomplished advocate for Hanover and a recognised voice articulating the challenges facing people who lose the physical and emotional safety of being in a secure home. Thanks so much Tony for another big year!

Thank you to each and every staff member. We know your work is challenging. We also thank our volunteer supporters and the companies and individuals who donate time or money to strengthen our capacities to help where and when it is needed.

In the coming year we will be developing a new, long term Strategic Plan. There is no doubt that all these valued partnerships will underpin Hanover's forward vision and direction.

Jean Ker Walsh, Chair

This is the fourth year of Hanover's five year strategic plan. Some of the major outcomes achieved against our 6 strategic goals over the past year include:

1

Secure, independent, efficient and cohesive organisation

- Increased private income from Trust and Foundation grants by 31%, with a total of \$332,782 raised.
- Developed and enhanced existing corporate partnerships, and successfully delivered the inaugural *Hanover ConnectEast Ride for Home* on 14 November. More than \$175,000 was raised and 97.3% of participants were satisfied or very satisfied with the event.
- Implemented internal audit plan, including an audit by Client Services of physical amenities, reception of clients, client complaints and client case file notes completed in line with Housing Registrar and full Accreditation requirements, and a dedicated resource appointed to assist with compliance requirements for Employment Services.

2

Innovative, diverse, skilled and supported workforce and people

- 125 volunteers supported the inaugural *Hanover ConnectEast Ride for Home* in November.
- Over 150 regular volunteers were engaged in Hanover's work across all sites, as well as corporate volunteers.
- A comprehensive evaluation of Hanover's Volunteer program was completed.

3

Service delivery development, improvement and growth

- Successfully implemented an Employment Services function within Hanover, developed more than 200 new partnerships with employers, a three star rating awarded for the service, and the contract with Federal Government to deliver services extended to 2014.
- Development of a state-wide framework for the development of the Foyer Model, together with the Brotherhood of Saint Laurence and Victorian government partners.
- Completion of a successful external evaluation of the state-wide Intensive Case Management Service managed by Hanover, as well as completion of a draft Intensive Case Management Practice Guide.

4

Build and develop client capacity to fully participate and engage in the community

- Completion of draft Hanover Client Participation Strategy and co-ordinated activities to enable Hanover clients to participate in the *Hanover ConnectEast Ride for Home*. 14 Hanover Clients trained and participated in the Ride.
- Developed new programs across all sites to engage clients across education and training, recreation, harm reduction and social interaction.
- New partnerships developed with the Centre for Adult Education, Australian Employment and Training Services delivering Certificate IV in Hospitality at Southbank, and Certificate IV in Business at Fitzroy; and STREAT providing barista training for young people.

5

Authoritative, well-known, non-partisan voice

- Completed submissions, presentations and representations to a range of significant inquiries and reviews, including a presentation and submission to the Australian Bureau of Statistics *Counting the Homeless* discussion paper; and a submission to the Housing Establishment Fund review.
- Involved with the development of many key state and federal government policies, programs and initiatives.
- Keynote addresses and presentations at a number of significant Victorian conferences and symposia in Victoria and inter-state.

6

Integrated strategic research

- Successfully completed 7 significant research projects and reports, covering precarious housing and health links, voting patterns of Hanover clients at the last Victorian and Federal elections, and the emerging issue of ageing and homelessness.
- Launched *Ageing in What Place: The experience of housing crisis and homelessness for older Victorians Case Study* report at the *Ageing on the edge – older Australians at risk of homelessness* conference.
- Commenced Australian Research Council (ARC) grant with university partners on the relationship between precarious housing, health and employment.



SARAH

"When I have my dark days I just look back and think at what I've achieved and how much my son Blade's relying on me, and I hear all his words all over again 'you can't give up Mum'. No matter how hard things get, I hear those words, and I pick myself up and keep going."

After suffering a severe stroke three years ago Sarah found herself homeless, and was referred to Hanover Crisis Accommodation. Sarah has recently moved to Carlton, where she is close to rehabilitation services and her family and friends.

This is Sarah's story.

Three years ago, I was here in Melbourne visiting my mum, and I had a stroke, I wound up in the Austin Hospital for four months. I started doing rehabilitation here in Melbourne, my partner of 7 years sent my son to Shepparton so I followed my son Blade, and continued my rehabilitation there. Then my partner walked out on me. I had another relationship and he turned violent towards me, in order to escape the relationship I moved back here to Melbourne.

I started up my rehabilitation again, I was living with my mum, and then my mum started getting really sick so I moved into a boarding house in Altona. One of the males there turned aggressive towards me, and after a time I got referred to Hanover.

Staying at Hanover has been warm, it's been relaxing. I've made new friends, and they haven't judged me because I've got a disability. We're all in the same situation, we're all homeless. The staff at Hanover are magnificent! You can just go up to reception, with your coffee, and stand there and chat to them. They don't look down their noses at you. They treat you like you're a person, an individual.

With Hanover's help I've just moved into a rooming house in Carlton. I am one step closer to gaining my independence, to having my own house, to having Blade come and live with me again, which I have wanted since my stroke. My new place is close to the city, close to rehabilitation, close to my friends. When I need my friends' support it's good to know they're not too far away. Knowing I've got their support makes things seem less scarier!

I get a lot of strength from my son Blade. He's a great inspiration. It is hard being away from him, but I talk to him all the time, and he still gives me words of encouragement. After I had my stroke I got depression. Deep depression. There were days when I just wanted to give up. And then Blade would come in and tell me I can't give up, I have to keep going. "Work harder Mum. You gotta get better Mum". When I have my dark days I just look back and think at what I've achieved and how much Blade's relying on me, and I hear all his words all over again "you can't give up Mum". No matter how hard things get, I hear those words, and I pick myself up and keep going.

On his birthday this year he saw me walk for the first time since my stroke. I was actually up and walking around. He looked at me and started crying because his Mum could walk with him again.

Now I can get myself into a routine with rehabilitation, and I can start proceedings to bring Blade home. I'll be able to manage my rehabilitation around his schooling. Where I've moved, my mum lives just up the road, and she's offered me support with Blade when I can eventually live with him again.

Once I have got through my rehabilitation I want to study. I look forward to when I've got a job which will provide a steady income, which will make things easier with raising Blade. When you're a single parent, money doesn't stretch far! If I can work fulltime it will make things a lot easier for us.

I've always wanted to become a Child Psychologist in the sexual abuse area, because I've been sexually abused, and I know how hard it is to talk to somebody that hasn't been in that situation. If I could give advice to people in similar situations to me I'd say to them, "Don't let people stand over you, you've got your rights, you're not a pushover, you can't let anyone walk all over you. You've got to stand up for yourself, and show them you're still a person and you have your independence. Just because you have a disability doesn't change the person that you are on the inside."

Sarah is focused on her rehabilitation, so that she can eventually live independently with her son. She has enrolled in a new education pathways project run by Hanover and the Centre for Adult Education.

