



One Big
Family

2019 ANNUAL REPORT

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Who We Are

Our Purpose

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

Our Values

Quality. Connection. Leadership. Respect. People.

Our Vision

Achieving sustainable communities through access to housing and support services.

Our Strategic Priorities

- Housing and Supporting Services**
Delivery of affordable and appropriate housing with support and advocacy.
- Sustainable Growth**
Delivering our activities efficiently and effectively.
- Collaboration and Partnership Opportunities**
Identifying partners to support our missional activities.
- Empowering**
Providing opportunities for the people we serve.
- Specialised Housing Provider**
Identifying the needs of people who require specialist housing.



We Are All Weeburra Thulgarri

(One Big Family)



Yumba-Meta Limited (YML), previously Yumba-Meta Housing Association Limited (YMHAL), is a not-for-profit organisation established in 1973.

Yumba-Meta provides long-term, medium-term and short-term secure and affordable accommodation and services to disadvantaged people, particularly Aboriginal and Torres Strait Islander people. Not just providing social housing assistance to those with the greatest needs, YML provides a safe place for people to take control of their own lives and break the cycle of homelessness for good.

When it comes to advocating for the community's most disadvantaged groups, Yumba-Meta has achieved and surpassed some impressive milestones since their humble beginnings in 1973, when they purchased eight homes with the sole purpose of providing housing for Townsville's Aboriginal and Torres Strait Islander families who were struggling to access housing in the private market.

Ernest Hoolihan is the founder and current board member of the organisation. He believes that Indigenous people have the right to equality of housing. When the organisation purchased houses throughout Townsville, it broke down barriers and enabled Indigenous and non-Indigenous people to live together.

Now managing in excess of 193 tenancies, YML is leading the sustainable housing agenda in the region, not only by providing long, medium and short-term accommodation that is secure, affordable and culturally appropriate, but by gaining the respect and trust of the people most in need of the support and services they provide.

Yumba-Meta over the last 46 years has grown from managing eight houses to a dynamic multi-functioning organisation now managing 193 tenancies, 13 tenancies under the Employment & Education program, 40 tenancies under the Dale Parker Place supported accommodation program, the Breaking the Cycle program, Flora House Women's Shelter, The Reverend Charles Harris Diversionary Centre (50 Beds) and developing their own housing estate; Hillside Gardens with 40 lots.

In 2015, Yumba-Meta was awarded the 'Australasian Leading Innovation Award for Professional Excellence in Housing', for their Ernest & Maud Hoolihan Elders Village in Deeragun.

In coming years, YML projects will focus on growing school retention of Townsville's Indigenous children to a level not seen before, aiming for a high percentage of children completing school with the required level of literacy and numeracy skills.

Furthermore, their efforts will also make sure that young people with disabilities are able to live amongst their own age group with dignity and not in nursing homes by constructing Specialist Disability Accommodation, thereby providing equal access to appropriate housing options for these young people. Not only does Yumba-Meta provide housing and support services but they also create successful developments including Hillside Gardens, a residential housing estate at Mount Louisa.

YML is planning a project that will provide accommodation coupled with social and emotional support to Aboriginal and Torres Strait Islander people travelling from remote communities to access the Townsville Hospital and Health Services.

This project has already received \$2.89 Million funding from the Commonwealth Government. Any profit made by YML is invested back into the community to assist in improving the lives of vulnerable people.

2019 Awards & Recognition

2109 Winner of the Australasian Housing Institute Queensland State Award for Professional Excellence in Social Housing.

2019 Winner of the Australasian Housing Institute National Award for Professional Excellence in Social Housing.

Dushy Thangiah, Yumba-Meta Ltd CEO - 2019 Telstra Australian Business Women's National Award for Purpose & Social Enterprise.

Timeline

The partnerships Yumba-Meta has formed over the years have been instrumental in developing the scope of services the organisation provides today.

1973

Establishment of Yumba-Meta Housing Association Limited.
2 staff members

1974

Purchase of the first 8 homes.

1975

Increased housing stock to 33 between 1975 to 1995.

1996

Completed construction of 5 one bedroom senior units in Garbutt.

1997

Increased housing stock from 33 to 45 properties.

2000

Completed first Management Manual funded under Department of Housing Best Practice Program.

2001

Purchased 6 acres of land at Innes Estate Deeragun to develop an Elders Village.

2004

Yumba-Meta Housing Association to be the first Indigenous Housing organisation in Australia to be fully accredited under the Queensland Community Housing Standards and Accreditation Council.

2005

Entered into formal partnership with Australian Red Cross to manage the Homeless Early Intervention.

2006

Funded to manage the Queensland Indigenous Alcohol Diversion Program.

2008

Awarded management of the Reverend Charles Harris Diversionary Centre and Flora House Women's Shelter.

2009

Purchase of 26 acres of land at Thorn Street Mount Louisa to facilitate pathways for Indigenous home ownership.

2010

Received funding from the Nation Building Economic Stimulus Capital Grants program to construct new dwellings. Three dwellings were demolished and replaced with multiple dwellings on each site resulting in 3 tenancies increasing to 7 tenancies.

2011

Dale Parker Place medium-term supported accommodation with 25 places for single men and women.

2012

Completed construction of the Ernest & Maud Hoolihan Elders Village.

Granted management of 8 properties to support Indigenous people traveling from remote communities to access education, training and employment.

Housing stock increased to 142 properties.

2013

Official opening of the Ernest & Maud Hoolihan Elders Village of 16 x two bedroom detached homes, by the Queensland Minister for Housing and Public Works.

2014

Received 5 additional properties under Emergency Rental Assistance Program (ERAP) taking properties under ERAP to 13.

2015

YMHAL Celebrates 40 years of service to the local community, granted registration under NRSCH as a Tier 2 Provider making YMHAL the first and only Tier 2 Indigenous Housing Provider in Queensland.

Won the Australasian Housing Institute National Award for Service Innovation for the Ernest & Maud Hoolihan Elders Village.

Purchased an additional 25 acres of land in Thorn Street to create a development of 41 home sites.

2016

Received operational works approval from Townsville City Council for the Thorn Street Project.

2017

Completed Hillside Gardens and went to open market for sales.

2018

Purchased community centre at 25 Acheron Avenue Cranbrook to facilitate the tutoring and mentoring program for young Indigenous children.

Approved registered provider for Specialist Disability Accommodation.

2019

Received Development Approval for 1145 Riverway Drive Project.

Received \$2.89M Commonwealth Government towards capital construction of the patient transitional facility at 1145 Riverway Drive Rasmussen.

Entered into a partnership with the Ted Noff's Foundation to facilitate youth engagement in Townsville.

Awarded Winner of the Australasian Housing Institute Queensland State award for Professional Excellence in Social Housing.

Received funding from Queensland State Government for Townsville Family Violence Support Service.

Winner of the Australasian Housing Institute Award for Professional Excellence in Social Housing.

Yumba-Meta Ltd CEO, Dushy Thangiah - 2019 Telstra Australian Business Women's Award for Purpose & Social Enterprise.



CHAIRPERSON'S REPORT 2018-2019

Janice Burns

I am pleased to present the 2018-2019 Annual Report for Yumba-Meta Limited. On behalf of the Board of Directors, I would like to express my heartfelt thanks and appreciation to management and staff for the commitment and dedication in the provision of services through our various programs.

During the recent flood event in February, Dale Parker Place on Bowen Road suffered major flood damage and all of our clients had to be re-housed. The property was renovated to safety standards within four weeks and clients were able to return to their properties. Comprehensive renovations are to commence shortly to rectify the property. Management has ensured that clients will have minimum disruption to their lives during these renovations.

I am very pleased to advise that YML was one of the few services that continued to operate 24 hours a day during the disaster period. We were able to achieve this due to the dedication of some of our staff.

