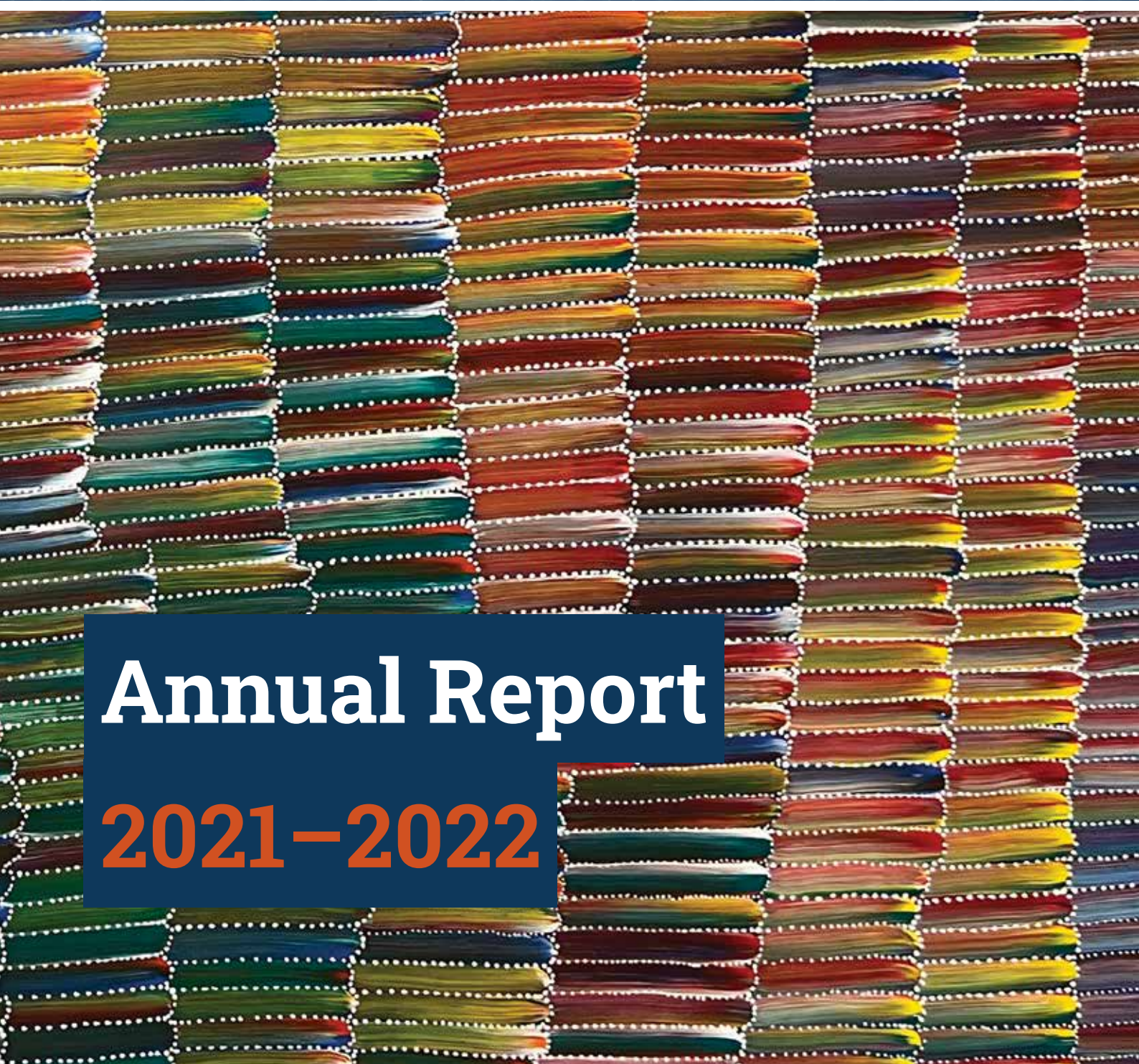


EveryMan

Annual Report

2021–2022



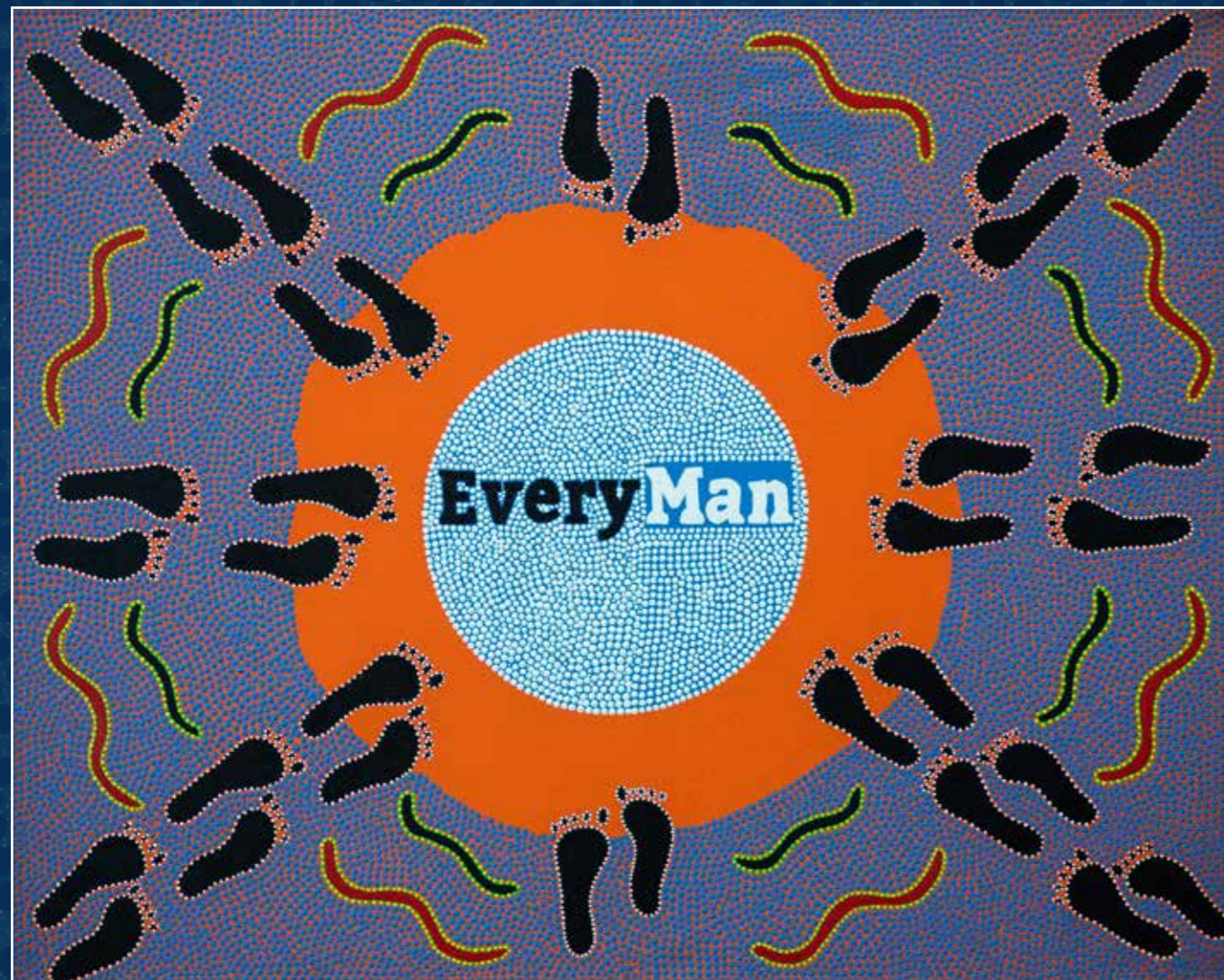
Acknowledgement of Country

EveryMan acknowledges the Traditional Custodians of the lands, waters and knowledge in the region where we meet and work, the Ngunnawal and Ngambri peoples.

We pay our respects to their Elders - past, present and emerging.

We recognise the importance of Country, community and culture.

We acknowledge that sovereignty was never ceded. It always was, always will be, Aboriginal land.



“EveryMan accepting everyone” 2020

Wesley Turton is a Wiradjuri artist, living on Ngambri / Ngunnawal country. Wesley created the EveryMan logo by commission in 2020. The footprints represent people of all cultures walking toward EveryMan for support. The lines represent pathways and community connections that collaborate and work together for better outcomes. At EveryMan, people come together with equality and without judgement.

EveryMan acknowledges that the art work appearing on the front and back covers was purchased from the Mimi Art Gallery with a certificate of authenticity recognising:

Artist: Jeannie Mills Pwerle | Title: Bush Yam, 2019 | ID number: 23347

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Joint statement from the President and CEO

Since the COVID pandemic in 2020, EveryMan has focused on reflection and reassessment. In 2021–22 we reconsidered our identity and relationship in and for our regional community. We confirmed our capacity as a provider of specialist services to men living with high and complex needs and extend this to their partners and families. We played a major role in supporting more than 30 rough sleepers and people affected by COVID-19 – those with the highest level of complex needs.

