



*Annual  
Report  
2015*

# From the Chair

We all know the power of stories, they draw us in, engage our emotions—a good story can stay with us for all of our lives. It was a honour to publish 'Narrative' this year, capturing stories from our residents and spreading them far and wide.

Lately, I have been thinking about the power of a few good numbers too. If a story draws us in, engaging our emotions and motivating us, then numbers engage our minds and make us think they are "facts". When I say to people "more than 32,000 nights off the street per year" and "over 60,000 meals served" it makes what we do real in an entirely different way to them.

Recently, a group of university students did a review of Servants. One of the exciting things they fed back was the incredible difference in cost for Servants to house someone (about \$35 per night) compared to \$200 per day in the prison system or up to \$1,000 per day for acute care in the mental health system.

By anybody's measures its been a fine year for Servants, both by numbers and stories. They reflect lives changed for the better through our work and life here in a way that no set of numbers can capture.

*Warren Clark*

---





## *From the CEO*

To reflect upon 2014/15 is no easy task. As all of our staff will attest to, a week is a very long time in Servants; a year, well, that is akin to an ice age!

Perhaps the best place to start is with our residents. 72 of our 89 residents who called a Servants house 'home' on 1st July 2014 were still being housed by us on 30th June 2015. The vast majority have been with us for over 2 years. If we were ever to move away from our tag line of 'respect. dignity. hope' perhaps an appropriate replacement is 'Servants. Here today. Here tomorrow.' Not only do residents stay with us for many years, the same is true of our staff and volunteers. It is largely due to this continuity, alongside the sheer hard work and belief in our unique model of housing that allows us to continue providing outstanding community housing to some of the most disadvantaged members of our community.

We recognize how blessed we are in any given year; a brief glance at the 'thank you's' on the back page provides a snapshot of the individuals, schools, clubs and businesses who continue to believe in what we are doing and support us in so very many ways. Many of them have been walking alongside Servants for many years

now. We appreciate the support of each and every one of them.

It is easy to choose highlights for the year as being the successes of Team Servants '14 at Run Melbourne and the launch of our second opus, 'Narrative.' However, those of us on the frontline of the operation see highlights each and every day as we witness residents caring for one another, their homes and their Housekeepers. 'Random acts of Kindness; is a trite bumper-bar sticker – but when we see our residents looking out for one another, and doing life better as a result, the cliché becomes a reality.

Relationships, relationships, relationships. This is what Servants is all about. And so many of these relationships have been in place for such long periods of time now. Long may this continue.

I believe that being involved in the work of Servants is a privilege for all concerned. To be in a position to serve our residents is not something that should ever be taken lightly. I also believe that such service is taken seriously by all delivering the model.

***Matt Maudlin***

---

# From the Treasurer

Servants' 14/15 financial year has been a refreshing season of "Business As Usual". We've continued to house 89 residents, build our surplus and improve our operations & procedures. Our vacant days are the lowest they've ever been, and the houses are running smoothly, which has led to low turnover rates.

Each year our fundraising and advocacy activities grows more focussed and serious, but our heart is not really in the fundraising, it's really about raising awareness and advocating for our residents, homeless

generally and for the impact that Servants can have on their lives.

We have strengthened our financial position in preparation for taking responsibility for the maintenance and upkeep of Carrical house. For this reason our reserves continue to grow, with the aim of keeping six months worth of operating expenses on hand. Not only does this give Servants some breathing room, but it also allows us to consider future housing opportunities and expand the Servants network.

*Isaac Jeffries*

---

	2015 \$	2014 \$	
Comprehensive Income	Rooming houses	1,155,491	868,883
	Other revenue	125,490	132,937
	<b>Total income</b>	<b>1,280,981</b>	<b>1,001,820</b>
Comprehensive Income	House Operating costs	760,075	634,519
	Overheads	385,822	283,787
	<b>Total Expenditure</b>	<b>1,145,897</b>	<b>918,306</b>
	<b>Surplus (loss)</b>	<b>135,084</b>	<b>83,513</b>
Financial position	Current Assets	394,345	239,106
	Non-current assets	236,066	248,970
	<b>Total assets</b>	<b>630,411</b>	<b>491,076</b>
	Total liabilities	77,369	70,118
	<b>Net assets</b>	<b>553,042</b>	<b>417,958</b>

