

# annual report 2016



Building for Sustainable Communities








ACCESS, EQUITY & EXCELLENCE IN  
DELIVERING HOUSING SERVICES

# Annual Report 2016





A home is important to me  
because it's somewhere  
that I belong.  
Courtney, Team Leader

It makes me feel  
good to help because everyone  
should have a place to call home.  
Ceresé, Support worker

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# Strategic Direction 2015 – 2018



## Vision

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

## Purpose

Rural Housing Network Limited 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.

### Strategic Intent 2015-2018

#### Our Services

We will deliver services in ways that personify our values, promote the rights of people and ensure the best possible housing outcome for the most vulnerable in our communities.

#### Our Leadership

We will be recognised as the leading advocate and provider of housing and homelessness solutions in our catchment and beyond.

#### Our Team

We will be one team which values and supports each other to achieve the common goals of the organisation.

#### Our Partners

We will work with Government agencies, Not for Profits and the private sector in relationships that benefit the people of our communities and/or our organisation.

#### Our Growth

We seek growth recognising that it requires resources over time and will include concepts that, when tested, may not proceed.

#### Our Systems

We will implement systems to increase productivity and measure what we do.

## Our Values

### **Rights - Housing is a Human Right**

- A home is fundamental to human dignity and opportunity
- We will have the courage to advocate for the rights of those without safe, secure, affordable housing.
- We understand the causes and effects of homelessness and so will treat homeless people with compassion and empathy.

### **Fairness - Housing Justice for all people**

- We will ensure that every person has access to our services and that every-one receives their fair share of resources
- We will look for ways to provide, rather than refuse a service
- We will promote the rights of people to make decisions that affect them
- We will uphold the rights of people to make choices, even when their choices conflict with our values.
- Our decisions will be guided by fair policies and evidence, and we shall be accountable for those decisions

### **Creativity - Seeking solutions**

- We will ensure that every person has access to our services and that every-one receives their fair share of resources
- We will look for ways to provide, rather than refuse a service
- We will promote the rights of people to make decisions that affect them
- We will uphold the rights of people to make choices, even when their choices conflict with our values.
- Our decisions will be guided by fair policies and evidence, and we shall be accountable for those decisions

### **Quality - Striving to be the best**

- Behaving with honesty and integrity, we will provide the best service we can
- We will encourage and act upon feedback to improve what we do
- We will acknowledge our deficits and encourage an environment of learning and continuous improvement.
- By celebrating our successes, we will motivate ourselves and our organisation to achieve our goals.

### **Collaboration - We cannot solve homelessness alone**

- Ending homelessness is a shared responsibility. We cannot do it alone.
- We'll collaborate with others who share our values and our vision to end homelessness.
- We will build trust by doing what we say we're going to do and be responsible to our stakeholders for our part of the collaborative relationship.



# Report from the Chairperson

## Welcome to the Rural Housing Network Limited (RHNL) Annual Report for 2015-2016.

This has been another busy year for the Board, with a review of the Board's activities undertaken with the assistance of an external facilitator. The review focused particularly on our governance procedures and how as an organisation, we should develop and expand our activities. The implementation of the outcome of the board review and the strategic plan which we developed last year provides for a very optimistic future for the organisation.

I would like to thank the Board members for their contributions to that review and for the work they have put in over the year. It has been a pleasure to participate in the robust and informed discussions which occur at our meetings and for the contribution each member has made to the work of the Board. I would also like to welcome Ann Telford. Ann joined the Board in February this year and brings with her a wealth of experience in organisational management and governance and is providing a valuable contribution to our deliberations.

The role of the Board is made easier by the support we receive from our senior management team and in particular our CEO, Celia Adams. With strong financial management the team have yet again managed to turn a budgeted deficit into a surplus and gives us confidence to look at allocating a greater level of our own funds to any development opportunity which may arise.

Housing development opportunities have again been limited this year. The completion of the Archers Field project has added twenty properties to our housing stock, but more importantly has provided long term, affordable housing for twenty families. This project is a good example of what can be achieved by working in partnership with Federal and State governments and in this instance with the City of Greater Shepparton. It is pleasing that Local Government is responding to the need for greater action on the provision of affordable housing and we look forward to greater support in that regard from other municipalities.

We have been successful in our application for funding as part of the State Government's Rapid Housing Assistance Fund. This funding will allow us to purchase ten properties within our region, to assist those escaping family violence. The speed of the turn-around of this program has been impressive.

We also look forward to the release of the State Government's Victorian Housing Strategy and the opportunities it may provide to expanding the work we do. On behalf of the Board I would like to thank the Department of Health and Human Services for their ongoing support. Their commitment to the work we do and to the ongoing issue of housing affordability is much appreciated both by Rural Housing and the wider community.

We are currently looking at the potential of developing singles accommodation within our region using our own funds and in partnering with disability support agencies in the provision of housing for people with disabilities under the NDIS scheme. To minimise the financial risk to Rural Housing each of the opportunities which arise are the subject of a detailed feasibility study.

This is my last meeting as a Director of Rural Housing. After eight years on the Board I have decided that it is time to allow others to guide the direction of the organisation. My time on the Board has been at times challenging but ultimately very rewarding. In reflecting on where we have come during this period, it is interesting to note that our housing stock has increased from 382 properties to 711 and our client services programs have expanded; with five programs now offering services to a wider range of people in housing need. Organisationally, our operational income has almost doubled, while our workforce has increased by approximately 25%.

Recent data indicates that almost 120,000 low income households pay more than 30% of their income on rent, more than 32,000 households are on the public housing waiting list and there is an estimated shortfall of 70,000 affordable rental properties in Victoria<sup>1</sup>. These figures show that there is much to be done to address the issues of homelessness and housing stress. I know that the experience and enthusiasm of the ongoing Board members will place the organisation in good hands to tackle the challenges ahead.

In concluding I would like to thank all the staff at Rural Housing for their hard work and enthusiasm for the task at hand. Without that effort we would not have been able to achieve the outcomes which are set out in this report.

