

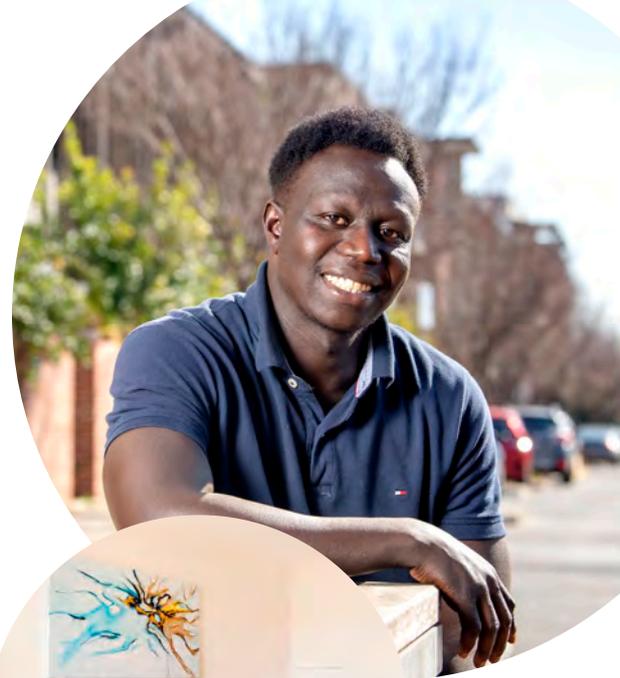


**UNITY**  
HOUSING COMPANY

# ANNUAL REPORT 2019/20

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# ABOUT US

Unity Housing is a not-for-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.

Our tenants include people affected by homelessness; people living with disability; older people; 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

Unity Housing tenant, Parisa, with her children Sarah and Ryan.

## Our Strategic Plan 2017-20

is underpinned by the following strategic pillars for success:



**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



**NURTURE PARTNERSHIPS**  
Working with Others



CHAIRMAN, BOARD OF DIRECTORS  
**LEIGH GARRETT**



CHIEF EXECUTIVE OFFICER  
**MATTHEW WOODWARD**

# CHAIRMAN AND CEO REPORT

**Over the past 12 months, Unity Housing has continued to provide high-quality property and tenancy management services to more than 4,600 tenants accommodated in 3,203 units of accommodation across metropolitan and regional areas of SA.**

Despite the restrictions imposed on us by COVID-19, we have continued to effectively deliver a broad range of housing options, largely targeted to social housing for people on very low incomes who require significant support but including affordable housing for people on low to moderate incomes who struggle to find affordable rental in the open market.

Tenants remain at the core of all we do, and our sustained growth as an organisation has been achieved in the context of continuing to deliver responsive and professional services to many vulnerable adults – the majority of people we accommodate. To ensure tenants receive the support necessary to sustain their tenancies, Unity Housing has continued to develop close working

**Despite the restrictions imposed on us by COVID-19, we have continued to effectively deliver a broad range of housing options...**

relationships with support providers underpinned by a Memorandum of Understanding (MOU) with organisations that provide support to our tenants. These quality services ensure optimum outcomes as we work together to respond to the needs of our tenants.

Through our extremely successful Community Connect program, Unity Housing also encourages tenants to participate in community-based activities and to integrate into local communities. A number of these activities are profiled in this Annual Report.

Recognising the importance of a continuing national focus for reconciliation between Indigenous and non-Indigenous Australians,

Unity Housing continues to develop and deliver on our own Reconciliation Action Plan. Through this plan, Unity Housing will seek to support the reconciliation process by improving the culture, work practices and core business of our organisation.

Unity Housing is also embarking on an active process to ensure our work is aligned with, and supports, the delivery of the Sustainable Development Goals (SDGs). These 17 goals are committed to ending poverty, protecting the planet and ensuring prosperity for all. Unity Housing already contributes directly and indirectly to the achievement of the social and climate justice goals of the SDGs, but over the coming year we will be seeking to ensure that we can maximise this contribution.

Although COVID-19 has by no means been the only story at Unity Housing over the past 12 months, it has of course had a profound impact on the environment in which our services have been delivered. Over this period, staff have successfully demonstrated both their flexibility in adapting to this environment and their commitment to maintaining services to our tenants. Whilst the majority of staff moved to working from home, others – such as those staffing the Boarding House Program – could not do so and were required to adapt to new on-site work regimes. Across the organisation, work practices have been altered to incorporate the advice and guidance of health authorities. All Unity Housing staff are to be congratulated for their professionalism and continued commitment to the health and welfare of our tenants through this difficult period.

Whilst the health and legislative restrictions necessary as part of the community response to managing COVID-19 are now easing in South Australia, Unity Housing is mindful of the need to remain cautious, alert and prepared to pivot the business and our work practices in response to any further challenges.

Despite the requirement to adapt our work practices, Unity Housing has not only maintained

our services but we have sustained our staff, infrastructure and financial position, with negligible negative impact on cash flows. This is consistent with our colleagues across the Australian Community Housing sector, which has demonstrated through its response to COVID-19 not only its flexibility, but also the robustness of its business model.

At 30 June 2020, Unity Housing had equity of \$311m, a revenue stream of \$33m per annum, and managed assets valued at more than \$800m.

With established access to development finance, having secured \$38m finance at low interest and 10-year tenure through the recently established National

Housing Finance and Investment Corporation (NHFIC) bond aggregation vehicle, and a solid balance sheet, Unity Housing has further enhanced our capacity to build a significant number of new houses to address the large unmet need for affordable housing for low-income South Australians.

Building off the base of a successful \$100m development program delivered over the past 10 years, Unity Housing is embarking on a number of specific development programs to expand this aspect of our business in the coming years to deliver more than \$70m worth of new housing outcomes over the next five to 10 years.

The role of Unity Housing's Board continues to be a major factor in our success, with a professional, multi-skilled and committed Board of Directors effectively discharging its regulatory and fiduciary obligations and providing sound governance and a strategic platform to underpin Unity Housing's future. During this year, the Board was also particularly alert to risk management, cyber security and company culture. A major focus at Board meetings has been to highlight the positive impacts for our tenants and how this has improved their lives.