The ACT government’s commissioning process has given us a new perspective on our expertise. We see clear differences between our appetite for and approach to working with anyone with complex needs when compared to that of other organisations. It is now critical for us to carefully communicate these differences in the interests of the men and women as human beings, not just as tenants encountering obstacles.

Highlights of 2021–22:

- ~ In recognition of the impact of several years of service delivery to the Aboriginal and Torres Strait Islander community in our region, EveryMan was awarded the NAIDOC 2021 ACT Award for Non-Indigenous Contribution.
- ~ As part of EveryMan’s commitment to further reduce the impact of domestic and family violence on women and children nationally, we successfully applied for NSW registration as a Men’s Behaviour Change Program provider. This prompted EveryMan to transition from registration in the ACT as an Incorporated Association to national registration as a Company Limited by Guarantee so we can contract directly with the NSW government.

Recognising the importance of creating a healthy and robust team culture, EveryMan’s Board and staff embarked on an ontological coaching and development program that encouraged us all to grow personally as well as professionally. It has taken team cohesion and job satisfaction to new levels. Other outcomes included:

- ~ A revitalised commitment to the Board’s objects and work of EveryMan
- ~ A stronger relationship to governance and strategy
- ~ Authentic conversations among and between the Board and staff
- ~ Clarity and accountability on timeliness of actions
- ~ A foundation of integrity and workability.

Board of directors

In 2021–22 EveryMan’s board included:



Luciana Todd | President

Luciana first served on the EveryMan board from November 2018 and was elected President in 2019. Previously, Luciana served as Vice President on the board of Manning Clark House Inc. Luciana is passionate about empowering people, shaping cultures and implementing sound practices. She demonstrates these commitments at EveryMan through persistent innovation, strong governance and clear partnership in leadership and management. Luciana holds qualifications in leadership, management, coaching, training and assessment.



Suzanne Schultz | Vice-President (Governance)

Suzanne joined the Board of EveryMan in October 2019. As Vice-President Governance, Suzanne contributes to building partnerships, strategic vision and ethical governance for EveryMan. Suzanne is a coach, facilitator and psychologist with significant experience with boards in the community services and health sectors. Prior to EveryMan, Suzanne worked with Australian Institute of Company Directors and with a NDIS provider. She currently serves Directors Australia as a board and governance specialist.



John Dale | Vice-President (Finance, Audit and Risk)

John joined the Board of EveryMan in 2019 as Vice President of the Finance Committee. He contributes to the financial well-being and overarching vision for EveryMan to ensure the viability of EveryMan’s client services. John is a Public Accountant and has worked in the financial services industry for 35 years. John brings a wealth of experience and is passionate about social equality.



Simon Viereck | Member

Simon joined the EveryMan Board in 2014. Simon is a policy professional with a decade of experience in community sector management roles, before joining the ACT public service in 2020. With a background in mental health, disability and corrective services, Simon’s work history dovetails with the majority of EveryMan’s clients. Simon holds bachelor’s and master’s degrees in political science and an advanced Diploma of Community Sector Management.



Craig Sams | Member

Craig Sams (Wodi Wodi, Dharawal) joined EveryMan in 2020. He brings knowledge and experience of the local Indigenous community, having been an active member for over 25 years. He extends this community contribution through assisting staff, stakeholders and Indigenous families who use the services of EveryMan. Craig is a Principal of Capital Workplace, a Human Resources company providing practical advice to NGOs and governments.



Mark Evans | Member

Mark joined the EveryMan Board in 2017 and first served as chair of the governance committee. Mark has 20 years’ public sector experience in education, management, and governance. He continues to focus his attention on delivering social outcomes, a vision he developed as a school principal in QLD, NSW and the ACT. Mark is a facilitator, coach, organisational development consultant and training provider. He works to build organisational culture, improve communication, and increase workplace productivity. Mark has a Master’s Degree in Education and qualifications in leadership, management and human resources.

Executive team



Greg Aldridge | Chief Executive Officer

Greg joined EveryMan's Management Committee (now Board of Directors) in 1998 and served as President for 3 years before being appointed in 2004 as Men's Centre Manager (now Chief Executive Officer). He came from Marymead Child and Family Centre where he worked in out-of-home care and family support services. Greg is a registered psychologist with extensive experience in complex case management, counselling and family therapy. He provides EveryMan with program and organisational management capacity and specialist coaching.



Alistair Jones | Manager, Client Services

Alistair was appointed Counselling Services Manager in 2008. He is a counsellor, mediator and family dispute resolution practitioner with previous leadership positions in Relationships Australia and at Marymead Child and Family Services. Alistair's work at EveryMan aligns with his personal values of social justice, development and integrity for men and their families.



Simon Port | Manager, Violence Prevention Services

Simon commenced his current role with EveryMan in 2009. Previously, Simon worked for TAFE NSW as an Outreach Teacher. He worked with Juvenile Justice and NSW Corrective Services in delivering programs to incarcerated and post-release clients. Simon has a Degree in Social Science, a Graduate Diploma in Community Counselling and a Certificate 4 in Assessment and Training. He is a certified clinical registrant with the Psychotherapy and Counselling Federation of Australia, an accredited mediator and has a Graduate Certificate in men's behaviour change and intervention.



Erin Leonard | Manager, Community Services

Erin joined EveryMan in 2016 following previous roles at Inanna Inc and Life Without Barriers. She contributes to the strategic direction, management and delivery of EveryMan's community programs and client services. Erin manages a growing team of case workers and case managers. She is passionate about clients' access to supported accommodation and outreach assistance. Erin holds a Diploma in Community Services, Leadership and Management.



Michael Mitzte | Manager, People and Culture

Michael joined EveryMan in June 2019 as the organisation's first People & Culture Manager. Michael has worked as a management consultant with clients in the not-for-profit, health and construction sectors. Michael previously held senior HR roles in government and industry. He enjoys working with organisations and individuals to drive and implement change and improvement. Michael is an accredited facilitator and trained mediator.



Helen Portlock | Manager, Operations

Helen commenced in the community sector in 2007, and started with EveryMan as Operations Manager in 2017. Her previous role with a disability housing provider equipped Helen with knowledge and experience in community housing services which she further develops at EveryMan. Helen enjoys working with the team to evaluate and develop policy and processes that support client outcomes. Helen has a Diploma in Community Services.



Bruce Inkpen | Manager, Finance

Bruce joined EveryMan in March 2022 after previous roles in community housing and mortgage lending. Prior to his move to the community sector, Bruce spent 35 years in banking. His current role focuses on the day-to-day financial and administrative management of EveryMan. Bruce has tertiary qualifications in financial administration and accounting.

Why we exist

EveryMan has been serving the ACT community since 1992. We provide services to men with high and complex needs as well as their partners and families. We extend our care to the people in their lives and deliver outcomes that matter to them in areas of life where they have needs, interests and concerns.



Our vision

A world that works for men and for their partners and families.



Our purpose

To bring highly effective and professional services to men experiencing exclusion, discrimination and marginalisation, no matter who they are or what they have done.

Our values



Presence

We listen to, respect and appreciate human beings' diversity. All people have a right to full inclusion and belonging in community.



Compassion

We offer kindness and understanding to people who need our support and work with others to build caring communities.



Confidence

We are optimistic about and create change. We stand for a better future and inspire the people and communities we serve.



Freedom

We work responsibly to increase access and opportunity for all, particularly those who face disadvantage and discrimination.



Integrity

We support clients to restore integrity and workability where it is impacting their lives and relationships.



Courage

We respond to changing community needs and are courageous in how we grow and develop as an organisation.

How we work

EveryMan’s effectiveness is built on establishing authentic relationships with people and communities. We work alongside them to support change that matters. The following values and practices inform how we work across our services and programs.

We build relationships of **care** with those we serve. We respond to each person’s unique experience and recognise the strengths they bring.



We **empower** men and communities who need our support, valuing their stories and lived experience. We respect their decisions.



We demonstrate our **vulnerability** and openness to learning and growing together. We form a supported, capable and highly skilled team.



We form **partnerships** to extend our impact. We contribute to a high-performing community of practice in our region.



We are **resourceful and responsible** in expanding our services regionally and in the broader society in response to life events and unmet demand for what we do.



We have an unwavering **commitment** to making a real and genuine contribution to people and communities. We know that this is fundamental to our effectiveness.



We deliver on promises we make and create trust in relationships. We demonstrate **accountability** in our board, across staff and with our clients.



We are **persistent**. EveryMan has been operating in Canberra since 1992 to back our clients and our staff. We don’t give up on people.

Our strategy to 2027

The pandemic presented EveryMan with the opportunity to become resourceful and deliver services to those outside our region. As demand has grown for our services, EveryMan has continued to meet it. This happened within a broader community context of worry and anxiety about basic necessities such as food and consumables.

