# annual report 2017/18





WE PROVIDE AFFORDABLE, SAFE AND SECURE HOMES FOR SOUTH AUSTRALIANS ON LOW INCOMES. WE BUILD PARTNERSHIPS TO CREATE TENANCIES THAT PROMOTE VIABLE AND SUSTAINABLE COMMUNITIES.

| Chairman and CEO Report                            | 2 – 3   |
|--|---------|
| Unity Housing Board                                | 4 – 5   |
| About Us   | 6 – 7   |
| 10 Years of Unity Housing                          | 8 – 9   |
| Awards   | 10      |
| Unity celebrates 10 years                          | 11      |
| SA Housing Trust Stock Transfer                    | 12      |
| Welcome events held for new tenants                | 13      |
| Ruth thanks Unity for positive transfer experience | 14      |
| Unity helps Sam make a fresh start                 | 15      |
| Asset Management Approach                          | 16 – 17 |
| Award-winning CHARP project                        | 18 – 19 |

| Housing for People Living with Disability | 20      |
|---|---------|
| Welcome to our Strathalbyn tenants        | 21      |
| Social Impact Measurement                 | 22      |
| Our People                                | 23      |
| Community Connect Program                 | 24      |
| The Terrace Boarding House                | 25      |
| Tenant Engagement and Support             | 26      |
| Tenant Satisfaction Survey: The Results   | 27      |
| Tenant and Community Highlights           | 28 – 35 |
| Growth by the Numbers                     | 36      |
| Financials 2017/18                        | 37 – 39 |
| Thanks to our Partners                    | 40      |

# Contents



As we celebrate the 10<sup>th</sup> anniversary of the establishment of Unity Housing (Unity) on 1 July 2008, we can look back on many significant achievements. Most importantly, we have grown from 819 properties accommodating around 1,000 people to providing 3,052 units of accommodation across metropolitan and regional areas of South Australia – housing more than 4,500 people every night. This housing ranges from social housing for people on very low incomes who require significant support to affordable housing for people on low to moderate incomes. Today, Unity is also the largest nongovernment provider of disability housing in South Australia and the largest provider of supported housing for homeless people in the City of Adelaide.

#### As at 30 June 2018, Unity had equity of \$294m, a revenue stream of \$24m per annum, and manages assets valued at more than \$850m.

With established access to development finance and a solid balance sheet, Unity has developed the capacity to build a significant number of new houses to address the large, unmet need for affordable housing for low-income South Australians, and we are embarking on a number of specific development programs to expand this aspect of our business.

Our new residential development strategies will encourage housing growth and contribute to healthy, affordable and liveable neighbourhoods through:

Housing more than 1,000 people

living with disability, Unity is the

largest provider of disability

Scheme (NDIS) has been

in this space.

rolled out, we are continuing

to develop our capacity as a

property and tenancy manager

CHAIRMAN, BOARD

OF DIRECTORS

LEIGH

GARRETT

housing in SA. Through active

engagement with our partners as

the National Disability Insurance

- the development of more than \$70m worth of new housing outcomes over the next five to 10 years;
- redeveloping and refurbishing social housing properties to provide more appropriate housing for tenants;
- achieving revitalisation by upgrading existing housing as well as demolition and new development;
- promoting innovation and energy efficient housing design;
- matching housing form with the current tenant profile;
- providing opportunities for a range of affordable housing alternatives and tenures;
- achieving quality residential developments through the provision of residential design quidelines;
- promoting home ownership to Unity tenants;
- achieving a reduction in the overall percentage of social housing concentration as yield increases, where appropriate; and
- achieving innovative solutions in overall designs that effectively integrate social and private housing.

CHAIRMAN **RFP** 

The transfer of further housing to Unity management Coast regions, which has resulted in more choice, through the SA Disability Housing Program has contributed improved quality housing, more transfer options, to the growth of this portfolio in both metropolitan and and greater tenant connections with local regional areas. As a registered NDIS provider, with a large communities. number of existing properties housing people likely to Tenants remain at the core of all we do, and be eligible for the Specialist Disability Accommodation Unity's growth has been achieved in the context (SDA) allowance, Unity now has a solid platform and clear of continuing to deliver responsive, professional strategy to apply our development expertise to the delivery services to the many vulnerable adults, who of significant purpose-built housing for people living with remain the majority of people that we house. To significant disabilities during the coming years. ensure tenants receive the support necessary to Unity's development capacity is also being applied to sustain their tenancies, Unity has continued to the construction of a pipeline of 75 new dwellings to develop close working relationships with support be constructed during the next three years through the providers underpinned by Memorandums of Community Housing Asset Renewal Program (CHARP). Understanding (MOUs) with 40 organisations that This exciting new program enables the repurposing of provide support to Unity tenants. These quality old assets, which are no longer fit for purpose and have services ensure optimum outcomes, as we work large maintenance liabilities, to enable the creation of new together to respond to the needs of our tenants. social housing. Through the delivery of mixed market and Through our extremely successful Community social housing outcomes, this program is designed to be Connect Program, Unity also encourages tenants self-funding without any loss of social housing. The first of to participate in community-based activities and these projects has been completed by Unity, in partnership to integrate into local communities.

with Oryx Property, and involved the sale of four dwellings During the past year, the Board has continued its and reinvestment on a Renewing Our Streets and Suburbs ongoing program of staged renewal of Directors (ROSAS) site in Blair Athol. This project has delivered eight and we have welcomed Richard McLachlan as new housing outcomes - a mix of four market houses and a new Director. Richard, formerly a member four new social housing outcomes providing affordable of Unity's Property and Development Subaccommodation for people living with disability, built to Committee, brings a wealth of development Liveable Design Guidelines, and large families on low and private sector knowledge, which will be incomes. We are very proud that this project won the 2018 of great value as we embark on an ambitious UDIA Award for Excellence in Community Housing.

> Unity is proud of the recent and ongoing growth of our community housing portfolio. This has resulted in more housing options with long-term leases for people living on very low incomes who are supported to achieve successful, enduring tenancies with assistance from our network of support agencies. Our existing community housing portfolio of more than 3.052 units of accommodation has been invigorated through the transfer of 1,107 public housing units to Unity's management in the Western Metro and Limestone

CHIEF EXECUTIVE OFFICER MATTHEW WOODWARD

development program. Unity Board has also fondly farewelled outgoing Chair, Frank O'Neill, and welcomed a new Chair, Leigh Garrett. Frank has contributed greatly to Unity in his roles as Chair and as a Director since our establishment in 2008 and will be sadly missed. We wish him all the best on his journey into retirement. However, the nomination of Leigh Garrett to the role of Chair brings a person with many years of NFP and governance experience to the position and Unity remains in safe hands.

