



**YUMBA-META**  
**HOUSING ASSOC. LTD.**

**Annual Report**

**2012-2013**

Providing accessible *Quality Housing* and  
*Support Services* for disadvantaged groups,  
in particular Aboriginal and Torres Strait Islander people of the  
*North Queensland Region*



# Yumba-Meta Housing Association Ltd

Who is YMHAL and what do we do?

## Mission

Yumba-Meta Housing Association Ltd (YMHAL) is a not for profit organisation that was established in 1973. It provides long-term, medium term and short term secure, affordable and culturally appropriate accommodation and housing related support services to disadvantaged people of the Townsville region.

To provide and lead the agenda in North Queensland and advocate towards stronger, more sustainable policies and programs for disadvantaged groups in particular Aboriginal and Islander people.

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## Vision And Values

To be the leader in the provision of quality housing and support services



# Our Services

## Community Housing

Yumba-Meta Housing Association currently owns and manages 146 properties under Community Housing. This program delivers long term social housing through an integrated policy framework under One Social Housing System and complements government-managed long term housing assistance. Yumba-Meta Housing Association provides an accessible, high quality service that is directed to those people in the greatest need within the North Queensland community.

This year YMHAL has overseen the development of 2 new unit complexes resulting in 56 new long term homes for disadvantaged people in the

Townsville Region through the Nation-Building Economic Stimulus. These developments have resulted in YMHAL more than doubling the amount of long term housing properties being managed by YMHAL from the previous year. YMHAL's steady growth and innovative approach to community housing provision has also resulted in the construction of the Ernest and Maud Hoolihan Elders Village, 16 two bedroom homes for elderly Indigenous couples and singles. Moreover YMHAL has received council approval for the development of a 26 Acre residential zoned property at Mount Louisa purchased by YMHAL for its home ownership program..

## Flora House

Flora House for Women is a women's shelter for women and children escaping domestic and family violence. Flora House provides safe, secure, accommodation in a home-like environment.

The primary aim of Flora House is to provide a safe refuge to Aboriginal and Torres Strait Islander women & their children who are escaping domestic or family violence. Non-indigenous women and children are welcome depending on vacancies. We offer a supportive environment that promotes mutual respect and tolerance where all women and their children can feel safe and comfortable.

## Tenancy Support Service

The Tenancy Support Service (TSS) provides support to households whose tenancies are at risk and aims to put the tenancy on a sustainable path. The TSS will attempt to address the immediate concerns that typically result in tenancy issues and also address the underlying causes of tenancy problems. This service is a natural extension of YMHAL's Long Term Community Housing Program (LTCHP) and provides trained case workers and structured support to tenants whose tenancies are at risk.

The case managers also provide intensive support to tenants in Dale Parker Place addressing issues to enable them to move towards stable, long term housing and client centred goals.

## Reverend Charles Harris Diversionsary Centre

The Reverend Charles Harris Diversionsary Centre provides safety, support and assistance to Aboriginal and Torres Strait Islander people by offering a culturally appropriate, caring, non-judgmental service for those at risk of incarceration for public intoxication related offences.

The Diversionsary Centre is open 24 hours a day, 365 days of the year to provide alternative accommodation to the Townsville Police Watch House. The Centre provides the clients with a safe place in which to sober up. Clients are offered the use of the shower and laundry facilities, are provided with a nutritionally balanced diet, encouraged to rest and are provided with basic first aid if necessary.

Clients are closely monitored, and support and guidance offered where needed, to ensure their physical and psychological wellbeing whilst staying at the Centre.

The Breaking the Cycle (BTC) program is managed at the Centre. The aim of the program is to provide alcohol dependent clients, or clients who abuse alcohol, and attend the Centre on a regular basis, access to support and activities in a safe and caring environment that will give the client opportunities to address any health issues or other needs they may have. Clients accessing the program are case managed; with individual case management plans identifying the various individual needs to maximize positive outcomes.

## Dale Parker Place

Dale Parker Place accommodates and supports men/ women who are sleeping rough, engaging in public intoxication or who are chronically homeless to plan towards attaining independent, sustainable housing and participating within the community.