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

**Unity Housing also encourages tenants to participate in community-based activities and to integrate into local communities.**

# UNITY HOUSING BOARD



**LEIGH  
GARRETT**

**Chairman and Director since 2008** Leigh is the Chief Executive Officer of OARS Community Transitions and the Centre for Restorative Justice. He is a Non-Executive Director of the Australian Crime Prevention Council. Leigh is also a Life Member of SACOSS, a Life Member of Restorative Practices International, a Life Member of the National Association of Community and Restorative Justice USA, and a Member of the European Forum of Restorative Justice, a Fellow of the Australian Institute of Company Directors and Fellow of the Institute of Managers and Leaders. Leigh is also Chair, Unity Housing's Governance, Nomination and Remuneration Committee.



**RICHARD  
WILLSON**

**Director since 2008** Richard is an experienced Non-Executive Director, Company Secretary and CFO with more than 20 years' experience with both publicly listed and private companies. Richard has a Bachelor of Accounting from the University of South Australia, is a Fellow of CPA Australia, and a Fellow of the Australian Institute of Company Directors. He is a Non-Executive Director of Titomic Limited (ASX:TTT), AusTin Mining Limited (ASX:ANW), Thomson Resources Limited (ASX:TMZ), 1414 Degrees Limited (ASX:14D), Graphene Technology Solutions Limited, and Variety SA; and Company Secretary of a number of ASX Listed Companies. Richard is the Chairman of the Audit Committee of Titomic Limited, AusTin Mining Limited, and Unity Housing Company, and is the Chairman of the Remuneration & Nomination Committee of Titomic Limited.



**SACHA  
WAINWRIGHT**

**Director since 2009** Sacha is 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. She is a Board member of SA Olympic Council. Sacha was previously a partner in the Commercial Property division of Minter Ellison providing advice to large national companies. Her experience includes the provision of legal advice in the areas of property and business acquisitions, property development, leasing and infrastructure projects.



**KAREN  
JANISZEWSKI**

**Director since 2016** Karen has 30 years of construction and development experience gained in private companies, public companies and government. She is Chair of the Royal Melbourne Showgrounds and is a Board member of the Queen Elizabeth Centre and Melbourne Polytechnic. Karen was previously 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. Karen has led teams on project acquisitions and tenders. Karen was previously a Board member of King and Godfree Pty Ltd, Embracia and Uniting AgeWell, as well as an Advisory Board Member to the University of Adelaide's Centre for Housing Urban and Regional Planning.



**YVONNE  
SNEDDON**

**Director since 2016** Yvonne is a professional Non-Executive Company Director, previously a partner at Deloitte and Ferrier Hodgson. Yvonne left private practice in 2004 to become a professional Company Director. She has more than 35 years' experience in governance, financial reporting and commercial advice in both the private and public sectors. Yvonne is a member of the Board of Statewide Super, Return to Work SA and International Koala Centre of Excellence Ltd. She also chairs a number of audit, governance and risk committees in the private and public sectors.



**DAVID  
SPEAR**

**Director since 2017** David is a professional Company Director and Corporate Governance Consultant with national consulting firm VUCA Pty Ltd. David has more than 30 years' experience in commercial business management, now including significant directorship experience over the last 15 years. He is currently Chairman of Tyre Stewardship Australia; Chairman of Office Brands Australia; Non-Executive Director of McLaren Vale Grape, Wine, Tourism Association; and Director of VUCA Pty Ltd. David is a Fellow of the Australian Institute of Company Directors, an Alumni member of Harvard Business School Governance program 2013 and a former SA/NT State Director of the Australian Institute of Company Directors.



**RICHARD  
MCLACHLAN**

**Director since 2018** Richard is currently Development Director for Australian Unity's \$1.1b Herston Quarter Redevelopment Project in Brisbane, Queensland. Richard has significant governance, strategy and stakeholder management experience and has held Executive leadership roles with Defence SA and Renewal SA, and has had direct responsibility for the delivery of significant project initiatives including the development of the Techport Australia Maritime Industry Precinct, the Adelaide Riverbank Precinct Implementation Plan, and the Tonsley Innovation District. Richard also has significant non-executive experience as a Director of ECH Inc. and St Andrew's Hospital Adelaide.

**UNITY HOUSING COMPANY**  
**VITAL STATISTICS**  
**AS AT**  
**30 JUNE 2020**



**Units of Accommodation**  
**3,203**



**Assets Under Management**  
**\$800m**



**People Housed**  
**4,679**



**Annual Operating Budget**  
**\$32m**



**Development Delivered**  
**\$110m**



**Staff**  
**103**

# Housing Program Summary

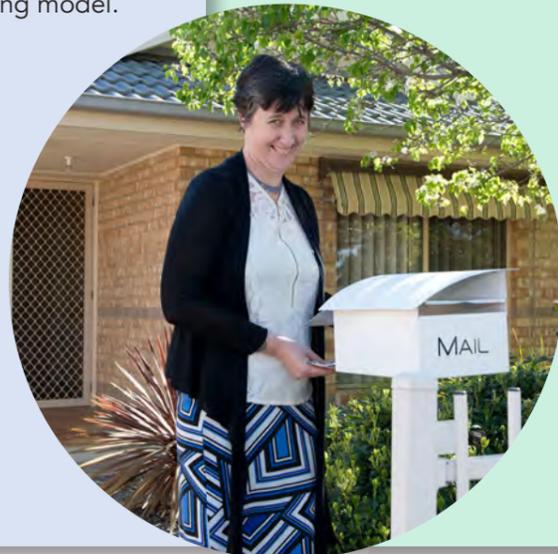
The following information provides an overview of the diverse range of housing programs managed by Unity Housing as at 30 June 2020 by program type and number; target group and tenant eligibility; source of referrals/allocation; and the agencies providing support to tenants within each program.