Our professional, multi-skilled and committed Board of Directors has not only discharged its regulatory and fiduciary obligations but has also established sound governance and a strategic platform to underpin Unity's future. During this year, the Board was also particularly alert to risk management, cybersecurity and company culture.

In closing, we acknowledge and appreciate what our staff and Directors have achieved and we thank them for their passion and commitment to Unity.



#### Leigh Garrett

Frank

**O'Neill** 

Chairman

since 2008

(Retired 30 June 2018)

Frank is currently and

formerly a Director

of several private

companies in the

Australian and Asian

services sector. He

has held leadership

roles in university

management at

the University of

appointments,

he has been an

Adjunct Professor

Commerce, Charles

Sturt University. He

Business Ambassador

for the State of South

Australia for more

in the Faculty of

has also been a

Melbourne and the

University of Adelaide.

Among his academic

#### Chairman and Director since 2008

Leigh is the Chief Executive Officer of OARS Community Transitions and the Centre for Restorative Justice. He is a Life Member of SACOSS, Chair, Restorative Practices International (RPI) Board, and a Member of the Australian Crime Prevention Council National Executive.



#### Richard Willson

Director since 2008 Richard is an experienced, Non-Executive Director, Company Secretary and CFO with more than 20 years' experience predominantly within the mining and agricultural sectors for both publicly listed and private companies.

He is a Non-Executive Director of Titomic Limited (ASX:TTT), and AusTin Mining Ltd (ASX:ANW), Company Secretary of 1414 Degrees Ltd (ASX:14D), Patron Resources Limited, Beston Global Food Company Limited (ASX:BFC), Danila Dilba Health Service, and a Director and Treasurer of Variety SA. Richard is the Chairman of the Audit Committee and the Remuneration & Nomination Committee of Titomic Limited.



#### Sacha Wainwright

#### Director since 2009

General Counsel for the Drakes Supermarket Group providing legal advice and support across all aspects of the business including compliance, risk and general corporate/ commercial issues. Sacha was previously a partner in the Commercial Property division of Minter Ellison providing advice to large national companies.



#### Karen Janiszewski

#### Director since 2016

Karen has 30 years of construction and development experience gained in private companies, public companies and government. She was the Director, Affordable Housing, Lend Lease Communities and has also held the role of Project Director of Kensington Banks, and has managed hotel, commercial and residential developments.





Ben

2017)

Brazier

Director

since 2008

(Retired 28 November

Principal with Pitcher

Partners, providing

and medium-sized

businesses in the

areas of finance,

taxation, business

strategy and planning.

advice to small



#### Yvonne Sneddon

#### Director since 2017

Yvonne is a professional Non-**Executive Company** Director with more than 20 years of experience on boards and audit, governance and risk committees. Yvonne is a Chartered Accountant by profession and is a Fellow of both the Institute of Company Directors and Chartered Accountants Australia and New Zealand, and has more than 35 years' experience providing a wide range of governance, financial reporting and commercial advice in both the private and public sectors.

#### David Spear

## Director since 2017

David is Chairman Tyre Stewardship Australia, Chairman Free Throw Foundation, Non-Executive Director GRSA, Independent Chairman SMSF Remuneration and Nomination Committee, Director VUCA Consulting, and Chairman Basketball Adelaide.

Unity Housing is a notfor-profit charitable housing provider. We deliver a broad range of housing options including boarding house accommodation for people at risk of homelessness, social and community housing for people with a range of needs, and affordable housing for people on low to moderate incomes. In this way, we provide a continuum of housing options, meeting a variety of tenants' needs. Our tenants include people affected by homelessness; older people and people living with disability; women and families affected by domestic violence; and people experiencing mental health issues and other challenges. We also provide homes for people who simply cannot afford appropriate housing in the private rental market.

**Our Purpose** 

We provide affordable, safe and secure homes for South Australians on low incomes. We build partnerships to create tenancies that promote viable and sustainable communities.

## **Our Values**

Respect and Social Justice Innovation and Creativity Collaboration and Partnerships Transparent and Ethical Leadership and Professionalism Empowering and Respectful

We provide more than 3,000 units of accommodation, housing more than 4,500 people. Our **Strategic Plan 2017-20** is underpinned by 'strategic pillars for success', which are:



ENHANCE BUSINESS CAPACITY Building on our Strengths



STRENGTHEN PEOPLE AND CULTURE Valuing our People



DEVELOP HOUSING PORTFOLIO

Providing Affordable Homes in Sustainable Communities



EMPOWER TENANTS Connecting Tenants and Communities



URTURE PARTNERSHIPS Working with Others

CELEBRATING 10 YEARS \* 7



- Unity commences operations on 1 July 2008.
- Unity takes on management of the redeveloped state-of-the-art boarding house facility, The Terrace, offering a 95-bed, 24/7 staffed accommodation.
- Sixteen affordable rental units in Logan Street, Adelaide CBD completed.
- Globe East End Apartments developed in partnership with Hindmarsh – a uniquely designed 15-storey development providing 78 apartments for students and key workers in the city.
- Northern Region Affordable Housing Initiative involved delivery of 102 homes (80 for rental, 22 to market) for low-income working people across 11 communities in the mid-north and the opening of an office in Port Augusta.
- Affordable housing development in St Clair completed delivering 12 townhouses, two mews-style properties and 15 apartments.
- Nexus Apartments development completed within the Bowden precinct delivering 42 apartments -26 for long-term affordable housing rental and 16 for sale to the private market.
- Unity and Bedford announce a strategic partnership aimed at improving the housing options and lives of South Australians living with disability, involving the transfer of Bedford's state-wide housing operations to Unity.
- Management transfer via a 20year lease of 1,107 properties from SA Housing Trust (733 in Western metropolitan area and 374 in Limestone Coast).







OF UNITY HOUSING

UNITY HOUSING ANNUAL REPORT 2017/18 \* CELEBRATING 10 YEARS \* 9



## 2013

Australasian Housing Institute Award for **Professional Excellence** in Housing: Unity Housing Community Connect Program – South Australian Leading Tenants' Engagement Practice

2014

Development

Development for

Brocas Avenue,

St Clair – Unity

Housing and AV

Jennings

Institute of

Australia:

Urban

Australasian Housing Institute Award for Professional **Excellence** in Housing: Unity Housing Community **Connect Program** Team – Australasian Leading Tenants' Engagement Practice - Highly Commended



## 2015

**PowerHousing** Australia: Leadership and Innovation – Unity Housing for Northern Region Affordable Housing Initiative

Australasian **Housing Institute** Award for **Professional Excellence** in Housing:

South Australian Leading Housing Development Project – Unity Affordable Housing Housing for Northern Region Affordable Housing Initiative

> Australasian **Housing Institute** Award for Professional **Excellence** in Housing: Australasian Leading Housing Development **Project – Unity** Housing for Northern Region Affordable Housing



AVARDS

## 2017

Australasian **Housing Institute:** South Australian Tenant Led Initiative – Unity Housing for Tenant Art Exhibition

Australasian Housing Institute:

South Australian Excellence in Social Housing -Unity Housing and **Bedford Alliance** 

**PowerHousing** Australia:

Leadership and Innovation – Unity Housing and **Bedford Housing** Alliance



## 18

**PowerHousing** Australia: **Business Partner** Award – Oryx Property nominated by Unity Housing

Urban Development Institute of Australia (UDIA SA): Award for Excellence in Community Housing





Unity hosted a series of celebrations in recognition of 10 years of providing affordable, safe and secure homes for thousands of South Australians.