As we look to 2027, governments are forming new kinds of partnerships with the community sector. New kinds of support services have been invented which calls for a re-assessment of ‘business as usual’. EveryMan is well placed to serve those with heightened family conflict, greater and new forms of economic and job-related pressures, an elevated risk of homelessness, and increasing uncertainties in the supply chain.

Our challenge to 2027 is to continue growing a sense of confidence and peace of mind. Like other organisations, EveryMan is building resilience, connection and empowerment in our front-line and back-office workers. Doing so we offer support to people living with high and complex needs, as well as their partners and families.

Growth and impact goals



- ~ Expansion into regional NSW to meet increasing demand
- ~ Exploration of new funding models and services
- ~ Formation of partnerships that magnify collaborative impact

Innovation goals



- ~ Design and implementation of a complexity assessment tool for clients
- ~ Development of a cross-program and cross-sector community of practice

Capability and culture goals



- ~ Celebrated commitment to workforce capacity, skill and planning
- ~ Growth of a culture of distributed leadership, continuous improvement and accountability
- ~ Elevation of EveryMan’s profile, contribution and accessibility

Effectiveness goals



- ~ Expansion and demonstration of effectiveness in working with our clients’ complex needs.

Financial year 2021-22

Despite the on-going impact of the pandemic over the past three financial years, EveryMan continues to maintain steady business growth while containing its overall expenses. Some key achievements in 2021-22 include;

- ~ an increase of 9% in grant income (which included some COVID-19 stimulus / booster funds)
- ~ a 33% increase in fee-for-service income through EveryMan's ongoing partnership arrangements for counselling, violence prevention and outreach programs
- ~ an additional 29 properties managed under head-lease arrangements with Housing ACT that we use to support tenants with complex needs and low incomes.

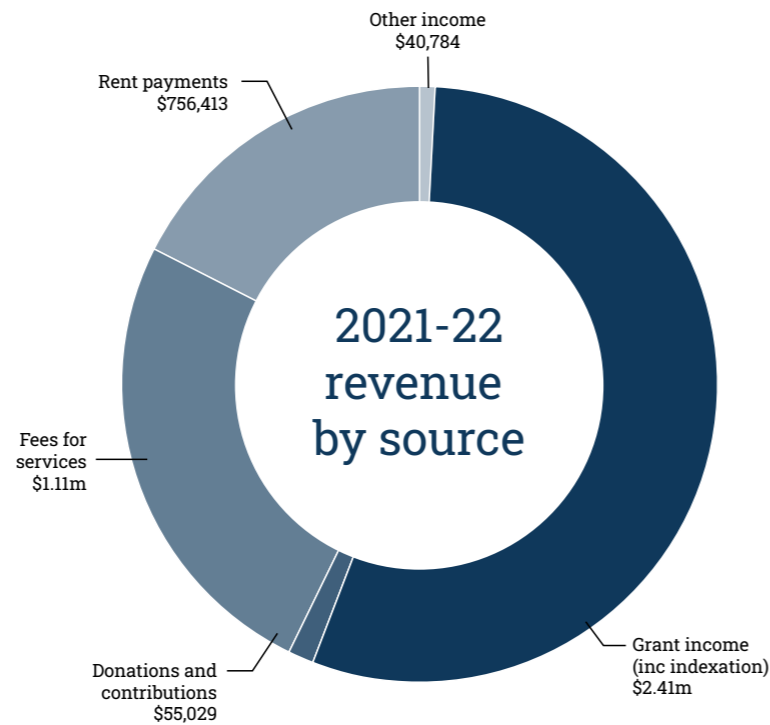


Figure 1: 2021-22 Revenue by source

While there has been a notable increase in salary and wage expenses to accommodate business growth, administrative and operational expenses have been contained. EveryMan continues to maintain a healthy balance sheet with good operating cash reserves in line with its business strategy and company objects.

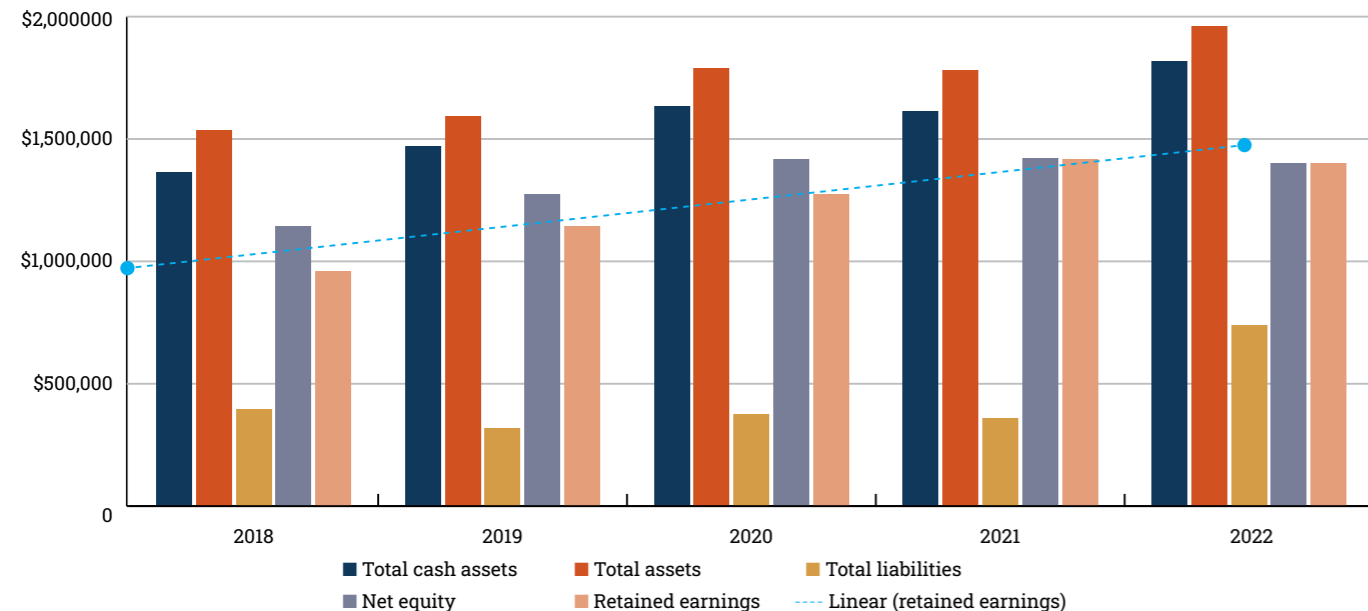


Figure 2: Balance sheet trends 2018-22

Counselling services

EveryMan serves people with complex needs who experience being marginalised and/or needing the specialist practice that EveryMan employs. The counselling service has developed over time to be uniquely effective with this client group, using an approach that is systems focused, strengths-based and aware of domestic and family violence. Recently the community sector has undergone a rapid transformation, toward increased professionalisation, transparency and accountability. EveryMan's counselling service has recognised this by implementing best-practice responses with clients where violence against women and children has been identified. This includes collaborative practice with other agencies.

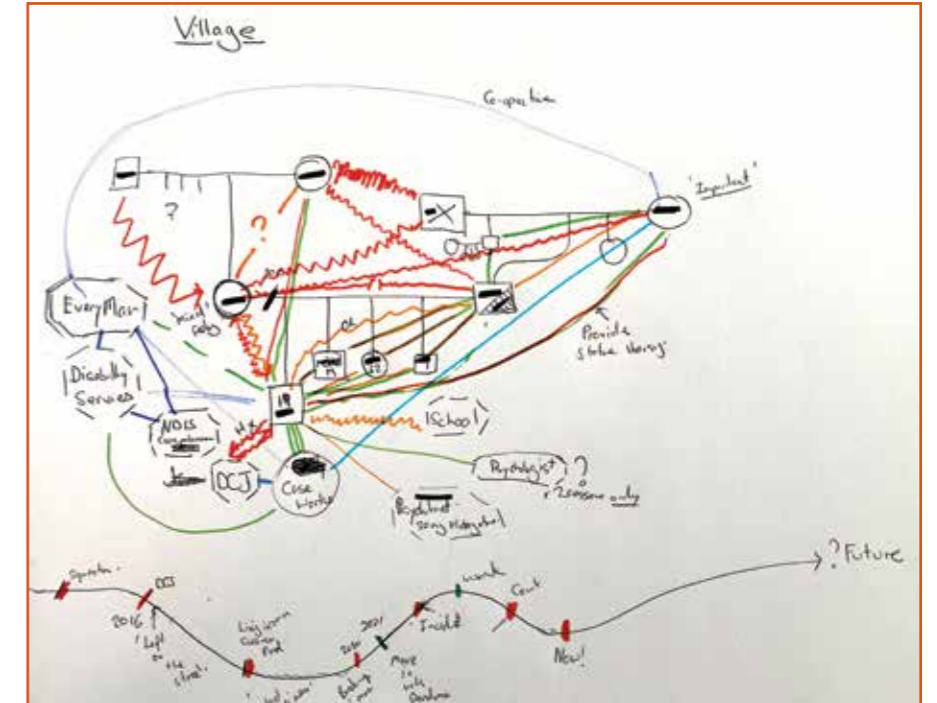


Figure 3: Integrated practice mapping – a counselling approach

Our practice is shaped by an application of an enhanced systems methodology developed by our colleagues at Bower Place – a well-regarded family and systemic therapy practice in Adelaide. This has been implemented at EveryMan for over a decade. Figure 3 illustrates the integrated practice mapping context for one counselling client. It has been redacted to maintain confidentiality. Malcolm Robinson, Director, Social Worker and Family Therapist from Bower Place has affirmed EveryMan's practitioners for implementing the Bower Place method. We value this working relationship.