| Program   | Target group   | Referral/Allocation   | Support   |
|---|--|---|---|
| <b>Affordable Housing Program:</b><br>x 272 properties<br>Long-term tenure<br><75% of market rent | Low to moderate income households. Income-based eligibility.<br><br>Includes some high-needs tenants such as aged and/or those living with disability. | Advertised on realestate.com.au website or referrals from Memorandum of Understanding (MOU) partner support agencies. | No specific support requirements, although tenants can be linked with MOU partner support agencies if needed. |



| Program  | Target group  | Referral/Allocation                         | Support   |
|--|---|---|---|
| <b>Local Government Community Housing Program (LGCHP):</b><br>x 15 properties<br>Long-term tenure<br>Income-based rent | Disadvantaged people who are on a low income and/or living with disability. | Tenants sourced from the central wait list. | No specific support requirements, although tenants can be linked with MOU partner support agencies if needed. |

| Program   | Target group   | Referral/Allocation   | Support   |
|---|--|---|---|
| <p><b>Community Housing Program:</b></p> <p>(South Australian Community Housing Authority – SACHA)</p> <p>x 807 properties</p> <p>Long-term tenure</p> <p>Income-based rent</p> | <p>People who meet the South Australian Housing Trust (SAHT) base eligibility criteria, income/asset or needs test.</p> <p>85% of tenants must be Category 1 off the central wait list.</p> <p>All tenant types including but not limited to refugees; people experiencing domestic violence (DV), mental health challenges and drug and alcohol issues; and disability housing and Specialist Disability Accommodation (SDA).</p> | <p>All referrals are taken from the Community Housing Customer Register, mostly via MOU partner support agencies.</p> <p>Includes the Avalon mental health mixed housing model.</p> | <p>Support is provided by MOU partner support agencies with which Unity Housing has a formal partnership arrangement.</p> |



| Program   | Target group   | Referral/Allocation  | Support  |
|---|--|--|--|
| <p><b>Disability Housing Program (DHP):</b></p> <p>x 162 properties</p> <p>Long-term tenure, comprising general disability homes (133) and group home accommodation (29)</p> <p>Income-based rent</p> | <p>People living with disability.</p> <p>Note: Unity Housing provides a total of 50 disability group homes across the DHP, Bedford, SACHA and Stimulus programs.</p> | <p>Referrals for all DHP properties are made by the specialist Disability Support Providers (DSPs) with which Unity Housing has an MOU or Collaboration Agreement (CA). For all disability group homes, the DSP also undertakes the tenant-matching process.</p> | <p>Support is provided by the referring specialist DSPs with which Unity Housing has an MOU or CA.</p> |



| Program   | Target group  | Referral/Allocation   | Support   |
|---|---|---|---|
| <p><b>Boarding House Program:</b></p> <p>x four boarding houses</p> <p>x 117 tenancies</p> <p>Mix of long-term and short-term tenure</p> <p>Fixed sub-market rent</p> | <p>Inner-city homeless or at risk of homelessness who are adults (generally Category 1+ as defined in SAHT contract).</p> | <p>Inner-city homelessness support agencies.</p> <ul style="list-style-type: none"> <li>• Hutt Street Centre/Aspire Program</li> <li>• Catherine House</li> <li>• The Salvation Army – Towards Independence</li> <li>• Baptist Care SA</li> <li>• OARS</li> </ul> | <p>Inner-city homelessness agencies.</p> <p>The Terrace Liaison Worker (Unity Housing staff).</p> |



| Program  | Target group   | Referral/Allocation  | Support  |
|--|--|--|--|
| <p><b>Supportive Housing: (NBESP/Stimulus)</b></p> <p>x 159 properties</p> <p>Initial 12-month tenure, extended as needed. Exit into longer-term options (e.g. community housing)</p> <p>Income-based rent</p> | <p>100% high-needs Category 1 tenants as defined in SAHT contract.</p> | <p>All referrals are taken from the Community Housing Customer Register, mostly via MOU partner support agencies with formal support packages.</p> | <p>Provided by MOU partner support agencies via formal support packages.</p> |

| Program   | Target group  | Referral/Allocation                         | Support   |
|---|---|---|---|
| <b>Social Housing Management Transfer (stock transfer):</b><br>x 1,115 properties<br>West x 741 properties<br>Limestone Coast x 374 properties<br>Long-term tenure<br>Income-based rent | People who meet SAHT base eligibility criteria, income/asset or needs test.<br><br>85% of tenants must be Category 1 off central wait list.<br><br>All tenant types including but not limited to refugees; people experiencing DV, mental health challenges and drug and alcohol issues; and people living with disability. | Tenants sourced from the central wait list. | No specific support requirements, although tenants can be linked with MOU partner support agencies if needed. |




| Program  | Target group  | Referral/Allocation         | Support  |
|--|---|-----------------------------|--|
| <b>Fee For Service properties:</b><br>x 107 properties<br>Bedford Balyana x 59<br>Bedford Homes for 100 x 21<br>The Globe x 16<br>St Andrew's Cottage Homes x 11 | A range of affordable housing tenants, low income tenants and tenants living with disability. | Various sources of tenants. | Bedford tenants are supported by Bedford; other tenants have no specific support requirements, although tenants can be linked with MOU partner support agencies if needed. |



| Program   | Target group  | Referral/Allocation  | Support  |
|---|---|--|--|
| <b>Transitional Housing Program (THP):</b><br>x 289 properties<br>12 to 18-month tenure – exit into longer-term options (e.g. community housing)<br>Income-based rent | 100% high-needs Category 1 as defined in contract with SAHT.<br><br>All high-need tenant types including refugees; people experiencing homelessness, DV, mental health challenges and drug and alcohol issues; and people living with disability. | Referrals are taken from third party specialist homelessness support agencies that are either designated in the SAHT THP contract or have been engaged by Unity Housing under formal MOU arrangements. | The referring specialist homelessness support agencies are: <ul style="list-style-type: none"> <li>• Anglicare SA</li> <li>• Baptist Care SA</li> <li>• Catherine House</li> <li>• Centacare</li> <li>• OARS</li> <li>• The Salvation Army – Towards Independence</li> <li>• The Salvation Army – Youth Services</li> <li>• Uniting Communities – Kurlana Tampawardli</li> <li>• Uniting Country SA</li> </ul> Provided by MOU partner support agencies via formal support packages. |

| Program   | Target group   | Referral/Allocation  | Support  |
|---|--|--|--|
| <b>Housing and Accommodation Support Partnership (HASP) Program:</b><br>x 37 properties<br>Long-term tenure<br>Income-based rent<br>A partnership between Unity Housing and the SA Department of Health | 100% of tenants are people who are exiting long-term institutional care with severe and enduring psychiatric disability that results in a significant functional impairment. | Tenant referrals are made by a local mental health allocations committee comprising specialist mental health services. | All tenants receive mental health support from specialist mental health support providers: <ul style="list-style-type: none"> <li>• Life Without Barriers</li> <li>• Neami National</li> </ul> |