This included an event at the Adelaide Convention Centre for corporate quests, a staff event at Adelaide Pavilion, and three tenant parties: one in metropolitan Adelaide and two in the Limestone Coast.







## CELEBRATES =ARS

with partners, staff and tenants







# SA HOUSING TRUST **STOCK TRANSFER**

Unity welcomed more than 2,700 new tenants into our housing portfolio on 23 September 2017 following the transfer of 1,107 SA Housing Trust properties into our management. As a result of this transfer, our scale and geographic reach expanded considerably to include the Limestone Coast (374 properties) and a greater portion of Adelaide's western suburbs (an additional 733 properties). We opened a new office in Mount Gambier and outreach offices in Millicent, Naracoorte and Seaton.

Our staff worked with more than 2,700 tenants, along with Renewal SA, Housing SA and local specialist support providers to ensure a smooth transition of property and tenancy management to Unity.

We recruited dedicated staffing teams, including community development staff, to build on the strong partnerships already established, and facilitate increased opportunities for tenants to engage in and contribute to building safe and inclusive communities.

Through the stock transfer we have:

More than 50 percent of these new staff who joined Unity had worked for Housing SA, and brought with them valuable knowledge of the transferring tenants and properties.

- welcomed more than 2,700 new tenants
- expanded our geographical reach to include the Limestone Coast (374 properties) and a greater portion of Adelaide's western suburbs (733 properties)
- recruited dedicated staffing teams
- committed to more than \$24 million in backlog maintenance

Our Assets team inspected each property as part of our commitment to more than \$24m in backlog maintenance, and we have begun improving the quality of housing for tenants. We are also planning a major development program to increase the supply of social and affordable housing in these areas, which will commence in 2019.

## WELCOME EVENTS HELD FOR NEW TENANTS



In line with our emphasis on being a proactivelyengaged, tenant-focused housing provider, Unity held several welcome and information events in Naracoorte, Millicent, Findon and Woodville during July 2017.

These functions provided an opportunity for tenants to meet our friendly, professional staff, find out more about Unity as a community housing provider, and understand how we would be managing their homes in these areas.

## Here's what our tenants from the Limestone Coast and West had to say:

The services of Unity have been very good. Lovely, helpful people. I am happy living in my house; I keep it as if it's my own.

We have only been with Unity Housing since September 2017 but...we find they are sympathetic and helpful to our needs.

I could not be happier. Staff always listen and are empathetic, especially about support for issues.

Staff are very helpful and pleasant to talk to.

Unity Housing contractors are very friendly and professional. They treat me with respect and concern. All Unity's services are top notch.



Staff used these opportunities to hear firsthand the concerns of tenants and provide answers during this period of change. A survey was conducted to gather tenants' views and expectations on engaging with their community and their Housing Officer.

As part of our commitment to ensure successful and sustainable tenancies and build a sense of community, Unity employed Tenant Engagement Officers in each region who attended the events.

I have no complaints at all. My phone calls and needs were met ASAP. We are lucky to have a great housing officer who has been very supportive of us. She is ready to answer all questions and give advice where needed.

I have been treated with the utmost respect.

#### SAHT TRANSFER TENANT OUTCOMES



## **RUTH THANKS UNITY** FOR POSITIVE TRANSFER EXPERIENCE

The staff at Unity's Central office received a "thank you" card from Ruth, a tenant who wished to express her gratitude to the team for being so helpful and supportive while her property's management was being transferred from Housing SA to Unity.

Since becoming a Unity tenant in September 2017, at the Hendon home where she has lived for five years, Ruth has been delighted with the service and support she has received.

"When we first found out about the change of management we thought, 'Oh no, what's going to happen?' I've got to admit - there was a lot of anticipation," she says.

number, you're a person and . I know I'm going to be looked after.

"I called up Unity and the staff said if anything is worrying us or we don't understand something then to ring them up, and I did on a few occasions. I couldn't believe how guick they were to respond. Unity staff spent time explaining the different processes."

As someone who has experienced difficult landlords in the past, Ruth knows what genuine customer service is and the difference it can make. "Unity staff have treated me like a human being, not a human doing," she says. "You're not just a number, you're a person and I know I'm going to be looked after."

## **UNITY HELPS** SAM MAKE A FRESH START

Since fleeing persecution, torture and imprisonment in Pakistan, Unity tenant, Sam has adjusted to a safer, more peaceful life in Naracoorte, in the state's south east.

"Before I came to Australia I had too many problems in Afghanistan and Pakistan," Sam says. "I was put in jail for about six months because I'm a musician, a singer. The Taliban says you cannot sing."

To show his love and appreciation for his new home, Sam penned a love song for Australia, which he released with a film clip to coincide with Australia Day 2018. The clip was filmed in Mount Gambier, Naracoorte, Adelaide, Canberra and Sydney. "I love this country and Australian culture," he says. "I hope everyone helps and supports this country. It's a very good life here and the best place in the world. I like singing for Australia."



## 66

It's a very good life here and the best place in the world.

Despite remembering daily that he is separated from his children, who live in Pakistan, Sam has actively immersed himself in his community and appreciates the opportunities he has been given.

"I volunteer in the second hand shop, selling clothes and other things," he says. "Sometimes I don't like my life, thinking I am not a good father for my children but I pray that one day my kids will be here too and we can be together."

#### Asset Condition Audits

Unity has focused heavily on preparing for the capital development and asset management requirements of the ROSAS Housing Transfer Management Deed and Lease for the Western and Limestone Coast regions. This includes preparation of the draft Investment and Asset Management Plan (for the delivery of new build development and capital upgrades of existing properties) and the responsive and cyclical maintenance requirements of an extra 1,107 properties.

To gain a thorough understanding of transferred properties, Unity completed 1,107 asset condition audits in the Limestone Coast and Western stock transfer regions over a six-month period.