EveryMan is an important regional player in working with men who have used violence and engaging them in behaviour change. It is crucial that EveryMan's practice does not, and is seen not to, collude with attitudes and behaviours that compromise the safety of women and children, irrespective of where they live. All practitioners have been trained in recognising and responding to patterns of violence and/or coercive control.

In 2021-22, despite the continuing disruption of the COVID-19 pandemic, the counselling service delivered 3,698 hours of service to 1158 service users. This includes provision of information, referral and professional consultation. Of those who used EveryMan's services, there were 496 counselling clients and over 2200 hours of one-on-one counselling.

The majority of referrals to EveryMan’s counselling services are received via SupportLink (a referral and diversion gateway). While SupportLink refers people from police and other government agencies, the majority of counselling clients are self-directed. See Figures 4 and 5 for more data on referral sources and counselling clients in 2021–22.

Flexibility of service delivery, particularly via phone/video, has become increasingly acceptable to clients. Pre-pandemic, the proportion of phone contact with clients was around 20% of service. Between July-December 2021, phone or video link (e.g. Zoom, Google Meet, Facetime) was 83% of service delivery. This reduced to 65% in January-July 2022 as restrictions eased, but remained significant to client access.

EveryMan counselling is an increasingly recognised as a specialist service providing accessibility and flexibility in the ACT. The Complexity Centre, operating within the counselling service, refined its model of care to include a Practice Manual for complex counselling cases. It includes provision for two practitioners instead of one, and an immediate elevation in priority of service for clients with complex needs. We shared our experience in a community of practice that met six times between July 2021 and June 2022.

2021–22 was significant for the Counselling team in terms of leadership and coaching training. Staff morale, commitment and contribution have palpably increased. Our experience is that having a good place to work has a spill-over effect with clients.

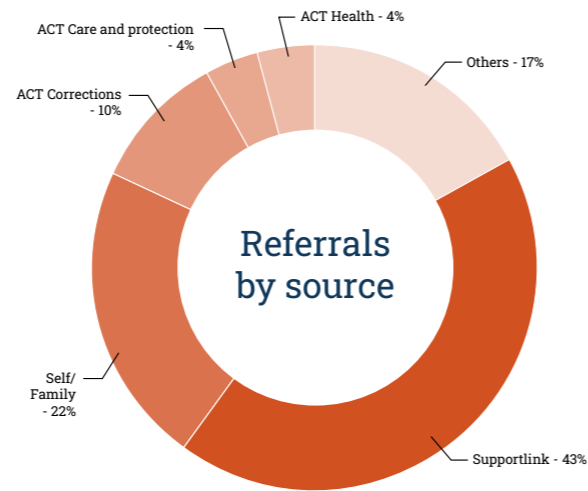


Figure 4: Counselling referrals by source

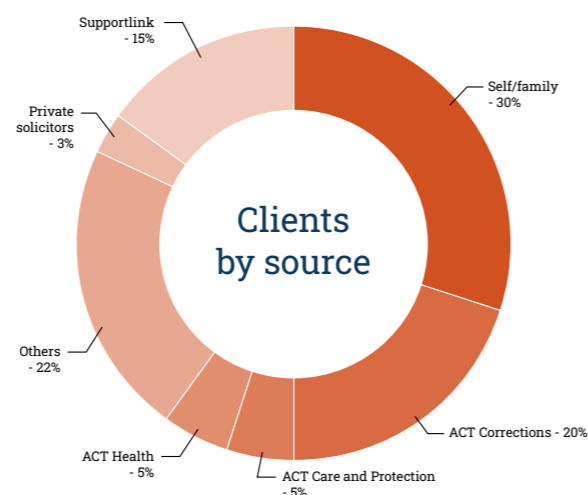


Figure 5: Counselling clients by source



EveryMan counselling in action. Photo: EveryMan Media

Other training and development included:

- ~ Dialectical behaviour therapy
- ~ Acceptance and commitment therapy
- ~ Building trauma awareness
- ~ Recognising near fatal strangulation.

Case Study - Counselling

Background

TM was referred to EveryMan by the Adult Mental Health Unit at Canberra Hospital after an attempted suicide. The referral noted his reported previous ‘bad experiences’ with psychologists and psychiatrists and that he was willing to try counselling with EveryMan. TM, aged in his late 20’s, began weekly counselling via zoom in March 2022.

TM described feeling very socially isolated and lonely. Despite living with parents and having online friends, he felt that he could not talk about the deep depression he had been experiencing. He described feeling that he was a burden on family and friends, and feeling shame around them finding out about his suicide attempt. He described lacking a sense of identity and belonging and said he had lost motivation to continue attending his local church group, which had moved online during the COVID-19 pandemic. TM spoke of a recent traumatic experience which had added to his bleak outlook on the future, his anxiety about climate change and the growing conflict in the Ukraine.

Response

The counsellor listened to TM’s worldview and normalised his depression and suicidality in the context of his life events and broader world context. While building connection and a therapeutic alliance, the counsellor and TM worked together on refining what TM wanted from counselling: finding meaning in his life and a ‘reason to get out of bed’.

Part of the work done in the counselling sessions was to build a contract around TM’s safety and honesty. TM allowed the counsellor to challenge him to try new things that might be uncomfortable but would improve his sense of belonging, health and wellbeing.

Outcome

TM was engaged with EveryMan for 8 weeks. He reported finding counselling helpful as a space where he can speak totally honestly. TM knew the counsellor would hold him accountable to his commitment to small, incremental changes that he made to improve his connections to community and his physical and mental health.

Violence prevention services

In 2021–22 our Violence Prevention Services' programs have continued to increase the safety of women and children by supporting men at risk of using domestic and family violence. As in previous years we are permanently at capacity yet continue to find spaces for men who want to change their aggressive ways of being and take responsibility for their use of violence.

Working With the Man (WWM) is a program and a team that works one-to-one with men, holding them responsible and accountable for violent acts. WWM helps them to achieve positive outcomes while focusing on the needs of the victim/survivor. The program achieves results, alters service delivery and changes lives. Before COVID, the STOP the Domestic Violence conference and national stakeholders recognized WWM for its continued success.

EveryMan's group program, Preventing Violence, Changing Behaviours (PVCB) was delivered in July and November 2021 and March 2022 with a total of 45 participants. 2021–22 marked the 21st consecutive year that EveryMan has offered this program. PVCB supports men most at risk of escalating violent behaviour at work and in families. As it is the only program of its kind in the ACT, demand continues steadily. Waiting lists are assessed carefully to ensure that men with the highest and most immediate risk of violent and aggressive behaviours access PVCB before men who present as lower risk.

In 2021–22, EveryMan achieved provisional registration from NSW Department of Communities and Justice to deliver our men's behaviour change program in the Queanbeyan-Palerang region. This opened an opportunity for men to access our programs from outside the ACT. We subsequently offered our support to the Eurobodalla region, and in June 2022, regional domestic violence agencies who are committed to our shared purpose attended our information session in Batemans Bay. Men with complex needs and regional violence prevention agencies now have an opportunity to work in partnership with EveryMan to achieve positive outcomes in the face of increasing demand, emotional intensity, challenging behaviours and insufficient regional resources.

EveryMan's Violence Prevention Service continues to support men, and their partners and families, with commitment and dedication from a team that believes any form of violence is unacceptable.



Preventing violence changing behaviours group program. Photo: EveryMan Media

Case Study - Working With the Man (WWM) program

Background

GH was referred into the Working With the Man program by ACT Policing after he was charged with assaulting his partner while she was driving with their two children in the car.

GH is a 34-year-old male who grew up in a patriarchal household, where his father and stepfather had been extremely abusive to his mother, himself, and the other members of the household. His request at intake was to:

- a. understand the belief system that he used to justify his use of violence; and
- b. learn to eliminate his use of abusing, controlling and cohesive behaviours and focus on being the partner/father/man that he aspires to be.