"No one had actually referred me to any help I actually had no understanding of any of the services. I had never asked for help in my life I didn't know there was any help at all. And nobody had actually told me there was any help."

MATTHEW, *Ageing in What Place* research

Research forms an integral part of Hanover's innovative approach to service delivery and our responsiveness to the changing needs of Victoria's homeless. It helps inform and shape state and federal government policy, as well as the community sector and the broader community.

During the last financial year Hanover's Research team delivered 7 research projects covering a range of topics including ageing and homelessness, precarious housing and health, and voting patterns of Hanover clients at the 2010 state and federal elections.

Generously supported by the William Buckland Foundation, Hanover's *Ageing in What Place: The experience of housing crisis and homelessness for older Victorians* research confirmed what our services have noticed in recent years – increasing numbers of older people are at risk of, or newly homeless. The report makes a number of recommendations designed to prevent elderly Victorians from experiencing homelessness, and improving the support available to them if they do.

The second phase of this research is scheduled to be delivered in 2012 and will examine the impact of location and gender on older Victorians' housing pathways. Funded by the Mercy Foundation, it will be delivered in collaboration with the Housing for the Aged Action Group (HAAG).

An important role of Hanover's research is to help influence and shape government policy and service delivery. Funded by VicHealth, Hanover's *Precarious housing and health inequalities: what are the links?* and the *Precarious housing and health: research synthesis* research reports show a clear link between inadequate and unstable housing and poor health. With housing and health both significant areas of government investment the research will play an important role in improving the health and wellbeing of marginalised Australians living in precarious housing.

Across the last financial year research staff made keynote addresses and presentations at a number of significant Victorian conferences and symposia in Victoria and inter-state.

In addition to a significant body of research, staff from Hanover's Research team are active on a number of advisory boards and peak bodies including: the Council to Homeless Persons; Foyer Foundation; the former Victorian Drug and Alcohol Prevention Council; AHURI Research Panel; the Australian Bureau of Statistics Homelessness Census reference group; the FaCHSIA Journey's Home longitudinal study technical reference group; and the VicHealth roundtable on precarious housing and health.

Hanover's research papers, reports and conference presentations are available at hanover.org.au.

Hanover's Organisation Development team plays a key role in improving our services and outcomes for clients, as well as supporting the development and delivery of new programs and initiatives. This includes improvement of internal systems and processes, ongoing assessment, and program evaluation and development.

A key area of focus this year has been on the development of the first Youth Foyer for Victoria. Announced by the Minister for Housing in May 2011 the Youth Foyer is a partnership between Hanover, the Brotherhood of St Laurence and the Victorian Government. With over 4,000 young people homeless in Victoria on any given night, and over 50% not involved in education or employment, the Foyer will provide opportunities for young people to have sustainable accommodation while re-engaging with education and training.

Ongoing improvement of services and programs remains a priority for Hanover, and this year the Organisation Development team completed the second evaluation under Hanover's new evaluation framework. Our goal in doing this was to ensure that each of Hanover's programs provide the best possible service. An external evaluation was undertaken of the State-wide Intensive Case Management Initiative, and this demonstrated the enormous benefit the program provides for people with complex needs. In addition, a draft Intensive Case Management Practice Guide was completed.

In the last financial year Hanover worked with other service partners to conduct a survey of all specialist job service providers across Australia to determine how the Federal Government's Job Services Australia contract for specialist providers could be improved.

As part of the Innovation Transfer Project, a policy-maker from the Department of Justice spent three months at Hanover as an intern to develop a draft education and training policy for Hanover clients.

Hanover is committed to developing new programs to respond to the changing needs of our clients. Over the past 12 months we tendered for a range of opportunities, including a Skills Victoria Access and Equity grant to develop a learning and training strategy for adult clients, and a Foundation Grant entitled *New Directions – a housing first approach to help people re-engage with employment*.

Over 4,000 young people are homeless in Victoria on any given night – over 50% are not involved in education or employment.

"I think my depression would come under control a lot if we were somewhere secure I think mentally and physically, emotionally, everything would change if we got what we wanted because it's permanent, it's stability." KIM, *Precarious Housing and Health Full Report*

Women

Hanover works with all types of people experiencing homelessness and housing crisis to help them re-establish themselves, reconnect with their communities and regain control of their future. Some of the people Client Services work with include:

Type of service provided

Our specialist women's service at East St Kilda provides short, medium and long term accommodation and support to women who are at risk of, or experiencing homelessness. Very often these women have experienced family or community violence, suffer mental and/or physical health issues and live a life of poverty and disadvantage. Hanover staff work with them to not only stabilise their accommodation, but also to reconnect with the community and reach their goals. This is often through education to attain employment and participation in community activities.

Clients assisted

Hanover East St Kilda has provided support and/or accommodation to 350 women in the past year. These women have been assisted in a number of ways – either to stabilise their existing accommodation or to seek alternative safe, secure and affordable accommodation. We work in partnership with the women to assist them to achieve their goals which are often varied, ranging from budgeting and household management through to addressing legal issues.

Trends

An increasing trend we have been witnessing in the last two years is the incidence of women over the age of 50, who are experiencing homelessness for the first time. Many of these women have health issues and often their elderly parents can no longer assist with their care. Given the lack of affordable accommodation and limited income of these clients, one of the strategies we have adopted is to seek compatible clients who may be able to share private rental accommodation. Clients can then assist each other, financially, emotionally and socially.

The year ahead and its challenges

Over the next 12 months we will continue to assist women who reach out to Hanover. Due to the housing shortage, seeking appropriate, safe, affordable housing for these women will continue to be a challenging task.

Children

Type of service provided

Hanover assists children through the Children's Resource Program and the Homeless Children's Specialist Support Service (HCSSS). The Children's Resource Program is based at South Melbourne with the HCSSS. The program provides support to homelessness service providers in their work with children and includes resource development, information sharing, targeted professional development and training and advocacy. The HCSSS program provides specialist assistance to family workers to enable them to provide appropriate support to children in the families they are working with. It also provides training and coordination for Supported Accommodation Assistance Program (SAAP) services working with children in the region.

Our programs provide a safe space for children to express themselves, as well as providing an environment for the children to learn from each other. A variety of methods including music, creative arts and group discussions are used to help children develop skills to help them manage their personal circumstances.

Clients Assisted

The Children's Resource Program and Homeless Children's Specialist Support Service (HCSSS) have provided specialist case management to 91 children in families who have experienced homelessness over the past year.

The group work component of the program has delivered 9 groups to a total of 81 children in the Southern Region, who have a common history of trauma and transience associated with homelessness.

The year ahead and its challenges

We are committed to continuing to provide specialist support to children in families who find themselves homeless with the aim of helping them reconnect with education, overcome trauma, and improve their long-term outcomes.