#### **Upgrade Program**

Unity has conducted a thorough in-house review of each property inspection and analysed the condition rating of key attributes to determine which components would require full replacement or repair during the 20-year lease period. A capital upgrade program has been developed by identifying components that required immediate attention but have been prioritised and programmed to:

- allow sales to occur to fund works;
- maximise housing opportunities for tenants as stock numbers reduce;
- minimise disruption to tenants by programming of capital works;
- allow efficient management of capital works;
- program the capital works to ensure best value for money and timeliness of delivery; and
- manage cash flow of the program of activity.

#### The service provided was excellent and the contractor was both respectful and intelligent and cleared up the mess, which was made while the work was being 9 performed. Very **BATHROOM UPGRADES** impressed with Unity since 5 taking over management **EXTERNAL PAINTING** of this 80 property. **REPLACEMENT OF HWS** 6 **KITCHEN UPGRADES** " **FENCING UPGRADES** 3 Thank you to Unity for **INTERNAL PAINTING** organising my kitchen

66

48

**ROOF UPGRADES** 

due to the water damage. I am very happy with the ongoing service I have received from staff at Unity.

that was in

need of repairs

MANAGEMENT

#### One is the Community Housing Asset Renewal Program (CHARP). The program includes the sale of 15 SACHA-funded properties

housing.

to generate income for the demolition of existing properties, the creation of land packages for sale and the construction of social housing. Creation of affordable land and/or house and land packages and the construction of social housing will occur in each stage.

#### Unity will be actively involved in the CHARP through a portfolio approach as a mechanism for:

Development

- delivering a self-funded development program that requires no subsidy from government;
- reducing maintenance expenditure (thereby reducing the unfunded maintenance liability on properties identified for redevelopment or sale);
- maintaining a 1:1 level of social housing stock (applying no net loss of social housing through our development program);
- ensuring the current dividend returned to SAHT is not impacted as part of each project;
- providing more appropriate, well-located social and affordable housing for tenants (by applying the ROSAS principles to the development program to maintain social housing in suburbs of demand);
- delivering cost and time efficiencies through development at scale;
- managing the sequencing of tenant relocations through wider portfolio options;
- providing flexibility of project timing or priority/substitution (if process delays are incurred);
- allowing the engagement of external development management resourcing through a rolling at scale approach;
- applying the Office of the Coordinator General planning mechanism to improve yield and increase opportunities for social and affordable housing; and
- providing economic stimulus via redevelopment activity.

## APPROACH

#### Unity continues to progress several exciting development

opportunities that, at the time of going to press, remain commercialin-confidence and will be activated once the final IAMP is approved by Cabinet. These projects will include mixed developments of new affordable and market housing as well as replacement of social

## 66

Unity staff visited about my kitchen. While they were there, I mentioned that I was unable to get behind my stove to clean and Unity staff went above and beyond by cleaning behind it. Very happy with the service provided by Unity Housing.

#### **Responsive and Cyclical** Maintenance

Unity was able to seamlessly take over responsibilities for the property and tenancy management of 1,107 properties in the Western and Limestone Coast regions.

Our team of professional asset staff and contractors have provided a highly-skilled, responsive and respectful maintenance service to our tenants. Our commitment to high-level tenant services has been highlighted via several compliments received from tenants regarding staff and contractor performance going above and beyond.

In November 2017, Unity formally opened its most recent housing project at Blair Athol.

Completed in September 2017, the Blair Athol Community Housing Asset Renewal Project (CHARP) was a \$3.5m community housing development with a principal objective being the creation of new purpose-built disability housing integrated with affordable and social housing.

The project was a complex partnership between Unity, the South Australian Housing Trust (SAHT), Renewal SA, Oryx Property and EBL Disability Services. It involved the sale, at market price, of four obsolete social housing dwellings, and the reinvestment of the realised sale funds to purchase and develop land through Renewal SA's Renewing Our Streets and Suburbs (ROSAS) program.

On a compact 2,030 square metre site, and without the need for any government funding contribution in the financially-challenging context of social housing development, the project leveraged four obsolete social housing properties to create housing uplift and deliver eight mixed housing outcomes of:

- two new three-bedroom units built to 'Silver Standard' (Liveable Housing Design Guidelines) for people living with disability;
- two new three-bedroom community housing rental properties; and
- four new three-bedroom dwellings sold onto the first home buyers' market.

The project has delivered a successful mixed tenure model that integrates social housing renters, affordable housing owners, and group homes for people living with disability.

Unity is proud to have received the 'Award for Excellence in Community Housing 2018' by the Urban **Development** Institute of Australia (UDIA) for the **Blair Athol** development.





CAMERON **BRYSON FROM ORYX PROPERTY** (CENTRE) WITH UNITY'S PROGRAM MANAGER URBAN RENEWAL, DAVID TRUEMAN (LEFT), AND EXECUTIVE MANAGER ASSETS, ADAM MELLOW (RIGHT), WITH THE 





PARTNERS AND TENANTS' FAMILIES CELEBRATED THE OFFICIAL **OPENING OF** OUR BLAIR ATHOL **DEVELOPMENT IN** SEPTEMBER 2017.



The Blair Athol project achieved the following key outcomes, setting a template for the planned \$25m rolling CHARP development pipeline committed to by Unity:

- The project was self-funded, requiring no financial contribution from the State Government to deliver the project, and delivering a \$90,000 surplus for Unity;
- The four obsolete social housing dwellings that were sold to fund the project were purchased by first home buyers under the State Government's affordable housing pricing guidelines, providing home ownership at affordable market rates for four families;
- The disposal of the four obsolete social housing dwellings and replacement with four new dwellings, improved the net asset value outcome and reduced maintenance and repair costs;
- There was no loss of social housing. The net number of social housing dwellings remains the same for people living on low incomes and

The project is an outstanding success and has achieved all of its intended objectives in terms of built form, tenant and resident housing outcomes, and financial result.

UNITY STAFF,

paying discounted rent of 25% household income plus CRA;

• The resulting group homes for people with a disability are Silver Standard and SDA registered, being new and fit-

for-purpose;

dwellings; and

• Tenant benefits include reduced utilities costs due to modern design and insulation features and more appropriate and modern amenity to Liveable Housing Australia Silver Design Standards;

• A net gain of four affordable housing dwellings – two sold to the market and two retained by Unity as affordable rental

• Added value to Unity through the net gain of balance sheet value, achievement of a \$90,000 surplus and through the disposal of obsolete assets that were incurring significant ongoing maintenance costs.



Unity is the largest non-government provider of housing for people living with a disability in South Australia. We provide homes for more than 950 tenants, most of whom are living on low incomes.

In order to ensure these tenants enjoy successful, sustainable tenancies, Unity has long-standing formal partnership arrangements with 18 specialist disability support providers who work with us to assist and support our tenants living with disability.