Response

During further sessions GH took a lot of responsibility for his use of violence and was committed to attending the program. However, from sessional observations, it appeared that the primary reason behind this was to try to get his life back to normal as soon as possible. This is something quite common with men during their initial engagement in our program. They want to 'fix things' and get things back to normal because it suits their agenda, without acknowledging or recognising the impacts of their behaviour on others.

Consequently, our primary focus was for him to take responsibility and to understand the impacts his behaviour had on others. Aligning his behaviours to his values was a good starting point for GH. He was able to reflect that until he stopped behaving aggressively and causing harm to his family, he could not connect himself to his values.

Outcome

GH saw the impacts of his aggression through the eyes of his partner and this had a significant impact on him. It was a turning point in his mindset around his use of violence which may be understood within the context of his childhood. Being increasingly aware and responsible, GH indicated that EveryMan's approach was the most effective form of therapy he had ever engaged in. Other approaches never focused on him holistically nor held him accountable for his use of violence. In the context of GH's life, he learned to be responsive and responsible rather than reactive and blaming.

GH has been in the program for over 11 months and continues to engage and implement strategies to remain non-violent in his relationship. Our Partner Advocacy Support team indicated that GH has made positive changes in their relationship. His partner reported that she and her children feel a lot safer, no longer "walking on eggshells" as they once did from GH's previous use of violent controlling behaviours. She revealed her desire to continue in the relationship as the risk of violence to herself and their children is significantly reduced as it progresses into a respectful relationship.

Indigenous support & accommodation services

EveryMan works in partnership with community, government and non-government agencies towards closing the gap on Indigenous homelessness. The Indigenous Support and Accommodation (ISA) program provides accommodation and outreach support to Aboriginal and Torres Strait Islander people to address their needs and concerns, especially those related to finding long term and stable accommodation. People using the service are likely to be at risk of homelessness or living in unsustainable arrangements.

In 2021–22, the main reasons for people to seek support and accommodation assistance included:

1. Housing affordability stress (16 people)
2. Inadequate or inappropriate housing conditions (15 people)
3. Housing crisis e.g. eviction (14 people)

To address this, EveryMan offered transitional accommodation including tenancy support to 73 people including 38 women and 32 children under 10 years old. Twelve properties were head-leased from Housing ACT – six for families, and six in shared (boarding house) accommodation.

Clients were offered outreach and advocacy in a culturally appropriate manner for all those who transitioned out of our accommodation support and/or where they have previously experienced difficulties. For example:

- ~ Case workers and clients developed plans addressing individual and family wellbeing.
- ~ Case workers assisted all clients to liaise with relevant government agencies as required, such as Child and Youth Protection Services.
- ~ Cultural support was offered to all clients facing displacement and disconnection.

Our clients

In 2021–22, EveryMan worked with Aboriginal and Torres Strait Islander people who were homeless or required transitional accommodation in the ACT, assisting them with employment, education, legal, health or other matters of importance to them. Many had high and complex needs and most reported a history of agency support failures. Some clients experienced pervasive and cross-generational family dysfunction, including sexual and physical abuse, domestic, family and other violence and involvement with criminal justice, child protection and mental health systems. ISA is currently the only supported accommodation program in Canberra that regularly offers accommodation to Indigenous single fathers with their children.

Clients were offered both temporary and ongoing support over the financial year. In the week before accommodation and outreach assistance was sought, 44 of the 73 clients had nil income. At the end of EveryMan's support period, that number had dropped to 10 people with nil income.



Brumbies players Jacob and Kyah Turto; and Makenzy and Mason Campbell played football with families and children supported by EveryMan's Indigenous program. Photo: Elesa Kurtz, Canberra Times

In 2021–22, of all the people the Indigenous Support and Accommodation workers supported to find sustainable independent living (excluding outreach services), the following demographic patterns emerged:

- ~ 4 people identified within the LGBTQIA+ community
- ~ 7 men with access to or custody of children were connected with criminal justice and child protection. Of these, 7 single fathers some were escaping domestic violence or were excluded from family support services and most had limited housing options suitable for children
- ~ 4 young adults (aged 16-24) lacked family support, some whose parents or siblings lived with addictions or mental health conditions
- ~ 3 people recently incarcerated in the Alexander Maconochie Centre were supported to avoid recidivism and reconnect with their children and community

EveryMan also supported people with Acquired Brain Injury (ABI), intellectual disability and/or neurological conditions. Of those with genetic or medical conditions, some were caused by in-utero or early childhood impacts of Alcohol and Other Drug (AOD) use and/or violence.

EveryMan, its staff, board and stakeholders work collaboratively with the wider community - whether Aboriginal and Torres Strait Islander Australians or others. For example, in Children's Week 2021, the Brumbies rugby union team lent their time and resources to children in the ISA program to teach them about the positive effects of being active.

Case Study - Indigenous Supported Accommodation (ISA) program

Background

In March 2022 EveryMan received a referral from Canberra’s Domestic Violence Crisis Service (DVCS) for crisis accommodation. PG - a young woman and her 18-month-old daughter fled from severe domestic violence, financial abuse, sexual abuse, verbal abuse and being held against her will by her ex-partner. PG stayed in hotel accommodation provided by DVCS as an interim measure.

PG and her daughter were unable to return to the family home, which belonged to her ex-partner’s father. After accessing crisis accommodation, PG had no further access to accommodation brokerage and support. She did not have an application with Housing ACT and had very limited income.

Response

PG engaged with EveryMan for ongoing case management of the following services.

- ~ Crisis response – PG received support after experiencing domestic violence.
- ~ Dental and Medical – EveryMan sought assistance in having PG’s teeth fixed following her experience of domestic violence. We also supported PG with specialist medical appointments as a result of degenerative bone disease.
- ~ Financial security – PG applied for single parent payments, to ensure financial and accommodation stability.

- ~ Parenting – PG engaged with services such as ACT Together for support and case management around potential foster-care. She has also sought a referral to Relationships Australia to help with a parenting plan.
- ~ Accommodation – EveryMan worked with PG to submit an application to Housing ACT. PG’s application was accepted on Housing ACT’s priority waiting list.

Outcome

PG and her daughter have been safely accommodated in a two-bedroom property in the ISA program. She paid her rent on time and independently maintained the property without concerns. In addition, she purchased new furniture for her family.

PG now has a referral to the Wesley Mission regarding the repair of her teeth. She is also scheduled for surgery on her hip. Once recuperated, PG aspires to continue playing hockey to forward her mental health and social/community participation.

PG has regained a healthy relationship with her ex-partner’s father, which has allowed each of them to engage in community and to communicate with other family members. PG has been pro-active in gaining assistance relating to her mental health and general well-being.

PG continues her relationship with EveryMan as an ongoing ISA client. She remains entirely responsible for the care of her daughter.

Men’s accommodation and support services

The Men’s Accommodation and Support Services (MASS) works with men with complex needs who are experiencing or are at risk of homelessness. 2021–22 data show:



100 people were accommodated



37 people gained outreach support



37% identified as Aboriginal or Torres Strait Islander

EveryMan’s work programs include:

1. Early Intervention Program
2. Managed Transitional Program
3. Head Tenant Program

The Early Intervention (EIP) and Managed Transitional programs (MTP) expect to work with clients for around 12 months, but longer support periods are not uncommon. The Head Tenant Program (HTP) works with clients who are likely to need support for several years, sometimes longer.

In EIP, at any given time MASS provides accommodated support to clients (generally single men) in 15–20 properties and outreach support to an additional 10 men. MTP provides accommodated support to 15 clients in 15 properties and outreach support to an additional 10 men. MTP places are reserved for men involved with ACT Corrections and who exit the Alexander Machonochie Centre (AMC). HTP currently supports 6 people in 5 properties.

COVID-19 added to homelessness. In response, the ACT government funded the Client Support Fund (CSF) for specialist services to aid the homelessness sector. During the same period, the ACT government and a small group of service providers worked in partnership to identify and support rough sleepers. Subsequently both programs were merged into one support project, and in 2021–22, EveryMan supported 42 of the service users who were classed as having higher and more complex support needs, providing case management, tenancy, and outreach support.

EveryMan also focused on providing support and advocacy for single fathers experiencing homelessness and fleeing domestic and family violence (DFV), as this was recognised as a significant service gap within specialist homelessness services. In 2021–22, EveryMan received 38 referrals specifically for single fathers. Of these there was only capacity to accept 6 into accommodation and a further 7 into outreach. This will continue to be an area of focus in the coming year.

EveryMan takes care to report and analyse data such that we can maximise the impact, integrity and effectiveness of the work we do to support men, their partners and families.

- ~ In May 2022, additional work on program evaluation was completed in partnership with the University of the Sunshine Coast in Queensland.
- ~ The emphasis on impact reporting in this financial year has led to refinement of the MASS methodology guide and the initiation of research into people living with high and complex needs in partnership with Bower Place

Figure 6 compares the range of concerns and issues of homeless people supported through the Client Support Fund (rough sleepers) with the concerns of EveryMan's other work programs. Of all those with complex presentations, almost two thirds had mental health diagnoses. The remainder had medical concerns, domestic and family violence (DFV) concerns, or were supported through Child and Youth Protection Services (CYPS).