The Reverend Charles Harris Diversionary Centre and Flora House Women's Shelter continued to operate throughout the flood disaster period.

Winning the Australasian Housing Institute 2019 National Award for Professional Excellence in Social Housing was indeed the highlight of the year and winning the award in Darwin was very gratifying.

Our Board is very pleased that our CEO, Dushy Thangiah, was the 2019 Telstra Australia Business Women's Awards Winner for Purpose and Social Enterprise. These recent awards have placed YML on the national platform and opened avenues to further promote our business objectives.

This year, YML also achieved another challenging milestone by completing construction of the first SDA (Specialist Disability Accommodation) in Townsville. The property has received full certification and will soon be tenanted. YML management staff have worked with the young client to enable him to be the first recipient of an SDA home in Townsville.

After ten years of work, YML finally received \$2.9M capital funding from the Commonwealth Government to construct the Multi-Functional Patient Transitional Facility at 1145 Riverway Drive, Rasmussen. A builder will be selected through a tender process and it is hoped that construction will commence in January 2020.

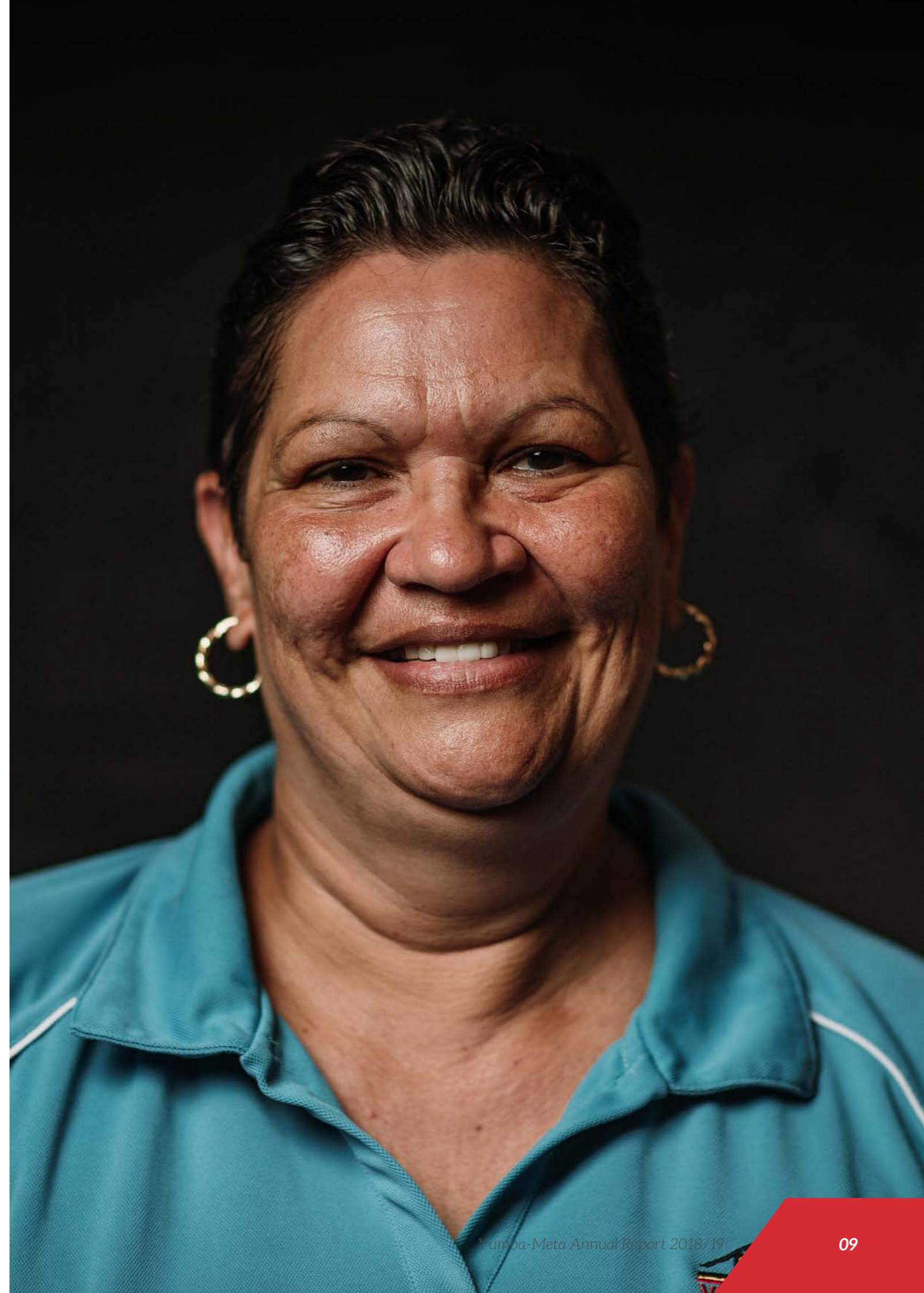
Many years of lobbying came to fruition with YML successfully tendering for the Townsville Aboriginal and Torres Strait Islander Domestic Violence and Family Support Services program. This program will be tailored in a culturally appropriate manner to meet the needs of the local Aboriginal and Torres Strait Islander community.

As mentioned in my report last year, our commitment to improving literacy and numeracy for young Aboriginal and Torres Strait Islander children resulted in the purchase of a facility at 25 Acheron Avenue Cranbrook. The property is being renovated to make it culturally appealing and welcoming to the children. We see this as an important outcome for the future of our community.

Land sales at Hillside Gardens has been impacted by the downturn in the Townsville economy and we are hopeful that the new projects announced for Townsville will improve the outlook of the Townsville economy and improve property sales.

The Board continues its commitment to improved Governance through training and development. We maintain our Tier 2 status with the National Regulatory System for Community Housing and our accreditation under the Human Service Quality framework.

On behalf of the Board, I assure our members, stakeholders, clients and staff that YML will continue to strive to deliver quality and appropriate services and is committed to grow and flourish into the future.





CEO'S REPORT 2018-2019

Dushy Thangiah

I have great pleasure in presenting the 2018-2019 Annual Report for Yumba-Meta Limited (YML). Our organisation continues to lead innovation in the delivery of social housing and homelessness services. YML's strategic direction is innovative and most importantly, flexible to meet the changing needs of our growing community.

This year has been an unusual year for YML. The impact of the floods in February 2019 affected about 25 of our properties, and on a positive note, YML certainly got many opportunities to showcase the organisation's work on national platforms. YML went through a name change during the year to reflect our current business model, which provides more than just social housing. It's hoped that this name change will remove some of the misunderstandings in the sector with regards to our business model.

We continue to manage 66 properties with 140 tenancies under the Long-term Social Housing Program and 52 properties with 53 tenancies under the Transitional Accommodation Program. Support programs at Reverend Charles Harris Diversionary Centre, Dale Parker Place, Breaking the Cycle and Flora House Women's Shelter continues to operate effectively.

Hillside Gardens, YML's first land development project, continues to sell land in the open market. We have sold 15 of the 38 blocks. During the last financial year, as a result of the downturn in the Townsville property market, land sales were impacted. Poor economic conditions experienced over the previous few years has contributed to an uncertain property market in this region.

Dale Parker Place at 107 Bowen Road Rosslea, has been fully operational in the new facility since August 2017 and continues to operate at full capacity. The 40 one-bedroom facilities with onsite support have had a positive impact on the Townsville homelessness sector. Dale Parker Place confirms the need for more supported accommodation options to accommodate and support some of the most vulnerable members of our community who struggle to sustain tenancies without appropriate support. YML works collaboratively with other support agencies in the sector to achieve effective and sustainable client outcomes.

We are also very pleased to have won the tender to manage a new pilot program - Townsville Family Violence Service. The program will commence in October 2019, and we hope through this program to be able to assist the Aboriginal and Torres Strait Islander communities to address some of the issues deemed as an ongoing challenge for over the last 20 years. We will have more to report on this program and the outcomes next year, once the program commences.