# SUSTAINABLE DEVELOPMENT GOALS



Unity Housing supports the aims and objectives of the United Nations' Sustainable Development Goals (SDGs) which arose through collaboration between governments, civil society, the private sector and academia. The SDGs are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate change, environmental degradation, peace and justice. The 17 goals are all interconnected and, in order to leave no one behind, it is important that we achieve them all by 2030.

The SDGs seek to address the world's most pressing environmental and social challenges and form part of a wider 2030 Agenda for Sustainable Development. At Unity Housing, we have aligned our sustainability agenda to support advancement of these global goals. As a universal agreement to work towards a better future, the SDGs align closely with our own purpose to give people the confidence to achieve their goals.

Unity Housing contributes directly and indirectly to the achievement of the 17 social and climate justice goals of the SDGs.

## The Unity Housing Service Model

### Business area

- Affordable housing
- Social housing
- Homelessness
- Disability
- Aged housing

### SDG ALIGNMENT



## Community Connect Strategy

### Activities

- Community Engagement and Participation Framework
- Community development projects
- Employment and learning
- Placemaking

### SDG ALIGNMENT



## Diversity in the Workplace

### Activities

- Diversity policy
- Professional Development Program
- Comparison of staff and tenant profiles
- Cultural competency training

### SDG ALIGNMENT



## Environmental Sustainability

### Activities

- New build
- Retrofit

### SDG ALIGNMENT



# A place to call home

Since fleeing a small village in war-torn South Sudan when he was eight years old, Achuil has created a balanced and rewarding life for himself in Adelaide.

"I was born in the middle of the war between south and north Sudan in 1990," says Achuil. "When I was eight years old, my brother decided we would go to a refugee camp in Kenya. He left, then when he knew it was safe there, he sent for myself and my cousin. It was a survival life, it was far from home. When you leave, you just leave for safety."

Here, Achuil attended school for three hours a day. He had the same teacher from years one to seven.

"I was 10 when I started school and learning the alphabet because of the war," he says. "We were always moving from one place to another. Three years later, my uncle sent for me and my brother to go to Nairobi. There were tall buildings there and I had never seen that before. It was unimaginable. My uncle put me in a private school because he wanted me to learn. In the family there has to be one person who gets the education. I learned so quick, I jumped through the classes and was getting the top marks but we went back to the refugee camp because it wasn't affordable to live in the city, and my brother went back to Sudan."

A couple of years later, Achuil's uncle began the process of applying for immigration.

"We didn't know how to write or read much so we had a translator," Achuil says. "We went for the interview and they asked us why we want to leave – we told them we wanted an opportunity to be in a better place. The whole process took three years from the interview. You apply to leave the refugee camp with no idea where you are going. We didn't know which country is which but anywhere is better than where you are."



"It's easy to feel like a victim but everything that's happened has made me more resilient in a way."

Achuil arrived in Adelaide with his older brother and cousin in October 2004.

"I had never heard of Adelaide," Achuil says. "It was very exciting when we first landed. I think because of the experience with the war, I was just excited to be going to a new place. There was nice grass where we could play soccer. The first thing I asked was to go to school."

Achuil was determined to learn and get his education but found it difficult to adjust to the lifestyle of a "normal high school".

"High school years were the most challenging as a teenager," he says. "I didn't fit into the demographics. My brother worked on farms so I grew up raising myself – that was normal and expected. I moved to a private school to get the support that I needed."

I got my first job fixing bikes in a bike shop then in year 10 I got a job at Red Rooster and then at McDonald's. My goal was to become a doctor and help people."

After graduating from high school, Achuil enrolled to study a Bachelor of Social Science at UniSA.

"I wanted to do something that would help people because of what I went through," he says. "When I was 19, I dropped out and had my son Junior. I got into a life of alcohol and drugs. I got evicted, it was a struggle. I eventually went back to uni and into recovery. That's when I decided to get into youth work and became a youth worker for five years. Through that, I heard about Unity Housing. I applied for a place that had an extra room for my son and I was so happy when they rang and said I got approved for it."

Now I see him every week. It means a lot to me. I grew up without a mum and dad so I want to do something different for my son."

With a Master of Social Work in his sights, Achuil is proud of the many challenges he has taken on during his young life.

"It's easy to feel like a victim but everything that's happened has made me more resilient in a way," he says. "The way we were raised is to just focus on whatever comes your way and what you need to do. This is how I've lived and because I've come out the other end, I want to help people."

Achuil now works full time with young people who are in state care.

"It doesn't even feel like work to me," he says. "They're my best moments."



## Improving housing outcomes for people living with disability or experiencing mental health challenges

*Unity Housing tenant, Paul, lives in a group home, pictured here with his support worker Kathy.*

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 SDA housing remaining an important part of our future development program.

Unity Housing also has more than 20 years of experience in the provision of specialist supported housing for people experiencing acute mental health issues. Among several specialist housing programs for people living with mental health challenges, Unity Housing owns 37 properties (built by Unity Housing in 2011/12) in which we continue to provide long-term homes for people who are exiting long-term institutional care, whilst they continue to receive intensive support.

In order to ensure that all Unity Housing tenants living with disability or mental health challenges enjoy successful and sustainable tenancies, Unity Housing has long-standing formal partnership arrangements with 38 support organisations. This includes 21 specialist disability or specialist mental health support providers. Unity Housing collaborates with these partner organisations to assist and support our tenants, remaining a leader in the sector through this partnership model.

Disability housing remains integral to Unity Housing's core purpose, and we maintain a strong strategic commitment to the provision and growth of high-quality housing for people living with disability.

