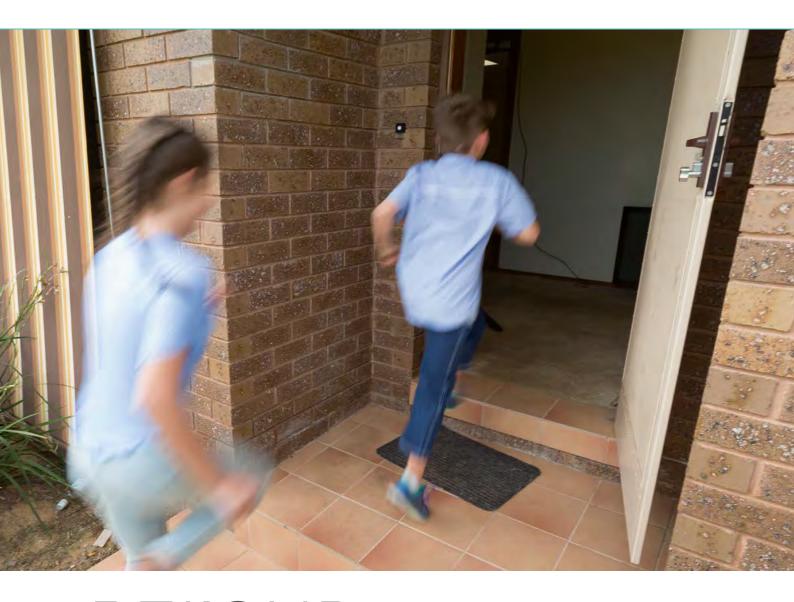


Annual Report 2018





BENOND HOUSING

Annual Report 2018

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Strategic Direction 2018-2021



Vision

All people to have safe, secure, affordable and appropriate housing

Purpose

BeyondHousing is committed to ending homelessness. We will work in partnership with Government, business, communities and individuals to develop and provide the full range of quality housing and homelessness services.

Our Strategy:

Our Clients

We will deliver services to our clients in ways that represent our values, promote the rights of people and ensure the best possible housing outcomes; prioritising for the most vulnerable in our communities.

Our Community

We will provide leadership, advocacy, and influence on the issues of homelessness and affordable housing within our catchment and beyond.

Our Team

We will be a values based organisation, with a positive team culture that promotes safety and well being; and supports each other in the pursuit of achieving our vision to end homelessness.

Our Assets & Growth

We will use evidence of demand to grow, recognising that it requires the courage to take some considered risks and the resources to develop concepts that, when tested, may not proceed.

Our Systems

We will have robust systems that enhance the experience for all stakeholders, drive strategic improvements and provide for an objective basis for decision-making and accountability.

Our Environment

We will minimise our environmental impact through the adoption of financially viable initiatives to improve resource efficiency, reduce waste generation and reduce the consumption of natural resources

Our Values:

Rights -

Housing is a Human Right

Fairness -

Housing Justice for all people

Creativity -

Seeking solutions

Quality -

Striving to be the best

Collaboration -

We cannot solve homelessness alone

From the Chair & the CEO





It is with pleasure that I introduce our Annual Report for 2017-2018.

The Board has been active in the past 12 months; we developed the Strategic Plan for 2018-2021 and considered and accepted the Organisational Review, Fundraising Strategy, Demand Report and a revised Risk Management Framework. We also commissioned a financial model that will be an important tool in understanding the organisation's current and future capacity for debt; a critical element to achieving one of our strategic objectives of sustainable growth.

All of this work supports the Board's decision making and provides a solid base for continued growth to meet some of the demand for safe, secure and affordable housing. We have committed to adding 27 properties to our housing portfolio over the next two years, including our first disability enabled housing in partnership with Yooralla; and eleven one-bedroom properties in conjunction with the Peter and Lyndy White Foundation.

A key decision this year was in-principle agreement to opting in to the Victorian Housing Register (VHR). In making this decision, the Board considered the financial impact on the organisation and the challenges of moving to the integrated VHR, but agreed that our primary consideration must be in line with the organisation's commitment to ending homelessness.

We finished the year in a healthy financial position which is crucial to increasing our housing stock and resourcing the organisation. I'm proud of our ability to focus our surpluses on future housing projects; making profit for purpose a real achievement.

I would like to take this opportunity to thank all Directors for their work over the past year. They have a strong commitment to the organisation and the people that we serve. In particular, I would like to thank Phil Oates who has been a Director since 2004, serving as Treasurer for much of his tenure. Phil will resign at the AGM and we thank him for his considerable contribution.

Finally, I would like to thank our CEO, Celia Adams; her Management Team and all staff at BeyondHousing for the work they do. No-one has an easy role, but our achievements over the past year demonstrate a strong commitment by every-one to finding solutions to the challenges faced by the people who seek our services.

Sue Paini Chair It has been another successful year; a year that has focused on *Our Growth*. We attracted capital funding and consolidated new programs for the people who seek our help. To meet our Strategic Goal of *Our Services*, we have continued to provide a full suite of homelessness and housing services with a growing focus on the private rental market. By getting people housed via our Private Rental Brokerage Program, and then helping them stay housed via our Sustaining Tenancies at Risk and Tenancy Advocacy and Advice programs, we do what we can to stem demand for our homelessness services.

We have achieved success in *Our Leadership* by highlighting the rural and regional perspective of homelessness and affordable housing, using traditional and social media; and by engaging with our MPs, Local Governments and the broader community. *Our Partners* are instrumental to our achievements and I am proud of our strengthening partnerships with both philanthropy and the business community.

At the heart of all the work that we do is *Our Team*; people who are passionate and committed to not only the goals, but also the Values of the organisation. I thank all of our staff for their exceptional work which has lead to some great housing outcomes for people who access our services.

The organisational review identified the resources required to achieve the business growth we desire, and the IT strategy will strengthen our capacity for that growth. This has led to new positions in IT, communications & marketing, as well as strategic asset management, to further enhance *Our Systems*.

As we look to the year ahead, there are opportunities to be explored. At the Federal level, the establishment of the National Housing Finance & Investment Corporation (NHFIC) is a new way to encourage investment in the supply of affordable housing. The release of the Victorian Social Housing Growth Fund provides opportunities for Housing Associations to leverage existing stock to increase the supply of social housing. With 82,000 Victorians waiting for social housing, this is desperately needed.

As we continue to grow, where we position ourselves is important and I am delighted that the Board has approved the relocation of our Shepparton team to larger premises in the heart of Shepparton in the first half of 2019. This new office will provide more space and amenity for both staff and our clients.