Significant time and effort invested into networking and exploring opportunities to construct Specialist Disability Accommodation were rewarded by YML becoming the first organisation in Townsville to build a fully compliant SDA (Specialist Disability Accommodation) dwelling (duplex).

This journey was not without challenges. However, we achieved our goal with support from professionals like Greg Barry, Robert Hannaford, Martin Locke Homes and John Rosel. I am very grateful for the advice and assistance they provided, which enabled us to achieve this remarkable milestone. Our young Indigenous client became the first recipient in Townsville for SDA payment in his NDIS (National Disability Insurance Scheme) support package. A very proud moment for both the young client and YML.

Land at 1145 Riverway Drive Rasmussen purchased in January 2017, received TCC Development Approval during March 2019. PriceWaterhouseCoopers's consultants completed the preliminary business case, detailing the costs and benefits in constructing and managing a Patient Transitional Accommodation Facility on this site. During March 2019, YML successfully secured a grant of \$2.89 million through the Commonwealth Government's Building Better Regions Grants Program. The YML Board and Management are continuing to work with various levels of Government to secure operational funding for this project.

YML has continued working with Government and non-Government agencies to implement a program to improve educational outcomes for Aboriginal and Torres Strait Islander primary school children. A site was secured during November 2018 for this purpose and is being renovated currently in preparation for the 2020 school year.

Quality improvement and sustainable growth continue to be a priority for the organisation. YML continues as a Tier 2 Provider under the National Regulatory System for Community Housing (NRSCH) and an Accredited Provider under the Human Service Quality Framework (HSQF) for Community Services. We pride ourselves on providing a highly professional and culturally appropriate service in line with industry practice benchmarks. As part of our commitment to quality improvement, the Board appointed O'Connor Marsden & Associates, a highly reputed Internal Audit Specialist to conduct internal audits on all the programs managed by YML. They completed the examinations during the year.

Our commitment to maintaining the highest standards of Corporate Governance and transparency in decision making was supported and strengthened by investment in various aspects of corporate training. Training ensures the Board and Management Team are up-to-date with the changes to legislation, current business practices, emerging trends in business practices and changes to the not-for-profit sector.

YML received national recognition through some awards this year. The Telstra Businesswomen's Awards (Queensland and Australian) and the Australasian Housing Institute Award. These were great moments to showcase the incredible work that is done by YML's dedicated Board and Staff. Recognition through these awards has seen significant growth in the number of enquiries and assistance from high profile companies around Australia.

I wish to take this opportunity to thank the Board and the Senior Management Team who share my enthusiasm and passion for our community. Also, I appreciate all of our frontline staff who work tirelessly to ensure our organisation serves our community to the best of their ability.

I would also like to thank our consultants and our contractors sincerely for the services delivered to YML in a professional manner, which in turn has enabled YML to provide high-quality professional services to our community.

We will continue our commitment to improving services in the area of education for primary school children, meaningful engagement of our young people, support for patients travelling from remote communities to access Health Services. Also, to support people with high physical needs requiring Specialist Disability Housing.

Our pledge to our community is that YML will continue to identify new services and the gaps in services to meet the changing needs of our community. Moreover, we will continue to act as a strong voice for our community to ensure these needs are addressed effectively in a culturally appropriate and sustainable manner.

Board of Directors

The Yumba-Meta Limited Board is focused on the organisation's quality improvement, sustainability, and sound financial and governance practices.

Yumba-Meta Limited is governed and lead by its Board of Directors in accordance with its company constitution and other appropriate laws and regulations.

The Board has an oversight role in setting strategic direction for Yumba-Meta Limited and monitoring execution appropriately in meeting these objectives.

Yumba-Meta Limited currently has seven positions for Board of Directors who bring diverse range of expertise to this role.

Directors and management are committed to ensuring sound governance principles are maintained and applied in governing Yumba-Meta Limited.



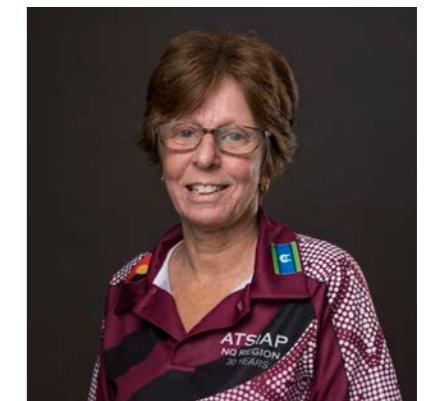
Janice Burns
Chairperson



Ernest Hoolihan
Deputy Chair



Helen Bushman
Director



Michele Thompson
Director



Douglas Dunstan
Director



Dawn Charteris
Director



John Bearne
Director

Executive Staff

Yumba-Meta Limited has a highly skilled dedicated management team that is passionate and enthusiastic about achieving positive outcomes for the local community and improving the lives of some of the most marginalised people in our community.



Dushy Thangiah
CEO



Karen Kite
Manager
Operations & Service Coordination



Changyi Liu
Manager
Finance



Anil Kaithakulath
Manager
Dale Parker Place



Stacey Ganter
Manager
Housing & Corporate Services



Roslyn Lively
Manager
Reverend Charles Harris Diversionary Centre



Brenda Lucas
Manager
Flora House Women's Shelter

MANAGER'S REPORT 2018-2019

Operations & Service Coordination

In 2018/19, Yumba-Meta Limited took some significant steps forward in achieving its long-term visions and broadening its services to assist clients and the community in new and meaningful ways.

The receipt of \$2.9million in capital funding through the Federal Government's Building Better Regions Fund means construction on Yumba-Meta Limited's Step Down Facility can now begin.

This project will bridge the gap that is currently seeing people fall into homelessness and sleeping rough when they find themselves with nowhere to go after coming to Townsville for healthcare services.

Once open, the Facility will also enable Yumba-Meta Limited to provide extra support and education to an out-patient's family unit, who can in turn pass those learnings along to their community.

Yumba-Meta Limited was also awarded the Townsville Family Violence Support Services in 2019.

This Program will provide counselling and support services for victims and perpetrators of Domestic and Family Violence by helping clients to navigate the legal system, get the help they need, and ultimately decrease the rate of violence occurring within the community.

The program is a wonderful addition to the services already offered at Flora House Women's Shelter as well as to new and existing clients, both male and female.

It was this wholistic approach that saw Yumba-Meta Limited win the Australasian Housing Institute's 2019 Award for Excellence in Social Housing.

This award, along with CEO's Dushy Thangiah's Telstra Business Woman of the Year Award, was wonderful recognition of the organisation's commitment to its clients and community.

Karen Kite

MANAGER'S REPORT 2018-2019

Finance

Yumba-Meta Limited celebrated another strong year in 2018/19 delivering budget surplus once more, despite being met with some new challenges in the wake of February's floods which significantly impacted Dale Parker Place and several properties within the organisation's portfolio.

One of the key highlights, was securing \$2.9million to complete the capital works for Yumba-Meta Limited's Step Down Facility in the Upper Ross; as well as receiving Townsville City Council's approval for the Development Application.

While YML is yet to receive the operational funding needed for this project, the organisation has made great strides in getting Queensland Health, The Townsville Hospital and crucial other health service providers in the region to back the initiative.

It's a long-term project, which may take another ten years to complete; however, it is projected to double Yumba-Meta Limited's equity to more than \$50 million when completed.

2018/19 also saw YML successfully tender for the Townsville Family Violence Support Services. Yumba-Meta Limited began delivering this program in September 2019, engaging a new employee to do so. Financially, the program will add \$500,000 to Yumba-Meta Limited's financial statement each year.

The additional funding will also help enhance the services offered at Flora House Women's Shelter by providing counselling and support services for women who have experienced Domestic Violence.