The primary goal of the service is to support clients to achieve long-term lifestyle changes that respond to housing needs, and health and other support needs exacerbated by alcohol and other substance dependencies. This service will have a focus on supporting Indigenous people and culturally appropriate policy, procedures and practice will be used to ensure positive outcomes for clients.



# Milestones & Growth



1973

**July 1973**  
Establishment of Yumba-Meta Housing Association Ltd - 2 staff members

1974

**January 1974**  
Purchase of the first 8 homes

1975

**January 1975**  
Increased housing stock to 33 between 1975 to 1995

1996

**July 1996**  
Completed construction of 5x1 bedroom senior units in Garbutt

1997

**January 1996**  
Increased housing stock to 45 properties

2000

**January 2000**  
Completed first Management Manual funded under Department of Housing Best Practice Program

2008

**July 2008**

- Awarded management of the Reverend Charles Harris Diversionary Centre. Staff 30
- Awarded management of Flora House - Aboriginal Women's Shelter for women and children escaping domestic and family violence

2007

**January 2007**  
Funded to manage the Queensland Indigenous Alcohol Diversion Program. Staff 8

2005

**January 2005**  
Entered into formal partnership with Australian Red Cross to manage the Homeless Early Intervention Program. 6 staff members.

2004

**July 2004**  
Yumba-Meta Housing Association to be the first Indigenous Housing organisation in Australia to be fully accredited under the National Standards for Community Housing.

2003

**July 2003**  
Completed construction of office complex at 565 Ross River Road Kirwan

2001

**January 2001**  
Purchased 6 acres of Land at Innes Estate to develop seniors complex 3 staff members

2009

**July 2009**  
Purchase of 26 acres of land at Thorn Street Mount Louisa to target Indigenous home ownership.

2010

**January 2010**

- 2010 Expansion of the Diversionary centre- bed numbers increased from 30 to 50. Staff 45
- Awarded management of the Breaking the cycle program.
- Granted funding under the Nation Building Economic Stimulus Capital program to re develop three existing properties to increase density by 7

2011

**January 2011**

- Awarded 56 additional tendencies under the Nation Builders
- Granted Employment Related Accommodation Program (ERAP) Managing 8 properties. This program supports indigenous people travelling from remote communities to access education, training and employment.

2012

**July 2012**  
Completed construction of Ernest and Maud Hoolihan village Granted Management of 8 properties. To support Indigenous people travelling from remote communities to access education, training and employment. Housing stock increased to 142 properties.

2013

**September 2013**

- Official opening of Ernest and Maud Hoolihan village
- ERAP - Additional 5 Properties



## President's report

This year has been a monumental year for Yumba-Meta Housing Association celebrating 40 years of providing housing services to the Indigenous people of the Townsville region. I am proud to have been involved with this organisation both as President of the Board and in other roles throughout this 40 year period. I have seen Yumba-Meta grow and flourish from 8 houses in 1974 to our present situation where we now manage 146 homes. I am also proud of the outcomes YMHAL is achieving through our programs where our focus on quality and culturally appropriate service delivery has ensured that our clients are being offered the support and facilities to help address homelessness in our community.

Yumba-Meta's ongoing growth, success and development are strongly due to the commitment and excellent management of our CEO Mrs Dushy Thangiah. As a result of this excellent management I am excited to announce that Yumba-Meta's vision "Homelessness to Home Ownership" is going to become a reality with 22 blocks approved for construction at 9 Thorn Street Mount Louisa. The Board is currently working on a proposal to acquire the adjacent land to increase lot allotment to 38 and reduce overhead costs. It is anticipated that this project will commence operation in 2014. This project will be fully funded by YMHAL and will be the first of its kind in the country. Indigenous people will be encouraged to purchase these properties and some properties rented at market rates. This project aims to encourage indigenous people into home ownership.

We as a board are striving to meet the highest Governance standards and ensure that YMHAL continues to be regarded as one of the best organisations in Queensland. On behalf of the Board we assure our members and clients that YMHAL will always deliver a high quality of service so YMHAL can continue to grow and flourish. I strongly feel that through Yumba-Meta's approach of innovative service delivery and programs, continual development and strong focus on the highest governance standards that the organisation will continue to go from strength to strength.