*A full financial report is available on request.*

# Events 2014 -15

July ▶ Team Servants '14 at Run Melbourne



October ▶ Narrative book launch



December ▶ Carols at Carrical



May ▶ First anniversary of Romana House



- All year ▶
- ▶ Community dinners
  - ▶ Vegetable gardening & plant sales
  - ▶ BBQs run by local Rotary clubs, schools & churches

# How is it going?

Measure	Servants 2015	Servants 2014	Servants 2013	Sector Average	
Vacant nights	0.03%	1.1%	1.9%	2.0%	✓
Bad debt	0.6%	0.2%	2.7%	1.0%	✓
Overdue rent	1.6%	0.0%	1.6%	3.4%	✓
Evictions	8.8%	9.1%	32.0%	5.8%	
Tenancies maintained	79.8%	85.9%	59.7%	86.0%	

## This Year:



Over 60,000 meals served to residents



9 community dinners  
150 guests attended



113 at risk people housed



10.6% surplus



110 participants (15 residents) in Run Melbourne



17 public talks to 1,200 people



89 beds in 3 locations  
5 years average tenancy



60 members 15 regular donors



29 years in operation



5,500 copies of Anthology & Narrative given away

## What residents think: (according to the annual survey)

Everyone was satisfied with the service they receive.

85% were satisfied with the value for money.

91% feel safe and secure.

7 out of 10 feel they are supported by their house community.

86% would recommend Servants to others. 79% feel connected to Servants.

Half would prefer to be living with Servants in two years time than anywhere else.



# What are our plans?

## Operational Excellence

- Deliver a safe environment for our residents, staff and visitors.
- Foster residents to be attentive to others' needs and their contribution to community life.
- Continue to raise the standard of administrative and management practices.
- Ensure a pipeline of staff and volunteers to adequately resource current and future needs.
- Maintain financial resources to deliver on strategic intent (8-10% of income as surplus, 6 months of operating expenses in reserves).
- Develop a maintenance capability for the properties we manage.
- Develop partnerships with appropriate groups to enhance the work of Servants and the quality of life for residents.
- Research the best that our peers do in the sector and look to incorporate those aspects into our model.

## Extension & Replication

- Plan for and operate a fourth rooming house in the local area.
- Encourage community and corporate initiated development of purpose built or refurbished facilities to match Servants' needs.
- Explore modest variations on the Servants' Model keeping in mind our appetite for risk, both financial and reputational.
- Document the Servants' model.
- Look at partnerships with groups interested in replicating a Servants-like model of affordable housing.

## Advocacy

- Find creative ways to advocate for residents and for the Servants Model, targeting community and local, state and federal government
- Promote Servants through active dialog within the broader community sector.
- Engage Servants' members to act as advocates of Servants and its model.
- Focus Servants' publicity and fundraising on a few key events annually.
- Develop employment opportunities and development programs for residents.
- Encourage individual residents in employment, training and personal development

# Thank You

Servants would like to recognize and thank the following organizations for their support and encouragement.



*Amcor  
Anglican Parish of Christ Church Hawthorn  
Baptist Churches of Hawthorn West, Kew &  
Canterbury  
Balwyn High School  
The office of the Hon. Ted Baillieu  
Baptcare  
Bar Ristretto  
Boroondara Cares  
Boroondara Council  
Bunnings Warehouse, Hawthorn  
Candlelight Productions  
Carey Baptist Grammar School  
Department of Health and Human Services,  
Victoria  
Fareshare  
The office of the Hon. Josh Frydenberg MP  
The Good Guys  
Hawthorn Community Chest  
HomeGround Services  
The Housing Registrar, Victoria  
Leadership Victoria  
Lorenzini Group  
Methodist Ladies College, Kew*

*Melbourne Girls College  
Mt. Evelyn Christian College  
Niche on Bridge  
The Opalgate Foundation  
Project One Builders  
Prowse Quantity Surveyors  
Rotary Clubs in the City of Boroondara  
St Vincent's Hospital  
Salvation Army  
Scotch College, Melbourne  
Secondbite  
Sing Australia (Hawthorn)  
Slovenian Catholic Church, Kew  
Southern Colour Printers  
Steve Skurnik Architects  
Strathcona Baptist Girls Grammar School  
Studio Craft Picture Framers  
Trinity Grammar School, Kew  
Urban Seed  
Victoria Police  
Wesley College, Melbourne  
Xavier College, Kew  
Yarra Community Housing*

Finally, thanks to the many individuals who have supported the work of Servants this year.