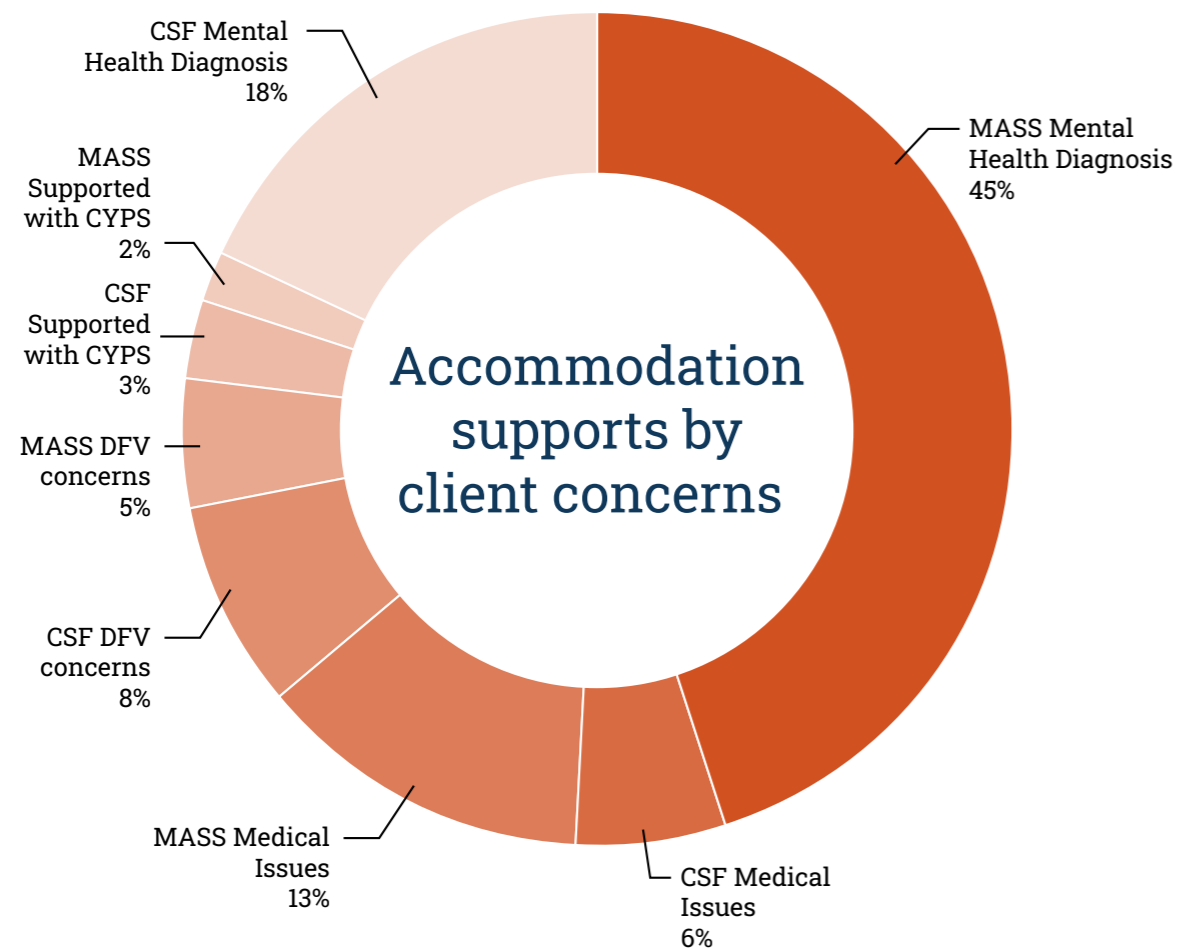


Figure 6: Range of concerns in 2021–22

Case Study - Head tenant program

Background

RR was a 45-year-old male who had been a part of the Head Tenant program with EveryMan for over 10 years. RR first came to EveryMan with high and complex needs including long term substance usage, chronic paranoid schizophrenia and poor living skills. He was extremely vulnerable which led to unauthorised occupants taking over his apartment and using stand-over tactics. During RR's time within the Head Tenant Program these complexities never dissipated regardless of the different interventions tried.

In 2020 RR developed severe medical issues including an abscess on his ankle due to an unclean substance injection in the same spot. When the abscess first appeared, RR required urgent medical attention. An emergency guardianship order was sought and provided by the ACT Civil and Administrative Tribunal (ACAT) for permission to undertake urgent medical procedures. After RR's medical procedures, he was admitted to the Adult Mental Health Unit (AMHU) for a long-term stay. While in hospital, the abscess was kept cleaned and wrapped and RR took medication to help heal the abscess.

Around November 2021 RR was admitted to Canberra Hospital after having a seizure in the gutter outside his apartment. Upon his release RR began to have regular unexplained seizures. Around November 2021 RR was admitted to Canberra Hospital after having a seizure in the gutter outside his apartment. Upon his release RR began to have regular unexplained seizures.

In February 2022 an EveryMan case worker discovered RR in the city while he was having a seizure. Everyman was notified that RR had been transported to Canberra Hospital and had been re-admitted to the Adult Mental Health Unit.

Response

In 2021–22, EveryMan case workers undertook two different interventions in an effort to stop unauthorised occupants in RR's home.

- ~ Daily home visits assessed who was living at RR's property. This helped workers to be able to identify when new belongings were in the property and to act immediately to establish ownership and motive to why they were occupying in RR's property.
- ~ Letters were produced and distributed by case workers at every visit to RR's place. The letters stipulated that unauthorised occupants had 24 hours to leave the property, or face removal by the police.

EveryMan also invested heavily in assisting RR with his ongoing medical issues which declined rapidly following his release from Canberra Hospital in November 2021.

- ~ Case workers took RR to doctors' appointments to address the multiple infections on the abscess and also sought to access further mental health support to address RR's continued substance injection into the abscess.

Continued on next page...

~ EveryMan advocated on RR's behalf to medical practitioners, mental health professionals, the public trustee and community development and health services organisations (eg RecLink) to address the complexity and regularity of RR's seizures.

Outcome

In early March 2022 this client unexpectedly passed away. EveryMan has not received the coroner's report nor do we know the exact cause of RR's death. We are aware that it is being treated as a non-suspicious drug overdose.

Prior to RR's death he was still having regular seizures and the abscess on his foot had become inflamed in the absence of medical attention. A week prior earlier he told an EveryMan case worker said that he had "given up looking after it as it is not getting better."

The issue of unauthorised occupation of RR's property continued until RR's death. Upon EveryMan's final visit to RR's apartment, it was full of furniture and clothes that did not belong to him.

EveryMan bought a tree to commemorate RR's life. It was planted in the grounds of his apartment by neighbours and friends.



EveryMan donated and neighbours planted this tree in memory of RR. Photo: EveryMan Media

Our people and culture

At 30 June 2022, EveryMan had a total staff of 28



19 Male
9 Female



20 Full-time
8 Part-time



11% Aboriginal
and Torres Strait
Islander



14% Culturally
and Linguistically
Diverse

Diversity

EveryMan proactively encourages diversity. In 2021–22 EveryMan increased its representation of Aboriginal and Torres Strait Islander staff. This reflects an increasing commitment to Aboriginal and Torres Strait Islander clients and staff as well as continuing commitment to people from cultural and linguistically diverse backgrounds. Although we are predominantly a "men's organisation", we strive to increase the number of workers who identify as female, particularly in our client service areas and when advertising job opportunities.

Learning and development

EveryMan recognises that our people are so much more than 'human resources'. In 2021–22 we developed our workforce, embraced personal growth and invested in ontological coach training to maintain and expand our robust culture. This happened across the organisation's board and staff, not just with senior management. Training staff as coaches allowed us to deliver coaching to our staff at a lower cost than would be the case with external providers.

Coaching is defined by Ashkan Tashvir in his book Being (2021: p. 580) as:

“ An ongoing intentional conversation that raises awareness; empowers and contributes to the integrity and effectiveness of a person or team to fully live out their potential for their own fulfilment and the benefit of others.”

Results

Coaching has taken team cohesion and satisfaction to new levels as reflected in the overall engagement statistics from the 2020–21 to 2021–22 financial years as measured by Office-vibe.