I thank our Directors for their contribution this year. The Board has approved the expenditure of a significant amount of our available funds to increase the supply of affordable housing as well as resourcing the organisation appropriately. Their commitment to our Vision provides a solid base for the organisation's continued success.

Celia Adams

Chief Executive Officer

Our Highlights at a Glance

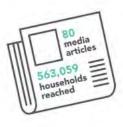








Our Leadership





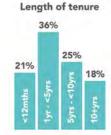
We reached 80,850

Our Team



Every MP in the region contacted about homelessness and affordable housing

We reached 80,850 people through social media







98% of staff are satisfied with BeyondHousing as an employer

Our Partners



partner agencies



\$3,357,000 committed for capital projects to be constructed in 2018-2020



Partnered with two LGAs to seek funding to develop affordable housing strategies

Our Growth







7 blocks of land purchased 27 properties approved for construction by 2020

Our Systems



IT strategy

212,518 telephone calls received and made

18,407 payments and deposits made



14% increase

Homelessness

Over 3,500 people contacted our Homelessness Services in 2017-2018.

People of all walks of life; families, and people from culturally diverse backgrounds, single parents, elderly people, young people and family groups sought assistance.

How do we help? Our Homelessness Team members listen to a person's story and provide an initial assessment to determine their immediate needs, such as crisis accommodation or food. Together, they also explore the barriers the person faces in securing long term housing. Our team members work in collaboration with other agencies, such as mental health, generalist health, and other support services and refer people for ongoing assistance. They also work in consultation with other BeyondHousing programs, to provide as many housing options as possible.

We recognise that travel to one of our offices is difficult for some people so we provide regular outreach services to a number of regional towns throughout our catchment. We also visit Beechworth Correctional Centre and Dhurringile Prison on a weekly basis to provide support to men exiting prison into homelessness. We also deliver Money Minded training to prisoners prior to release. This training, which provides skills in financial management, has been well received by participants.

All BeyondHousing staff members actively promote awareness of homelessness in our communities. During the last year, we organised and participated in events such as National Homelessness Week and Anti Poverty Week. We also conducted a number of local fundraising events to enable us to provide additional financial support to homeless people.



Five main reasons people asked for help:



"Every-one was friendly, understanding and not judgemental, which made it easier for me."

Previous

accommodation

"I have been homeless before but no-one has ever helped me so much. Thank you."







Judy

Judy was a 63 year old woman from Queensland who was in a relationship with a violent partner. Like many women her age, Judy had little or no savings and felt trapped. When she told her friend in Wodonga about it, her friend urged her to move. Her friend lived in a small house, but offered Judy a caravan in her yard, so Judy moved to Wodonga. Unfortunately, because of Judy's health needs, it quickly became apparent that she couldn't stay in the caravan, so her friend suggested that Judy go to ReyondHousing for help

At her initial assessment appointment, Judy talked about the violence she had experienced, so she was referred to the Centre Against Violence (CAV) for ongoing support. At the same time, the Homelessness worker organised crisis accommodation for Judy and made a follow up appointment. Over the next few weeks, the Homelessness worker stayed in touch and CAV supported Judy while an application was made for Transitional Housing, which was successful.

Judy stayed in Transitional Housing for four months. During that time, CAV supported her well-being and ensured that Judy felt safe. They also assisted her to organise for some of her personal belongings to be retrieved from storage in Queensland. Judy had several appointments with BeyondHousing's Private Rental Assistance Program (PRAP). The worker helped her to search for a property, and together they discussed the financial assistance Judy would need to establish her new home.

The day that Judy was told that her search was successful she rang her workers at both CAV and BeyondHousing to tell them the good news. The PRAP worker assisted Judy with a DHHS bond loan application and provided rent in advance. She was also able to purchase a fridge and washing machine for Judy.

On the day that Judy returned the keys to her Transitional Housing property, she thanked the people a BeyondHousing and CAV who had assisted her. "At my age, I didn't know if I could start again." she said, "But with the help and support that I have received, I know that I will be fine and that I have the rest of my life in front of me."

Housing Support



The Housing Support team champions the rights of tenants in social housing by providing support and advocacy:

- Tenancy Plus: assists people in social housing whose tenancy is at risk; most commonly due to rent arrears, overcrowding or a neighbourhood dispute. Tenancy Plus also supports people with significant health issues to ensure that their housing is appropriate to their needs.
- Indigenous Tenancies at Risk (ITAR): provides similar services as Tenancy Plus to Aboriginal and Torres Strait Islander people whose tenancy in social housing is at risk.

How do we help? By using Outcome Star © which measures personal change, our team members help people to focus on the core areas of their life that they identify for change. Together, they then develop and implement a case plan. Team members support people to achieve their personal goals through discussions at home visits, advocating for them with their landlord or at VCAT, providing referrals to specialist services and encouraging community engagement. By using this holistic approach, barriers are addressed and tenancies maintained.

"Nothing could have been done better. Your staff answered all of my questions. I can not fault BeyondHousing."

Christine

Christine is a proud Aboriginal woman with nine children ranging from 21 years to a baby. Some of her children have disabilities so it is difficult for them to share bedrooms as they have conflicting needs. The family lived in a three bedroom social housing property with an extra living area which they had modified to create a further two bedrooms. This was not ideal but while Christine had explored other options, there were no larger properties that she could afford.

BeyondHousing's Indigenous Tenants at Risk (ITAR) worker recommended that Christine apply to Kids Under Cover (KUC) for a two bedroom studio unit that could be placed in the backyard for the older children. Christine agreed that this would give her family the additional space that they urgently needed. Unfortunately, Christine's applications were rejected twice, but both Christine and the ITAR worker were determined to continue trying. Together, they looked at the previous applications and discussed what was missing and what could be done better. They divided up jobs. While Christine spoke to her support workers to get more current information about her children's needs, the ITAR worker spoke to other housing agencies to ensure that there was no other housing options for Christine. They then sat down together to rewrite the application, with up to date and accurate information about Christine's situation. They lodged an application for a third time.

The wait seemed to last forever; Christine contacted the ITAR worker several times wondering if she had heard anything. However, only four weeks later, BeyondHousing was notified that Christine's application was successful. When she heard the news, the relief in Christine's voice was obvious. Her determination had paid off for her family.

Christine became a "woman with a mission". Her back yard needed to be prepared for the new KUC studio, so any unwanted possessions were removed and her children joined in the enthusiastic clean up. The family eagerly followed the progress as the studio was put on site and the works completed. As the older children made plans for their own space, the younger children made plans for their new bedrooms.

Christine's determination combined with the support of BeyondHousing and the generosity of Kids Under Cover provided Christine with the best outcome for her family.