Youth

Type of service provided

Hanover's Youth team provides assessment, medium term accommodation, support and intensive support, to young people 16 to 25 years. The intensive support program enables us to work with our clients for a longer period of time than the standard support period, and provides us with the flexibility to work with fewer young people at any one time. Our team of youth workers partner with other specialist youth support agencies and services. These services include family reconciliation, life and living skills groups and crisis support workers. The collaborative approach ensures that each young person receives the right service at the right time.

Clients assisted

In the past year, our Youth team has worked with 94 young people. Family breakdown is the main reason why young people seek our assistance. Once this has occurred it is difficult for a young person to maintain education or employment and often their mental health is negatively impacted as well.

Trends

Increasing numbers of young pregnant and parenting women or couples are requesting help from Hanover. This group has not previously been a focus for Hanover, but we have begun to work with them, as the demand is considerable. Our staff carry out this work in conjunction with the Families Support team and Specialist Children's staff.

The year ahead and its challenges

Our Creating Connections program has recently received continued funding for a further four years and we look forward to continuing this important work with the addition of a new component – Life and Living Skills. This component will assist young people who find themselves homeless to gain the skills and experience they require to live independently – the types of life skills that young people would often learn in a family home.

"At first I felt overwhelmed with emotion and coming to terms with my situation; losing my home and living on the streets but with your help I got a job, earned some money, got my confidence slowly getting things back in order again and getting back to the Jamie I used to be." SOUTHBANK RESIDENT

Families

Type of service provided

Hanover provides short and medium term accommodation and support to families from our Dandenong, Cheltenham, Fitzroy and South Melbourne sites. This can range from financial and legal support through to employment, education and training support.

Clients Assisted

Over the past 12 months we have worked with 559 families who are homeless or at risk of homelessness.

Trends

We are seeing an increasing trend in 'first time' homeless families who have previously been able to maintain their accommodation but are now finding rent increases too much to bear. Often these families find themselves residing in privately run, inappropriate rooming house accommodation. Hanover is now operating two newly funded programs, one is specifically aimed at these families, to remove them from inappropriate accommodation and offer support to access and maintain suitable and affordable accommodation. Some of these families have the skills and resilience necessary to re-enter the private rental market, however they require short term support and financial assistance to achieve this. Others may require the ongoing support of subsidised housing. Our staff work with these families to achieve positive outcomes.

The year ahead and its challenges

Hanover Cheltenham has been operating a 'pilot' program focusing on long-term support to families. The overall aim is to ensure that families do not re-enter the homelessness sector. The program is helping families stabilise and maintain their accommodation and address the issues relating to their period of homelessness. The families in the program have reported that the additional support makes it easier for them to settle into their new homes and communities.

Couples and Singles

Type of service provided

Hanover operates two crisis accommodation facilities in Southbank and Dandenong, for couples and singles offering beds to people who would otherwise be sleeping rough. Both facilities assist people to secure medium to long-term housing through case management and link people into local groups and facilities so they can start building connections with their local community. Medium term support is also provided through the transitional support programs while the Health and Wellbeing Program provides therapeutic, educational and diversionary activities to residents at our crisis facilities.

Building on the success of our Princes St apartments in St Kilda, the Spencer Street apartments managed by Hanover have been remodelled and offer secure and affordable housing to adults on low incomes engaging in education, training or employment. Hanover also runs a Private Rental program which assists people living with a mental illness re-enter the private rental market.

For clients we cannot reach through these programs, the Assertive Outreach program actively seeks out and engages with people sleeping rough.

Hanover provides an emergency after hours service for people who are homeless in the Outer South and Peninsula area of Melbourne. This is often a last resort for many people who find themselves with nowhere to stay when other services close for the day and over weekends.

Clients assisted

Over the past twelve months we have:

- Assisted over 1,000 people, including accommodating over 500 singles, families and children through our After Hours service in Dandenong.
- Assisted over 600 couples and singles through our crisis accommodation facilities.
- Accommodated 77 men who were removed from the family home by Police for Family Violence protecting women and children.
- Provided support to 340 couples and singles to stabilise their accommodation.

Trends

An increasing trend is the number of couples and singles, many of them elderly, accessing Hanover services as they can no longer afford private rental. Rising house prices in areas across metropolitan Melbourne has resulted in many rental properties being sold and long-term renters forced to find new rental properties, only to find they can no longer afford to stay in the same area. This means people are forced to move away from their family, community, and long established friendships and support networks.