#### **Disability Housing Program (DHP)**

In 2017, Unity tendered for and won the opportunity to manage 102 DHP properties comprising 52 existing and 50 new purpose-built disability homes designed to meet the Specialist Disability Accommodation (SDA) requirements of the NDIS. These newly-built, state-of-the-art specialist disability homes have significant assistive technology for people living with disability in metropolitan and regional areas.

Unity will manage a total of 170 DHP properties on behalf of the State Government, reinforcing its position as South Australia's largest non-government provider of housing for people living with disability.

#### Specialist Disability Accommodation (SDA)

This year, Unity also became a registered disability service provider with the NDIS in the category of SDA. We have submitted our existing properties for SDA enrolment, and have purpose-built two properties in Blair Athol to meet the new-build SDA standards. With the addition of further growth in this program of 49 new-build properties, Unity expects to have enrolled more than 280 SDA properties by 2019.

Our substantial SDA property portfolio provides a strong base upon which we will continue to grow the supply of high quality and affordable disability housing in South Australia, with a significant development program to commence in 2019.

Disability housing remains integral to Unity's operations and we maintain a strong strategic commitment to the future provision and growth of high quality housing for people with a disability.

# HOUSING FOR PEOPLE LIVING WITH DISABILITY UNITY TENANT PAUL, WHO LIVES IN A GROUP HOME, SUPPORTED BY KATHY.

## WELCOME TO OUR **STRATHALBYN TENANTS**



Unity is committed to meaningful Social Impact Measurement (SIM) across our organisation to ensure effective evaluation and measurement of the work we do and outcomes achieved. There is also a significant trend in the not-for-profit sector that has advanced the current state of data and analytics use. In some areas, major funders are demanding quantified evidence of social impact. Others expect both transparency of operations and evidence of outcomes achieved. These are expectations that are likely to become widespread. Unity has adopted the Australian Social Value Bank (ASVB) as a tool for achieving this.

The ASVB shows that for every \$1 spent by Unity in providing the program, tenants received \$3.56 of value. This equates to \$11,941 of value tert tert to \$11,941 of value tert tert.

The ASVB is a key part of our approach to SIM. We have trialled its application to measure the work we do and outcomes achieved for persons moving from homelessness to our boarding house accommodation. The ASVB shows that those who entered the Boarding House Program in 2017 received an uplift in wellbeing and an overall improvement in their life circumstances.

Once in the boarding house and in a more stable environment, tenants were able to organise their lives better and apply for jobs or other assistance as necessary. The ASVB shows that for every \$1 spent by Unity in providing the program, tenants received \$3.56 of value. This equates to \$11,941 of value per tenant. The net benefits achieved by the program overall were \$537,336. This is an outstanding result that has been independently verified by a specialised organisation in this field.



Total benefits, including the savings to government by Unity providing this service, were \$746,993. ASVB measurement is being rolled out to other programs across the organisation and will be reported on in due course.



# OUR PEOPLE

## 66

It is a great company to work for with good ethics and I am proud to be part of the Unity family.

66

There is a sense

of purpose

in what we

provide to the

community.

98%

of staff support Unity's

purpose, "We provide affordable, safe and secure homes for South Australians on low incomes. We build partnerships that create tenancies that promote viable and sustainable communities."

In August 2017, we undertook our first online Staff Engagement Survey. This is what our staff had to say:

96%

of staff would recommend Unity as an employer.



It's a supportive and positive working environment.

## 100%

ff agree orking towards this purpose gives personal satisfaction

#### 66

What I value most is that we have a common goal of assisting the community with housing needs. I enjoy the challenges and tasks that are at hand with an ever-evolving and dynamic industry.

## 98%

of staff are proud to work at Unity.

> I feel trusted as an employee. I feel listened to.

"



## COMMUNITY CONNECT PROGRAM

Unity's Community Connect Program has grown significantly in the past 12 months, with an additional three positions added to our Community Connect Team. They include Tenant Engagement Officers (TEOs) across the Western metropolitan region and Limestone Coast regions, and a Community Development Manager.

#### **Tenant Engagement Officers**

Through tenant consultations, TEOs have identified tenants seeking to explore and share their interests and hobbies with other tenants, including interests in art, sustainable gardening practices, music, ecological renewal and healthy ageing. The information shared by tenants will be used as building blocks, which will help to shape individual communities, ensuring they are developed and led by tenants.

Additionally, the TEOs have worked with tenants and partner organisations to deliver a range of activities such as tenant community centre bus tours, string art workshops, health tours in the West and the ideas café. Our staff are committed to working with tenants to bring to life a range of activities and opportunities.

#### Community Development Worker

The Community Connect in the City II project, funded by Adelaide City Council, continues to be delivered via a dedicated Community Development Worker who engages with boarding house and community housing tenants across Unity's central region. We have delivered several events and programs based on a codesign approach with tenants and local Adelaide City Council region community stakeholders. The activities have included the SALA Festival exhibition, Live Your Best Life, a community quiz night, and vertical garden workshops.

The project focus promotes connectedness, social and economic participation, as well as information sharing and partnership building.





Unity's boarding house program has been providing safe, affordable housing to people at risk of homelessness, working in partnership with various support services who assist tenants to overcome and address a range of social challenges, and facilitate successful tenancies. During this time, The Terrace Boarding House at South Terrace, Adelaide, has undergone a \$13.5m refurbishment, and become a new generation boarding house with excellent facilities.

Boarding house tenants have access to in-house and communitybased support and assistance including financial counselling, legal assistance, recreation and leisure activities, cooking and nutrition and health management. This provides an opportunity for tenants to build confidence and a sense of wellbeing, participate in community life and further develop independent living skills.

Unity manages four boarding houses in Adelaide's CBD including The Terrace, which is staffed 24/7 and has 95 rooms, two smaller female-only boarding houses and one male-only boarding house. Occupancy rates are high (98% to 100%), providing accommodation for more than 300 people each year.

In June 2018, Unity welcomed the Hon. Michelle Lensink MLC, Minister for Human Services, to The Terrace. The visit included a guided tour of The Terrace by key Unity staff.

(PICTURED LEFT) MINISTER LENSINK WITH UNITY STAFF – TENANT SERVICES OFFICER CAM KEOGH, CEO MATTHEW WOODWARD, CHIEF OPERATIONS OFFICER TRISH BURDEN, ADMINISTRATION OFFICER LISA CAMPBELL, AND FORMER HOUSING SA EXECUTIVE DIRECTOR, PHILIP FAGAN-SCHMIDT.

10 YEARS \*

# ΞN

#### The Terrace Boarding House Liaison Worker Program

Unity's Terrace Boarding House Liaison Worker Program staff are passionate about working with tenants to ensure they have up-to-date information about services and programs, are assisted to connect with services and programs to meet individual needs, and are provided with opportunities to lead activities and initiatives, such as movie nights, distribution of Oz Harvest and art sessions.