We are the largest non-government provider of homes for South Australians who live with disability, with almost 1,000 tenants with disability living across the state, from Port Lincoln to Mount Gambier.

We manage a wide range of disability housing types, ranging from group homes to specialist purpose-built properties for people with high-level disability and complex needs, many of whom require 24/7 support.

Unity Housing remains fully accredited for the provision of Specialist Disability Accommodation (SDA) under the National Disability Insurance Scheme (NDIS). This year, we successfully undertook an independent and rigorous quality audit process conducted by the NDIS Quality and Safeguards Commission, meeting 100 per cent of the requirements.

With 315 SDA properties currently enrolled under the NDIS, Unity Housing manages more SDA properties than any other provider in South Australia.

# Reconciliation Action Plan

Unity Housing is proud to provide secure and affordable housing to more than 550 people from Aboriginal and Torres Strait Islander (ATSI) backgrounds.

This number has grown significantly over the past three years, predominantly as a result of the Social Housing Management Transfer.

We remain committed to continuous improvement to ensure that we provide housing services which are culturally appropriate and accessible and to strengthen our engagement with our ATSI tenants and their communities.

This year, Unity Housing has commenced the process, with the support of Reconciliation Australia, to develop and implement our Reconciliation Action Plan, 'Reflect', by June 2021. Key personnel have undertaken related training and all staff have engaged in a process of education, reflection and discussion regarding reconciliation as a part of our regular staff events.

Unity Housing supports and engages with the broader ATSI communities in a range of ways, through ongoing initiatives such as an annual sponsorship of the Kurna



*Unity Housing sponsors the Kurna Football and Netball Club.*

Sports Committee's football and netball teams in the South Australian Aboriginal Football and Netball Sports Carnival; sponsorship of the Gawler Reconciliation Community Fun Day; membership of Friends of Reconciliation SA; staff activities held during National Reconciliation Week (conducted remotely this year due to COVID-19 restrictions); and ongoing cultural awareness training for staff.



*Kurlana Tampawardli – a short-stay housing program for Aboriginal people visiting Adelaide.*

In a long-standing collaboration with Uniting Communities, Unity Housing also contributes to the provision of safe and supported transitional housing for Aboriginal people who travel to Adelaide from regional and remote areas, often for medical or health needs. This program is called Kurlana Tampawardli and is a part of the Uniting Communities – Aboriginal Community Connect initiative.

# Social Impact Measurement

Unity Housing is committed to establishing meaningful Social Impact Measurement (SIM) across our organisation to enable effective evaluation and to demonstrate the value of the work we do and the outcomes we achieve.

Unity Housing currently uses the Australian Social Value Bank (ASVB) methodology: a well-established tool that is used internationally to capture the social value of achieving specific outcomes. It provides an evidence-based approach to develop and evaluate our housing programs. It also monetises benefits to individuals as well as the total benefit of the program overall. In the programs measured to date, the ASVB shows that in 2019, for every \$1 spent by Unity Housing in providing the programs, tenants received \$2.26 of value.

This year is the third year that we have applied SIM in our Boarding House and Community Housing Programs. We are gradually applying SIM to other housing programs across the organisation which will be reported in future years. We have also commenced collaborating with other Community Housing Providers to explore alternative methodologies, and are working towards a consistent sector-wide approach to SIM.

## Regional housing development



Jamestown



Whyalla



Gladstone



Port Augusta

Unity Housing has a large existing housing portfolio of almost 700 properties across regional areas of South Australia, spread across the Eyre Peninsula, Mid North, Yorke Peninsula, Fleurieu Peninsula, Adelaide Hills, Murray Mallee, and Limestone Coast regions. We have eight staff permanently based in regional areas.

At a time when other housing providers are reducing or withdrawing from regional areas, Unity Housing remains committed to delivering new affordable housing into regional areas of South Australia where it is needed. Strong regional economies are often hindered by a lack of affordable housing to attract and retain a stable workforce and Unity Housing has developed a

long-term strategy that directly targets this need. Unity Housing has maintained a long-term focus on two such areas in particular, the Limestone Coast and Mid North regions. We remain actively engaged with a number of regional councils, Regional Development Australia, SA Housing Authority and key regional employers to foster development opportunities in these regions.

In addition to strengthening our regional presence and the development of new regional housing, Unity Housing has committed \$18 million over the next 10 years to the upgrade and maintenance of many regional properties in the Limestone Coast that were transferred to Unity Housing under the Social Housing Management Transfer.

### BOARDING HOUSE PROGRAM

The Boarding House Program received 45 new tenants during 2019, which is 39 per cent of all tenants within this housing program.

The total social benefit measured for the Boarding House Program is achieved by moving people from homelessness to stable temporary accommodation.

**The 45 tenants each received \$15,423 of benefit.** The benefit is the difference made to the individuals as a direct result of being in the Boarding House Program.

**The total benefits for all new tenants in the Boarding House Program were \$746,993 in 2017, \$1,059,829 in 2018, and \$694,044 in 2019.**

This represents the total social benefit of all new tenants who moved from homelessness to boarding house accommodation via our Boarding House Program.

### COMMUNITY HOUSING PROGRAM

The Community Housing Program received 57 new tenants during 2019, which is four per cent of all tenants within this housing program.

The total social benefit measured for the Community Housing Program is the sum of the social benefits achieved by moving people from temporary accommodation into social housing.

**The 57 tenants each received \$12,604 of total benefit.** The total benefit is the difference made to the individuals as a direct result of being in the Community Housing Program.

**The total benefits for the whole Community Housing Program were \$1,795,175 in 2017, \$1,346,951 in 2018, and \$718,452 in 2019.**

This represents the total social benefit of all new tenants who moved from temporary accommodation to long-term accommodation via our Community Housing Program.

# Reconnecting with what's important

When Sabina was given notice to pack up and leave her Angle Park rental of five years, she was not prepared for how difficult it would be to find another home.

"I put everything I had into a storage container," she says. "I thought, 'I'm on a Disability Support Pension – what can I do?' They gave me six months but in six months I still couldn't find a house. Even though I wasn't homeless, I was about to be. I couldn't rent anywhere. I'm 59 years old and I've never asked for help, I've always done it myself. I thought, 'I'm going to have to live under a bridge with my dog and cat.'"