**Ernest Hoolihan**

President

Yumba-Meta Housing Association



# Board of Directors



<i>Name</i>	<i>Position</i>	<i>Experience &amp; Qualifications</i>
Ernest Hoolihan	President	Retired Public Servant Justice of the Peace Honary Doctorate
Eva Kennedy	Vice President	Justice of the Peace O.A.M Bachelor of Arts
Dawn Charteris	Secretary	Health Worker
Janine Godwin-Thompson	Treasurer	Bachelor Psychology & Social Work Master Social Policy Researcher
Michele Southwell	Director	Teacher Aide
Donah Bobbert	Director	Cert 3 & 4 Community Services Aged Care Worker
Garry Chamberlain	Director	Diploma Emergency Services (Policing)
Helen Bushman	Director	Coordinator
Janine Gertz	Director	Cert IV Workplace Training & Assessment Senior Advisor - Indigenous Employment JCU
Janice Burns	Director	Retired Public Servant

## Board Meeting Attendance 2012 /2013

<i>Name</i>	<i>Eligible to Attend</i>	<i>Total Attended</i>
Ernest Hoolihan	13	12
Eva Kennedy	13	7
Michelle Southwell	13	12
Janine Godwin-Thompson	13	10
Donah Bobbert	13	8
Dawn Charteris	13	8
Gary Chamberlain	9	5
Helen Bushman	13	9
Janine Gertz	13	7
Jan Burns	13	12

# Highlights 2012 -2013

- Yumba-Meta Housing completes 40 years of services to the community
- Townsville City Council approval to construct 22 homes at Thorne Street Mount Louisa, on 26 acres of land owned by Yumba-Meta
- Completing 3 Year Strategic Plan
- Completion of construction of Ernest & Maud Hoolihan Elders Village at Innes Estate. (16 2 bedroom homes for elderly)
- Dale Parker Place medium term accommodation funding extended to December 2014

## Report Card

KPI	2013	2012	2011
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### Service Delivery

Number of Properties managed	146	142	73
Number of Tenancies managed	158	173	84

### Financial Management

Staff Cost to Income Ratio	41%	31%	36%
Operating cost to Income Ratio	74%	52%	63%
Working Capital Ratio	3.3%	1.6%	0.87%

### Human Resource

Number of Staff (Full and Part time)	103	72	68
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# Innovation



## Portfolio Reassignment

YMHAL lobbied for nine years to obtain funding for the Ernest and Maud Hoolihan Village Project. It has resulted in 16 two bedroom homes for elderly Indigenous couples or single people.

This speciality development offers a secure gated community for elders with culturally sensitive tenancy management, community bus and links to various client services.

Importantly this project has allowed YMHAL to undertake major portfolio realignment. Elderly tenants occupying large family homes were offered new tenancies in the Innes Estate development. Tenants eagerly moved into the new specialised properties reassured that they were built to service the elderly with the necessary amenities and services. This has allowed YMHAL to house more families in need from the Housing Register and to better utilise our housing stock.



## Pathways to Home Ownership

YMHAL identified the need for clients to have more exit points from community and social housing to affordable, appropriate and secure housing. As a result YMHAL has undertaken a substantial affordable housing project in Thorn Street Mount Louisa. YMHAL has self-funded the project with council approval for 22 properties to be developed on a 26 acre parcel of land that the organisation purchased in 2012.

Extensive planning has gone into the project to ensure significant green spaces and environmentally sustainable practices. YMHAL will fund, design and oversee the construction of community rental properties, civil works and community spaces ensuring that they are eco-friendly, community focused and purpose built. Ultimately this project will expand YMHAL housing stock, provide further options for tenants and enable the organisation to provide pathways towards home ownership.



## *Executive Management Team Report*



The year has proven to be a very Challenging year with significant changes in the Community Housing sector. The introduction of the Not for Profit and Charities Commission and the National Regulatory System for Community Housing means the organisation is working to meet and move in line with the changing legislation.

Our Long term Housing Program stabilised with the completion of the Nation Building Stimulus Program. Yumba-Meta was handed eight (8) properties under the Employment Related Accommodation Program. Indigenous people travelling from remote communities to access training, employment or study are eligible to access accommodation through this program.