**PETER QUIGLEY**  
Chairperson

<sup>1</sup> Affordable Development Outcomes: 'Improving access to affordable housing for vulnerable Victorians' (Report to Infrastructure Victoria) September 2016

# Report from the CEO



## **It's a privilege to introduce my CEO report for this year. Our last as Rural Housing Network Limited!**

I'm delighted with what we have achieved this year; the first year of our new Strategic Plan, and believe it demonstrates the real breadth and flexibility of our services. We pride ourselves on our position as a fully integrated housing and homelessness organisation and work to maintain focus on both housing people and providing the support and services to help them stay housed.

Internally, we achieved great success at improving the working environment and experience for our staff. Commencing with an organisational "reinvention" as part of our rebranding exercise, we reviewed and revised our values and considered what "good" looks like in delivering our services. We added a 'walk at work' program to encourage staff to remain active and surveyed them on their views about all of staff days, making improvements as a result. We've commenced a productivity review and benchmarking exercise that will be completed in late 2016 and celebrated our successes both internally and through nominations for awards.

We completed our IT audit, developed a plan and commenced the implementation phase. Our new telephone system and video conferencing system have been installed; tools that will enable us to work smarter as we attempt to cover this vast geographic region.

We commenced our rebrand with gusto and gave consideration to over fifty names and taglines, as well as several graphical identities. We sought feedback from Directors, staff and stakeholders and delved into trade marking and intellectual property law. We have a truly exciting outcome which will create a positive identity change for our organisation. I am excited to share that with our stakeholders at this year's Annual General Meeting.

We have sought opportunities this year to develop singles accommodation and whilst we're yet to succeed in finding the right piece of land, in the right location, at the right price, we know that we must. The number of lone persons presenting for our services increases and the opportunities they have for safe, secure and affordable housing decreases.

Looking outwards, we have achieved growth, in an increasingly challenging environment where there are limited resources and increasing competition within the charity sector for air time, donations, and fundraising, together with limited opportunities from Government. All of this encourages our new value of Creativity.

We celebrate our successful partnership with Berry Street to secure the contract for the Education First Youth Foyer in Shepparton, with the first students moving in from July 2016.

The State Government confirmed that our highly successful STAR program (Sustaining Tenancies At Risk) would be funded on an ongoing basis, providing certainty not only to our staff, but also to vulnerable private renters across our catchment. Added to that, is confirmation from DHHS that we have been allocated funds to deliver a new program, Private Rental Assistance, which compliments our existing homelessness services beautifully, and will help 500 families into private rental that is safe, secure and affordable.

We've led campaigns on crisis accommodation, the impact of family violence on women and children's experience of homelessness and celebrated what people can achieve once they have safe, secure and affordable housing. We also appeared in media over 60 times, producing 24 media releases of our own. This leadership has given us the opportunity to live our values of Rights and Fairness in an atmosphere where it is becoming more difficult to find solutions to the inherent unfairness that is homelessness and housing stress.

Housing opportunities for people in need of affordable housing received a boost this year with the completion of our Archer's Field project, in partnership with the City of Greater Shepparton and the Victorian Property Fund, adding twenty 3 and 4 bedroom family homes to our portfolio.

We expanded our relationship with Baptcare adding an additional 16 properties to our property management portfolio. And we have been successful in the first round of Rapid Housing Assistance Fund from the State Government, with a spot purchase program to add a further ten properties across the region for women and children made homeless by family violence. This will be completed by June 30 2017.

In amongst the hard work of our team, we've had a great time! We've shared time together at all of staff meetings, increased our fundraising and awareness raising campaigns, expanded our social media and online presence, held trivia nights, cooked bbqs, and provided information to our communities. We're a strong team and I hope you enjoy this year's Annual Report as it further highlights our achievements.

As we look to the future, we will continue to develop our working relationships with Minister for Housing, Disability & Ageing, Mental Health, Equality and Creative Industries, The Hon. Martin Foley, who we have had the pleasure of hosting twice in the last year. We will work hard to maintain this effective relationship as the State Government works towards the release of their Victorian Housing Strategy. We're keen to see what steps the Government will take to increase affordable housing for people on low incomes in Victoria, but messaging so far is very much in line with the ethos of this organisation. We must work together to house people, invest in short term options and focus on priority access for those most in need. The proof, as always, will be in the detail of future plans.

We are watching, with keen interest as the final year of the current National Partnership Agreement on Homelessness comes to an end. Messaging from Canberra is limited with the Commonwealth remaining almost silent on the issue of affordable housing or homelessness more broadly.

We will continue to grasp opportunities that present themselves, such as the Rapid Housing Assistance Fund, the Education First Youth Foyer, and the Private Rental Assistance Program, as well as seeking our own opportunities through new and diverse partnerships.

As always, I would like to close my report by thanking the dedicated and passionate people who do such fantastic work for this organisation. They have embraced this year's reinvention and rebrand and demonstrated a real commitment to what we do. I am proud to work with each and every one of our team and look forward to the coming year.

**CELIA ADAMS**  
**Chief Executive Officer**



# Homelessness Services

"Our Team is committed to working co-operatively with our partner agencies to achieve the best possible outcomes for the people who seek our help."

Catherine Jefferies  
Client Services Manager

**We assist people who have nowhere to stay, or are living in unsuitable or temporary accommodation. In 2015-2016 almost 3,500 people sought assistance from Rural Housing's Homelessness Services.**

- 76% of people had their immediate housing needs met or were referred to a specialist Homelessness agency for ongoing support
- 4404 nights of crisis accommodation were provided
- 201 households moved into Transitional Housing, providing short to medium term accommodation
- \$160,088 was provided as rent in advance to 627 households to assist them into private rental

Service Type	No of Households	No of contacts	Housing Establishment Funds
Generalist Homelessness	2,984	17,481	\$406,595
Family Violence (Women and Children)	58	277	\$42,273
Men's Crisis and Prison Outreach	398	1,519	\$12,564
TOTALS	3440	19,277	\$461,432

*The people who sought our help*

**49%**  
were lone person households

**55%**  
were aged 20 to 39 years

**83%**  
were in crisis or experiencing housing affordability stress



## Sarah

When Sarah first came to Rural Housing Network, she said that her marriage had broken down and she needed to find private rental. It was only when the Initial Assessment & Planning (IAP) worker asked a few questions that Sarah revealed the truth of her marriage.