Private Rental

The Private Rental team delivers support and advocacy to people to obtain or maintain a tenancy in the private rental market. We provide three programs to achieve our objectives:

- Private Rental Assistance Program (PRAP) assists people
 with barriers to private rental; such as a poor rental history
 or limited income. Working in partnerships with Real Estate
 Agents and specialist services, our PRAP workers negotiate
 and advocate for people to establish a tenancy. It is also
 able to offer flexible funding to support this process.
- Sustaining Tenancies at Risk (STAR) assists people whose private rental tenancy is at risk; most commonly because of rent arrears. Working closely with Real Estate Agents who refer people whose tenancy is at risk, our team members help to develop budgets and negotiate a repayment plan. They continue to support people by referring them to specialist services if needed, and provide some ongoing financial assistance until rental debts are paid.
- Tenancy Advice & Advocacy Program (TAAP) provides tenants in private rental with legal information, advice, negotiation and advocacy, including representation at the Victorian Civil and Administrative Tribunal (VCAT).

"With BeyondHousing's help I was able to catch up on my arrears and keep my home. Thankyou"





STAR (households assisted)

PRAP (households housed)







David

Before David moved into his private rental property, he purchased some furniture, including a refrigerator, stereo system and lounge suite. Three months into the tenancy he reported to the Real Estate Agent that the roof was leaking in the kitchen and lounge. After a month without follow up, he reported it again and then a month later sent a Notice to Landlord, listing the repairs required. Given the condition of the property David moved out, staying with a friend until it could be repaired. However, on inspecting the property, the Property Manager stated that although the property was uninhabitable, the repairs could not be carried out for another three months.

David was understandably upset that he was paying rent on a property that he couldn't live in and that his furniture had been destroyed. He terminated the tenancy and although he was unsure of his rights under the Residential Tenancies Act, tried to claim compensation for his losses. Unfortunately David attended VCAT with little preparation, but the VCAT Member adjourned the case to give David time to seek assistance to properly prepare. David was referred to BeyondHousing's Tenancy Advice and Advocacy Program (TAAP).

Together, they systematically worked through his claim and put together a time-line of events. David found the receipts for the furniture and his friend who gave him accommodation provided an affidavit. David had even kept the text from the Property Manager which confirmed that the property was uninhabitable. These documents were collated and given to both the Property Manager and VCAT and a new hearing date set.

The TAAP worker attended VCAT with David. The Property Manager argued strongly that the property had not been uninhabitable and questioned David's version of events. She also challenged each item on the claim, disputing the evidence provided. However, this time David was well prepared and knew how to respond. The result was very successful for David, and the VCAT Member ordered 90% of the compensation he had sought. After the hearing David said that he had learned a great deal about the Residential Tenancies Act, including how to exercise his rights as a

Housing Services

Housing Development

We started the year by tenanting the last of the properties we acquired through the Rapid Housing Initiative (Family Violence and Homelessness) in the previous financial year. We also commenced the construction of 6x1 bedroom units in Wodonga and Shepparton that are funded by the Victorian Property Fund. These will be completed by the end of 2018.

In preparation for an additional 21 properties to be constructed by the end of 2020, we also purchased seven blocks of land during the year. This is a significant financial commitment for BeyondHousing, with an anticipated \$3.9M contribution to undertake these projects.

"People were so helpful with everything and had the answers to all my questions. It made everything much easier."

Housing Projects 2018–2020	No. Properties	Project Partner	Estimated Project Cost	Status
Wodonga & Shepparton 1 bedroom	6	Victorian Property Fund	\$1,473,900	To be completed in 2018
Benalla 3 bedroom (Specialist Disability Accommodation)	2	Yooralla	\$1,825,000	To be completed in 2019
Wangaratta, Shepparton & Seymour 1 bedroom	11	Peter & Lyndy White Foundation	\$2,765,000	To be completed in 2019
Broadford, Wallan & Seymour 2, 3 & 4 bedroom	8	Victorian Property Fund	\$3,117,500	To be completed by June 2020
TOTALS	27		\$9,181,400	

Tenancy Management

The growth in our housing portfolio has resulted in the review our policies and procedures. With the assistance of Lysa Johnstone, Service Development, we have developed more comprehensive work instructions to guide our staff in providing a consistent and high quality service.

Transitional Housing Management (THM) continues to be a vital resource for people experiencing homelessness, enabling them to establish a tenancy and create some stability in their lives. With 221 properties in our THM portfolio and 183 new tenancies established during the year, our Property Managers do an exceptional job in re-letting properties quickly and efficiently. The majority of THM tenants continue to exit into public housing; however, when community housing vacancies align we are able to create a pathway for THM tenants into community housing.

Our Community Housing Team manages 439 long term tenancies in our own housing and on behalf of other organisations, including Baptcare, Mungabareena Aboriginal Corporation and DHHS. Our team members have a varied role; undertaking the day to

day tenancy and property management, but also responding to requests for assistance from tenants who can be very vulnerable. They are to be congratulated for the work they do.

In its second year of operation, the Education First Youth Foyer (EFYF), operated in conjunction with Berry Street Victoria, goes from strength to strength. Located in central Shepparton, the EFYF provides accommodation for up to 40 young people, engaged in education. A snapshot at 30th June showed:

Total residents since opening	86
Total residents exiting since opening	51
Residents exited into:	
Private rental	28
Reunited with family	19
• Other	4



"I am so relieved to finally have a real home. It is beautiful. Now I can concentrate on getting a job."

A significant achievement has been an agreement with a local landlord and REA to dedicate seven affordable rental properties in Mooroopna for people exiting EFYF. This is an excellent outcome as it will enable them to establish themselves in the private rental market.

This year we engaged a consultant to assist us with a health check of our property and tenancy management data base and to facilitate our move to the latest version of Kypera (now renamed Castleton). We also participate in a working group of Castleton users across Australia to identify and implement improvements to the system for better reporting and planning capabilities. This work will continue in the coming year.

Asset Management

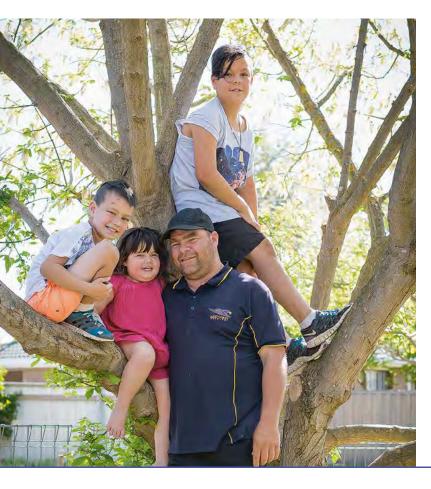
Maintenance is crucial to our housing business and our maintenance team is to be congratulated on the work it does. We currently have 67 valued and professional contractors across the region providing the full suite of maintenance services. We have also continued to work in the asset management modules in Castleton to build efficiencies.