A three year Strategic Direction for the Organisation was completed and work commenced on designing a website for Yumba-Meta.

As an Organisation we continued to be in a strong financial position and continue our commitment to quality improvement and continued viability and sustainable growth for future years.

Throughout all Yumba-Meta programs, 2012-2013 were challenging and rewarding for the management team of YMHAL. Whilst changes have occurred a consistent and collaborative approach has ensured the continuation of quality client service. Dale Parker Place (DPP), Tenancy Support Services (TSS) and the Reverend Charles

Harris Diversionary Centre (RCHDC) have worked closely together to support clients who have had "set-backs". Clients who have struggled at DPP have been given the opportunity to engage in the Breaking the Cycle (BTC) program to ensure each individual is given the opportunity to return to DPP and not return to homelessness. Further, clients who have been actively participating in BTC have been given the opportunity to transition into DPP.

Flora House (F/H), DPP and TSS have benefitted from the introduction of SHIP (Specialist Homelessness Information Platform) to provide electronic data to government bodies. The program can be used as a complete case management tool and can provide internal data reports. In addition, QHIP (Qld Homelessness Information Platform) has been introduced assisting in providing and sourcing updated vacancies online in real time and the acceptance of electronic referrals.

Across the programs, the biggest struggle has been assisting clients to access affordable housing due to the high cost of rental properties in Townsville. However, due to effective networking a number of clients have successfully transitioned into stable accommodation. Through the collaborative approach by the management team and other services within the sector the ongoing health, legal assistance, counselling, emergency relief, addiction, employment and housing needs of the clients continue to be addressed.



# Financial Report

## Income and Expenditure Statement for the year ended 30 June 2013

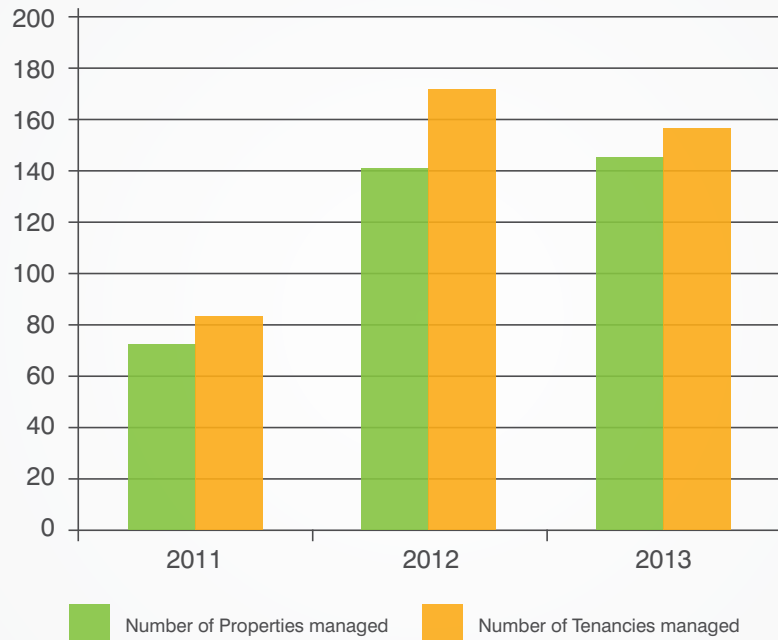
	2013	2012	2011
<b>INCOME</b>			
Rental Income - LTHP	1,090,840	988,179	621,879
Rental Income - Other	204,807	101,757	52,328
Grant Income	6,654,482	8,129,382	4,584,327
Other Income	977,519	801,347	371,266
<b>Total Income</b>	<b>8,927,648</b>	<b>10,020,665</b>	<b>5,629,800</b>
<b>Expenditure</b>			
Administration	666,947	369,123	276,450
Property Costs	1,142,049	875,101	751,636
Organisational Costs	933,120	761,131	332,853
Client Costs	166,972	162,740	173,107
Staffing Costs	3,702,300	3,073,462	2,027,668
	6,611,388	5,241,557	3,561,714
<b>Surplus from operation</b>	<b>2,316,260</b>	<b>4,779,108</b>	<b>2,068,086</b>
<b>Balance Sheet As At 30 June 2013</b>			
<b>Assets</b>			
Current Assets	2,942,991	1,435,661	716,747
Non- Current Assets	22,621,330	22,014,458	18,190,306
<b>Total Assets</b>	<b>25,564,321</b>	<b>23,450,119</b>	<b>18,907,053</b>
<b>Liabilities</b>			
Current Liabilities	879,519	888,418	816,234
Non- Current Liabilities	240,666	158,687	206,654
<b>Total Liabilities</b>	<b>1,120,185</b>	<b>1,047,105</b>	<b>1,022,888</b>
<b>Net Assets</b>	<b>24,444,136</b>	<b>22,043,014</b>	<b>17,884,165</b>
<b>Equity</b>			
Asset Revaluation Surplus	11,087,274	11,087,274	11,087,274
Reserves	5,308,697	5,308,697	5,308,697
Retained Earnings	8,048,165	6,007,043	1,488,194
<b>Total Equity</b>	<b>24,444,136</b>	<b>22,403,014</b>	<b>17,884,165</b>