Sarah had been married for 25 years and had three children aged between 7 and 16 years. She had previously been employed, but a work-place accident had left her with permanent injuries. Because of her husband's income, she received only a small Work Cover income. Sarah explained to the IAP worker that her husband was not physically violent, but since her accident, psychological abuse had increased. He controlled all of the family's finances and had often told Sarah that she wouldn't be able to cope without him. Sarah was desperate for help; she knew that she needed to leave the marriage, but didn't know how she could support herself and the children, and lacked confidence in her own abilities.

The IAP worker recommended that Sarah speak to Centrelink about the assistance available to her and although hesitant at first, Sarah agreed to do so. Sarah had also identified a number of rental properties that she thought would be appropriate and the IAP encouraged her to apply.

The IAP worker stayed in contact with Sarah over the next two weeks. Sarah reported that although the Real Estate Agent had agreed that Sarah would be a good tenant, he was concerned that she couldn't afford the property she applied for. Although initially disappointed, Sarah was determined to continue the search. She kept her appointment with Centrelink and discovered that she was eligible for financial support which meant that she could now afford the property she had applied for. Sarah contacted the Real Estate Agent again and fortunately, the property had not been let and the agent agreed that with her extra income, Sarah could afford the property. The next day, Sarah was informed that she had the tenancy.

The IAP worker put Sarah in touch with agencies that could help with the bond, some household furniture and local counselling services for her and her children. Within three weeks of her initial appointment with Rural Housing, Sarah's life had changed dramatically. For the first time in many years she had financial independence and had proven to herself that she could make decisions and work towards her goals. Sarah's young daughter came with her mother to the last appointment at Rural Housing. She said that she was excited to be moving to a new home, but that the best bit was that "Mummy said we could go for out for ice-cream this afternoon."



# Housing Support

Our Housing Support team provides advocacy and support, through five different programs:

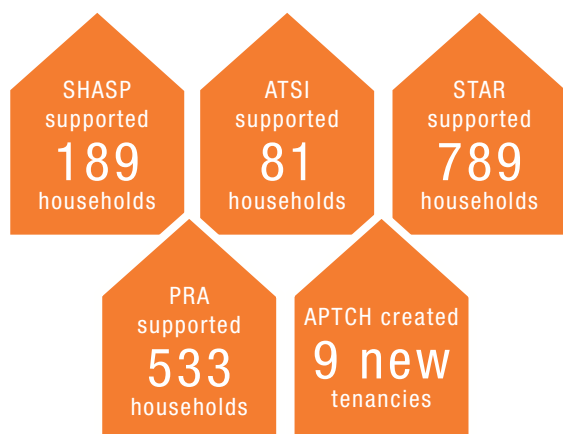
**Social Housing Advocacy & Support Program (SHASP)** supports public housing tenants whose tenancy is at risk.

**Aboriginal and Torres Strait Islander Support Program (ATSI)** supports Aboriginal and TSI people in public or community housing, when their housing is at risk.

**Sustaining Tenancies at Risk (STAR)** assists people in private rental to sustain their tenancies, when they are at risk.

**Private Rental Advocacy (PRA)** provides information and advocacy for people in private rental with legal matters at the Victorian Civil & Administrative Tribunal (VCAT).

**A Place to Call Home (APTCH)** supports vulnerable households to move seamlessly from transitional to public housing.



93% of people who sought assistance from STAR maintained their tenancy.

68% of people with a case plan achieved all of their goals. A further 15% achieved at least half of their goals.

Our Private Rental Advocates assisted 520 households, including 148 people at VCAT hearings held in 6 locations across the region.

We use Outcomes Star™ in SHASP, ATSI and STAR to help people to identify and address life issues that cause them concern. Most people report an improvement in areas such as managing money, emotional and mental health and managing their tenancy after working with our staff.

Outcomes Star™ Scale	Decrease	Same	Increase
Motivation and taking responsibility	4%	56%	40%
Self-care and living skills	4%	64%	32%
Managing money and personal administration	4%	40%	56%
Social networks and relationships	12%	72%	16%
Drug and alcohol misuse	8%	72%	20%
Physical health	8%	64%	28%
Emotional and mental health	20%	28%	52%
Meaningful use of time	20%	56%	24%
Managing tenancy and accommodation	8%	32%	60%
Offending	12%	76%	12%

RHNL has continued to conduct Money Minded™ during this year. Developed by the ANZ Bank, it is designed to improve money management skills, reduce debt and develop confidence in managing money. With the support of a \$5,000 donation from the ANZ Staff Foundation we conducted 54 sessions of Money Minded training across the region in 2015-2016.

## Mark

Mark had recently separated from his wife who moved to Melbourne with the children. Mark was re-establishing himself, renting a small flat in Wodonga and had just purchased some white goods. Mark's son had a medical emergency and Mark needed to be in Melbourne to be near his family. As a result, he fell into rent arrears.

Mark contacted Rural Housing to see if we could assist and an appointment was made for him to discuss his situation with a STAR worker. A repayment plan was developed and proposed to the Real Estate Agent. Mark agreed to make regular payments and STAR would provide a small amount of financial assistance until the arrears were caught up.

Mark admitted that he wasn't very good at managing his money and agreed that some financial counselling would be useful, so a referral was made.

Unfortunately, his son's health deteriorated and Mark returned to Melbourne and so missed two of his scheduled payments. The REA had been very understanding of Mark's situation, but contacted the STAR worker to say that if Mark didn't maintain his rental payments, she would have no choice but to commence eviction proceedings. The STAR worker negotiated a brief delay, and contacted Mark who said that he was heading back to Wodonga.

The repayment plan was reinstated and the STAR worker maintained regular contact with Mark, encouraging and supporting him to keep up all payments. Over the next two months, the arrears were paid off and Mark said that the financial counselling had helped him to prioritise his spending. His son's health had also improved significantly, reducing Mark's stress and the need to travel to Melbourne as regularly.

Mark has maintained the higher level of rent payments and his rent is now in advance. He says that this has given him a greater sense of security if another significant event crops up in his life.