A focus for the coming year is to take a more strategic approach to our asset management practices. A designated Asset Manager will be employed to undertake a scoping exercise of all our properties to determine which properties we should retain, upgrade, redevelop or divest. This role will also review current maintenance practices and recommend changes to improve our service delivery. Finally they will take a lead role in supervising the construction of new properties

Registration

As a registered Housing Association our performance is evaluated annually, across seven business categories, including Tenant and Housing Services and Housing Assets. A snap shot of our achievements for 2017-2018, indicates that we continue to perform strongly:

Key Performance Measure	2016-2017	2017-2018
Average occupancy rate (%)	97.0	97.3
Evictions (%)	1.0	0.0
Rent outstanding from current tenants (%)	1.2	1.2
Urgent requested repairs within 24 hours (%)	92.0	96.8
Non-urgent requested repairs within 14 days (%)	96.1	95.2
Prospective tenants/tenants complaints resolved with 30 days (%)	90.9	100.00









Homes for single people

Almost half of the people that we see through our Homelessness Services are single, so we have long been aware that single people on low incomes often struggle to gain access to affordable and appropriate accommodation. Our data also demonstrates that there are very few single bedroom properties available in either the private rental market or in social housing, so we knew we had to do something to address this shortfall by increasing accommodation for single people. However, at BeyondHousing collaboration is a key value as we know that we cannot solve homelessness alone.

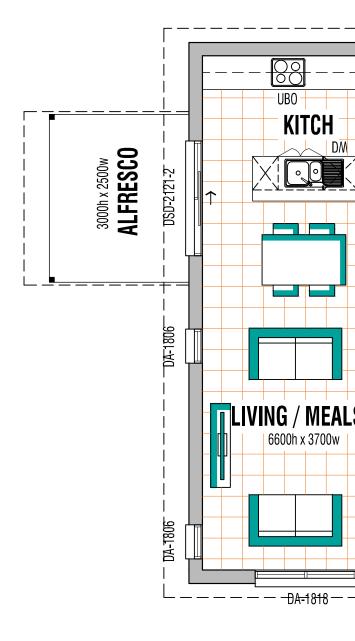
Since its inception in 2006, the Peter and Lyndy White Foundation has sought to enhance the quality of life of Victoria's disadvantaged and vulnerable community members, in particular, the homeless, supporting them in making positive long-term changes in their lives.

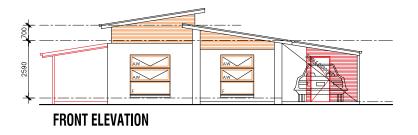
In 2017 we approached the Foundation with our proposal to build affordable housing for low income single people. In June 2018, we signed a Memorandum of Understanding with the Foundation which agreed to provide \$1,350,000 to construct eleven one-bedroom properties in Shepparton, Wangaratta and Seymour, with BeyondHousing to match this funding.

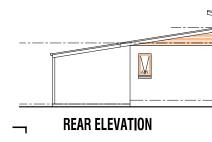
In designing these homes, we used our values of creativity and quality to guide our thinking. For the units to be livable, they needed to include adequate storage and a private outdoor area. We also recognised that single people have family who may want to visit, so our designs provide a sense of space. Affordability for our tenants was also a significant consideration, so all units will meet a minimum 6 star energy rating. Finally, access to services is important so we chose in-fill sites close to shops, services and public transport.

It is anticipated that construction will be completed by June 2019. Peter White said, "The Foundation is committed to increasing the supply of affordable housing and we are proud to partner with BeyondHousing to achieve this."

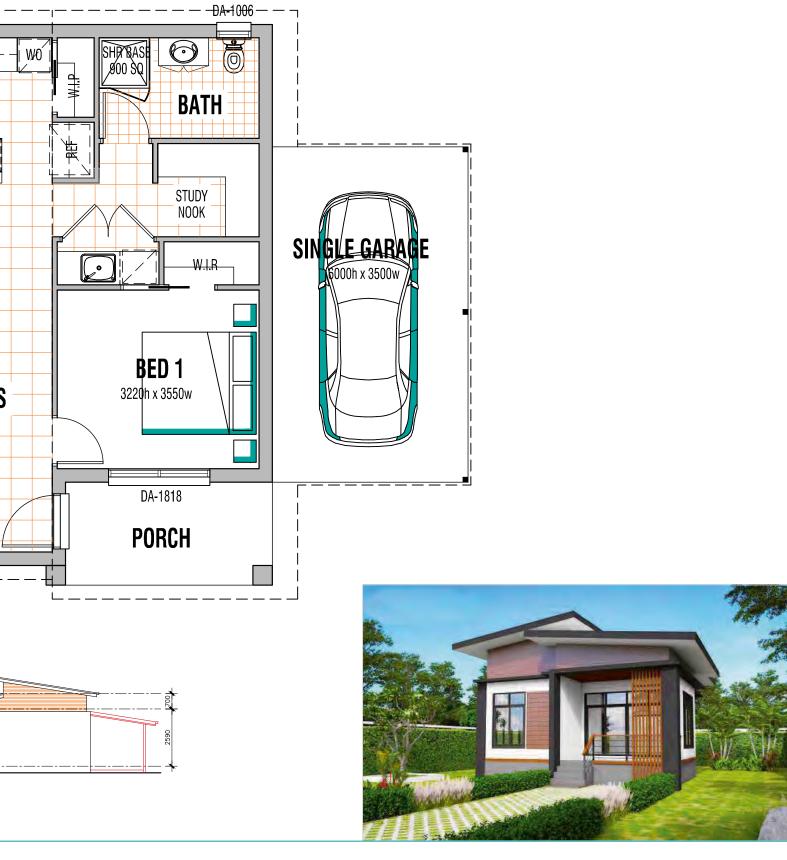
BeyondHousing is grateful for the generous support offered by the Peter and Lyndy White Foundation and looks forward to an ongoing relationship to achieve more for people who are homeless or at risk.