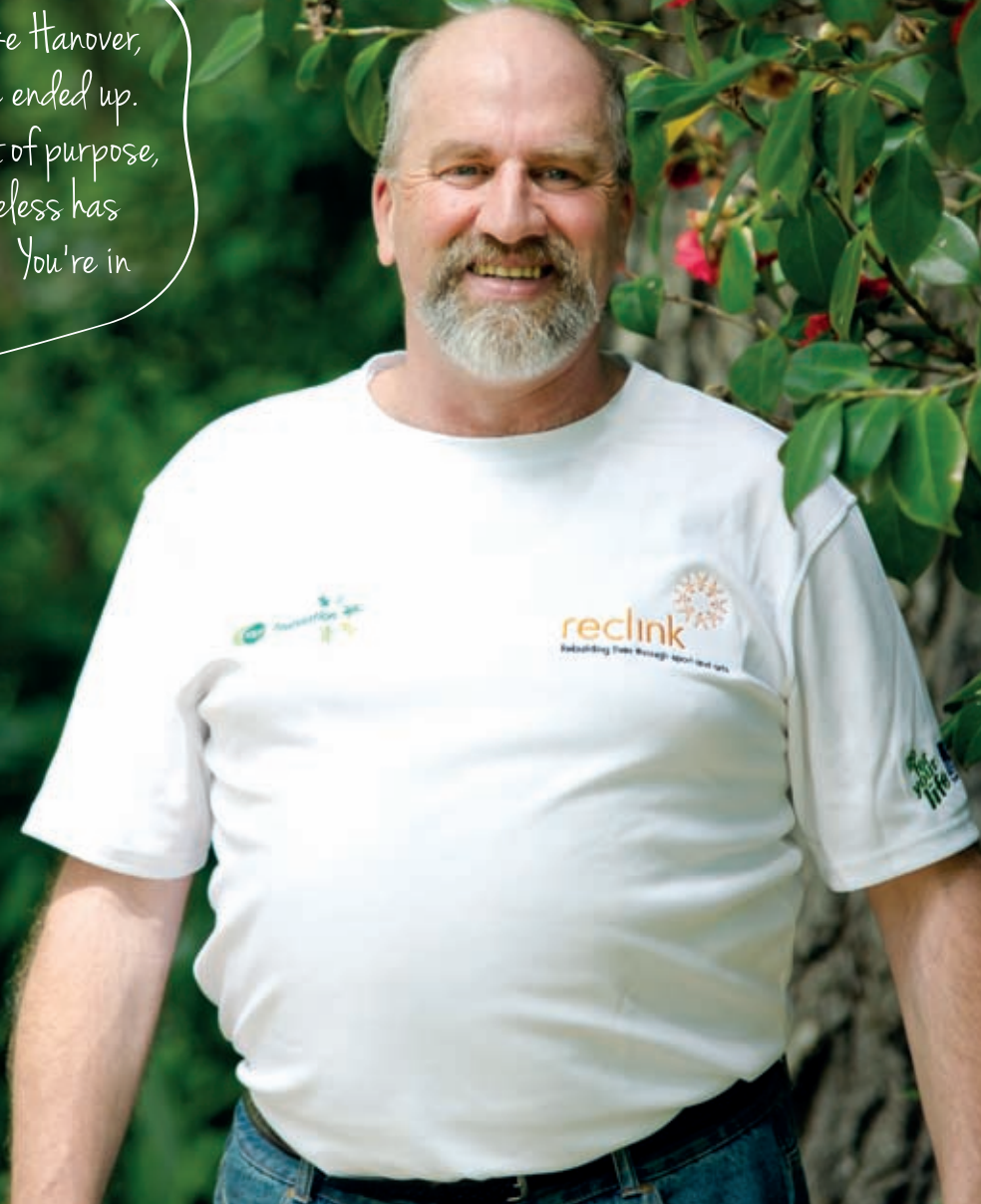
The year ahead and its challenges

Over the next 12 months, Hanover will continue to work with Community Housing Providers and Real Estate Agents to secure long-term housing outcomes for our clients. Continued pressure on rents will result in many single people being unable to afford to live within the inner and middle regions of Melbourne. Our challenge is to ensure that our services remain adaptable, flexible, and responsive to the changing needs of our clients.

"You all do a fantastic job keeping people's lives together when it appears the rest of the world has walked out on them" DANDENONG RESIDENT

PETE

"If it wasn't for services like Hanover, I don't know where I'd have ended up. When you've had some sort of purpose, some goal in life, being homeless has an enormous mental effect. You're in turmoil. You're a lost soul."



Pete's in his fifties, after experiencing financial difficulties earlier this year, he found himself insolvent, homeless and sleeping rough around central Melbourne.
This is Pete's story.

I was in the building game, My company was floating along fairly successfully. I had about 10 staff, a lot of firms and individuals contracted to me. But owing to the financial downturn and people not paying us and debt and so on, the company began to experience significant downturn.

People were chasing me for the money we owed them. I had to move on from where I was living cause people were trying to finish me off for money. I stayed in another place, thinking things were going to improve, and they didn't. I lost my home and stayed with a family member. People were tracking me down at this point. I was pretty much just running all over Victoria, trying to get away from it. I went to Bendigo, and then I went to Bairnsdale but couldn't find anything. It was like I was on a branch and it was ready to break.

I came back to the city and I was sleeping rough over in the boat sheds by Flinders Bridge. I went to an Anglicare BBQ, and one of the guys working there referred me to The Living Room in Hosier Lane. I met Norm (my Hanover Support Worker) there, it was good timing as a room at Hanover Southbank was available. Norm said 'get yourself down there'.

When I got to Hanover I slept for two days I think. When you're sleeping rough, you can't sleep a night through, you're frightened someone's going to kick your guts in. It was a comfort knowing I could have a shower, and there was some sort of normality downstairs. I could go and have a coffee and some cereal. I had a base again.

If it wasn't for services like Hanover, I don't know where I'd have ended up. When you've had some sort of purpose, some goal in life, being homeless has an enormous mental effect. You're in turmoil, you're a lost soul. You've lost your belonging, your purpose. It's like someone's dropped a bomb on your life, you've got to rip all the shrapnel out of you first, and then get your life back together.

What I'm realising now is my health is my wealth. You can live a really great life keeping it simple, and getting back to your community, be with your fellow man. I'm finding it's good to be relaxed, keep it simple, and the forks in the road, the path I'm meant to be taking, they're being put together without me even trying.

I feel at peace in nature. You put down a rug, have a nice sandwich, your favourite drink... You walk through the gardens and that large gum tree, or that river or stream has run the test of time, and it's still going. Even with pollution, nature has healing properties like humans. It's amazing.

Hanover has connected me to a Rooming House in Reservoir, where I live now, with 6 other single men. The guys are all different. Most of the time we get on, but we've got different personalities. Living there has been fantastic but I'm getting itchy feet. I'm a person who has purpose, I get up early. I'll be honest. When you've had your own place, it's really hard. The positive and constructive side is it's not going to be forever. I have a vision. I can see it in snippets. In the long term, I'd like to be able to buy a unit of my own.

A lot of people have said to me, because you do listen, a lot of people are drawn to you.

It's amazing what you find when you just stop to listen. I do believe I have the ability to help a lot of people, and so I think, in my own way I'll become successful. I'm ready to go now, but the law says you've got to be qualified!

Pete is still in regular contact with his Hanover Support Worker, and is looking for permanent long term accommodation. Pete plans to study counseling to be able to help people who are experiencing homelessness.

Employment Services

Type of service provided

Hanover provides a comprehensive employment service operating across four Melbourne sites under the Federal Government's Job Services Australia contract. Employment Services directly assist a broad range of jobseekers and specialises in providing job placement to those experiencing homelessness, or at risk of homelessness.

Over the past 12 months, Hanover has achieved consistently high levels of employment outcomes for our jobseekers. In September this year the Department of Education, Employment and Workplace Relations (DEEWR) awarded Hanover's Employment Services a three star rating and ongoing funding, recognising the successful delivery of job placement services by Hanover.

Employment services are well integrated into all Hanover programs, which enables us to very quickly help our jobseekers into employment while looking after their housing needs. The Hanover Employment Services team is experienced in identifying the immediate needs of job seekers presenting with housing needs and can efficiently provide a range of support and referral services including employment advice. For example if a job seeker is referred to Hanover for employment services and they are experiencing housing crisis, we are in a position to be able to assist them with referrals, or a place in our crisis housing facilities at the same time as addressing their employment needs.

Employment Services focus on providing job opportunities in areas of local skills shortages, helping our clients secure ongoing sustainable and long term employment.

Jobseekers Assisted

In the past 12 months Hanover Employment Services has met with over 500 clients, and Hanover has provided direct assistance, including housing support, to a significant number of them.

Employer Partnerships

Hanover continues to build on developing our services to local employers and we have been successful in raising our profile within the communities where our jobseekers live. We have a targeted approach to seek out employment, training and work experience opportunities for our jobseekers, while ensuring that the needs of our employers are met and our jobseekers contribute to the success of their business.

"I left school early and have been homeless and I was also in a relationship where I experienced violence. Because I came from a broken home I had very low confidence and self esteem. My Hanover Employment Consultant, Steve really helped me when I was unemployed. My self confidence grew and with his professional advice and support I got a job. I am very thankful to Hanover."