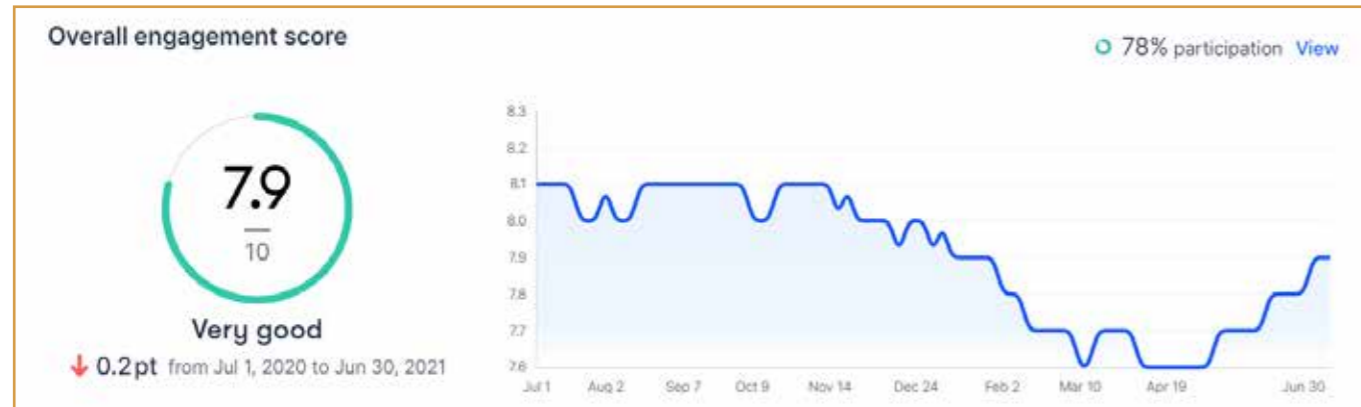


Figure 7: Overall staff engagement at EveryMan 2020–21.

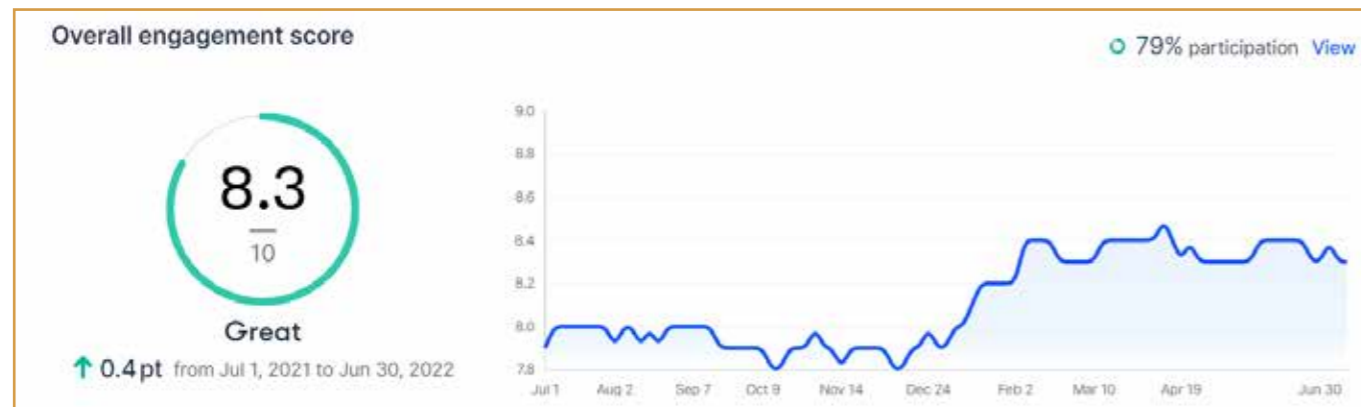


Figure 8: Overall staff engagement at EveryMan 2021–22.

| Teams | Participation (%) | eNPS | Overall Engagement | Recognition | Feedback | Relationship with peers | Relationship with manager | Satisfaction | Alignment | Happiness | Wellness | Personal growth | Ambassadorship |
|------------------------|-------------------|------|--------------------|-------------|----------|-------------------------|---------------------------|--------------|-----------|-----------|----------|-----------------|----------------|
| Benchmark (Non-profit) | 58 | 28 | 7.9 | 7.8 | 7.8 | 8.2 | 8.4 | 7.6 | 8 | 7.8 | 7.4 | 8 | 8.2 |
| EveryMan | 61 | 25 | 8.2 | 7.7 | 7.8 | 8.2 | 8.2 | 8.3 | 8.5 | 8.8 | 8 | 8.2 | 8.4 |

Figure 9: EveryMan culture benchmarked with other NFP in January 2022.

Coaching also contributed to excellent outcomes across the organisation. Some of those outcomes included:



EveryMan also has a strong focus on professional training and development, with all staff having a professional development plan in place.

During 2021–22 staff training focused on elevating our understanding and support for our diverse clients. Staff were trained in:

- ~ Indigenous Cultural Awareness
- ~ Dealing Professionally with Aggressive Behaviour
- ~ Understanding Hoarding and Squalor
- ~ Understanding Sex and Gender Diversity
- ~ Child-Focused Solutions
- ~ Domestic Violence Awareness
- ~ Sharps Handling and Intravenous Drug Use Awareness

Workplace well-being health and safety

Staff wellbeing is a key priority. During the year EveryMan introduced a Well-being Leave policy. It enabled staff to apply and plan in advance, for one day of personal leave every three months (ie. four days per year). This policy recognises the importance of self-care for care-givers.

In 2021–22, EveryMan undertook a comprehensive review of our clinical supervision arrangements. This led to formal documentation of the supervision framework. It also included a checklist to help staff prepare for their supervision sessions. As a result, staff have greater clarity about the purpose and scope of supervision options (eg. group versus individual supervision).

Our corporate services

Internet and communications technology

Having invested strategically over the past decade, EveryMan had a well-established cloud-based infrastructure before COVID19 that was used to support our staff and service users. We:

- ~ started on-line file access and sharing with Dropbox in 2011
- ~ adopted Smartsheet in 2013 for data collection and end-to-end work management
- ~ used Officevibe in 2016 as an engagement and experience tool
- ~ started Slack in 2016 for all internal communication and collaboration.

The result was a well-integrated and customised IT environment tailored closely to our needs. In 2020–21, this shift of IT functions to the cloud really paid off. With the extension of COVID-19 into 2021–22 we had established a remote work capacity to support all staff. This included providing front-line services in the community, with only our counselling services being office based. Smartphone and tablet use was established to ensure that the work of front-line staff was facilitated by using cross-platform apps and software and was quickly extended to support back office and governance functions.

By the time the pandemic hit back mid 2021, EveryMan was already prepared to work from home. We simply issued our counsellors with smartphones and taught them how to use remote access tools to access their computers and client databases.

Facilities

In November 2021 we were finally successful in securing the Conflict Resolution Service (CRS) tenancies on Level 3 of the Griffin Centre. This allowed us to consolidate our Counselling and Violence Prevention Services to Level 3 and move out of the Level 1 offices. Our investment in fit out has made optimal use of the space available. The impact on the team from the close proximity of the programs and the professional environment of the new offices has elevated a sense of connection and belonging and been profoundly satisfying to us all.

EveryMan had a very busy year growing our property portfolio by 51% throughout September to November 2021. We welcomed an intake of new clients experiencing homelessness throughout the second wave of COVID lock-downs and maintained a steady number of properties for the rest of the financial year. Our team completed a total of 658 property maintenance and repair related jobs.



EveryMan staff had dress-up fun in December 2021. Photo: EveryMan Media

EveryMan has a fully-trained Health and Safety Representative across our service and operational areas. We have a combined WH&S / Workplace Well-being Committee that meets regularly. In addition to ensuring effective management of WH&S, the committee also organises social events and wellbeing activities, such as work-based stretching classes.

During lockdown we implemented brief daily check-ins for all staff to monitor and support staff wellbeing. We also had virtual Friday afternoon social gatherings which were popular among staff. Although some activities were interrupted by COVID in 2021–22, work recommenced to reinvigorate our well-being agenda and included an end-of-year party!

COVID-19 and flexible working arrangements

EveryMan had an effective home-based work policy and procedure in place long before COVID-19, so we were relatively well positioned for the COVID lockdowns through provision of digital support, flexible working arrangements and staff preparedness. At times when COVID-19 was prevalent in the community we implemented a split roster. Half the staff worked in the office and half worked from home, rotating weekly to reduce the risk of infection.

In 2021–22, COVID lockdowns increased the demand on our service delivery areas which resulted in the need for urgent recruitment. By utilising our digital systems and tools, we were able to effectively recruit and onboard several staff without face-to-face contact.