Other financial highlights this financial year include building Townsville's first Specialist Disability Accommodation (SDA) home in Yumba-Meta Limited's own residential development, Hillside Garden. Investing more than \$1,000,000 in Property Plant and Equipment (PPE), and having all current programs meet their annual budget.

Changyi Liu

Housing & Corporate Services

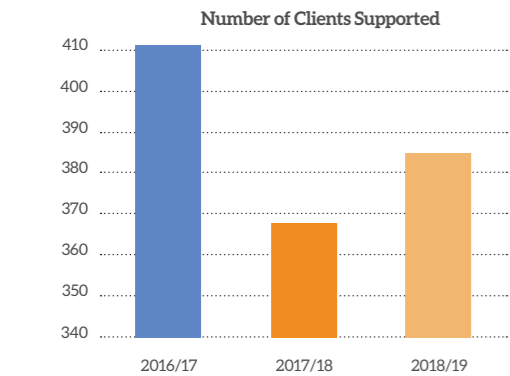
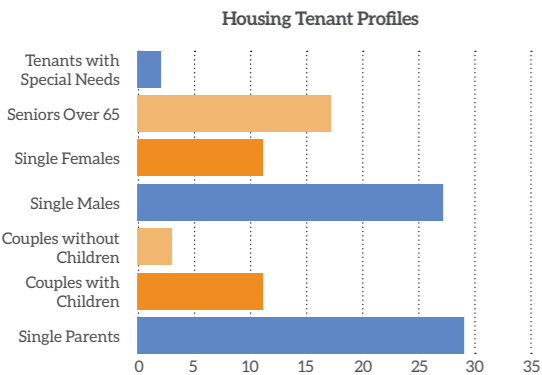
Yumba-Meta Limited's Housing team is responsible for managing 184 tenancies rented to clients under the Long-term Housing Program; and 13 tenancies through the Employment and Education Housing program.

In 2018/19, the team maintained the 97% occupancy rate which has been held consistently since 2014. In the past 12-months, 385 tenants have resided in these properties; with 40 per cent of the homes containing children.

One of the biggest markers of growth for the housing team in 2018/19 was the addition of two new Housing Officers. This growth has allowed the team to focus on providing a more personable, wholistic approach to tenancy management.

Beyond tenancy management, the housing team looks for referral pathways and ways to build good rapport with their tenants so they can foster positive lines of communication and sustain longer tenancies and greater stability for their clients.

Stacey Ganter



Reverend Charles Harris Diversionary Centre

In 2018/19 the Reverend Charles Harris Diversionary Centre welcomed 11,889 clients seeking a bed for the night, a healthy meal, and respite from substance abuse.

The Centre operates 24 hours a day, seven days a week; and employs 25 staff to deliver a range of support services for up to 50 clients at a time.

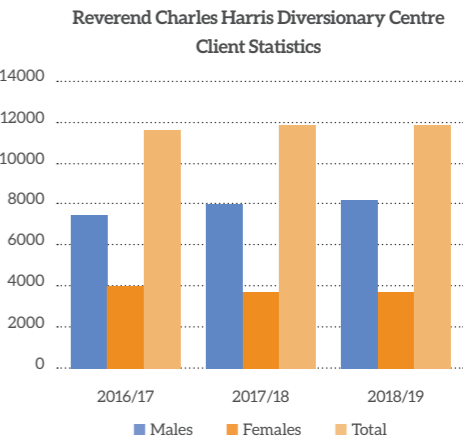
Services provided include use of a shower and laundry, a place to rest, a balanced diet, basic first aid, and access to other support Agencies.

Regular visitors to the Centre are also encouraged to access Yumba-Meta Limited's Breaking the Cycle program.

Breaking the Cycle helps clients who are willing to move away from substance abuse and homelessness by guiding them through an intensive case management model with an individualised plan in order to maximise results.

In 2018/19, 125 clients participated in Breaking the Cycle; of those, six were transitioned to supported accommodation at Dale Parker Place, five returned to community and five transitioned to private rental accommodation.

Roslyn Lively





Flora House Women's Shelter

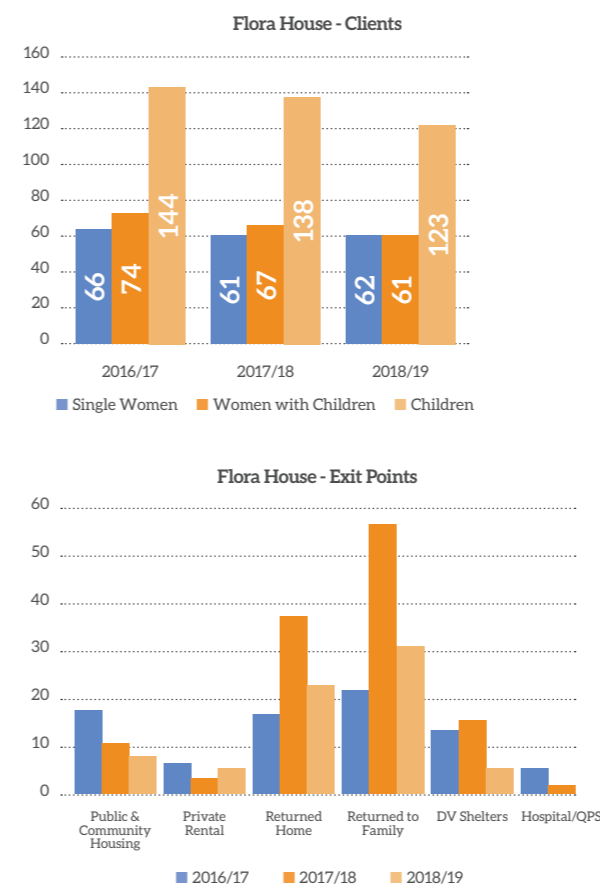
Flora House Women's Shelter provided safety and support services for 246 women and children escaping domestic and family violence in 2018/19.

Two mothers with children stayed for 90 days while they received the support they needed and until they secured suitable long-term housing. For other clients, Flora House provides a place for respite from violence and substance abuse. These women will often stay a short time before returning to their own homes.

Flora House typically experiences its highest turn-over of clients from July to August, and it is common to have up to eight women and 21 children in the house at a time during this period.

In addition to providing a safe place, the program enables Yumba-Meta Limited to empower women to make good choices that will help them break the cycle of violence. Staff at Flora House have focused heavily on connecting with other support service providers in the past year to broaden their knowledge of local services and access new opportunities for clients.

Brenda Lucas



Dale Parker Place

Dale Parker Place experienced continued high demand in 2018/19, averaging 91 per cent occupancy throughout the year. This is particularly impressive given the facility only increased its capacity from 25 units to 40 units when the former facility was demolished in 2016 and rebuilt and reopened in August 2017.

Dale Parker Place provides supported accommodation for adults who are transitioning toward attaining independent housing or who would not be able to sustain public or community housing.

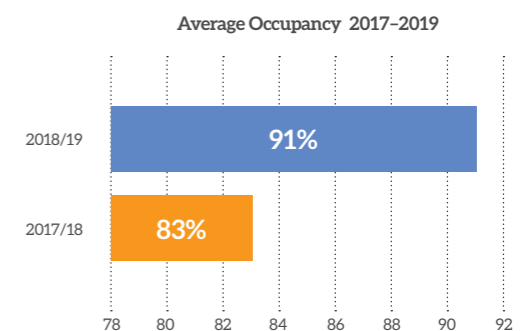
Beyond the primary accommodation services of the Facility, residents at Dale Parker Place are encouraged to undertake courses and training that will improve their employment prospects and help lead them toward securing work.

In 2018/19, five residents participated in various certification courses, with three of those residents successfully attaining full-time or part-time work as a direct result.