LILIA, EMPLOYMENT SERVICES CLIENT

"I would like to thank all of the staff at Hanover who have helped me over the last 9 years. The assistance with school books was an incredible help. Help with other expenses made my life easier." HANOVER CLIENT

Property and Facilities

Type of services provided

Hanover's Property and Facilities team are the key entry point for all people who are homeless or at risk of homelessness across the Kingston, Bayside and Glen Eira areas. From our base in Cheltenham we run the Transitional Housing Management program (THM program). This program includes the Housing Initial Assessment and Planning (HIAP) program, the Private Rental Brokerage program, and the Tenancy Administration and Long Term Housing programs.

The THM program involves managing 240 transitional properties on behalf of the Office of Housing, where tenants stay an average of 6-18 months. While clients are living in transitional housing, they work with a Support Worker to resolve the issues that caused their homelessness and build skills and resilience to help prevent them from falling into housing crisis again.

The HIAP program assists clients with advice and advocacy with landlords, and finds temporary accommodation for people with nowhere to stay. Wherever possible the focus is on preventing clients from losing their current rental properties, but when this is no longer viable, they assist people to find and move into new private rental tenancies.

The Private Rental Brokerage program (PRB) assists a small number of families to regain stable long term housing. The program helps locate suitable rental properties, and provides families with subsidised rent while they establish themselves in their new home. Once established the families assume responsibility for an increasing percentage of the rent, so that after 6 months they are budgeting to cover all costs themselves. This program is fully funded by a generous private donor.

The Tenancy team also manages a number of long-term properties where people can stay indefinitely. Around 70 adults are accommodated across a range of sites in Melbourne.

Clients assisted

Over the past 12 months:

- The Tenancy team managed 611 tenants in 240 transitional and 13 long term properties for a period of time averaging 6 to 18 months.
- The HIAP team had 10,772 contacts with approximately 3,000 households to resolve their housing difficulties. Timely information, advice and advocacy with landlords provided by staff prevented a significant number from losing their accommodation.
- An average of \$570 Housing Establishment Funds were distributed to around 800 clients most in need.

The year ahead and its challenges

An ongoing challenge is the lack of affordable available private rental housing, and the increasing demand for affordable housing – requiring Hanover to find other accommodation solutions for clients in housing crisis.



ANDREA

"I was still in school and studying, and having issues with drugs and alcohol. I knew I had to get out of where I was, I made a decision, 'Ok I'm going to jump on a plane this afternoon'."

Andrea is originally from New South Wales, and moved to Victoria five years ago. After leaving her family home, and arriving in Melbourne she found herself homeless at the age of 17. Andrea has been supported by Hanover through this period, and is currently working and studying part-time.

This is Andrea's story.

It's probably one of the best things I've done, leaving home. When I got to Melbourne I was living with my Aunt, but I moved out after a while. I was trying to support myself while at school in a new city. I was doing what I had to do to get myself to school, get the marks I needed. It was hard, you have to adjust quickly. That's how I ended up all over the shop.

I went to the refuge in St Kilda on my seventeenth birthday. Then I was homeless. That's when Hanover really started kicking in with their support. They put me up in a motel for three months, they gave me material aid, housing, counseling. I was lucky that I did have support. I had always had a roof over my head, food on the table, then being homeless, I just thought 'what do I do?!' I've grown up pretty quickly. I think I'm a bit of a tough cookie sometimes.

I've done a lot with Hanover. Hanover's Employment Services put me into a Certificate Three in Business Administration and Customer Service which I'm close to completing. Even though there's stuff going on, I always make sure I've got study going on. All my workers have been really supportive and go to extremes to get me into courses.

If I had to pay private rental, I wouldn't be able to study, I'd have to just work. Hanover's support gives me the opportunity to study, work and pay my rent.

I've always had quite regular contact with my workers and got on well. We always went out and did really fun things. The best thing is we had a friendship, some days we'd just go for a coffee. It was good just to have someone there you know you can just talk their ear off, that's an amazing thing to have. It was good to know at the end of the day that there was someone there. It wasn't just me on my own – I'm lucky to have had that.

Looking back at my family home, I realised I could sit at home and drink and smoke or do whatever I want, but the opportunity isn't going to come and knock on the couch and say 'here I am' – you've actually got to get out and work for it. Growing up knowing if you're tired you have these drugs... that was my family. In high school, I'd have speed before school and I'd be in class off my absolute troppo. I've been clean for 12 months now. I don't like it anymore.

You do have your ups and downs, and you know, confidence levels are smashed all over the floor in many ways. Actually having someone there who says you can do it, look

at what you've achieved, and really make you focus, is what kept me going. It's a hard gig sometimes, but if you don't do it, no one else is going to do it for you.

It has been a bit crazy, but it's finally settled down for a bit. I've still got a way to go in getting my accommodation settled down, but I would definitely one day like to put my experience out there. One day I wouldn't mind doing a bit of study in counseling in the drugs and alcohol area to help young people like me. Help them know that there's someone else who's been there, and to see that they've come out the other end of the tunnel.

I want to finish my study, travel, I want to see things, I want to be educated, I want to be part of something. That's what keeps me going. I would like to go to Africa, to Egypt, to unusual places. Over the next few years, I want to be healthy, have a bank balance, be able to travel and have a bigger direction of where I want to go.

Andrea maintains regular contact with her Hanover Support Worker while she is studying and working. After she's finished studying she hopes to find permanent work, her own place, and have the opportunity to travel in the future.

"To ride on the EastLink freeway was a dream come true, to ride totally uninterrupted for the full length of 75km was just awesome. I will definitely partake next time." LUCINDA, 2010 HANOVER CONNECTEAST RIDE FOR HOME PARTICIPANT

Community Relations focus on raising community awareness about Hanover's work and the issue of homelessness, as well as raising funds to support our research and client service delivery.

Hanover has a small but loyal base of supporters whose ongoing support enables us to continue our work. We are truly grateful to the individuals and businesses that provide vital support to enable us to continue our work.

We are grateful to many Trusts and Foundations for their generous support to a range of programs Hanover provides. A full list of Trusts and Foundations who support Hanover is on page 26.

Appeals

Hanover conducted two major fundraising appeals during the last year and we are grateful to our loyal supporters.

The End of Year 2010 Appeal income remained constant year on year with a lower average gift but more supporters donating. This appeal was the first opportunity for Hanover to contact new supporters acquired through the *Hanover ConnectEast Ride for Home*.

The Tax Appeal 2011 experienced an increase in both average gift and response rates, however overall income was slightly lower due to a reduction in the volume of donors mailed.

Moot Court

Hanover's partnership with the Law Institute of Victoria Young Lawyers Section continues to be successful, raising much needed funds for Hanover's work, while providing young lawyers with an opportunity to practice their advocacy skills.

In the 13 years of the competition over \$500,000 has been raised to help Hanover's work with people experiencing homelessness. In 2011 the competition raised over \$40,000. This year's winning team, Corrs Chambers Westgarth have entered every year, reached finals three times, and in 2011 won the Moot for a second time.