# Housing Services



## Housing Registration

During the year the Housing Registrar provided its review of Rural Housing Network for 2014-2015. We met the seven Performance Standards set by the Housing Registrar:

- Tenant and housing services
- Housing assets
- Governance
- Community Engagement
- Probity
- Management
- Financial Viability

In addition, RHNL demonstrated both Continuous Improvement and Legislative Compliance. No Performance Improvement Plan was issued. We expect to continue to maintain this high standard in 2015-2016.

Key Performance Measures	RHNL 2014-2015	Similar Agencies
Turnaround time tenantable (days)	7.8	17.4
Rent outstanding from current tenants	0.9%	1.4%
Complaints handled within 30 days of receipt	100%	90.3%
Occupancy Rate	98.1%	97.9%
Evictions	0.7%	8.8%
Urgent repairs completed within 24 hours	92.8%	93%
Non-urgent repairs completed within 14 days	93.5%	90.2%
Tenant satisfaction – housing services	93.9%	87.5%
Tenant satisfaction – consideration of views	91.8%	75.6%
Tenant satisfaction – maintenance	91.8%	79.5%

“We recognise the vital links between housing, health, education and employment. We will continue to work creatively with our partners to provide not only a house, but a foundation from which people can thrive.”

*Leisa Makszin, Housing Services Manager*



## Asset and Maintenance Management

One of the challenges we face as a Housing Association is managing the life cycle and upgrade costs of our building stock. In the last financial year we undertook major upgrades to properties in Myrtleford, Wodonga and Cobram, whilst at the same time undertook cyclical maintenance that included painting, replacing floor coverings, repairing and replacing heating and cooling units and upgrading hot water systems.

We responded to  
**112**  
requests for urgent  
maintenance

We responded to  
**1,105**  
requests for non-  
urgent responsive  
maintenance.

## Housing Development:

The Building Better Regional Cities (BBRC) project to construct twenty houses at Archers Field Mooropna was completed this year. Over a two year period, we completed and tenanted 13 x 3 bedroom and 7 x 4 bedroom properties.

Land/development contribution from City of Greater Shepparton	\$2.4m
Victorian Property Fund contribution	\$1.0m
RHNL contribution	\$2.7m
<b>TOTAL COST:</b>	<b>\$6.1m</b>

Baptcare Affordable Housing constructed 16 units to add to their existing 11 properties in Wangaratta. Rural Housing is proud to partner with Baptcare by providing tenancy management services and welcomed the additional properties for low income households in Wangaratta.

## Victorian Housing Register

To improve access to both public and community housing the Victorian Government proposed a state-wide housing register in 2015. Following extensive consultation with key stakeholders, the Victorian Housing Register (VHR) has now been established and our staff will soon have on-line access to process applications and take referrals for community housing.

## Looking forward...

Like the rest of Australia, our region's demographic profile is changing. The fastest growing cohort is single person households, many of whom find it increasingly difficult to access either the private rental market or social housing. Rural Housing will continue to seek housing development opportunities that will provide affordable and appropriate housing for single people.

In March 2016, the Victorian Government accepted all 227 recommendations from the Royal Commission into Family Violence, among them additional housing to provide a rapid response to women and children escaping family violence. Rural Housing successfully submitted for ten properties across the Ovens-Murray and Goulburn Valley areas and commenced purchasing the first of these in July 2016.

Locality	Number and size of property	Government Funding	RHNL Contribution (projected)
Seymour	1x 2 bedrooms	\$196,763	\$65,587
	1 x 3 bedrooms	\$227,550	\$75,850
Shepparton	4 x 2 bedrooms	\$793,725	\$264,575
Shepparton	1 x 3 bedrooms	\$249,750	\$83,250
Shepparton	1 x 4 bedrooms	\$269,475	\$89,825
Wodonga	2 x 2 bedrooms	\$415,950	\$138,650
<b>TOTALS</b>	<b>10 PROPERTIES</b>	<b>\$2,153,213</b>	<b>\$717,737</b>

“Friendly, reassuring  
and very professional”







"The Foyer workers are amazing and so wonderful"

Natasha, Student



"Being one of the first group that moved into the Foyer has allowed us to take on a leadership role to mentor the other students that have moved in after us"

Jess, Student



"Every day I feel privileged to be around some unbelievable young people, working in a way that promotes and develops their skills. It is an opportunity they didn't have prior to the Education First Foyer coming to Shepparton."

Anita McCurdy, Shepparton Education First Youth Foyer Manager

## EDUCATIONfirstYOUTHfoyer

The Education First Youth Foyer model has been developed in partnership by the Brotherhood of St Laurence (BSL) and Launch Housing with the aim of improving educational and employment outcomes for young people; by breaking the cycle of homelessness and providing safe, secure and affordable housing in a vibrant and supportive environment

In Shepparton, the Foyer provides studio style accommodation for 40 young people, including some units modified for people with disabilities. It includes communal living and kitchen areas, and on-site staff who are available 24 hours a day. Berry Street employs a team of qualified staff including a Foyer Manager and Team Leader, together with Youth Development Workers and overnight staff. Rural Housing provides management of student residency and facility management.

Students are heavily involved in decision making about the Foyer environment, choosing the furniture and fittings as well as decorating their own private rooms. The focus is on education and part of the 'deal' is that residents must be enrolled in education while they live at Foyer. In Shepparton, the Foyer is located directly opposite GOTAFE, and in close proximity to La Trobe University, making access to education seamless. All students living at Foyer complete a Certificate I in Developing Independence with GOTAFE.

Eligibility for Foyer includes:

- Aged 16-24
- Unable to live at home
- Keen to get into education
- Willing to make a commitment to stay in education and/or training

Rural Housing is delighted to partner with Berry Street Victoria and GOTAFE to provide the Shepparton Education First Youth Foyer. We are thankful for the support from BSL and Launch Housing, as well as GOTAFE and the Victorian Department of Health and Human Services as the implementation of Foyer continues.







“What makes the Education First Youth Foyer unique is the approach to open talent, focusing on the talents young people have rather than the traditional welfare approach of focusing on people’s problems and seeing them as something that needs to be solved or fixed. The Foyer provides the opportunity, the students provide the rest.”