Unfortunately, the Facility was significantly impacted by the Townsville floods in February 2019.

All 38 clients residing at Dale Parker Place at the time were required to be temporarily relocated while the damage was assessed and repaired. Yumba-Meta Limited was successful in finding temporary accommodation for all residents during that time.

Anil Kaithakulath



Programs



Long-Term Housing Program

Through this program YML provides housing support to some of the most marginalised people in our community who are unable to access housing in the private market.

Yumba-Meta Limited manages 140 tenancies across Townsville under the long-term community housing program and 53 properties under the transitional housing program.

YML provides housing and support to those people who are experiencing vulnerability in some form and are deemed as having complex needs. Our service provides more than just a house. Our services aim to capacity build clients to sustain tenancies.

Properties are available for families or individuals requiring housing that is secure, appropriate and affordable and where their needs cannot be adequately met by other housing options.

Clients are assessed via a comprehensive intake process that helps understand the immediate and long-term needs of the clients. The assessment assists YML to determine the supports that the clients require to sustain the tenancy and improve their well-being.

Clients deemed as having immediate needs are connected to Intensive Case Management which connects them to the required services to receive the support that is necessary.

YML housing staff work closely with the clients informing them of their rights and responsibilities as tenants.





SENIORS HOUSING

The Ernest & Maud Hoolihan Elders Village

Yumba-Meta Limited's commitment to provide senior housing in a retirement village style setting was realised when the Ernest & Maud Hoolihan Elders Village opened in 2012.

As the founder of Yumba-Meta, it was always one of Ernie Hoolihan's missions to achieve community housing for Townsville's aged Aboriginal and Torres Strait Islander residents.

In 2012, Ernie's years of work paid off and the Ernest & Maud Hoolihan Elders Village opened the doors of its 16 two-bedroom units to Aboriginal and Torres Strait Islander people over the age of 55 seeking independent living in a retirement village style complex.

The complex was officially opened by The Honourable Minister for Housing, Tim Mander, in 2012.

This project was YML's opportunity to create something new, an entire community designed for, and with, Aboriginal and Torres Strait Islander people, based on the principles of portfolio realignment. Nearly 12 years passed between YML first purchasing the land in 2001 and commencement of construction in 2012.

Ernie and Maud received a great deal of respect for their hard work and contribution to the community and the village is one resounding success. It's a community of its own in a beautiful setting and it's been at full capacity most times since 2012.

The village is a perfect model showcasing community driven solutions which effectively and appropriately meets the physical, social and emotional well being of the community it serves.

YML provides a free bus service twice weekly for residents to access health appointments, shopping etc. During the 2018 financial year a commitment was made to install solar panels to reduce the impact of high electricity costs on the residents. With 50% already completed this program is expected to be completed by 2020.

Dale Parker Place

Dale Parker Place occupancy has exceeded 95% at all times with a number of clients successfully transitioning into private or community housing.

Dale Parker Place accommodates and supports single males, single females and couples without children who are experiencing homelessness and are currently sleeping rough or who are chronically homeless, to plan towards attaining independent, sustainable housing and participating within the community.

The service provides a high level of individual case management to clients to support their transition to appropriate accommodation.

The facility is staffed 24 hours per day, 7 days a week.

In 2016 the building on 107 Bowen Road was demolished and was replaced by a new 40 x 1 bedroom units complex, which reopened in August 2017. The new facility increased capacity from 25 tenancies to 40 tenancies. This expansion of DPP gives a permanent long-term home to those who will never be able to sustain public or community housing.

The facility has proven popular with a waiting list now maintained for those people who wish to live at Dale Parker Place.

Dale Parker Place has also had a positive impact on Townsville's homeless population, as evidenced by reduced occupancy rates at the Reverend Charles Harris Diversionary Centre. Referrals to Dale Parker Place may be from a range of sources including self-referral, health Homelessness Outreach Team, The Diversionary Centre, Residential Rehabilitation Services, Case Coordination Group and other Homelessness Services.





ACCOMMODATION & SUPPORT SERVICES

Reverend Charles Harris Diversionary Centre

In a twelve-month period 11,622 clients accessed Reverend Charles Harris Diversionary Centre's services.

The Reverend Charles Harris Diversionary Centre is a sobering up facility open 24 hours a day, 365 days of the year to provide alternatives to the Townsville Police Watch House for those who are at risk of incarceration, risk to themselves and or others due to public intoxication issues. The centre is a 50-bed facility with 28 male beds and 22 female beds.

The popularity of the Diversionary Centre amongst Aboriginal and Torres Strait Islander people seeking sanctuary from substance abuse prompted the instigation of the Breaking the Cycle Program in 2010. Today, its proven success has been a great source of inspiration for Yumba-Meta to do more in this space.

As well as offering a safe and familiar place for clients to sober up for the night, the well-respected staff at the centre provide more reasons than just a bed and a healthy meal to stay on or return to the facility. By allowing them to stay on in the centre for an elongated period, it's an incentive for clients to become more involved with the programs offered.

All regular clients of RCHDC are encouraged to participate in the Breaking the Cycle Program, if successful they are transitioned onto DPP, community housing or private rental depending on the clients capacity to maintain a tenancy.

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. Assistance is provided to those who are too intoxicated to meet their basic needs unaided.

The centre is also facing new challenges as hard drug use, specifically ice, continues to impact some of its clients. Yumba-Meta has been seeking funding for a mental health worker to help ease the burden of hard drug use and mental health concerns, but this need has not yet been met.

The centre works collaboratively with other services in the Townsville homelessness, public health, Centrelink and rehabilitation services to obtain the best possible outcome for the clients, many service visit the centre to engage with clients.

Breaking The Cycle

The Breaking the Cycle (BTC) program is managed at the Reverend Charles Harris Diversionary Centre.

This program provides accommodation and support to regular clients of Reverend Charles Harris Diversionary centre who express a desire to move away from a life of alcohol addiction. Through an intensive case management model, clients receive access to support and activities in a safe and caring environment enabling them to address some of the issues that lead to alcohol addiction.

Every client is individually case managed with case plans identifying individual needs to maximise positive outcomes.

Flora House Women's Shelter

Flora house is a safe place for women and children escaping domestic and family violence which provides a home like environment.

The facility has 11 rooms, and a strong focus on helping the children who stay there to find some normalcy as their mother gets the assistance she needs.

Yumba-Meta works closely with the local State Schools to return children who've been living with domestic or family violence to regular schooling. The Zephyr Foundation provides the children with Buddy Bags, comprising of blankets, drink bottles, lunch boxes and stationery to help them feel safe, cared for, and enthusiastic about education.

Often, Yumba-Meta staff will drop-off and pick-up children from school, to give their mother time to attend appointments with the courthouse, the police, and any other services she may require.

As Townsville's only shelter that provides accommodation for family violence, Flora House's services are in high demand and severely under-funded.



Employment & Education Housing Program

Yumba-Meta Limited provides accommodation and a support base to people travelling from remote communities to access employment, education or training.

The program provides transitional housing for Indigenous people moving to the Townsville region from remote communities for educational, training or employment purposes.

Yumba-Meta Limited manages 13 properties through this program.

- To be eligible for the program, an applicant must be:
- an Aboriginal or Torres Strait Islander person from a community considered as remote, or relocated from a community 2 years prior to applying
 - either a secondary school student or 18 years or over

- Able to provide evidence of:
- an offer of full time enrolment in an approved course or
 - an offer of full time employment or ongoing training

- The objectives of our Employment & Education Housing Program are to:
- provide affordable housing to Aboriginal and Torres Strait Islander people who need to take up employment, education or training in a regional centre.
 - provide better links between housing and training, education and employment opportunities
 - provide a family centred housing option to strengthen the sustainability of employment, education and training outcomes

- The benefits of the YML Employment & Education Housing Program include:
- assisting people to improve their economic circumstances through long-term employment, education and training
 - providing a pathway from transitional housing into private rental housing or home ownership
 - enabling families to stay together where one or more household member needs to relocate for employment, education or training

Family Stories





OUR CLIENT'S STORIES

Frances Corporal

Dale Parker Place Tenant

The day Frances Corporal was introduced to Dale Parker Place, was the same day she left her old existence behind, to transition into a whole new life chapter.