We are grateful for the ongoing support of the Law Institute of Victoria, Supreme Court of Victoria and the Supreme Court judges who volunteer their time for the competition.

Ride for Home

The inaugural *Hanover ConnectEast Ride for Home* was a great success with almost 2,800 participants riding on EastLink on 14th November 2010. 125 volunteers assisted on the day, and almost \$200,000 was fundraised for Hanover. We are grateful to our Event

Partners, Corporate Sponsors, Community Partner and the many businesses who supported the event.

The 2011 *Hanover ConnectEast Ride for Home* event was held on the 13th of November and included an expanded event schedule attracting a greater number of participants in the event's second year. With a fundraising target of \$300,000, Hanover has been ambitious in our desire to grow this flagship event. We are sincerely grateful to:

Event Partners ConnectEast, The Age
Major Sponsor Macquarie
Corporate Sponsors Transfield Services, Metro Trains, Datacom, Australand
Community Partner VicHealth
Media Partners Channel 9, 3AW
Event Service Providers Bicycle Superstore, Seight Custom Cycling
Event ambassadors Simon Gerrans, Matt Keenan, Alex Morgan, Clint Stanaway, Alan Brough

Opportunities and challenges for the year ahead

Over the past year the major focus of efforts of the Community Relations team has been on establishing Hanover's flagship fundraising event; *Hanover ConnectEast Ride for Home*. This has limited our capacity to focus on other important areas including the development of new donor acquisition activities and a public advocacy strategy. Over the coming year, as capacity increases, these areas will become a focus for the Community Relations team.

Hanover's Corporate Services team manages Human Resources, Financial Reporting and the IT infrastructure that support the organisation in delivering services to our clients.

In the past year Corporate Services have focused on implementing a number of key programs and initiatives across the organisation. This has included supporting the effective rollout and delivery of the Employment Services program, which has resulted in a Job Services Australia contract being signed with DEEWR, and the service receiving a three star rating.

Corporate Services play a pivotal role in ensuring we are accountable to our stakeholders, and implementing the second year of Hanover's Internal Audit Plan has played an important part in this.

Over the past year this has included an audit by Client Services of physical amenities, reception of clients, client complaints and client case file notes. The audit was completed in line with Housing Registrar and full Accreditation requirements. A dedicated resource has also been appointed to assist with Employment Services compliance requirements.

Hanover is committed to minimising our environmental impact. Over the past year steps to reduce our carbon footprint have included the introduction of Green Ratings in motor vehicle fleet procurement, the selection of Green Electricity supply for all offices, and the retrofit of a residential property in conjunction with Sustainability Victoria. In addition to this, clients are now provided with basic crockery when they enter our crisis accommodation facilities, reducing the amount of disposable cups, plates and bowls sent to landfill.

The donation of time, talents and effort by volunteers has continued to grow and develop. All Hanover sites now enjoy the support of volunteers and their assistance and involvement has now also been introduced

for the first time into our Employment Services. As well as our regular volunteers we have growing numbers of people who are volunteering and supporting special events such as the *Hanover Connect East Ride for Home*. Several of our committed volunteers have applied for and secured employment in short term projects and ongoing roles in Corporate Services, Employment Services and Community Relations.

In the last financial year we welcomed the input of corporate groups who have volunteered in short term projects such as painting the reception and client meeting rooms at the Windsor site and garden clean ups at some of our boarding houses. Opportunities for corporate volunteering will continue to be developed.

We are very grateful for the continued support and generous gift of time and effort of our volunteers.

The 2010-11 financial year saw the introduction of our fundraising event, the *Hanover ConnectEast Ride for Home*. While the first year's financial outcome for the event was short of expectations, it is expected to grow to become a significant source of non-government funding.

That said, the full year surplus of \$307,467 represents an excellent outcome at a time of economic uncertainty.

Income

Given the inclusion of a major bequest in 2009-10, incremental income growth year on year was going to be challenging. However, the growth in government funding of \$1,245,708 (8.8%) and the income from the *Hanover ConnectEast Ride for Home* of \$431,045 did see overall total revenue grow by \$99,206 (0.6%) year on year. The key drivers for the growth in government funding were \$737,547 in additional income from Employment Services funding, a further \$90,000 for the Children's Specialist Support Program and \$312,000 for the Accommodation Option Program.

The outlook for 2011-12 is for a further year of modest growth as the organisation resets to the reduction of income flowing from Employment Services of approximately \$500,000 (two sites of the contract were not continued), which will be offset by the income expected from the growth in participation and fundraising for the 2011 *Hanover ConnectEast Ride for Home*.

Support from philanthropy is vital to the work of Hanover. It is pleasing to note that, despite the economic uncertainty, our overall fundraising income levels (including philanthropic grants) have been sustained year on year. This is evident once the fundraising totals disclosed are adjusted – 2010 for the *Hanover ConnectEast Ride for Home* income (\$431,045) and 2010 for the major bequest (\$1,545,307). We are very grateful to our supporters – their contributions enable us to provide extra assistance to our clients, and help facilitate further innovation in our service delivery.

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

Expenses

Overall operating expenditure has grown by \$808,568 (4.9%). The primary driver for this outcome is salaries and other staff costs (making up 61.8% of all operating expenditure) which grew at 5.1%. Of note is the impact on operating expenditure of the *Hanover ConnectEast Ride for Home*

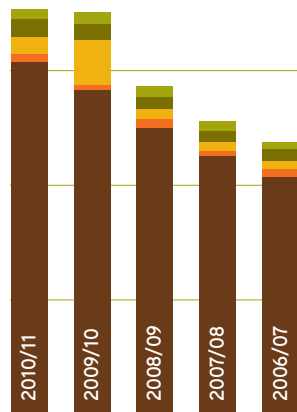
of \$655,495 (\$501,588 of which appear as marketing and fundraising expenses), without which the growth of operating expenditure adjusts to \$153,073 (0.9%) year on year. Tight expenditure controls were implemented to cushion the outcome of the 2010 *Hanover ConnectEast Ride for Home*. Once it became evident that the full year position was tracking to surplus these measures were relaxed. In this context, it is therefore expected that operating expenditure levels (adjusted) will be back to trend for 2011-12.

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

Targets for 2011-12

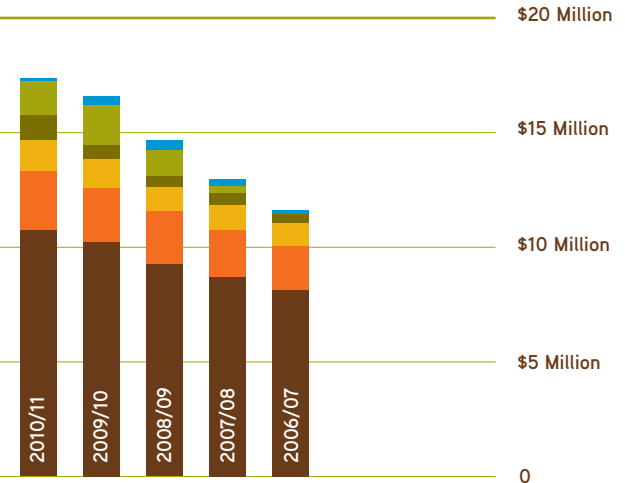
A new strategic planning process will commence during 2011-12 to reset the organisation's strategic intent and focus for the next five years. Elements of this process are expected to include examinations of fundraising capacity and operating expenditure levels to further assure that Hanover sustainably pursues its mission.