*Celia Adams, CEO RHNL*



My change life.  
 Moving here was the best choice I made in life, my life has turn around big time.  
 Today I am happy.  
 Today I am feeling alive.  
 Today I am doing better.  
 Moving to the foyer helped me realize what I want in life and what I want to achieve in the future.  
 They helped me to be more confident, I got to be close to my best friend and meet new people. I also got to be involved with a lot of workshops and group activities.  
 Today I am proud and thankful to say I got this far with my life, all because of all the beautiful people that stood by my side and are helping me achieve my goals and dreams in life.  
 Today I will continue on building my future.

Poem by Vilita, after moving into Foyer



**gotafe**

*RHNL would like to acknowledge the participation of staff and students at the Foyer in presenting this celebration of Foyer. We thank you for your contribution, in particular: Vilita, Bryce, Caleb, Jasmin, Lana, Sierra, Tahlia, Nicole, Caitlyn & Dallas*



# Our People

## Corporate:

Chief Executive Officer  
Service Development Manager  
Executive Assistant

Celia Adams  
Laura Simpson  
Julie Quin

## Finance & Accounting:

Chief Financial Officer  
Manager Finance & Accounting

Brian Hargreaves  
Nolene Adams  
Sarah Bell  
Pam Drage  
Vicki Potts

## Human Resources:

Manager:

Louise Frichot

Team Leaders:

Tanya Tabone  
(Wangaratta)  
Kelly Crossing  
(Seymour)  
Courtney Dupuy  
(Shepparton)  
Colette Ritchie  
(Wodonga)

## Housing Services:

Manager

Leisa Makszin

Staff

Vailia Brushe  
Jayne Calvert  
Kylie Doig  
Terry Hallinan  
Annette Johnstone  
Colleen Miners  
Nicole Sargeant  
Kylie Sullivan  
Cerese Hanley-Stone  
Anne Threadgold  
Joanne Garner

## Client Services:

Manager

Catherine Jefferies

Staff

Christine Adam  
Jade Blair  
Janette Bussell  
Richard Clancy  
Pip Else  
Bruce Gray  
Jason Hutson  
Cazz Kardol  
Georgie McQuienn  
Robyn Parker  
Lisa Ramsay  
Kirstie Reaper  
Lyndal Shilland  
Justin Spedding  
Megan Waters  
Kim Wheatley  
Sandy Wingate

## Reception:

Kathleen Cruickshanks  
Christeen Hartley  
Ashley Polachek  
Cherie Smallwood

## Hume Regional

## Homelessness Network:

Jan Armstrong

“Everyone from the receptionist to the workers were patient, kind and helpful”





# Human Resources

Our focus this year has been on improving the employment experience for staff at RHNL. Whilst we've always had a focus on maintaining a work/life balance, we've extended our Health & Wellbeing framework to encourage staff to consider how they can remain active at work. This year RHNL implemented an exercise at work program, giving staff time during working hours to exercise. We've also increased physical activity at our All of Staff days with walks, treasure hunts and games. Once again we promoted the 10,000 Steps challenge and encouraged some healthy competition between offices.

We were invited to participate in the Hume Region Homelessness Network's Celebration of Best Practice, which focused on the health and wellbeing of network staff. It was a great opportunity to showcase the initiatives RHNL has implemented to encourage health and wellbeing.

To further support our commitment to the health and safety of our staff, we completed another OH&S audit across the organisation this year. We were delighted in our result of 92% compliance against national safety standards. Areas of improvement have been identified and we continue to work towards the safest workplace we can achieve.

Part of our organisational reinvention was to improve support and supervision for staff. We audited our existing arrangements and sought feedback from staff on how to improve. It was great to introduce a new way of providing staff supervision that meets the needs of both the organisation and staff.

As part of our reinvention, we also implemented new organisational values, and worked with our staff to articulate what "good" looks like. It definitely helped to create cohesion across our workplace to have all staff engaged in determining the behaviours we will accept as an organisation.

To help reinforce this message we engaged former AFL player and coach, Stan Alves to talk to our staff about the importance of working as part of a team, operating with shared values and how to become a high performing team.

We continued to focus on improving our All of Staff days this year to achieve maximum engagement with our staff and to provide opportunities to motivate, encourage and celebrate achievements with our team. We've improved our agenda and meeting content, chosen some great venues and included team building activities to maintain concentration throughout the day.

We continue to place value on providing professional development opportunities for our staff. This year, in addition to providing access to the usual housing and homelessness training calendar, 50% of our staff completed Mental Health Social Support training as well as Customer Service training to put our newly revised organisational values to practice in our daily work.

At RHNL we believe that our workforce is fundamental to the success of the organisation and that by valuing our staff, we ensure that we continue to provide the best service possible to our clients.



*"A real effort has been made by the management team to incorporate more into our All of Staff days so people are no longer just talked at."*

## Tanya

Tanya Tabone joined the RHNL team in April 2016 as the Team Leader for our Wangaratta office. She is responsible for nine staff across a range of programs, as well as the day to day operations of the office. These are her reflections on her first few months.

"Rural Housing Network has exceeded my expectations in many ways. The organisation has a focus on being fair and really believes that housing is a human right. This is reflected in its values and policies. The systems and processes are really strong, particularly considering that the organisation is so geographically dispersed. The support provided to staff, such as professional development and health and wellbeing initiatives are really great as well."

"Every staff member that I have met is passionate about homelessness and working with the people who experience it. They strive to assist people achieve outcomes that make a real difference in their lives, and I enjoy empowering my team to deliver the services that achieve these outcomes."

"I wanted to work somewhere that contributed to the fabric of society but was worried that people working in community services would lack passion and be drained. I was surprised by the energy of the staff and the commitment they have every day to ending homelessness. This was the type of place where I wanted to work and I have found it."



# Communication

This year our media focus has been on improving the recognition of our organisation throughout our communities and in particular, improving our online presence to appeal to a wider audience. Our strategy increased our presence with an increase in followers on Facebook, reaching over 31,000 people with our online posts. At the same time, we have used traditional media outlets to lead campaigns in response to the 'Dropping off the Edge' report, the link between family violence and homelessness, the need for singles accommodation and also the National Rental Affordability Index.

We worked hard to make sure that affordable housing was a consideration of Government at every opportunity. We commented on State and Federal budget releases, met with local MPs and pursued relationships at a Local Government level.