Even as Frances recounts some of the darkest and hardest days of her life, there is a beauty and strength to her features that speaks of her belief in brighter times ahead.

"I grew up without a mother. She left when I was 6 or 7, and I was the oldest of four. My sister was just a baby, my brother 3 years old, my other brother was only 5. I can't say it was an easy childhood."

Without going into the mire of detail, it's clear that Frances's upbringing was one shadowed with trauma, fractured attachment, and upheaval.

"I ended up homeless, sleeping under 'The Bridge' and down on The Strand. I was drinking through it all, and looking for comfort in the wrong places."

There came a day, finally, when Frances was introduced to the Dale Parker Place (DPP) during a visit at a drop-in centre. "As soon as I went to DPP, I felt like I was home. I haven't looked back since."

Frances speaks of her regard for her Case Worker, Janette, who's "there to support me when I need help with something, or just need someone to talk to."

Aside from now living independently in her own unit, DPP has also assisted Frances in developing her vocational skills. "I'm doing computer courses now. I'm making something of myself. I love looking after older people, so maybe that will be a line of work I can follow one day."

The ongoing social impacts of DPP are reflected in Frances's reference to a close family member, "I have a cousin who came through Dale Parker at the same time. I used to really worry about her, but she's good now, in her own unit."

Most evident though is Frances's pride in living-in and maintaining her own home. "I like keeping my little place nice and clean. I really enjoy and get a sense of satisfaction out of cleaning until it's sparkling, and keeping my home just how I like it."





OUR CLIENT'S STORIES

Fletcher Christian Daisy

YML Unit Tenant

Fletcher Christian Daisy 'The Second' is actually a first-rate example of the type of outcomes YML achieves in partnership with their clients.

When Fletcher walks into a room he brings a brand of humour that's all his own. Grinning broadly, he proclaims (rather than announces) his name;

"I am Fletcher Christian Daisy, The Second! Named after Fletcher Christian from Mutiny on the Bounty."

Fletcher has lived in many places over the years and was employed in a variety of stable positions including Shalom Christian College, the Townsville City Council Dump and Recycling program, Bunnings and Never Fail Water.

"My marriage broke up, and I was in a bad place. I went as far as you can go. I was homeless for nearly four months, living in the park. I slept through the pouring rain with thunder and lightning. I think I was one of the worst, under the Victoria Street Bridge, drinking goon."

Despite linking with a number of community-based organisations, none seemed able to help him transition back to stability.

In November of 2010, Fletcher received a referral to Dale Parker Place where he was a client for over nine years.

Asked about how YML had improved his future, Fletcher bowed his head, humbled. Tears fell freely as he explained; "Dale Parker gave me back my life. My independence, my security."



"It's not just a place to stay, but a program. I learnt about budgeting and paying bills. And we got to be social again. We'd go out fishing on a Friday, and on a Tuesday? Well, we'd visit the 7th Day Adventists. We'd start with an opening prayer and then share in vegetarian food! I never knew you could make Shepherd's Pie out of lentils and potato..!"

"Through Dale Parker, you meet good people who go out of their way to help others."

These days Fletcher manages his own tenancy; "I've been living in my own unit for two years now. I've made good neighbours and good friends. I'm right where I want to be."

Asked if he still receives assistance from a case manager, Fletcher flashes his trademark grin, "I'm the case manager now. I case manage myself!"

"Bottom line is this; Dale Parker is a really good institution for homeless people. They lead by being an example. Being an example is the way through it."



OUR CLIENT'S STORIES

Mrs Margaret Gertz

Ernest & Maud Hoolihan
Elders Village Tenant

When Mrs. Margaret Gertz (nee Hoolihan) moved from her family home to be closer to medical facilities for her late husband, she admits she found the transition challenging.

"My husband had been diagnosed with stomach cancer, and it became necessary for us to move closer to specialist care. At first, it was hard to leave our home of 50 plus years in Malanda, where we'd raised our 6 children to adulthood."

However, on sighting the Innes Estate village, designed specifically by Yumba Meta for Aboriginal and Torres Strait Islander Elders, Margaret's decision was made.

"We came down to see the village. As soon as I walked through the home, I knew, 'Yes! This is for us!'"

Mrs. Gertz's first impression of the estate is perhaps unsurprising. Surrounded by natural forest, the village is a prime example of how Aboriginal and Torres Strait Islander housing facilities benefit from community-based planning at a grass-roots level.

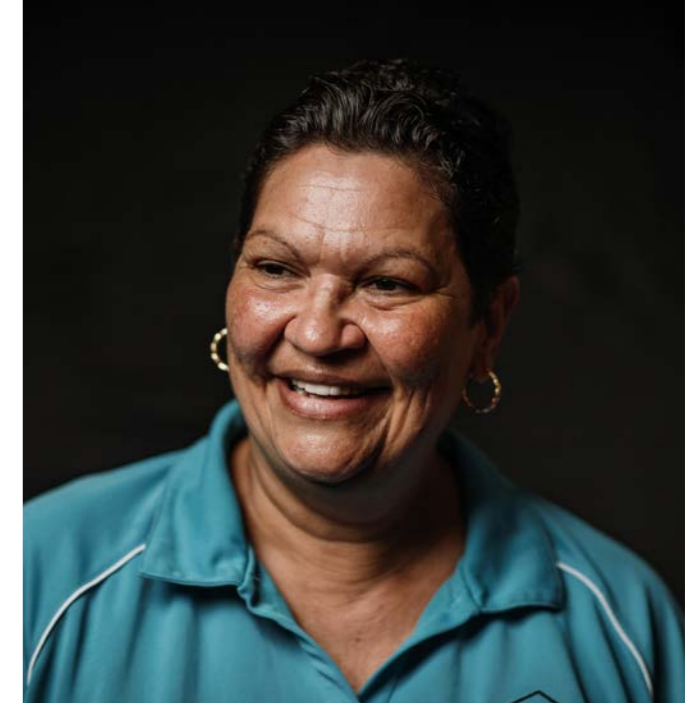
While Margaret's husband has since sadly passed away, she herself has gone on to remain at the village as a tenant for some 6.5 years. "We're completely independent, but we also enjoy the company of close neighbours. We all keep an eye out for each other. My cousin Glenda is there too, so we have plenty of social interaction."

Yumba Meta provides a weekly bus service to the estate, ensuring all tenants are able to access the community and attend to their weekly errands. "The bus service is a big help; it comes in on Wednesdays and Thursdays and is a routine we look forward to."

The estate's relaxed and peaceful setting also makes it accessible for visitors. Being a mother of six adult children, Margaret has a large number of grandchildren, so this element of the village is particularly important.

"I see my family regularly! They drop in for a cuppa, or we share a meal together. I had them all over for dinner last night on the patio actually!"

Margaret finishes with a laugh, "but instead of me cooking up a storm as I used to in my younger years, now they bring the dinner. I don't mind that change one bit!" Margaret has a large number of grandchildren, so this element of the village is particularly important.



OUR CLIENT'S STORIES

Eva Haines

YML Long-Term Housing
Program Tenant & Staff
Member

Eva Haines and her husband had been renting their previous home for 13 years, but when the owners decided to sell and gave them just two weeks to make an offer or move out, they suddenly found themselves homeless.

While they were able to stay with Eva's sister for some time, one bedroom just wasn't enough and, after an exhaustive search, Eva was offered a home through Yumba-Meta Limited's long-term housing program.