Income source



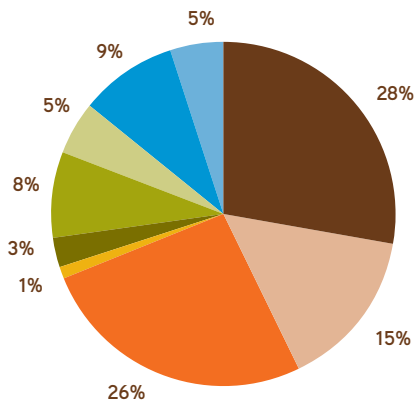
- Government funding
- Philanthropic grants
- Donations and fundraising
- Client fees
- Interest and other

Expenditure by category



- Staff costs
- Client costs
- Property, equipment and vehicle costs
- Office administration
- Payments to other agencies
- Other expenses

Expenditure by function



- Crisis accommodation and support
- Transitional housing and assistance
- Transitional support
- Long term housing
- Research and advocacy
- Employment services
- External relations and fund raising
- Corporate services
- Other programs/activities

SUMMARISED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2011

	2011 \$	2010 \$
REVENUE FROM CONTINUING OPERATIONS		
Government and other grants	15,399,522	14,153,815
Fundraising	1,100,370	2,207,733
Rental income from clients	776,268	683,497
Interest received/profit on sale of assets and miscellaneous	421,731	553,640
TOTAL REVENUE	17,697,891	17,598,685
EXPENDITURE		
Salaries and other staff costs	(10,740,492)	(10,222,215)
Amortisation/depreciation expenses and loss on sale of assets	(348,258)	(367,682)
Audit, consultancy and other professional fees	(186,180)	(139,104)
Client costs	(2,601,469)	(2,362,403)
Office and other expenses	(1,387,885)	(1,119,118)
Marketing and fundraising expenses	(541,951)	(44,678)
Motor vehicle and travel expenses	(95,173)	(207,667)
Payments to other agencies	(1,470,578)	(1,784,601)
Losses on available-for-sale financial assets	(18,438)	(271,388)
TOTAL OPERATING EXPENDITURE	(17,390,424)	(16,581,856)
SURPLUS/(DEFICIT) FOR THE YEAR	307,467	1,016,829
OTHER COMPREHENSIVE INCOME		
Net change in fair value of available-for-sale financial assets	54,314	375,010
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	361,781	1,391,839

The summarised Statement of 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 2011

	2011	2010
	\$	\$
CURRENT ASSETS		
Cash and cash equivalents	3,084,882	2,152,381
Receivables	104,410	1,377,765
Other current assets	100,018	85,304
Financial assets at fair value through profit or loss	-	273,610
TOTAL CURRENT ASSETS	3,289,310	3,889,060
NON-CURRENT ASSETS		
Available-for-sale financial assets	2,211,619	2,115,526
Property, plant and equipment	2,038,575	2,277,831
TOTAL NON-CURRENT ASSETS	4,250,194	4,393,357
TOTAL ASSETS	7,539,504	8,282,417
CURRENT LIABILITIES		
Creditors and other payables	1,339,538	2,490,993
Provisions	795,512	744,396
TOTAL CURRENT LIABILITIES	2,135,050	3,235,389
NON CURRENT LIABILITIES		
Provisions	149,779	114,412
Other non current liabilities	301,782	341,504
TOTAL NON CURRENT LIABILITIES	451,561	455,916
TOTAL LIABILITIES	2,586,611	3,691,305
NET ASSETS	4,952,893	4,591,112
EQUITY		
Accumulated surplus	3,885,377	3,577,910
Unrealised gains/(losses) reserve	64,394	10,080
Bequest reserve	1,003,122	1,003,122
TOTAL EQUITY	4,952,893	4,591,112

The summarised Statement of 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.

Government

Commonwealth Department of Education, Employment and Workplace Relations
 Commonwealth Department of Families, Community Services, and Indigenous Affairs
 Commonwealth Department of Health and Ageing
 Department of Education and Early Childhood Development, Victoria
 Department of Human Services, Victoria
 Department of Justice Victoria
 Department of Planning and Community Development, Victoria
 Sustainability Victoria
 Skills Victoria
 Victorian Health Promotion Foundation (VicHealth)
 Australian Bureau of Statistics
 City of Port Phillip

Trusts and foundations

The Jack Brockhoff Foundation
 RE Ross Trust
 The Shine On Foundation
 The Danks Trust
 The William Angliss Charitable Fund
 Grosvenor Foundation
 ANZ Trustees
 Flora and Frank Leith Charitable Trust
 The Marian and E.H Flack Trust
 Collier Charitable Fund
 Lord Mayor's Charitable Fund
 Fred J. Cato Charitable Fund
 Mercy Foundation
 William Buckland Foundation

Business

Russell Kennedy
 SP AusNet
 MDA National Insurance (NGO)
 Medibank Private
 Clarendon Towers Body Corp
 Bon A Manger Café
 Brumby's, Malvern
 Brumby's, Moorabbin
 Tony's Meat Supply, South Melbourne Market
 Kirkpatrick's Meats, South Melbourne Market
 Sheriff's Quality Fruit & Veggies, South Melbourne Market
 Dom's Quality Meats, South Melbourne Market
 Ralph's Meats, South Melbourne Market
 Fruits on Coventry, South Melbourne Market
 Babe's Farm Fresh Eggs, South Melbourne Market
 Terry White Chemist, South Melbourne
 Catering Connections
 Lion Nathan PTY LTD
 Trans-Tasman Business Circle
 Man Investments Australia Foundation
 Commonwealth Bank Australia
 Mallesons Stephen Jaques
 Corrs Chambers Westgarth
 Logie-Smith Lanyon
 Monahan & Rowell
 Ashton Raggatt McDougall
 Arnold Bloch Leibler
 Griffith Hack
 Maddocks
 Clayton Utz
 French Australian Chamber of Commerce & Industry
 Maurice Blackburn
 Lander & Rogers
 DLA Piper
 Hall & Wilcox
 Norton Rose Australia
 HUGO Personnel

Allens Arthur Robinson
 Freehills
 ANZ
 Technology Matters
 South Melbourne Market
 Brownbee PTY LTD
 Lynton Toister & Associates Pty Ltd
 Transfield Services Ltd
 Origin Energy Services Ltd
 Australian Nursing Federation (Victorian Branch)
 Charities Aid Foundation
 James Buyer Advocates
 Stuart Pettigrew Design
 Top Dog Advertising
 The Shannon Company
 The Churchill Consultancy
 Photolnc.