Staff have been working to assist tenants to connect with the right services and supports, with an increase from 292 occasions of support provided in 2016/17 to 639 occasions of support provided in 2017/18. The aim is to ensure tenants have access to the right support at the right time; to assist them to sustain their tenancies; to build capacity to gain access to employment and education; and to actively participate in social and recreational activities.

Staff also continue to work with tenants to co-design activities and programs such as a gardening group, a walking group, the City to Bay Fun Run, a cycling club, a footy tipping competition and the World's Greatest Shave.

20 THE FOLLOWING SUPPORT AND **REFERRALS WERE PROVIDED AT** THE TERRACE BOARDING HOUSE:

| 118%  |  |
|---|--|
| 2015/16 to 2017/18:<br>increase of<br><b>314.9%</b> |  |
|   |  |

Support and referrals

provided by

The Terrace Liaison Worker:

2016/17 to 2017/18:

increase of

| Engagement type                       | Contacts          |
|---------------------------------------|-------------------|
| General support                       | 212               |
| udgeting and money management         | 86                |
| Recreation and social activities      | 783               |
| Accommodation and support             | 202               |
| Interpersonal skills                  | 117               |
| Health and personal wellbeing         | 2,834             |
| <b>Fotal:</b> 4,234 contacts compared | to 1,692 in 2017– |

increase of 133%

85% Overall satisfaction

## 66

In my experience, Unity provide a fantastic service; the staff are always friendly, polite and helpful and any issues are always resolved with minimal wait or fuss.

## TENANT SATISFACTION SURVEY: RESULTS

Our biennial Tenant Satisfaction Survey was undertaken during March and April 2018. As in previous years, the survey was conducted by an independent organisation – the NSW Federation of Housing Association (NSWFH)

The feedback, received from a total of 932 surveys (a response from 33% of tenants), was summarised into a report for Unity's management and used to identify areas of our service delivery that can be changed or improved upon.

Our tenants indicated high levels of satisfaction for the majority of indicators, and results are comfortably within all three NRSCH thresholds (between 10% and 14% points above).

We love where we live. We find Unity easy and helpful to work with. All our maintenance issues are dealt with promptly.

"

Although I have been a housing trust tenant for over 15 years, and Unity only took over the reins not long ago, I am impressed with their work so far. I believe I will be happy with them as my landlord.

89%

property



72%

Satisfied with the way Unity involves tenants

## 28%

Been a tenant with Unity for more than 10 years

## 86%

Satisfaction with repairs and maintenance

"

## 86%

Satisfied that rights as tenants are upheld by Unity

## 71%

Satisfied that Unity listens to tenants' views and acts on them

Life has improved for

## 61%

of tenants since moving into a Unity property

#### TENANT AND COMMUNITY HIGHLIGHTS

# TENANT AND COMMUNITY HIGHLIGHTS

## **TENANTS CELEBRATE** THEIR WOODWORKING SKILLS

#### It was super cool to create quality, practical, and stylish items. I am also taking the knowledge I have learnt in the shed and expanding on it in a creative way, so my woodworking ideas are ready for a sales market.

"

Sheree, tenant

The woodworking group at The Terrace Boarding House completed two wooden raised garden beds (pictured) using recycled pallets. One tenant also finished a TV cabinet, which she had been working on for the best part of a year, and another finished a book shelf.

Tenants' woodworking skills improved and some challenged themselves with more complex projects. Several tenants were keen to give back and make items that will benefit others. For example, the group worked on items that could be sold at market day, and fixed items that had been broken at The Terrace, such as plant boxes.



## VOMEN'S P COURTESY OF ISTOCK

A celebration event showcasing the personal achievements and gains made by women involved in the Live Your Best Life course, run at the Catherine House Women's Centre, was held in June.

Guests included women who use Catherine House services - including Unity tenants, tutors, volunteers, staff, funders and stakeholders.

Through tenant engagement, Community Development Workers learned that women living in Unity boarding houses felt vulnerable and lacked practical tools for wellbeing. Women with past experiences of trauma reported that they needed skills to be more assertive and to increase their confidence levels to be able to participate in activities of daily living outside of their homes and safe spaces.

Staff took this as an opportunity to collaborate with Catherine House and the Live Your Best Life course, facilitated by TAFE SA lecturer Sharon Stewart. The course was developed through a Fund My Community grant and the course contents were co-developed with Catherine House and TAFE SA. The objective was to provide women with practical skills and tools through a seven-week facilitated course.

The partnership between Catherine House and Unity saw us providing in-kind support including catering, administrative support, course registration, transport, weekly follow-ups and course evaluation.

The course focused on building women's confidence, improving communication skills, and ultimately "gaining what you want from life". Nine women stood up and shared how the course has made a difference in their lives and gave moving accounts of their experiences. This is what two of the participants had to say:

I appreciate and acknowledge my strengths more. I was part of some really empowering learning and saw the difference it makes in our lives.

66



I've noticed a fantastic difference in my selfconfidence especially when in public spaces that have previously made me feel anxious. I'm feeling more assertive both mentally and physically and clearer when thinking about determining my own needs and priorities.

#### TENANT AND COMMUNITY HIGHLIGHTS

## BEV'S FOUND HER HAPPY PLACE AT HOME

When Bev moved into a Unity boarding house in 2014, she was in a far from ideal situation. Unwell and feeling lost, Bev didn't know how things would unfold, however, it proved to be the best move she could have made.

"First of all, I fell in love with my room straight away," she beams. "It had an ensuite and a balcony and it was private, unlike the other place I had been living at. It took a little while but I made friends there and I did lots of the activities. I got into the art group and walking group and went to things like the Christmas party. I started going to most things I could get my hands on."

Bev undertook some courses at the Workers' Education Association (WEA), including a photography course and sign language course with her friend. She also joined the woodworking group and surprised herself with the skills she gained. "It was scary as hell at first using those big machines, but I did it," she says. "I made a coffee table, which is in my lounge room and a breadboard, which is on my kitchen bench. I was pleased."

Slowly but surely, Bev became more confident and was taking an interest in her own wellbeing and future. "I started asking the things I needed to be asking to get help," she says. "The staff were so helpful and brilliant. I made some good friends there who I still keep in contact with."

Eventually, Bev felt she was ready to move into more independent accommodation. "I wanted to have a bit more space and have friends over, and I wanted to have a place for my grandkids to play. I put in for a transfer and didn't know how long it would take."



with three. It's just the little things that make you go along and think, 'I'm so happy I have that. I am so lucky'.