"When we were at the previous house, I thought I'd live there until I died," said Eva. "The owners were good to us but in the end they wanted us out very quickly and to pack up after 13 years with no time to plan, made it a very trying time for us."

"Knowing that the house we're in now is a long-term tenancy with Yumba-Meta takes a big load off our minds that's for sure." Eva and her husband have now spent three happy years in their Yumba-Meta Limited home, sharing it with their daughter and two grandchildren.

"It's a beautiful property - it's huge, it's got a big shed, it's a dream house for me," Eva said.

"My daughter has come to stay with me because my husband works away, so most times I'd be home alone. She's got two children so we help her with the kids: the little boy's enrolled in school here and the kids can play and kick a ball knowing that there's no speeding cars coming past. I absolutely love it."



OUR CLIENT'S STORIES

Natasha Kum-Sing

YML Long-Term Housing Program Tenant

At the end of 2013, Natasha Kum-Sing made the difficult decision to pack up her three children and leave the support network of her extended family in Mount Isa to move to Townsville.

"I have an adult daughter with Cerebral Palsy who needs 24/7 support," said Natasha of her decision to move.

"Living in Mount Isa, it was just me doing it all myself with no extra support, so there was a whole upheaval with moving and leaving all my family."

Natasha was able to find a disability home through Yumba-Meta Limited with minimal fuss, and she and her family have been in the same property ever since.

"It's a quiet area, I like where we are at the moment," Natasha said.

"My daughter's doing really, really well since getting the extra help - through the NDIS, support workers step in and do all of the stuff that I'd usually do. It gives me a break and she's always on the go, doing lots of activities.

"The goals that she's achieving now are great. It was worth making the move, definitely."



OUR STAFF'S STORIES

Karen Kite

Manager Operations & Service Delivery

After years of nursing, Karen Kite changed career and found her calling within the dynamic folds of Yumba-Meta Limited.

Joining YML in February 2008, little did she know that she would still be an essential member of the YML team some eleven and a half years later. As Karen says; "The challenges keep coming. YML is a very dynamic organisation. There's always something new happening, and we're always looking at how we can do things better."

Karen has a Bachelor of Social Science from JCU, with Criminology and Anthropology majors and a focus on Indigenous Studies. Upon graduation in February 2008, Karen was interviewed by Dushy Thangiah (CEO) and was appointed as a Yumba-Meta Case Manager.

She soon moved from Case Manager into a management role with the Reverend Charles Harris Diversionary Centre, and in 2010, working with Dushy, was instrumental in developing the Dale Parker Place Program and the Breaking the Cycle Program.

"We found that offering shelter was not enough. We needed to upskill our clients so that they could move on to managing their own stable tenancies."

The Breaking the Cycle Program has proven to be instrumental in producing better outcomes for YML's clients by covering essentials such as health care needs, housing, alcohol addiction, and social connection.

In 2012, Karen's role diversified once again, this time with a focus on ensuring Yumba-Meta Limited complies with legislation, service agreements, Workplace Health and Safety, and Human Resources.

Karen believes the strength of YML begins at the top with an inspirational leader in Dushy who has recruited a strong team over the years, and a pro-active, forward-thinking Board of Directors.

"I'm proud of the way that YML is community-oriented. We're also very quiet and humble about what we do. The best outcome for me is seeing our clients living in Yumba-Meta properties and maintaining their tenancies."



Karen Kite



Chintha Perera



Charles Cloudy

OUR STAFF'S STORIES

Chintha Perera

Administration Officer

When Chintha describes working at Yumba Meta Ltd, she says it's a feeling of 'being happy to come to work in the morning.'

Chintha started with YML in 2005, "back when we were only managing houses. Since then it has really grown from one stage to another and is now a huge organisation. It's so humbling to see all the changes, it's been amazing to see."

Arriving in Australia more than 30 years ago from Sri Lanka, it wasn't long before Chintha, her husband, and [now grown] son, settled North in Townsville, "we decided it was a wonderful place to raise a family."

Chintha's description of the early days at YML gives the impression that everyone needed to be willing to wear many-hats to support successful outcomes. "When I started with YML, we moved between administration and housing management roles, to wherever else we may be needed to help our clients."

"From the beginning, all the tenants were like a family. They may have a personal issue, or be behind in their rent; they always came to the office and spoke directly with us. Even most of the contractors from that time are still working with us."

Chintha believes that same culture spills over to the YML staff, "we support each to achieve strong results for our clients." She is quick to highlight that the organisational culture can be traced to sound management principles.

"I believe our leaders' natures are so good, that it affects the other people, and creates a workplace and organisation where the energy is good. We don't have a gap between managers and workers; we are on equal footing, and that seems to affect our clients, too, in a positive way."

Chintha's summation of what it is like being part of an organisation like YML?

"Well, it is simple really. I am happy to come to work in the mornings."

OUR STAFF'S STORIES

Charles Cloudy

Dale Parker Place Case Manager

With a long history as a sought-after builder and carpenter, Charles Cloudy was more surprised than anyone to find his skill set ideally suited to a Support Worker role with YML.

Initially from Cardwell, Charles accepted a carpentry apprenticeship in Brisbane after graduating from Tully High School, only moving North again a decade later to take up a succession of construction positions with Indigenous organisations.

In 2000 he made a foray into the area of social welfare with a role as a Youth Worker at the Cleveland Detention Centre, and it was on this background that Charles first joined YML as a Support Worker in 2012.

"I'll admit; initially, I was surprised they offered me the position, but when I thought about it, being a site supervisor in the construction industry, I had to communicate with multiple people, every day. You've got to develop rapport and respect to get outcomes, and that's no different to working here at YML."

These days, Charles works as a Case Manager at Dale Parker Place. "I didn't realise homelessness was that big of an issue locally. I always thought, within my culture from Torres Strait, that if you are struggling in life, the family takes you in. However, working here, I have learned that many people don't want to be a burden to their families. People want their independence and structural security."

It's with a clear sense of pride that Charles comments on the impacts of YML within the local community. "I think we're doing a good job here. We're a unique organisation that's always changing, and YML continues to develop positive outcomes, that feedback into the community."

"We've seen many great outcomes for our tenants. It's about helping people socialise back into the community, including simple things like meeting rent, paying electricity bills, and buying groceries."

"Our program has helped many clients coming out of the prison system too. Being institutionalised for so long is a challenge, yet through our programs, we've seen clients get back into the community and achieve independence."

When asked if Charles misses his initial occupation as a builder, he smiles, "I'm not going anywhere; it's the best job you could ask for. We assist people from all different communities. You get to see the cultural differences and richness."



Projects

Hillside Gardens

Residential Estate

Townsville's house and land sales suffered a difficult year, particularly in the wake of February's floods, and Yumba-Meta's residential development Hillside Gardens was not immune.

Data from the Real Estate Industry of Queensland shows that the rates of both house and land sales in Townsville dropped steadily over 2018/19. Just 215 blocks of land valued under \$250,000 sold throughout the entire year, with those sales split between approximately 26 major residential estates, small infill developments and stand-alone blocks. Land sale figures peaked in the first quarter of 2018/19 at 75, bottoming out in the final quarter to just 28 sales.

The sales of existing homes decreased 14.6 per cent over 12 months and median house prices fell 2.8 per cent, making Townsville the third worst performing housing market in the State.

However, there are signs of new growth returning after the floods. Unemployment in Townsville has fallen from 9.1 per cent to 7.8 per cent over the year; Townsville City Council has received a share of \$245 million in flood relief including funds to support the reconstruction of essential public infrastructure; and a number of major projects are likely to have a marked impact on Townsville's economy and housing market in the near future.

Some promising projects include the \$1.4 billion Sconi project, which has an 18-year life-expectancy; Australian Mines Limited's commitment to invest \$500,000 per year in training and skills development; and Townsville recently securing its biggest ever sporting event, the ITU Multisport World Championships, which will attract more than 8,000 people to the city.