We also tried to shift the stereotype of what homelessness looks like by sharing the stories of people who have used our service, and focusing on what they can achieve once they have a place to call home. Our photographic project "Home" was displayed in public spaces around the region and the photos now adorn the walls of our offices.

We have embraced technology to improve communication with our clients and between our offices. We received a grant from the Helen McPherson Smith Trust to trial using technology to improve our engagement with our clients, including videos to share our privacy policy, and information on our services and providing feedback. Using mobile devices such as tablets to take photos of documents we streamlined our administrative processes and reduced paper consumption. Feedback from both staff and clients has been positive to this initiative.



The installation of video conferencing facilities in all offices will improve efficiency by reducing travel in trying to cover our large region. We have already held several small video meetings; as well as an online meeting of the four offices which demonstrated the potential for our staff to meet face to face without the need to be in the same room.

We actively encourage feedback from clients and tenants and are proud of the responses we receive. We value the opinions of all the people who access our services and use their comments and suggestions to improve the way we work.

We generated  
**24** media releases  
with more than **60**  
media articles that  
reached over  
**650,000**  
households

Over  
**\$8,000**  
was raised from  
community BBQs,  
Trivia Nights and  
information stalls.

**320**  
people provided  
feedback, with a  
**98%** satisfaction  
rating across all  
programs.

## Fundraising

Our push to increase our communications also led to some new fundraising opportunities. We were Milawa Cheese Company's 'Charity of Choice' over the 2015 Festive season, receiving almost \$2,000. Mitchell Shire's FREEZA committee chose us to receive the proceeds of their Kilmore Colour Run and presented us with a cheque for \$1,855.

Our staff also conducted a variety of localised fundraising activities that directly assist local people who are homeless or at risk. This has often been achieved in addition to busy work schedules and demonstrates the commitment of our staff.





# Our Supporters & Partners 2015-2016

Thank you to the many businesses and individuals who have supported us with donations for trivia nights, community bbqs and other fundraising activities. Thank you also to the people who have made donations, either through GiveNow or at one of our community events. Your generosity has enabled us to offer some additional assistance to people who are homeless or at risk of homelessness.

We would particularly like to thank David, Anne and Ceridwen Brown from the Milawa Cheese Company for their generous support through their 'Charity of Choice' program. A special thanks also, to Mitchell Shire's FREEZA Initiative for their support of homelessness during their 'Colour Run' in Kilmore in 2016.



**Rural Housing is a member of the following regional networks and alliances and acknowledges the considerable input and co-operation of all member agencies:**

Housing, Mental Health and Justice Alliance  
Hume Partners in Recovery Consortium  
Hume Region Homelessness Network  
Ovens Murray Family Violence Network  
Goulburn Valley Family Violence Network  
North East Not-for-Profit HR Network



**Helen Macpherson Smith Trust**

Rural Housing acknowledges the support of the Helen Macpherson Smith Trust which provided funds for our project to improve access and engagement for our clients through the use of technology.



Rural Housing would like to acknowledge the ANZ Staff Foundation, managed by Equity Trustees Limited, for its support of the Money Minded program.



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

- Opening Doors Framework
- Social Housing Advocacy & Support Program (SHASP)
- Aboriginal & Torres Strait Islander Support Program (ATSI)
- Transitional Housing Management
- Community Housing
- Private Rental Advocacy
- Sustaining Tenancies at Risk (STAR)
- Rapid Housing Assistance Fund (RHAF)
- Education First Youth Foyer (EFYF)

RHNL acknowledges the Victorian Government's \$1M contribution to developing 20 affordable housing properties at Archers Field, Mooroopna, through the Victorian Property Fund.



# Directors' Report

Your directors present the financial statements of the Rural Housing Network Limited ('the Company') for the year ended 30 June 2016.

## Directors

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

Peter Quigley	
Susanne Paini	
Phil Oates	
Tony Byrt	
Owen Webb	
Evelyn Robertson	Resigned 28/10/2015
Darran Stonehouse	
Cade Gow	
Ann Telford	Appointed 24/02/2016

## 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 -

1. To expand and continuously refine our services to increase the efficiency, effectiveness and reach
2. 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
4. To work with Government, agencies, not for profit and private companies in a range of relationships that benefit our communities, and
5. 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 June 30 2015 and prior year are set out in the Table below.

Performance Indicator	2016		2015	
	Actual	Benchmark	Actual	Benchmark
Earnings (excluding Capital Grants) before Interest Expense, Tax, Depreciation & Amortization (EBITDA) to Interest Expense, 'Interest Cover'	4.66 Times	1.35 Times	3.93 Times	1.35 Times
EBITDA as percentage of Operating Revenues	17.99%	> 15%	15.9%	> 15%
Net Assets as percentage of Total Assets	84.6%	> 75%	84.6%	> 75%
Current Assets to Current Liabilities	1.50 to 1.00	1.00 to 1.00	1.50 to 1.00	1.00 to 1.00
<b>Total Borrowings to Total Equity</b>	<b>14.7%</b>	<b>&lt;15%</b>	<b>14.6%</b>	<b>&lt;15%</b>

## Information On Directors

### Peter Quigley

Director since 4/06/2008

Responsibilities:

- Chairperson from 27/01/2011
- Risk Management & Quality Assurance Committee
- CEO Performance Appraisal Committee

Occupation - Architect

### Susanne Paini

Director since 5/11/2008

Responsibilities:

- Deputy Chairperson from 25/11/2015
- Finance & Audit Committee
- CEO Performance Appraisal Committee

Occupation – Chief Executive Officer

### Phil Oates

Director since 22/06/2001

Responsibilities:

- Finance & Audit Committee

Occupation – Retired ATO employee

### Evelyn Robertson

Director since 25/01/2012 (resigned 28/10/2015)

Responsibilities:

- Deputy Chairperson until 28/10/2015

Occupation – Consultant Mediator

### Tony Byrt

Director since 29/1/2014

Responsibilities:

- Risk Management & Quality Assurance Committee

Occupation – Project Manager

### Darran Stonehouse

Director since 31/10/2012

Responsibilities:

- Risk Management & Quality Assurance Committee

Occupation – Lecturer

### Owen Webb

Director since 30/11/2011

Responsibilities:

- Secretary from 28/11/12
- Risk Management & Quality Assurance Committee
- CEO Performance Appraisal Committee

Occupation – Solicitor

### Cade Gow

Director since 28/11/2012

Responsibilities:

- Treasurer from 26/11/14
- Finance & Audit Committee

Occupation - Accountant

### Ann Telford

Director since 24/2/2016

Occupation – Executive Manager Customer & Community at North East Water

## Meetings of directors

The number of meetings of the Company's directors held during the year ended 30 June 2016, and the number of meetings attended by each director were:

	No. of Meetings Attended	No. of Meetings Held*
Susanne Paini	7	10
Phil Oates	8	10
Owen Webb	7	10
Peter Quigley	9	10
Tony Byrt	10	10
Evelyn Robertson	2	3
Darran Stonehouse	10	10
Cade Gow	7	10
Ann Telford	4	5

\* 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 2016, the total amount that members of the company are liable to contribute if the company is wound up is \$130 (2015: \$270).

## Auditors

Johnsons MME continue as auditor in accordance with section 327 of the *Corporations Act 2001*.

Signed in accordance with a resolution of the directors.



Director  
Peter Quigley



Director  
Susanne Paini

Wodonga  
26 October 2016

# Concise Financial Report

## For the year ended 30 June 2016

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

	Note	2016 \$	2015 \$
<b>Revenue</b>	2	10,741,933	12,739,916
Employee benefits expense		(3,231,868)	(3,195,735)
Depreciation and amortisation expense	3	(765,951)	(723,887)
Finance costs	3	(395,833)	(397,364)
Property expenses		(1,076,357)	(1,038,987)
Client expenses		(652,397)	(816,276)
Maintenance and asset management expenses		(490,097)	(408,725)
Administrative and office expenses		(864,669)	(835,122)
Rents remitted expenses		(1,997,070)	(1,968,056)
Carrying value of assets disposed	3	(23,915)	(19,444)
<b>Surplus before income tax</b>		<b>1,243,776</b>	<b>3,336,320</b>
Income tax expense		-	-
<b>Net surplus for the year</b>		<b>1,243,776</b>	<b>3,336,320</b>
Other comprehensive income		-	-
<b>Total comprehensive income for the year</b>		<b>1,243,776</b>	<b>3,336,320</b>

### Statement of Financial Position

	Note	2016 \$	2015 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents		3,288,922	3,099,612
Trade and other receivables		172,491	81,552
Other assets		102,358	81,966
<b>Total Current Assets</b>		<b>3,563,771</b>	<b>3,263,130</b>
<b>Non-Current Assets</b>			
Property, plant and equipment		60,150,244	58,802,580
<b>Total Non-Current Assets</b>		<b>60,150,244</b>	<b>58,802,580</b>
<b>Total Assets</b>		<b>63,714,015</b>	<b>62,065,710</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables		1,613,377	1,525,235
Borrowings		320,981	278,319
Provisions		402,521	365,380
<b>Total Current Liabilities</b>		<b>2,336,879</b>	<b>2,168,934</b>
<b>Non-current liabilities</b>			
Borrowings		7,588,210	7,359,713
Provisions		80,777	72,690
<b>Total Non-Current Liabilities</b>		<b>7,668,987</b>	<b>7,432,403</b>
<b>Total Liabilities</b>		<b>10,005,866</b>	<b>9,601,337</b>
<b>Net Assets</b>		<b>53,708,149</b>	<b>52,464,373</b>
<b>EQUITY</b>			
Retained profits		53,708,149	52,464,373
<b>Total Equity</b>		<b>53,708,149</b>	<b>52,464,373</b>

### Statement of Changes in Equity

	Retained Earnings \$
<b>Balance at 1 July 2014</b>	<b>49,128,053</b>
<b>Net surplus for the year</b>	<b>3,336,320</b>
Other comprehensive income for the year	-
<b>Balance at 30 June 2015</b>	<b>52,464,373</b>
Net surplus for the year	1,243,776
Other comprehensive income for the year	-
<b>Balance at 30 June 2016</b>	<b>53,708,149</b>

### Statement of Cash Flows

	2016 \$	2015 \$
<b>Cash Flows from Operating Activities</b>		
Receipt of government grants	5,680,367	5,406,069
Receipts from other	4,827,920	4,722,776
Payments to suppliers and employees	(8,128,371)	(8,225,553)
Interest received	71,598	116,842
Finance costs	(395,833)	(396,899)
<b>Net cash inflow/(outflow) from operating activities</b>	<b>2,055,681</b>	<b>1,623,235</b>
<b>Cash Flows from Investing Activities</b>		
Proceeds from sale of property, plant and equipment	25,373	1,818
Payment for property, plant and equipment	(2,162,903)	(2,650,075)
<b>Net cash inflow/(outflow) from investing activities</b>	<b>(2,137,530)</b>	<b>(2,648,257)</b>
<b>Cash flows from Financing Activities</b>		
Proceeds from borrowings	271,159	924,053
<b>Net cash inflow/(outflow) from financing activities</b>	<b>271,159</b>	<b>924,053</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>189,310</b>	<b>(100,969)</b>
Cash at the beginning of the financial year	3,099,612	3,200,581
<b>Cash at the End of the Financial Year</b>	<b>3,288,922</b>	<b>3,099,612</b>



# Notes to the Financial Report

## For the year ended 30 June 2016

### Note 1. Summary of significant accounting policies

The concise financial report is an extract of the full financial report for the year ended 30 June 2015. 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.