THE PETER & LYNDY WHITE FOUNDATION



Our People

Executive:

Chief Executive Officer: Celia Adams Julie Quin **Executive Assistant:**

Growth & Development:

Business Development Manager: Laura Harris Service Development: Lysa Johnstone

Finance & Accounting:

Chief Financial Officer: **Brian Hargreaves** Manager Finance & Accounting: Nolene Adams Finance & Accounting Team: Pam Drage Yvette Laing

Kate O'Brien

Human Resources:

Human Resources Manager: Alison Faton

Team Leaders: Rachel Houlihan (Wangaratta)

Annette Johnstone (Housing Services Shepparton) Robyn Parker (Client Services

Shepparton)

Renee Silver (Wodonga) Kim Wheatley (Seymour)

Reception: Lena Al Helwani

Kathleen Cruickshanks Ashley Polachek Cherie Smallwood

Housing Services:

Housing Services Manager: Leisa Makszin

Housing Services Team: Cinnamon Brauman

Vailia Brushe Kylie Doig Joanne Garner Terry Hallinan Christeen Hartley Louise Hazelton Colleen Miners Joanne Robinson Nicole Sargeant Kylie Sullivan

Client Services:

Catherine Jefferies Client Services Manager:

Client Services Team:

Jessica Bardic Kerri Barnes Janette Bussell Carolyn Casey Gayle Casey Richard Clancy Don Cook Belinda Davies Madison Dickman Courtney Dupuy Pip Else Bruce Gray Paul Irungu Cazz Kardol Helen Lansdown Paul McKessy Shaanie Myer Lisa Ramsay Kirstie Reaper Lyndal Shilland Kristy Styles Anne Threadgold

Jessica Toohey

Hume Regional

Homelessness Network: Jan Armstrong

"BeyondHousing is a great place to work. I am proud to be working in this organisation. My office colleagues and managers are caring, wonderful people."

Human Resources

Our organisational values have continued to underpin our HR practices and everyday operations across BeyondHousing. Continuing to embed our Values and our Purpose improves outcomes for our clients, increases job satisfaction, and ensures consistency of expectations for staff across the organisation. Results from a staff satisfaction survey undertaken in December 2017 indicate that our team members have a sense of fulfilment, purpose and value through performing their roles. However there is always room for improvement. Key challenges include:

- Increased career progression opportunities;
- Improved learning and development opportunities;
- Greater levels of recognition and feedback to staff.

A number of changes have been made to our induction processes including more time for new staff to undertake on the job training and shadowing and observation. We have also introduced a more detailed schedule to help set expectations for someone's first month in their new role and ensure no critical training or process elements are missed or forgotten; setting up new starters up for success.

We recognise that we work in a sector that is often challenging. Maintaining and supporting the health, safety and wellbeing of our staff is critical to the success and growth of BeyondHousing and an important element of our positive organisational culture. We have a number of strategies and activities that support our objectives, including:

- Walking over 19,283 kms as part of a 10,000 Steps Challenge (that's longer than walking the entire length of Highway 1 around Australia);
- Promoting healthy nutrition by providing seasonal fruit and vegetables to staff on a quarterly basis;
- Providing training on topics such as avoiding assault and handling difficult conversations;
- Improving understanding and reporting of OHS incidents and near misses;
- Implementing Safe T Card devices for staff working off site.

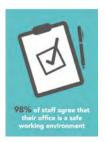
Our All of Staff Days continue to be a key opportunity for staff training and collaboration. These days are a wonderful opportunity for staff from all of our offices to catch up, have some fun and support a positive organisational culture.

"....most importantly the training was great."

Louise Frichot (left) joined Rural Housing Network Limited in May 2012. In six years as HR Manager, Louise brought a much greater emphasis to the health and well being of our staff and a focus on using our organisational values in every aspect of our work. It was with regret that we accepted her resignation in April 2018 and thank her for her contribution. We were fortunate to welcome Alison Eaton (right) who not only brings a wealth of HR skills and experience to the organisation, but has continued to build on the organisation's culture, and the skills and professional development of our staffing team.

"Enjoyable, light hearted and beneficial day...."









Communication

In 2017-2018 we continued to promote both the organisation and the issues faced by people in our region.

We featured in the media 80 times during the year; on a diverse range of topics including housing affordability, homelessness statistics, our construction projects for single people and the impact of both the Victorian and Federal budgets on services for homeless people. We are increasingly asked by local media outlets to make comment on housing and homelessness, demonstrating our leadership in this field.

Social media enables us to take our keys messages, campaigns, stories, successes and challenges to our audience in real time. It helps drive traffic to our website and those who need assistance to our services. It also enables those who support us to share our information with their contacts seamlessly, building our supporter base. This year we increased our twitter followers by 17.5% and after a decline immediately after our rebrand in June 2017, and needing to create a new Facebook page, the number of followers has been steadily increasing.

Following a review of our housing demand data, we wrote to every State and Federal Member of Parliament within our region. We provided an overview of the demand, making recommendations on how our MPs can support initiatives to increase housing supply. We then followed up with meetings with a number of MPs to discuss our recommendations further.

Our staff presented at numerous forums and meetings, including CWA, Rotary and Lions Clubs. We have helped to dispel a number of myths surrounding homelessness and have challenged participants to understand homelessness within their own communities.

As part of our commitment to quality, we also encourage communication from our clients and tenants. During 2017-2018 we received feedback from more than 220 people who had used our services. The results were overwhelmingly positive, with a satisfaction rating of 97.2%. Naturally, we also receive complaints; most of these are resolved to the satisfaction of the complainant, but they also serve as an opportunity for the organisation to review its processes as part of its commitment to quality improvement.

"I wasn't expecting as much support as I was given and I wasn't expecting it to be ongoing either. It was amazing and much needed." "All communication and support exceeded our hopes. We are very pleased and feeling extremely pro-active in our future endeavours."

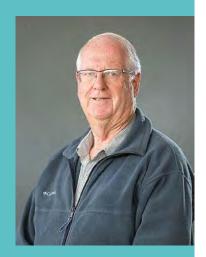
Phil Oates

Phil Oates joined the Board of Rural Housing Network on 22nd June 2004. At that time, the organisation's annual revenue was \$3.3M, with net assets of \$1.34M. There were 30 employees and we had just purchased our third property. Registration as a Housing Association was still three years away.

In the fourteen years that Phil has been a Director, the organisation has become BeyondHousing. It now as an annual revenue of \$12.2M, with net assets of \$58.9M. There are 56 employees and soon we will take possession of our 289th property.

Phil has overseen a period of growth and change. He has always been an active and interested Board member. He prepares diligently for meetings, making sure he has reac all the documents, ready to ask questions and challenge the status quo

We will miss him around the Board table; his determination to increasing our housing supply, his knowledge of the organisation and its history and probably most of all, his dry sense of humour. We thank him for his very considerable contribution to the organisation and wish him well as he takes a well-earned rest from Board commitments.