Soon enough, Bev was accepted for a twobedroom unit in a complex in the city. "I walked in and thought it was so huge," Bev recalls. "I didn't know what I was doing with things like paying bills and that's something the boarding house was really good at helping with. I had to learn how to become a lot more independent. All in all, the move to the city was a good move and a positive one."

After about two years, an opportunity arose for Bev to move into a two-bedroom house north of the city - a long-term goal she has now achieved. "It's just beautiful," she says. "It's got a bath, lots of cupboard space, a split system air con, a gas stove and oven, and lockable windows. It's a 15-minute walk to the shops and chemist and I'm close to my kids and grandkids so it's all positive. I have the blue sky and at night, I have the stars."



Tenants from Adelaide's western suburbs were invited to community centres in the City of Charles Sturt to meet volunteers and participants and gain more knowledge about their local community, their experiences and needs. It also gave them a chance to ask for advice on the best ways to engage with people living locally.

Tenants learned about the wide variety of programs and activities available through Unity's Tenant Engagement Program and met other Unity tenants. It also provided opportunities to ask questions of the centre's volunteers and visitors.

## **BRAVING THE** SHAVE FOR A **GOOD CAUSE**

It was a good day shaving and dyeing my hair. It's a good cause we do it for and hopefully the money raised will really help. We raised close to \$300, which is a great team effort. I would like to personally thank everyone who contributed as we really appreciate all your support.

#### TENANT AND COMMUNITY HIGHLIGHTS





In March 2018 and for the fourth consecutive year, Unity tenants participated in the World's Greatest Shave to raise funds for, and to highlight the work of, the Leukaemia Foundation.

The tenants involved wanted an opportunity to help a charity that does so much for some of the 60,000 Australians living with blood cancer or related disorders.

Tenants Frank, Steven, and Kingsley all shaved their heads and some beards for a good cause. Frank and Kingsley even took it a step further by either colouring their shaved head or beard.

Frank, tenant

## LUCKY DAY ON THE WATER FOR **FISHING GROUP**

In September 2017, the fishing group from The Terrace Boarding House took a trip out to Murray Bridge. This was the first time the group had gone fishing for about five months. Once again, the Murray River turned out to be a perfect spot to catch something. At least five large fish were snagged, including the largest one ever caught on one of these trips. The excitement on the tenants' faces when they caught the first fish was fantastic and it created a great atmosphere for the rest of the day. During the outing, the group discussed some future trip locations and ways to involve more tenants. They are hoping to extend the previous fish catching form.





## PERFECT DAY FOR **CITY TO BAY**

In September 2017, several tenants from The Terrace Boarding House and one community housing tenant took part in the City to Bay Fun Run. It was a fantastic effort by the group who all participated in the 12km walk and were across the finish line within two-anda-half hours of starting. Many of the group had been preparing for the walk by coming along to The Terrace walking group every fortnight.



Participating in the City to Bay was partly about promoting the Unity walking group, as well as healthy exercise. More importantly, it's about my own self continuing to achieve. Age may be catching up with me, but I refuse to let it stop me.

Kingsley, tenant

## **CARRINGTON STREET TENANTS** BENEFIT FROM SHARED GARDEN

With the support of Unity's Community Development Worker, Unity tenants played a vital role in strengthening relationships with their neighbours in Carrington Street by creating a community garden and advocating for increased safety in the area.

They consulted with their neighbours about various proposals, including hosting a barbecue get-together to discuss ideas. Since the project began, several tenants have strengthened their connections with each other and there is now a really strong sense of community within the Carrington Street complex. Although some tenants chose not to participate in the garden project, they are nevertheless reaping the benefits. An example is the 'Crime Prevention through Environment Design' assessment undertaken following neighbours' feedback about safety and security concerns.







## **GENISTA ESTATE COMES ALIVE**

In April 2017, tenants of Genista Estate at Hendon celebrated the 34<sup>th</sup> anniversary of the estate. The units were built and completed on 22 April 1984 and named after 'Genista' - a yellow flowering plant native to open habitats in Europe and Western Asia.

The tenant-initiated and led event was a result of the combined efforts of tenants Marty and Bob, along with Unity's Tenant Engagement Officer, Ramune, who all devoted considerable time to research and planning arrangements.

#### TENANT AND COMMUNITY HIGHLIGHTS



ACH Group has partnered with Unity to assist tenants navigate the aged care system through several on-site information sessions. Many tenants are now receiving services such as cleaning, social activities and gardening. We look forward to an ongoing partnership where ACH Group can support Unity tenants to live good lives in their own homes.

Ludi, ACH Group

### SUPPORT SERVICES SHOWCASED OVER SHARED LUNCH

After tenants requested support to gain a greater understanding of My Aged Care services and in-home care options, a series of information sessions were held in Adelaide's western suburbs.

ACH Group - a not-for-profit community organisation promoting opportunities and services to support older people - provided a barbecue lunch at the events and gave tenants an overview of services they provide, including aged care, in-home care, interpreting, disability and other health-related services, and local social activities. The events were also an opportunity to seek

tenant input in designing the tenant engagement program and also enabled tenants to have their say about the local community and neighborhood.

Connections were made between ACH Group and Unity staff and tenants, with a particular interest in social activities and group outings.

## **TALK AND** TIDY DAY GETS RESULTS AT PENNINGTON

Unity, together with Westside Housing Association, Portway Housing Association and representatives of the City of Charles Sturt, have partnered on a project to improve the safety, liveability, enjoyment, and standards of tenants' homes in a group of Pennington strata units.

To better understand the issues facing tenants at this site, a Talk and Tidy day took place in November 2017. As well as a barbecue lunch, a free skip bin was provided for people to dispose of any unwanted items and tenants also had the chance to talk to staff from the housing providers and the council.



Tenants were asked what they considered were common problems in the area and what solutions would be appropriate. Staff engaged tenants in discussions, teasing out information and potential solutions.

Some improvements have already been reported.

#### These include:

- establishing a pedestrian crossing across Torrens Road;
- removing graffiti at the bus stop;
- replacing rubbish bin lids at the bus stop; and
- repairing uneven footpath surfaces.

#### TENANT AND COMMUNITY HIGHLIGHTS

We hope to connect with other community gardens to swap seeds and share information. This project has brought tenants together and everyone is excited at the thought of harvesting and eating the food that we have grown.

## AT THE TENANT SPRING PARTY



## **COMMUNITY** GARDEN **BLOOMS IN MITCHELL PARK**

A grant of \$5,500 from Marion Council enabled tenants of a Unity housing complex in Mitchell Park to develop their community garden project. Part of the funding was used to engage an organic landscape gardener to assist in the garden's planning and creation.

Tenants were involved in designing and building the garden, including a vegetable garden, using wicking beds and storing water in reservoirs at the base of each garden bed. Planter boxes were assembled on site using recycled shipping crates, keeping costs down and reducing the carbon footprint.