Luckily, through Housing SA, Sabina was connected just in time to UnitingSA's Western Adelaide Homelessness Service.

"I met up with a gorgeous lady, Janelle, she was my advocate," Sabina says. "Janelle has been my angel and she worked tirelessly with Melissa from Unity Housing and got me a place. Melissa had shown me some photos before the house had been done up but when she took me through, it was like, 'Oh my God!'. I was speechless. It was lovely, just lovely. I could not believe it. I said, 'It's not a house, it's my home.'"

The renovations to Sabina's house included new vinyl flooring, a new stove and painting throughout.

"It's just great," Sabina says. "It's the perfect size and has all this storage space as well. A lady two doors down from me has a dog who my dog is in love with so we go for a walk around the block and I've told my neighbours there's fresh parsley so just come and take it. The 80-year-old man next door gives me the thumbs up when he walks past. They are just a delight."

Sabina's stable and secure home enables her to focus on what is most important – her grandson Harvey.

"I take Harvey to and from school and my son and daughter-in-law live 12 minutes away so when I pick him up and drop him off, it's fabulous," she says. "From three months old I had Harvey three days a week. I did a lot of volunteering when I lived at Angle Park as I was right next door to a nursing home. I would spend time with the clients and paint the ladies' nails and Harvey would come with me. They watched Harvey crawl and walk and he loved some of the people there. He is the most adorable kid."

As an artist, Sabina relishes in having a comfortable workspace where she can feel inspired.

"I'm a collector and I do cross stitch and I make pictures out of broken jewellery," she says. "I have lots of fabric and bits and pieces. I don't like going to the movies because that's two hours of nothing. There's always something I'm working on. I want to make my house shabby chic."

Sabina is immensely grateful for the support she receives from Unity Housing and her support worker, who she calls her "crackers support".

"Nick helps me with my nuttiness," she laughs. "He keeps me moving forward. If there's anything I want or need, he helps me get it or do it. If Unity Housing didn't come along I would be under the bridge. I put my clock up recently and it was just one of those things where you go, 'This is home.'"



"It's not a house,  
it's my home."

# Transitional Housing Program

Unity Housing's Transitional Housing Program (THP) commenced in 2014 and is made up of five different programs: ex-institutional adults; homeless families; homeless youth; homeless adults; and indigenous-specific housing.

The aims of the THP are focused on fewer people sleeping rough and/or becoming homeless. Once housed, tenants are supported by support agencies in conjunction with Unity Housing – as the property manager – to develop increased abilities to sustain their tenancy and be empowered through flexible case management plans to increase social and economic participation.

## Unity Housing's Transitional Housing Program

- encompasses 289 separate homes, semi-detached houses, units and townhouses;
- has the capacity to house up to 644 occupants per night (total of 49 x one-bedroom, 132 x two-bedroom, 105 x three-bedroom and four x four-bedroom properties);
- currently houses 277 tenancies (one property is utilised as a share house);
- comprises 8% of the total Unity Housing portfolio; and
- employs five staff over four portfolios, including two Maintenance Coordinators.



Elizabeth East



Kilburn

Over the past year, Unity Housing has successfully housed 124 of our THP tenants in long-term accommodation, with 23 securing accommodation through SA Housing Authority.

56 tenants secured long-term accommodation through Unity Housing or another housing provider with the assistance of Unity Housing staff and the tenant's allocated support organisation.

68 tenants secured long-term accommodation by entering into private rental properties either with family, friends or individually.

## PARTNERSHIPS ARE FUNDAMENTAL TO SUCCESSFUL THP OUTCOMES

Unity Housing has a wide range of support partnerships with providers across the five programs. Our staff have well-established close working relationships with the various support workers and agency managers who provide case-managed assistance to families and individuals within the THP.

From the start of the tenancy, the close and continuous collaboration between Unity Housing, the support agency and the new tenant becomes critical to successful outcomes for the tenant.

This continues through the tenancy at inspections, case conference meetings and efforts to achieve longer-term exit housing. While the support worker ensures tenants are making progress on their individual case plans, Unity Housing staff ensure the tenancy is stable and creating a positive rental history.

# Limestone Coast

Unity Housing's presence in the Limestone Coast began in 2017 with the management of 374 properties transferred from SA Housing Authority to Unity Housing.

## Properties managed by Limestone Coast in 2020:

|   |            |
|---|------------|
| Limestone Coast Social Housing Management Transfer (stock transfer) | <b>343</b> |
| South Australian Community Housing Authority (SACHA)                | <b>10</b>  |
| Disability Housing Program (DHP)                                    | <b>8</b>   |

| Properties by region |  |            |
|----------------------|--|------------|
| Beachport            |  | <b>1</b>   |
| Bordertown           |  | <b>31</b>  |
| Keith                |  | <b>4</b>   |
| Kingston             |  | <b>12</b>  |
| Millicent            |  | <b>160</b> |
| Mount Burr           |  | <b>1</b>   |
| Mount Gambier        |  | <b>18</b>  |
| Nangwarry            |  | <b>10</b>  |
| Naracoorte           |  | <b>103</b> |
| Penola               |  | <b>15</b>  |
| Robe                 |  | <b>6</b>   |



Millicent



Mount Gambier



Naracoorte

## Tenant engagement initiatives

The Lions Park in Millicent is a blank canvas for future development and central to the majority of Unity Housing's Millicent properties. The park upgrade project is supported by a group of tenants and neighbours, the Millicent Lions Club, Millicent Men's Shed and Wattle Range Council. Unity Housing is currently awaiting the outcome of a grant proposal in partnership with several Millicent community organisations, headed by the Millicent and Surrounds Health Support Group and UniSA Department of Rural Health.

Unity Housing is partnering with the Millicent Men's Shed in a grant application which, if successful, will see the expansion of the Men's Shed building and completion of the community garden which will allow the garden to be opened up to the public.

Regular contact has been provided to vulnerable tenants during COVID-19 by Unity Housing staff.