Research partnerships

Institute of Child Protection Studies, Australian Catholic University
 Centre for Public Policy, University of Melbourne
 Center for Women's Health, Gender and Society, University of Melbourne
 National Institute of Labour Studies, Flinders University
 Centre for Housing, Urban and Regional Planning, University of Adelaide
 University of South Australia
 Homeless Drug Dependency Program, Flagstaff, Salvation Army
 Homeless Drug Dependency Program, Ozanam House, St Vincent de Paul
 Social Policy Research Centre, University of NSW
 The Victorian Health Promotion Foundation (VicHealth)
 Australian Housing and Urban Research Institute (AHURI)
 Homeground
 Mission Australia
 Housing for the Aged Action Group (HAAG)

Service partnerships

Brotherhood of St Laurence
St Kilda Youth Service
Southern Dandenong Youth Service
Salvation Army
Salvation Army Peninsula
Salvation Army Youth and Family Services
Centrelink (Dandenong)
Council of Adult Education (CAE)
Harm Reduction Victoria (HRV)
Youth Projects Living Room Primary Health Service
Inner Melbourne Vocational Education and Training Cluster (IMVC)
Inner South East Mental Health Alliance
Inner South Community Health Service
Alfred Hospital (HOPS)
St Vincent ALERT program
Inner South East Partnerships in Community Health (ISEPICH)
Inner North West Primary Care Partnership
Mental Illness Fellowship of Victoria
Reclink Victoria
Centrelink (Cheltenham)
Centrelink Moorabbin Call Centre
Urban Communities
Transgender Victoria
Flat Out

Community Support

Dandenong Rotary
The Big Issue
Second Bite
STREAT
Foodbank Victoria
Hepatitis C Victoria
Salvation Army Adult Services
Vincent Care Adult & Youth Support Programs
Cheltenham Community Centre
St Kilda Legal Service
PILCH
Heart Foundation

Sacred Heart Mission (Women's House)
Homefront
Helen Barnacle
Joan Kirner
Tina Terzini
Ridge Properties
Doutta Galla Community Health Centre
Playgroup Victoria

Schools and Community Groups

Australian Nursing Union
Charity Greeting Cards
Melbourne Unitarian Peace Memorial Church
Rotary Club of Yarraville
The Christian Chapel Lygon St Church of Christ
Kalinda Primary School
Lions Club Of Port Phillip
Law Institute of Victoria
Independent Education Union – Victoria & Tasmania
Glen Waverly Secondary College
Rotary Club of Ringwood
St Marks Anglican Church – Forest Hill Ladies Guild
All Saints Mitcham Ladies Guild
Killester College, Springvale
Victorian Masters Athletics
Uniting Church, Rosanna
Xavier College
Glen Iris Road Uniting Church and Community Centre

Camcare Camberwell
CWA Dingley Village
Rotary Club of Dandenong
All Souls Opportunity Shop
Victorian Catholic Secondary Schools Deputy Principals Assoc
Blairgowrie Uniting Church Ladies Group
United Way Sydney

Hanover ConnectEast Ride for Home

Event Partners ConnectEast, The Age

Major Sponsor Macquarie

Corporate Sponsors Transfield Services, Metro Trains, Datacom, Australand

Community Partners VicHealth

Media Partners Channel 9, 3AW

Event Service Providers Bicycle Superstore, Seight Custom Cycling, Supersport Images, Man with a Van

Supporters Right Angle Event Management, Jump Media and Marketing, Vincita, Hilton Hotels & Resorts Australia, Aussie Butt Cream, Jasper Coffee, Chrysalis Gallery, Ridewiser

Ambassadors Simon Gerrans, Alex Morgan, Matthew Keenan, Alan Brough, Clint Stanaway

We are extremely grateful for the generous support of our volunteers, our donors, and the many businesses, government agencies and community organisations who support us in our work.

BOARD OF DIRECTORS



From left to right

Moira Schulze, Sally Young, John Grigg, Tim James, Gordon Wheaton, Ron Wakefield, Jean Ker Walsh, Geoff Nicholson

Absent: Melanie Eagle, Tony Dalton

Ms Jean Ker Walsh

Master of Letters (Cultural Studies)
Bachelor of Arts (Journalism),
Teacher's Diploma (Speech & Drama).
Chair of the Governance & Strategy Committee.
Appointed Director in 2006. Appointed Chair of Board in July 2008.

Ms Moira Schulze

BA Dip Ed (Melb), Grad Dip Ed, Admin (HIE),
Master of Education (Melb), AICD, Fellow IPAA.
Management Consultant in the public/not for
profit sector.
Appointed Director in 2003. Appointed Deputy Chair of Board in December 2009.

Professor Tony Dalton

F'ship Dip.Arch, Grad Dip.Pub.Pol, Master Soc.
Sci, PhD. Associate Professor – Urban and
Social Policy RMIT.
Appointed Director in 2001.

Ms Melanie Eagle

BLLB, BSW, BA (Law and Politics)
Director, Stakeholder Engagement, Planning
Coordination Unit Department of Planning and
Community Development.
Appointed Director in 2008.

Mr John Grigg

FAICD. Company Director and Consultant.
Appointed Director in 1998.

Mr Tim James

B.Bus. (Accounting) Dip Financial Planning.
Financial Advisor, UBS Wealth Management.
Appointed Director in 2009.

Mr Geoff Nicholson

B. Econ, MBA, FCIS, FCA Chief Financial Officer
(& GM Finance & Strategy) SP AusNet.
Chair of the Finance, Audit & Risk Committee.
Appointed Director in 2009.

Professor Ron Wakefield

PhD in Civil Engineering University of NSW, MSE In
Civil Engineering & Operations Research, Princeton
University, USA, B.E.(Hon1) in Civil Engineering,
University of NSW.
Appointed Director in 2009.

Mr Gordon Wheaton

B.A. Dip Ed., (University of New England), M.A.
(Sydney), Harvard Business School (AMP 1992),
MAICD, FFinsia.
Appointed Director in 2007.

Ms Sally Young

Post Graduate Organisation Behaviour.
Management Strategic Change, Country Fire
Association, Chair of the Remuneration Committee.
Appointed Director in 2006.

Thank you

Hanover would like to thank Patrick Gallardo for
photography, Karen Churchill and Stuart Pettigrew
Design for their assistance in the production of our
2011 Annual Report.

stuartpettigrewdesign



Hanover Welfare Services Directory

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ACN 004 922 712



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E hanover@hanover.org.au

Southbank (Crisis Accommodation and Housing Support, Employment Services)

52 Haig Street, South Melbourne 3205

T 03 9699 4566
F 03 9682 2070
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East St Kilda (Crisis Accommodation and Housing Support – Women)

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