Kym, tenant

## GROWTH **BY NUMBERS**

| UNITS OF<br>ACCOMMODATION | YEAR    | PEOPLE HOUSED |
|---------------------------|---------|---------------|
| 819                       | 2008/09 | ≫ 1,200       |
| 1,043                     | 2009/10 | ≥ 1,400       |
| 1,250 《                   | 2010/11 | ≥ 1,700       |
| 1,343                     | 2011/12 | ≥ 1,800       |
| 1,400                     | 2012/13 | ≥ 1,900       |
| 1,438                     | 2013/14 | > 2,000       |
| 1,570 《                   | 2014/15 | ≥ 2,100       |
| 1,673                     | 2015/16 | ≥ 2,300       |
| 2,914                     | 2016/17 | ≥ 4,000       |
| 3,052                     | 2017/18 | >4,500        |

Unity Housing Company Ltd recorded a net profit of \$839,140 for the 2018 financial year after recognising the cost of transfer of properties to the South Australian Government totalling \$1,501,000 for the year.

Unity Housing's rental income increased by 54% from the previous year due to the transfer of a large property portfolio under management from the South Australian Housing Trust in September 2017. The substantial increase in property portfolio size consolidated Unity Housing as the leading community housing provider in South Australia.

In addition to its commercial operations, Unity Housing returned more than \$2,094,000 in revenue to the South Australian Government from its social housing portfolio rental income.

The financial statements for the 2018 financial year reflect the stable economic base created by Unity Housing and places the company on a sound footing to undertake future housing development initiatives.



## STATEMENT OF COMPREHENSIVE INCOME

Unity Housing Company Ltd for the year ended 30 June 2018.

#### 2018 (\$) 2017 (\$) Income Housing rental income 23,107,898 14,994,555 Government recurrent grants 3,112,787 3,053,035 Transfer of properties from SA Government 7,273,636 Other income 723,486 1,126,190 Net Gain on revaluation of investment properties 10,414,207 **Total Income** 26,944,171 36,861,623 **Expenses** Administration expenses 2,482,075 2,175,521 Fixed payment paid to State Government 2,094,723 2,063,687 Property expenses 9,237,555 5,841,914 Staffing costs 7,994,894 5,785,970 Depreciation and amortisation expenses 252,181 366,691 Interest expense 1,332,861 1,376,276 Net Loss on revaluation of investment properties 206,000 Transfer of properties to SA Government 1,501,000 Other expenses 904,995 633,192 **Total Expenses** 26,120,794 18,128,741 **Net Operating Profit** 823,377 18,732,882 Add Transfers from provisions 15,763 12,592 Net Profit for the Year 839,140 18,745,474 **Other Comprehensive Income** Other Comprehensive Income 839,140 18,745,474 Total Comprehensive Income for the Year

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2018. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

## STATEMENT OF FINANCIAL POSITION

Unity Housing Company Ltd for the year ended 30 June 2018.

|                               | 2018 (\$) | 2017 (\$)       |
|-------------------------------|-----------|-----------------|
| Current Assets                |           |                 |
| Cash and cash equivalents     | 6,015,7   | 5,175,162       |
| Trade and other receivables   | 2,378,4   | 483 2,324,333   |
| Other current assets          | 300,0     | 241,139         |
| Total Current Assets          | 8,694,2   | 257 7,740,634   |
| Non-current Assets            |           |                 |
| Investment properties         | 320,493,4 | 322,509,847     |
| Fixed assets                  | 466,4     | 390,535         |
| Intangible assets             | 651,9     | 963 845,137     |
| Total Non-current Assets      | 321,611,8 | 323,745,519     |
| Total Assets                  | 330,306,0 | 061 331,486,153 |
| Current Liabilities           |           |                 |
| Trade and other payables      | 2,202,8   | 328 1,587,549   |
| Bank loans                    |           | - 144,180       |
| Employee Provisions           | 830,2     | 265 672,232     |
| Other liabilities             | 614,6     | 584 512,468     |
| Total Current Liabilities     | 3,647,7   | 2,916,429       |
| Non-current Liabilities       |           |                 |
| Maintenance provisions        | 207,9     | 218,891         |
| Tenant service provisions     |           | - 4,783         |
| Employee provisions           | 516,2     | 225 357,334     |
| Bank loans                    | 32,393,4  | 35,287,142      |
| Total Non-current Liabilities | 33,117,5  | 35,868,150      |
| Total Liabilities             | 36,765,3  | 347 38,784,579  |
| Net Assets                    | 293,540,7 | 292,701,574     |
| Equity                        |           |                 |
| Retained earnings             | 293,540,7 | 292,701,574     |
| Total Equity                  | 293,540,7 | 292,701,574     |
|                               |           |                 |

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2018. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

| are                                | Ligh         |
|------------------------------------|--------------|
| icare SA                           | Luth         |
| ralian Migrant Resource            | Lync         |
| ralian Refugee Association         | Mino         |
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| artment of Human Services          | Serv         |
| bility Services SA                 | St A         |
| Disability Services                | Stree        |
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| Mind Australia                                   |
| Minda Incorporated                               |
| Minter Ellison                                   |
| Naracoorte Lucindale Council                     |
| Neami National                                   |
| Northern Domestic Violence<br>Service            |
| OARS CT Community<br>Transitions                 |
| Orana  |
| Oryx Property                                    |
| Paraplegic and Quadriplegic<br>Association of SA |
| Renewal SA                                       |
| SA Health, Mental Health<br>Services             |
| Skylight Mental Health Services                  |
| Southern Domestic Violence<br>Service            |
| St Andrew's Cottage Homes                        |
| Street to Home                                   |
| Tatiara District Council                         |
| The Salvation Army – Ingle<br>Farm               |
| The Salvation Army – Towards<br>Independence     |
| They Wyatt Benevolent<br>Institution Inc.        |
| Uniting Communities                              |
| Uniting Country SA                               |

#### UnitingSA

University of South Australia Venture Housing Company Ltd Whittles Management Services Women's Safety Services SA

### AFFILIATIONS

Australasian Housing Institute

Australian Institute of Company Directors

Australian Institute of Management

**Business SA** 

Community Housing Council of SA

Housing Industry Association

International Housing Partnership

Master Builders' Association of SA

PowerHousing Australia

Real Estate Institute of SA (REISA)

South Australian Council of Social Service

Urban Development Institute of SA

## THANKS TO OUR PARTNERS



81 OSMOND TERRACE NORWOOD SA 5067 T: (08) 8237 8777 E: ADMIN@UNITYHOUSING.ORG.AU W: WWW.UNITYHOUSING.ORG.AU