## Responsive and cyclical maintenance

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

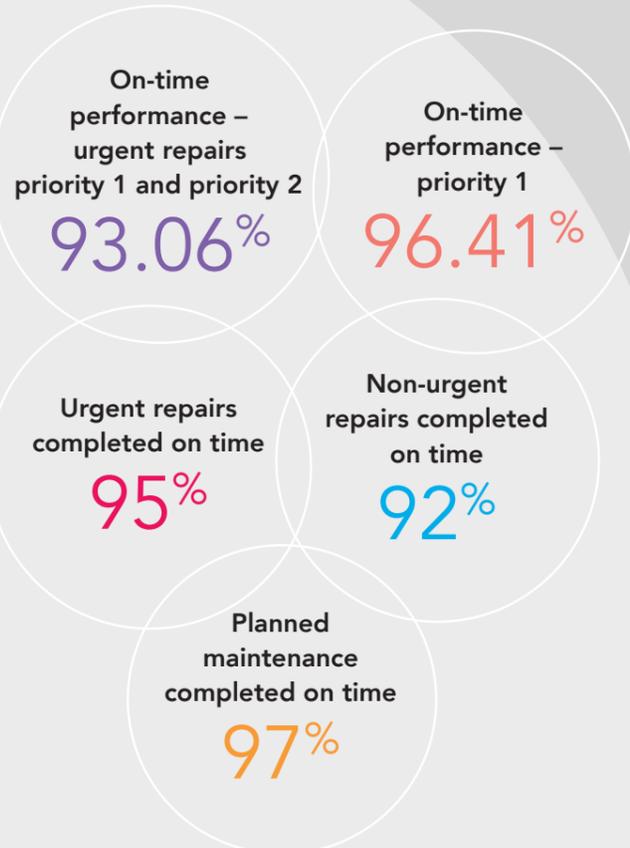
"I am very happy with my experience of being a Unity Housing tenant. I have always found staff very friendly, approachable and understanding. Minor repairs have been completed efficiently and effectively."

"We appreciate having a nice house to live in – thanks."

"I love my new kitchen, new block out blinds, new flooring and new paint job. Thank you, Unity Housing."

## Maintenance by the numbers

|                    |     |
|--------------------|-----|
| Bathroom Upgrades  | 10  |
| External Painting  | 23  |
| Internal Painting  | 96  |
| Replacement of HWS | 151 |
| Kitchen Upgrades   | 16  |
| Roof Upgrades      | 2   |
| Fence Upgrades     | 35  |



The Asset team has been able to seamlessly continue to deliver important critical maintenance to our tenants during COVID-19. Our modified practices have ensured the safety of our tenants, staff and contractors and have not compromised the quality and timeliness of our maintenance service.

Unity Housing continues to develop, review and deliver our upgrade program. Programs are targeted depending on the property portfolio.

The 2019/20 financial year saw a focus on refurbishments of the metro west and Limestone Coast stock transfer portfolios.

Our refurbishment program has been developed by identifying components that required immediate attention but have been prioritised and programmed to:

- minimise disruption to tenants by programming of capital works;
- allow efficient management of capital works;
- ensure best value for money and timeliness of delivery of capital works; and
- manage cash flow of the program of activity.

Below are two examples of properties that have been upgraded through the refurbishment program.

### WEST

#### Suburb: Hendon

**Project overview:** The property consists of 18 cottage flats with gabled porticos to each unit which all had the gutters replaced in 2019. Due to failing gutters and lack of preventative maintenance over the years, all units had rotting porticos. This included damage to fascias, barges, lattice work and posts holding the porticos up.

- Gutters replaced in late 2019
- All porticos rebuilt
- Fascias and other barge boards repaired/replaced as required
- All units externally painted

**Project costing:** \$44,941.66 = investment of \$2,496.75 per unit



#### Suburb: Grange

**Project overview:** The property consists of 12 cottage flats which all had rusted out gutters, rotted fascias and water damage to eaves and gutter mouldings.

- Gutters replaced to all units
- Fascias and eaves replaced where required
- Fencing surrounds to the letterbox areas replaced with Colorbond
- All units externally painted including the window awnings
- Gardens upgraded, mulched and tidied up

**Project costing:** \$46,478.35 (includes external site upgrade of \$13,297.35)  
**Building upgrades for units:** \$33,181.00 = investment of \$2,765.08 per unit



Working with support services in the Limestone Coast, Unity Housing is able to facilitate suitable modifications to properties for existing tenants, whilst also ensuring these modifications can support future tenants for many years to come.

Below are two examples of disability housing modifications.

## LIMESTONE COAST

### Eric, Naracoorte

Eric transferred to a property within Naracoorte. Eric had major surgery resulting in wheelchair use. He had lived at the original property for 22 years; however, was unable to remain at the property as it was not wheelchair accessible both internally and externally. Unity Housing's Asset team organised pathways, a wheelchair-suitable toilet and grab rails inside the new property that now enables Eric full access and continued independent living.



### Lucinda, Mount Gambier

An induction cooktop was installed at Lucinda's home in Mount Gambier. The previous conventional electric cooktop remained hot after cooking whereas the induction cooktop reduces risk of burns as it does not retain heat. Lucinda, who lives with a disability, is now able to safely cook for herself.



## Western Stock Transfer and Community Housing Asset Renewal Program (CHARP) Redevelopment

### The Western Stock Transfer Stage 1 project

consists of the construction of 11 properties made up of eight social housing properties and three affordable housing properties on five separate sites, and the sale of three additional properties to the open market.

### The CHARP

consists of the construction of 41 properties: 26 social and 15 affordable, the subdivision and then sale of 10 allotments, and the sale of six properties.

An additional dwelling is being built as part of the CHARP, funded by a donation to Unity Housing. Sales commenced from July 2020 and demolition and construction will commence in 2020-2021. Unity Housing will be actively involved in the CHARP through a portfolio approach as a mechanism for:

- 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 Renewing Our Streets and Suburbs 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.

## In 2019/20 Unity Housing

- completed all design documents and achieved development approvals for 26 social housing replacements and 16 affordable housing outcomes;
- signed contracts for the demolition of 16 dwellings to enable the construction of new dwellings;
- achieved early contractor engagement and the formulation of contracts in readiness for construction to begin in the second quarter of 2020/21; and
- achieved the sale of six obsolete dwellings and the creation of nine parcels of land for sale.