Business Development

One of our strategic objectives is for growth of the organisation and in the past 12 months we have focused on increasing our supply of housing. Success in this has only been possible through developing and maintaining strong partnerships.

Our partnership with the Peter and Lyndy White Foundation goes back to 2015 when we first approached the Foundation to assist us with housing for single people. We were delighted that in 2017-2018, we signed an MOU to build 11x1 bedroom units in three locations across the region.

Our partnership with Yooralla was first investigated in 2014 and serious negotiations commenced in early 2017. By June 2018 tenders were called for the construction of 2x3 bedroom town houses in Benalla. Builders have been appointed and construction is expected to commence before the end of 2018.

Between 2008 and 2016, the Victorian Property Fund (VPF) contributed to the construction of 26 properties across the region. In 2017-2018, our funding submission to build 8 properties in 5 locations in Mitchell Shire, the fastest growing LGA in Victoria, was successful. Mitchell Shire Council has been an example of how Local Government can encourage affordable housing. It has waived planning fees and provided rate reductions on new housing projects undertaken by BeyondHousing and at a broader level, is actively investigating ways it can facilitate the inclusion of affordable housing in future developments.

In the latter half of the year we applied to the VPF for another project; this time focusing on environmental sustainability. We

have also lodged an Expression of Interest for the Victorian Government's new Social Housing Growth Fund. The outcome of both of these is still unknown at the time of writing, but we are hopeful that they will continue our growth.

We have also applied to a range of philanthropic organisations to support our work with clients.

Since August 2017 North East Water has partnered with BeyondHousing in a Workplace Giving project. The staffing team at North East Water has made regular donations, with a view to contributing to our construction program. This commitment was confirmed a year later when staff agreed to continue their contributions for at least another year.

During the year, we have also sought other fundraising opportunities and are pleased to partner with Love Your Local for the Fryer Street Food Festival in Shepparton to be held on Saturday 17th November. This will be a major fundraising event for our Shepparton office and our thanks go to Sessions Builders, Metricon, Diverse Builders and Forty Winks who all generously supported our involvement.

We have also held a number of smaller fundraising events across the region during the year and a range of local businesses have partnered with us to make these possible. In addition to their normal roles, our team members have always been willing to support our fundraising efforts and this year was no different.

Laura Harris

Business Development Manager



Our Supporters & Partners 2017-2018

We acknowledge the ongoing support of the Victorian Government to deliver the following programs:

- Opening Doors Framework
- Tenancy Plus
- Indigenous Tenants at Risk (ITAR)
- Transitional Housing Management (THM)
- Sustaining Tenancies at Risk (STAR)
- Private Rental Assistance Program (PRAP)
- Tenancy Advice & Advocacy Program (TAAP)
- Education First Youth Foyer (EFYF)
- Rapid Housing Head Leasing

We also acknowledge the Victorian Government's capital investment in community housing through the Victorian Property Fund (approved by the Minister for Consumer Affairs, Gaming & Liquor Regulation).



Thank you to those Local Governments which have assisted BeyondHousing in its work, and in particular Mitchell Shire Council

We thank our builders: Sessions, Diverse, Alatalo and Metricon who have been generous with their time and professional advice on both current and potential construction projects.

We would like to thank our partners, Love Your Local, which hosted the Fryer Street Food Festival. We also thank Sessions Builders, Diverse Builders, Metricon, Forty Winks, Barbeques Galore, S&F Cleaning and Good Guys Shepparton for their generous donations towards the raffle held as part of the Food Festival. Our thanks also to those people who volunteered their time to support this event.

Thank you to Aroma Deli (Wangaratta), Secret Cup (Wodonga), Friars Café (Shepparton) and Araminta's Tea Rooms (Seymour) for hosting our community morning teas during National Homelessness Week. We also thank the many local businesses that have supported our raffles and fundraising activities in their communities.

Our thanks to the management and staff of North East Water who continue to support our Workplace Giving project. We would also like to thank the CWA Central Seymour Branch for their generous donation.



Thank you to the Sidney Myer Fund for providing financial support for our Homelessness Information for Local CALD Comunities project.



Finally, thank you to the people who have made donations to BeyondHousing, through GiveNow or at a community event. Your financial support helps local people who are homeless or at risk of homelessness.



Recently completed one bedroom property funded by the Victorian Property Fund.

Our Year in Review



Directors' Report For the year ended 30 June 2018

Your directors present the financial statements of the Rural Housing Network Limited ('the Company') for the year ended 30 June 2018.

Directors

The following persons were directors of Rural Housing Network Limited during the whole of the financial year and up to the date of this report unless otherwise stated:

Susanne Paini

Charles Philip Oates

Owen Webb

Darran Stonehouse

Tony Byrt (resigned October 2017)

Ann Telford

Cade Gow

Neil Funston (appointed August 2017)

Company secretary

Owen Webb was appointed as Company Secretary on 28 November 2012.

Principal activities

The principle activity of the entity during the financial year was:

To provide housing support services to disadvantaged households; broadly grouped into the following areas: Transitional Housing Services, Long Term Housing Services and Rental Housing Support Services.

No significant changes in the nature of the entity's activity occurred during the financial year.

Objectives

Rural Housing Network Limited's objective is for all people to have safe, secure, affordable and appropriate housing. Rural Housing Network Limited is committed to ending homelessness. Our aim is to provide the full range of quality housing and homelessness services by working in partnership with Government, business, communities and individuals.

Strategies

Rural Housing Network Limited's strategies to achieve these objectives are -

- To expand and continuously refine our services to increase the efficiency, effectiveness and reach
- To become widely recognised as the leading advocate and provider of housing and homelessness solutions
- 3. To support our people and structure our organisation as a single effective team
- To work with Government, agencies, not for profit and private companies in a range of relationships that benefit our communities, and
- To seek growth recognising that it requires resources and the testing of a variety of concepts over time

KPI's

Rural Housing Network Limited monitors its financial performance by setting targets for some key financial benchmarks. Performance against these indicators for the financial year ending 30 June 2018 and prior year are set out in the Table below.