Specialist Disability Accommodation Construction (SDA)

Yumba-Meta Limited is committed to providing quality appropriate homes to young people living with a physical disability.

In the later part of 2017 YML committed to become a registered SDA provider and to meet the housing needs of young people living with a physical disability. During January 2018 YML became a registered SDA provider.

YML staff invested two years in gaining insight into this new sector learning and gathering information by attending many conferences, seminars and meetings with people in the SDA sector.

In 2018 YML began working with Martin Locke the owner operator of Martin Locke homes. Martin Locke has and continues his commitment to see SDA properties in Townsville eventuate.

A client who was willing to be part of our journey was invited to be part of the design concept and was involved through to design completion. Finally on 12th of March 2019 construction began on the duplex.

YML is hopeful that this project will open avenues for others to confidently enter into the SDA market providing much needed accommodation for those people who have been waiting for a long time to have access to appropriate housing.





PARTNERSHIP & COLLABORATION PROJECT

Multi-Functional Patient Transitional Accommodation

Aiming to improve health outcomes for Aboriginal and Torres Strait Islander patients travelling from remote communities to access the Townsville Hospital and Health Services.

Negotiations are underway for a multi-functional, transitional accommodation in Townsville's Upper Ross area at 1145 Riverway Drive, Rasmussen.

Yumba-Meta's extensive experience in working in the homelessness space in Townsville confirmed the need to provide services to support Aboriginal and Torres Strait Islander people who come to Townsville to access medical services.

YML commenced work on this project in 2009 and after progressing into Stage 1 the project could not continue due to a change of Government and change in their priorities.

YML purchased the land that previously housed the Upper Ross Community Centre at Rasmussen at the beginning of 2017, with the purpose of developing services for the Townsville community, including some important services that are currently lacking in the Upper Ross area.

The site concept has been developed and a business case has been completed by Pricewaterhouse Coopers. YML received \$2.89million from the Commonwealth Government as part contribution towards construction of this facility.

Development Approval from the Townsville City Council has been received. YML is currently working with various levels of Government to secure operational funding to manage the facility.

Besides the Patient transitional facility there are a number of other projects proposed for the site, the site will be a long-term project developed in stages over a 7-10 year period.



The Ted Noffs Foundation Street University

Yumba-Meta Limited is eager to see a reduction in the number of young Aboriginal and Torres Strait Islander people being caught in the Juvenile Justice System.

YML's purchase of 1145 Riverway Drive, Rasmussen presents a unique opportunity to deliver a meaningful, long-term solution to youth crime by connecting with young people in the Upper Ross Area.

The Upper Ross suburbs have a high concentration of Indigenous families and many of the region's young people would benefit from having access to positive outlets of creativity, self-expression and social inclusion.

In March 2019 Yumba-Meta Limited signed a MOU with the Ted Noff Foundation - a National provider that has successfully managed the Street University model and adolescent rehabilitation centres across Australia. The two organisations are now exploring opportunities to bring the Street University model to Townsville.

The program will provide workshops and activities that incorporate creative use of art, music, dance, theatre, multi-media, writing, life skills development and technology and design in a highly visible, youth-friendly venue. It will also deliver vocational and educational workshops and bridging programs to further education.

While the Street University movement works with individuals, its primary aim is encouraging young people to reconnect with the community and cultivate social wellbeing.

YML is excited by the prospects this partnership could bring to our local community. Currently discussions are underway to prepare a project plan that could be effectively delivered in Townsville's Upper Ross.



Financial Statements

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME For the year ended 30 June 2019

	2019	2018	2017
Revenue			
Rental Income	1,791,150	1,664,294	1,411,719
Grant	5,628,663	5,585,039	6,217,996
Sales - Hillside Gardens	157,273	1,386,364	-
Other	132,952	68,990	80,562
Total Income	7,710,038	8,704,687	7,710,277
Cost of Goods Sold	(131,276)	(1,376,761)	-
Gross Profit	7,578,762	7,327,927	7,710,277
Expenditure			
Depreciation	419,552	442,880	426,808
Employee Benefits	4,401,392	4,093,053	4,442,699
Insurance	312,235	312,024	273,498
Repair & Maintenance	93,071	165,419	257,184
Rates	679,026	497,705	410,427
Other	1,186,484	1,126,881	1,136,717
Total Expenditure	7,091,760	6,637,963	6,947,333
Total Surplus/(deficit) for the year	487,002	689,964	762,944

STATEMENT OF FINANCIAL POSITION As at 30 June 2019

	2019	2018	2017
Current Assets	5,117,317	5,281,380	4,829,815
Non-current Assets	23,021,404	21,843,775	23,177,941
Total Assets	28,138,721	27,125,156	28,007,756
Current Liabilities	985,417	717,916	703,287
Non-current Liabilities	433,543	174,482	198,724
Total Liabilities	1,418,960	892,397	902,011
Net Assets	26,719,761	26,232,758	27,105,745
Equity	26,719,761	26,232,758	27,105,745

Financial Statements

STATEMENT OF CASH FLOWS For the year ended 30 June 2019

	2019	2018	2017
Cash flows from operating activities			
Cash receipts from customers	7,645,356	7,640,440	7,633,817
Cash paid to suppliers and employees	(6,787,120)	(4,694,619)	(7,822,425)
Cash generated from operations	858,236	2,945,822	(188,608)
Interest received	25,574	20,552	49,400
Finance costs	(17,791)	(7,949)	(11,452)
Net cash from operating activities	866,019	2,958,426	(150,660)
Cash flows from investing activities			
Purchase of property, plant and equipment	(1,687,296)	(2,087,760)	(2,042,474)
Proceeds from sale of equipment	149,587	-	20,316
Net cash used in investing activities	(1,537,709)	(2,087,760)	(2,022,158)
Cash flows from financing activities			
Proceeds from long-term borrowings	599,626	0	35,086
Payment of long-term borrowings	-	(23,891)	(84,155)
Net cash used in financing activities	599,626	(23,891)	(49,069)
Net increase/(decrease) in cash and cash equivalents	(72,064)	846,775	(2,221,887)
Cash and cash equivalents at beginning of period	2,122,093	1,275,320	3,497,207
Cash and cash equivalents at end of period	2,050,029	2,122,095	1,275,320

As always, our sincere thanks go to our Board and Staff whose dedication and commitment to their roles within Yumba-Meta Limited enables the organisation to continue to deliver and develop essential services to the community.

We are also very grateful for the generous support of these businesses, organisations and services:

Anglicare

Australia CEO Challenge

Australian Business Lawyers

Australian Red Cross

Centrelink

Coast to Country Housing

Department of Industry, Innovation and Science

Department of Communities, Child Safety and Disability Services

Department of Environment and Heritage Protection

Department of Housing and Public Works

Department of National Parks, Sport and Racing

Department of Child Safety, Youth and Women

DV Connect

Feros Care

Fresh New Media

Holy Spirit Catholic Primary School

Martin Locke Homes

Murri Watch - Community Patrol

North Queensland Domestic Violence Resource Centre

Queensland Health

Queensland Police Service

Rosel Sherwood

Sera's Women Shelter

The Alannah and Madeline Foundation

The Womens Centre

Townsville Aboriginal and Islanders Health Services

Townsville City Council - Mayor's Christmas Tree Appeal

Upper Ross Community Voice

Wilson Ryan Grose Lawyers

Wulguru Health & Wellbeing

Zephyr Foundation

And consultants, contractors and individuals who have helped us through the year.

We are very proud that the original artwork presented in this Annual Report was created by our YML clients:

Pages 18 and 19 **Lee Watson**

Page 20 **Lynette Jane Norman**

Page 30 **Paul Conway**



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