Compliance

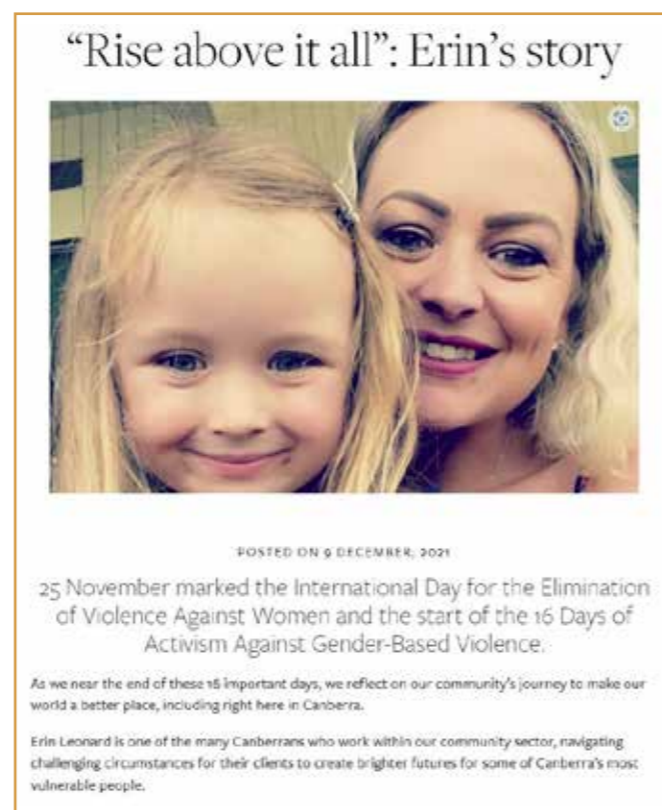
EveryMan submitted a compliance return to the National Regulatory System for Community Housing (NRSCH) in January 2022. Upon assessment we were granted a further two years registration and were not required to make any further compliance submissions in relation to property management. By June 31 2022 EveryMan was compliant in all seven performance outcome areas:

1. Tenant and housing services
2. Housing assets (with recommendations)
3. Community engagement
4. Governance
5. Probity
6. Management
7. Financial viability.

Marketing and communication

In 2021–22 EveryMan focused its marketing and communication efforts on creating digital content to promote the organisation's brand, services, and unique value proposition. Quarterly digital media campaigns targeted vulnerable and isolated members of our online community and encouraged individuals experiencing mental health challenges to seek help.

The use of video and still photography increased engagement across EveryMan's social media platforms. EveryMan was published in *The Canberra Times* and *Her Canberra* and featured on 2CC Canberra.



EveryMan Manager featured in *HerCanberra* December 2021

Marketing highlights of 2021–22:

- ~ A communications and media strategy was developed and rolled out for 2021–22.
- ~ Increased engagement and followers for EveryMan TikTok, YouTube, Instagram, and the EveryMan blog
- ~ Five animations were created and promoted from October to November 2021 as a new way to highlight EveryMan's services and programs
- ~ Facebook reach increased 17.6% and visits to the EveryMan Facebook page increased 65.8% on 2020–21.
- ~ Nine blog articles achieved 1,111 unique impressions (www.everymanstories.org.au)
- ~ Six bi-monthly electronic newsletters were distributed to industry; 33% of people opened the newsletter and clicked on the story links (Industry benchmark 31%)
- ~ 13 interviews with EveryMan staff, 4 media releases and 4 digital campaigns were presented to journalists; results included 3 newsprint articles and 1 radio broadcast
- ~ Our #saysomething campaign featured 5 staff and 5 previous clients who shared their personal experiences to assist those seeking support from EveryMan
- ~ Promotion of EveryMan's *Quick Chat Series* addressed contentious issues eg. men and sexual violence, lack of government support and racism
- ~ 3 new digital products were designed that depicted EveryMan services' timelines, processes, feedback and client personas.



Animations proved successful in highlighting EveryMan Australia



EveryMan's NAIDOC award for Non-Indigenous Contribution of the year. Photo: EveryMan Media.



Feedback received from a Violence Prevention service client

The Canberra Times

[Support program helps women kick goals](#)
An Indigenous support program lifeline for women facing homelessness. July 19th, 2021

Our partners and collaborators

EveryMan acknowledges our financial partnership with the ACT Government.

We are also very grateful for our community supporters, our broader stakeholders and other collaborators. In 2021–22, these included:

- ~ A Gender Agenda
- ~ Aboriginal Legal Service
- ~ ACT Corrections
- ~ ACT Policing
- ~ Gulanga Program (ACTCOSS)
- ~ Adult Mental Health Unit
- ~ Assertive Community Outreach Service
- ~ Bower Place
- ~ Broadwaters Foundation
- ~ ACT Brumbies
- ~ Canberra Community Law
- ~ Canberra Rape Crisis Centre
- ~ Canberra Recovery Services
- ~ CatholicCare
- ~ Child and Youth Protection Services
- ~ Directions ACT (including the Chat with Pat van)
- ~ Domestic Violence Crisis Service
- ~ Early Morning Centre
- ~ Empower Living
- ~ Family Violence Safety Action Program
- ~ Forensic Mental Health Service
- ~ Givit
- ~ Gugan Gulwan
- ~ Hands Across Canberra
- ~ Head to Health
- ~ Headspace
- ~ Home Assessment and Acute Response Team
- ~ Housing ACT
- ~ Justice Housing Program
- ~ Karralika
- ~ Legal Aid
- ~ Menslink
- ~ Molonglo Support Services
- ~ Monaro Police District
- ~ NSW Department of Communities and Justice:
 - Child and Family Services
 - Queanbeyan Community Corrections
- ~ Onelink
- ~ Public Trustee and Guardian ACT
- ~ Restorative Justice Unit
- ~ Snow Foundation
- ~ Separate Together
- ~ Throughcare
- ~ Toora Women Inc.
- ~ University of the Sunshine Coast
- ~ Victim Support

Our overview of services

Counselling services



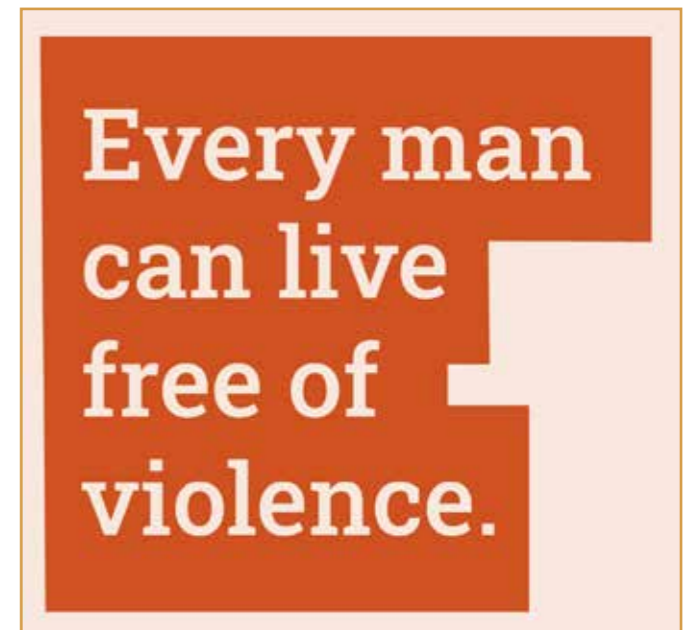
- ~ Supports men, their partners and families
- ~ Individual, relationship and family counselling
- ~ Prioritises the safety of women and children
- ~ Offered face to face, via phone or video during office hours and after-hours
- ~ No pre-set fees or limitations on appointments
- ~ No mental-health care plan required

Contact: Alistair Jones
 Manager Client Services
Alistair.Jones@everyman.org.au

Violence prevention services

- ~ Working With the Man supports men to transform violent behaviour
- ~ Focuses on reduction of reoffending via long-term behaviour change
- ~ Partner advocacy and support offered to victim/survivors
- ~ Increases safety, shares experience, reduces concerns
- ~ Groups designed for men at risk of abusive or controlling behaviour

Contact: Simon Port
 Manager Violence Prevention Services
Simon.Port@everyman.org.au



Indigenous support and accommodation services



- ~ Culturally appropriate services and advocacy
- ~ Closes the gap on homelessness
- ~ Supports families, couples and individual adults
- ~ Provides the only ACT service for single fathers with their children
- ~ Transitional accommodation and outreach support

Contact: Erin Leonard
 Manager Indigenous Support and Accommodation Services
Erin.Leonard@everyman.org.au

Men's accommodation and support services

- ~ Supports people at risk of homelessness
- ~ Emergency, temporary and longer-term accommodation
- ~ Focus on living effectively, addressing needs, building independence
- ~ Skills development in tenancy, occupancy and property management
- ~ Outreach, connection and resources for individuals

Contact: Erin Leonard
 Manager Men's Accommodation and Support Services
Erin.Leonard@everyman.org.au



Disability, gender and community services



- ~ Specific NDIS outreach and programs
- ~ Professional sensitivity to women, young adults, trans and gender diverse people
- ~ Strengths-based engagement with legal, community and family support agencies
- ~ Integrated and systemic approach across individual life-stages, pasts and futures

Contact: Erin Leonard
 Manager Disability, Gender and Community Services
Erin.Leonard@everyman.org.au

Get in contact

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with any questions
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Ping us

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EveryMan acknowledges that the art work appearing on the front and back covers was purchased from the Mimi Art Gallery with a certificate of authenticity recognising:

Artist: Jeannie Mills Pwerle | **Title:** Bush Yam, 2019 | **ID number:** 23347