Performance Indicator	20)18	2017	
	Actual	Benchmark	Actual	Benchmark
Earnings (excluding Capital Grants) before Interest Expense, Tax, Depreciation & Amortization (EBITDA) to Interest Expense, 'Interest Cover'	4.84 Times	1.35 Times	3.99 Times	1.35 Times
EBITDA as percentage of Operating Revenues	15.29%	> 15%	13.92%	> 15%
Net Assets as percentage of Total Assets	82.6%	> 75%	83.7%	> 75%
Current Assets to Current Liabilities	1.30 to 1.00	1.00 to 1.00	1.50 to 1.00	1.00 to 1.00
Total Borrowings to Total Equity	13.7%	<15%	14.5%	<15%

Information on directors

Neil Funsdon

Director since 30/08/2017 Responsibilities:

- Finance & Audit Committee
- People & Culture Committee

Occupation - Small Business Owner

Susanne Paini

Director since 5/11/2008

Responsibilities:

- Chairperson from 30/11/2017
- Finance & Audit Committee
- People & Culture Committee

Occupation - Chief Executive Officer

Charles Philip Oates

Director since 22/06/2001 Responsibilities:

- Treasurer from 30/11/2017
- Finance & Audit Committee

Occupation - Retired

Ann Telford

Director since 24/2/2017 Responsibilities:

- Risk Management & Policy Committee Occupation – Executive Manager

Tony Byrt

Director since 29/1/2014 (resigned October 2017) Responsibilities:

- Risk Management & Policy Committee Occupation – Project Manager

Darran Stonehouse

Director since 31/10/2012 Responsibilities:

- Risk Management & Policy Committee Occupation – Lecturer

Owen Webb

Director since 30/11/2011

Responsibilities:

- Secretary from 28/11/2012
- Risk Management & Policy Committee
- People & Culture Committee

Occupation - Solicitor

Cade Gow

Director since 28/11/2012 Responsibilities:

- Deputy Chair from 30/11/2017
- Finance & Audit Committee

Occupation - Accountant

Meetings of directors

The number of meetings of the Company's directors held during the year ended 30 June 2018, and the number of meetings attended by each director were:

	No. of Meetings Attended	No. of Meetings Held*
Susanne Paini	9	11
Phil Oates	10	11
Owen Webb	8	10
Neil Funsdon	10	10
Tony Byrt	1	4
Ann Telford	9	11
Darran Stonehouse	10	11
Cade Gow	6	11

^{*} reflects the number of meetings held during the time the director held office during the year.

The Company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$10 each towards meeting any outstanding and obligations of the entity. At 30 June 2018, the total amount that members of the company are liable to contribute if the company is wound up is \$130 (2017: \$130).

Auditor's independence

A copy of the auditors' independence declaration as required by the *Australian Charities and Not-for-profits Commission Act* 2012 has been received and can be found following this director's report.

This directors' report is signed in accordance with a resolution of the directors.

Director Susanne Paini

Casa

Director Charles Philip Oates

Wodonga 25 October 2018

Concise Financial Report For the year ended 30 June 2018

Statement of Profit and Loss and Other **Comprehensive Income**

	Note	2018 \$	2017 \$
Revenue	2	12,190,185	14,769,861
Employee benefits expense		(4,002,824)	(3,489,782)
Depreciation and amortisation expense	3	(841,701)	(799,313)
Finance costs	3	(376,436)	(383,134)
Property expenses		(1,364,818)	(1,248,166)
Client expenses		(1,271,372)	(871,263)
Maintenance and asset management expenses		(471,427)	(508,081)
Administrative and office expenses		(1,035,405)	(1,014,666)
Rents remitted expenses		(1,843,660)	(2,168,192)
Carrying value of assets disposed	3	(23,108)	(83,548)
Surplus before income tax		959,434	4,203,716
Income tax expense		-	-
Net surplus for the year		959,434	4,203,716
Other comprehensive income		-	-
Total comprehensive income for the year		959,434	4,203,716

Statement of Financial Position

	2018	2017
	\$	\$
ASSETS		
Current Assets		
Cash and cash equivalents	5,744,215	4,486,705
Trade and other receivables	157,369	171,615
Other assets	105,781	113,933
Total Current Assets	6,007,365	4,772,253
Non-Current Assets		
Property, plant and equipment	65,241,725	64,393,974
Total Non-Current Assets	65,241,725	64,393,974
Total Assets	71,249,090	69,166,227
LIABILITIES		
Current Liabilities		
Trade and other payables	3,688,887	2,301,652
Borrowings	335,419	328,734
Provisions	562,464	501,631
Total Current Liabilities	4,586,770	3,132,017
Non-current liabilities		
Borrowings	7,720,614	8,057,610
Provisions	70,407	64,735
Total Non-Current Liabilities	7,791,021	8,122,345
Total Liabilities	12,377,791	11,254,362
Net Assets	58,871,299	57,911,865
EQUITY		
Retained profits	58,871,299	57,911,865
Total Equity	58,871,299	57,911,865

Statement of Changes in Equity

	Retained Earnings \$
Balance at 1 July 2016	53,708,149
Net surplus for the year	4,203,716
Other comprehensive income for the year	-
Balance at 30 June 2017	57,911,865
Net surplus for the year	959,434
Other comprehensive income for the year	-
Balance at 30 June 2018	58,871,299

Statement of Cash Flows

	2018 \$	2017 \$
Cash Flows from Operating Activities		
Receipt of grants	8,453,696	10,128,862
Receipts from other	5,083,667	5,175,209
Payments to suppliers and employees	(9,952,869)	(9,154,673)
Interest received	92,323	80,958
Finance costs	(376,436)	(383,134)
Net cash inflow/(outflow) from operating activities	3,300,381	5,847,222
Cash Flows from Investing Activities		
Proceeds from sale of property, plant and equipment	22,000	-
Payment for property, plant and equipment	(1,734,560)	(5,126,592)
Net cash inflow/(outflow) from investing activities	(1,712,560)	(5,126,592)
Cash flows from Financing Activities		
Repayment of borrowings	(330,311)	(328,734)
Proceeds from borrowings	-	805,887
Net cash inflow/(outflow) from financing activities	(330,311)	477,153
Net Increase/(Decrease) in Cash Held	1,257,510	1,197,783
Cash at the beginning of the financial year	4,486,705	3,288,922
Cash at the End of the Financial Year	5,744,215	4,486,705

Note 1. Summary of significant accounting policies

Basis of preparation of the Concise Financial Report

The concise financial report is an extract of the full financial report for the year ended 30 June 2018. The concise financial report has been prepared in accordance with Australian Accounting Standard AASB 1039: Concise Financial Reports.

The financial statements, specific disclosures and other information included in the concise financial report are derived from and are consistent with the full financial report of the Rural Housing Network Ltd. The concise financial report cannot be expected to provide as detailed an understanding of the financial performance, financial position and financing and investing activities of the Rural Housing Network Ltd as the full financial report. A copy of the full financial report and auditor's report will be sent to any member, free of charge, on request.