### Note 2. Revenue

	2016	2015
<b>Revenue from Government Grants</b>	\$	\$
Capital grants	481,000	495,049
Recurring grants	5,283,246	4,996,796
	5,764,246	5,491,845
<b>Other Income</b>		
Interest earned	78,723	104,252
Non-monetary contributions	-	2,400,000
Donations received	47,089	4,121
Rental income	4,802,143	4,668,550
Other	41,578	61,692
Recoveries	8,154	9,456
<b>Total Other Income</b>	4,977,687	7,248,071
<b>Total Revenue</b>	10,741,933	12,739,916

### Note 3. Profit

<b>Net gains and expenses</b>		
Profit before income tax expense includes the following expenses:	2016	2015
Expenses	\$	\$
Depreciation and Amortisation		
Land and buildings	403,520	379,462
Motor vehicles	14,872	14,536
Plant and equipment	103,701	95,514
Furniture, fixture and fittings	209,590	201,306
Building improvements	34,268	33,069
Total Depreciation and Amortisation	765,951	723,887
<b>Finance Costs</b>		
Interest expense	297,652	325,835
Loan facility fees	98,181	71,529
	395,833	397,364
Audit services	15,700	15,230
Property, Plant and Equipment		
Proceeds on disposal	25,373	1,818
Disposals at written down value	(49,288)	(21,262)
Net gain/loss on disposals	(23,915)	(19,444)

### 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 2016.

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

For the 2015/2016 year, a reported surplus of \$1,243,776 has been achieved compared to \$3,336,320 for the 2014/2015 prior year. The reported surplus was achieved on Total Revenues of \$10.742M.

Included in the current year's result was capital grants income of \$481,000 relating to the Archers Field, Mooroopna housing development which was completed in June 2016. The underlying Operating Surplus for 2015/2016 was \$762,776 compared to \$441,271 for the previous year excluding capital grants and non – cash capital contributions. Operating Income of \$10.261M for the reporting year, 2015/2016, was higher compared to \$9.845M in the prior year, up by 4.2%.

Recurring government operating, specific program grants and specific 'one-off' grants amounted to \$5.283M, representing 51.5% of Operating Income and which was a 5.7% increase on the previous year's recurring grant income amount of \$4.997M. The increase in funding income was primarily related to some additional Property Establishment and Recurrent Property Grants that were received.

Rental and Other Income from Community Housing for the current reporting year of \$4.802M, was up on the prior year's \$4.669M, by 2.8%. In addition to the higher rental income reflecting annual rent reviews, the completion of the final 13 housing units at Archers Field, Mooroopna also contributed to the increased rental income.

Operating expenses for the 2015/2016 year, (excluding interest expense) totalled \$9.102M compared to \$9.006M in the previous year. Most expense categories showed marginal increases on the previous 2014/2015 year, with the larger increase being in Maintenance and Asset Management Expenses reflecting some major refurbishments to properties in Myrtleford, Cobram and Shepparton. Offsetting these increases to some extent were reduced Client Expenses associated with the refocussing of activities in the STAR Program operations.

Depreciation expense increased to \$765,951 from \$723,887 which was largely associated with capital additions for housing as a result of the completion of the Archers Field, Mooroopna housing development.

Interest Income of \$78,723 was much reduced compared to the prior year (2014/15 - \$104,252) reflecting the significantly lower interest rates on offer for term deposit investments during the year. While total borrowings increased marginally, Interest expenses for the current year of \$395,833 were lower than the 2014/15 year of \$397,364, which was due to downward pressure on interest rates following the Reserve Bank's reduction of official interest rates.

#### Statement of Financial Position

As at 30 June 2016, Net Assets were \$53.708M, compared to \$52.464M at June 30, 2015, an increase of 2.4%. Current Assets including Cash and Cash Equivalents at the end of 2015/2016 year, totalled \$3.564M an increase of \$0.301M on the prior year's balance.

Property, Plant and Equipment at the end of the year, of \$60.150M, represents a net increase of \$1.347M when compared to \$58.803M in 2014/2015. The increase primarily represents the cost of construction of the balance of the houses to complete the Archers Field, Mooroopna development.

Current Liabilities marginally increased in 2015/2016 from the 2014/2015 closing balance of \$2.169M to \$2.337M and at the end of the current year. The increase mainly represents an increase in Trade Creditors as at balance date and in the current portion of employee leave provisions.

Non-Current Liabilities increased to \$7.669M from \$7.432M last year and represents an increase in borrowings of \$0.550M to finance the completion Archers Field, Mooroopna housing development offset by principal repayments.

#### Statement of Cash Flows

A net increase in Cash Held of \$189,310 was achieved in 2015/2016 compared to a decrease of \$100,960 in 2014/2015. The capital expenditure program for the reporting year amounted to \$2.163M, which was lower than the \$2.650M for the previous year. The capital expenditure program was financed in part by additional long term net borrowings of \$271,000 from existing facilities with the balance being funded from operating cash flows.

Principal repayments on loan facilities continued during 2015/16 with payments amounting to \$293,481 being made during the year.

# Directors' Declaration

Rural Housing Network Limited

## Directors' Declaration

For the year ended 30 June 2016

The directors of Rural Housing Network Limited declare that the concise financial report of the Company for the year ended 30 June 2016:

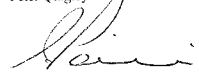
- a) complies with Accounting Standard AASB 1039: Concise Financial Reports; and
- b) is an extract from the full financial report for the year ended 30 June 2016 and has been derived from and is consistent with the full financial report of the Rural Housing Network Limited.

This declaration is made in accordance with a resolution of the directors.



Director

Peter Quigley



Director

Susanne Paini

Wodonga  
26 October 2016

 **JOHNSONSMME**  
Chartered Accountants | Business Advisors

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## Independent auditor's report to the members of Rural Housing Network Ltd

### Report on the concise financial report

The accompanying concise financial report of Rural Housing Network Ltd comprises the statement of financial position as at 30 June 2016, the statement of profit and loss and other comprehensive income, statement of equity and statement of cash flows for the year then ended and related notes, derived from the audited financial report of Rural Housing Network Ltd for the year ended 30 June 2016. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

### Directors' responsibility for the concise financial report

The directors are responsible for the preparation and presentation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's Responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of Rural Housing Network Ltd for the year ended 30 June 2016. Our audit report on the financial report for the year was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

Our procedure in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Accounting Standard AASB 1039 *Concise Financial Reports*.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

### Independence

In conducting our audit we have complied with the independence requirements of the Australian professional accounting bodies.

### Auditor's opinion of the financial report

In our opinion, the concise financial report Rural Housing Network Ltd for the year ended 30 June 2016 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

  
Johnson's MME  
Chartered Accountants

Ryan Schischka  
Partner

Albury  
26 October 2016

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# Independent Audit Report



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