# Program Summary

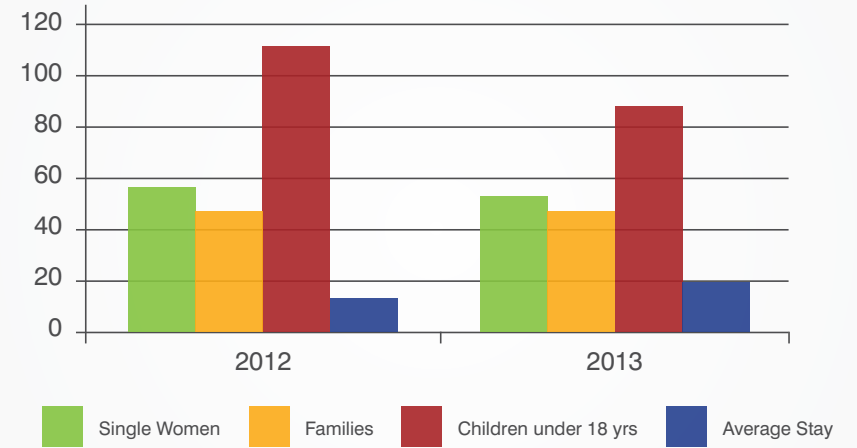
19814 beds were provided to people experiencing chronic homelessness and other issues in YMHAL accommodation programs this year... 98% of respondents to our tenant survey were satisfied with YMHAL tenancy management!

# Properties

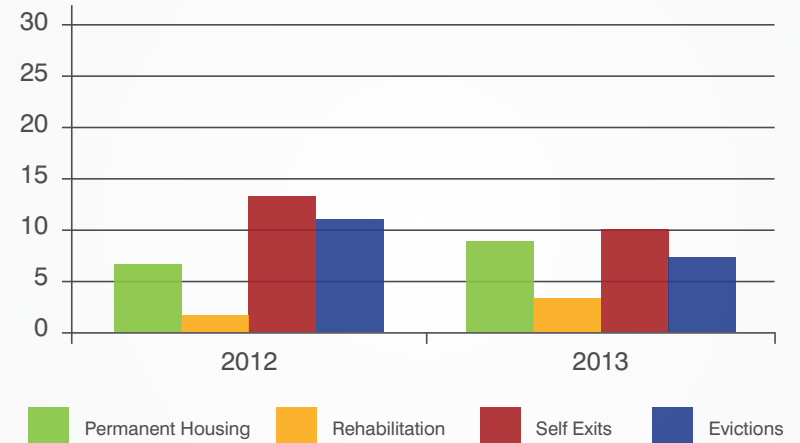
Managed by YMHAL



# Flora House Statistics



# Dale Parker Place Outcomes





**YUMBA-META**  
**HOUSING ASSOC. LTD.**

Our sincere thanks go to our Board and Staff whose dedication and commitment to their roles within Yumba-Meta Housing Association enables the organisation to continue to develop and deliver essential services to the community.

**Yumba- Meta Housing Association**

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