Notes to the Concise Financial Report For the year ended 30 June 2018

Note 2. Revenue

Revenue from Grants	2018 \$	2017 \$
Capital grants	263,513	3,772,065
Recurring grants	6,776,632	5,748,064
	7,040,145	9,520,129
Other Income		
Interest earned	91,033	82,847
Donations received	13,277	11,076
Rental income	4,968,980	5,113,144
Other	46,046	35,259
Recoveries	30,704	7,406
Total Other Income	5,150,040	5,249,732
Total Revenue	12,190,185	14,769,861

Note 3. Profit

Net gains and expenses

Profit before income tax expense includes the following expenses:

	2018	2017
Expenses	\$	\$
Depreciation and Amortisation		
Land and buildings	453,823	431,729
Motor vehicles	20,145	15,331
Plant and equipment	114,389	102,020
Furniture, fixture and fittings	216,576	213,932
Building improvements	36,768	36,301
Total Depreciation and Amortisation	841,701	799,313
Finance Costs		
Interest expense	279,935	283,469
Loan facility fees	96,501	99,665
	376,436	383,134
Audit services	16,200	15,660
Property, Plant and Equipment		
Proceeds on disposal	22,000	-
Disposals at written down value	(45,108)	(83,548)
Net gain/loss on disposals	(23,108)	(83,548)

Note 4. Events Occurring after Reporting Date

There were no significant events occurring after the reporting date likely to impact the affairs of the Company in future.

Note 5. Analysis of Financial Report

The discussions and analysis is provided to assist members in understanding the concise financial report. The discussion and analysis is based on the Rural Housing Network Ltd financial statements and the information contained in the concise financial report has been derived from the full financial report of the Rural Housing Network Ltd for the year ended 30 June 2018.

Statement of Profit and Loss and Other Comprehensive Income

For the year ended 30 June 2018, a surplus of \$959,434 has been achieved. The reported surplus was based on Total Revenues of \$12.190M. Comparative figures for the prior year, 2016/2017, were a surplus of \$4.204M and Total Revenues of \$14.770M.

Included in the current year's result was capital grant income of \$263,513 which related mainly to funding by the Department of Justice for the housing project designed to provide accommodation for single people in Wodonga and Shepparton. This compares with the 2016/2017 year which included capital grants of \$3.772M. The underlying Operating Surplus for the 2017/2018 was \$695,921 compared to \$431,651 for the previous year. Operating Income for the reporting year was \$11.926M which was higher than the prior year of \$10.998M, an increase of 8.4%.

The increase in Operating Income to \$6.777M over the previous year of \$5.748M was due in part to higher recurring government operating salaries grants, higher brokerage support and increased operational grants for Private Rental Assistance Program, Shepparton Youth Foyer, Tenancy Plus and Tenancy Advocacy and Assistance programs. Operating Grants represented 55.59% of total operating income which was slightly up on the prior year of 52.3%.

Community Housing Rental and Other Income for the 2017/2018 year was \$5.150M, which was down on the corresponding period \$5.250M, a decrease of 1.9%. The reduction in rental income collected overall was primarily due to properties being managed on behalf of the Rumbalara Aboriginal Corporation being handed back to them. Rental Income from properties owned by Rural Housing Network Limited increased by 6.5% in part due to first full year of rent receipts from the seventeen properties purchased under the Rapid Housing Assistance Fund (RHAF) initiative during 2017 and general rent review increases.

Operating expenses for the 2017/2018 year, (excluding interest expense) totalled \$10.854M compared to \$10.184M in 2016/2017. The 6.6% increase in Operating Expense in 2017/2018 over the previous year, was due in part to a slight increase full time equivalent staff along with annual wage increases. Property costs were higher due to establishment of seventeen new properties during 2016/2017 which has increased local government rates and charges while energy and utilities charges almost doubled. These increases were offset by the reduction in costs associated with the 'start up' of the Shepparton Youth Foyer in the prior year. The increase in Client Expenses in 2017/2018 indicated additional brokerage available to secure tenancies at risk under the Private Rental Assistance Program assisted by the extra properties available under the program as well as higher crisis accommodation expenses. Housing maintenance expenses were maintained just below prior the prior year's level while administrative and office expenses were comparable to 2017/18.

Depreciation expense in the 2017/2018 year was \$841,701 compared to \$799,313 expensed in the prior year. This in part was related to a full year's depreciation on the additional housing stock acquired during 2016/2017 under the RHAF program as well as for plant and equipment additions.

Interest Income in 2017/2018 of \$91,033 was up slightly on the prior year (2016/2017 - \$82,847) despite lower interest rates being received for term deposit investments and was due to the increase in term deposit and on-line saver investments held during the year. Interest expenses for the current year of \$376,436 were just below the 2016/2017 year of \$383,134. The repayment of current borrowings and the current environment of low interest rates continue to assist the favourable movement in this expense.

Statement of Financial Position

As at 30 June 2018, Net Assets were \$58.871M, compared to \$57.912M as at 30 June 2017, an increase of 1.66%. Current Assets including Cash and Cash Equivalents amounted to \$5.744M at the end of 2017/2018 year, compared to the corresponding total of \$4.487M at the end of prior year. The receipt of Capital Grant and Philanthropic funds prior to the end of the financial year contributed to this increase.

Property, Plant and Equipment at the end of 2017/2018 amounted to \$65.242M, at written down value, which represented an increase of \$0.848M when compared to 2016/2017 balance of \$64.394M. The increase was mainly due to the land value of five blocks of land purchased to construct housing though the housing development initiatives supported by the Department of Justice, Victorian Property Fund. In addition to the land increases, minor purchases were made for office equipment and furniture, while three vehicles have been purchased offset by one vehicle traded in.

Current Liabilities increased to \$4.586M at the end of 2017/2018 compared to the 2016/2017 closing balance of \$3.132M. The increase of \$1.454M occurred mainly in the areas of Operating and Capital Grant in Advance receipts.

Non-Current Borrowings decreased to \$7.721M in 2017/2018 from \$8.058M last year. The net movement represents the principal repayments for all bank facilities.

Statement of Cash Flows

During 2017/2018 operating, investing and financing activities generated a net increase in Cash Held of \$1.257M compared to an increase of \$1.198M in 2016/2017. The major movements in cash flow movement in current year were in regard to a decrease capital and operating grants received, primarily capital grants, down \$1.675M overall on the previous year. There was a corresponding reduction in expenditure on housing development with capital grants being applied to the capital expenditure for the current year reducing to \$1.734M, compared to \$5.127M in the 2016/2017 year. Proceeds received from the sale of a motor vehicle during 2017/18 accounted to \$0.022M. Principal repayments on loan facilities continued during 2017/18 with payments amounting to \$0.330M being made during the year.

Directors' Declaration & Independent Audit Report





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