As part of our commitment to deliver outcomes of the Renewing Our Streets and Suburbs upgrade program, Unity Housing is in the process of delivering Stock Transfer – SAHT Development Projects – Stage 1.

The key elements of the project are:

- the sale of three SAHT properties;
- the demolition of five SAHT properties; and
- the construction of 11 properties made up of eight social housing properties to be owned by SAHT and managed by Unity Housing and three affordable housing properties to be owned by Unity Housing.

## To the end of 2019/20 Unity Housing

- achieved unconditional contracts for the sale of three vacant properties (these sales will exceed sales revenue budgets and allow construction to proceed);
- selected a preferred contractor via a tender process to undertake the demolition and replacement of five SAHT social housing properties commencing in the first quarter of 2020/21; and
- finalised documentation to release tender for construction to start in the second quarter 2020/21.

# New development at Henley Beach South

A partnership between SA Housing Authority and Unity Housing will see vacant land in Henley Beach South – previously owned by the Authority – redeveloped to create new social housing for low-income households, as well as affordable and market housing.

The development will provide housing for 70 families – including our most vulnerable and the ageing – and a substantial number of new jobs at a time when jobs growth is essential for South Australia.

The new \$30m mixed residential development, located at 35 Henley Beach Road, replaces old and outdated Authority public housing flats which were demolished in 2018.

Under the agreement, Unity Housing will develop the site, including building social housing apartments targeted towards senior housing tenants. The redevelopment will include a mix of 20 townhouses for general sale, including some at affordable housing prices. It will also include 22 townhouses and five apartments to be held by Unity Housing for affordable rental, and 23 townhouses for the Authority to use for social housing which will be managed by Unity Housing for senior tenants.

The Henley Beach South development is a core part of a wider \$45m development program Unity Housing is currently delivering to provide more affordable housing for low-income South Australians.

On-site works will commence in 2021 and are expected to finish by 2024.

The development will provide housing for 70 families, including our most vulnerable and the ageing.



*Impressions of the new development, courtesy of City Collective.*

# A lifetime of tales from home and abroad

From studying in France to beginning his career with Adelaide's The News to driving road trains from Adelaide to Darwin, David's story is nothing short of adventurous and exciting.

David called Adelaide home until he, along with his mother and three older brothers, moved to England when his father was seconded by the British government.

"I had to read the book 'Spycatcher' to learn what my Dad did for a living," David laughs. "We were a very tightly-knit group. We were there for four-and-a-half years. Two of the years I spent at the elite École Polytechnique where I finished my education."

Once back in Adelaide, David secured his first job with The News where he received a scholarship as a cadet photographer.

"I had a ball working for Murdoch," he says. "My claim to fame is my first by-line I got was a photo of a freighter that caught fire off the coast of Robe. Every man and his dog were on top of me to get the photo. I got the by-line and front page of The Sunday Mail. I was rapt."

David then became display advertising manager for the NT News in the Northern Territory – a place he instantly fell in love with.

"I spent five-and-a-half years in the Territory," he says. "Of that, three of them were with the NT News then I went and worked for one of my major clients, David Loveridge, of Loveridge Mining and Pastoral Agencies. He gave me the job of looking after his contract to sell yellowcake which ended up being sold to Mitsubishi to power their nuclear power stations. I'd go back tomorrow at the drop of a feather. It's a magnificent place."

Unfortunately, David's time in the NT ended when he returned to Adelaide to spend time with his dying father and subsequently, take care of his mother. Not able to sit still for long, however, David bought a road train which travelled from Adelaide to Darwin.

"I enjoyed the road so much I became a tour coach captain," he says. "We specialised in tours off the beaten track."



"It was a great celebration when it was announced that Unity Housing were taking over the management of the properties here."

We had a ball. I'd go out for 39 days, come home for three then out for another 39. I used to stay with my brother at Christies Beach because it was pointless having a house. He would take days off and we would take the boat out fishing. It was great fun."

After nine years of tour coaching and some unforgettable experiences – including hosting 24 cheerleaders from New York in Cairns on 11 September, 2001 – David called it a day.

"In my time off I used to drive Winnebagos in Sydney back to Adelaide and, this one day, I had a heart attack," David says. "I pulled over, had two aspirin and a banana and continued on my merry way because I wanted to go home. I pulled up in the driveway and I decided I'd have a lie down. That afternoon, my wife said we were going to the doctor. It took me two days for me to admit I'd had a heart attack. I thought I was bulletproof."

During retirement, David became divorced and moved into a unit on his own. At 2am one morning, firefighters pulled him out of his burning unit.

"I got dragged out of bed and next thing, I'm living out of my car because the fire gutted my unit," he says. "I got my telly, my laptop and a pillow and doona and I slept in my car for four days. I phoned around to see what was available and I got offered two places. I saw this one and it didn't have a stitch of anything in it. I said, 'I'll have it.' I slept on the floor in the bedroom on the first night. It was a great celebration when it was announced that Unity Housing were taking over the management of the properties here. My Housing Officer, Chris, is terrific. You ask to get something done and it's done immediately if not sooner."

Although David isn't living life in the fast lane anymore, he enjoys the slower pace and having time for his hobbies, including doing online surveys, crosswords, photography, following the Socceroos and Matildas, and cooking.

"I've always enjoyed cooking, I love it," David says. "When I was touring, it was my job to get breakfast. You can't just dish up a bowl of corn flakes, you've got to vary it. I make pretty mean damper and I can make the fluffiest scrambled eggs. My whole life changed after I had my heart attack. My cardiologist said to me, 'You better start slowing down a bit because you've just been given the nod.' I took his advice and now I eat healthily. I won't forget the day Professor Horowitz – head of cardiology at the Queen Elizabeth Hospital – told me that if you're going to continue living, eat well."



# Community Connect

During 2020, Unity Housing, together with our tenants and local neighbourhoods, have adjusted to the COVID-19 restrictions placed on the community by the state government and health services to ensure everyone remains safe and COVID-19 free.

This resulted in the cancellation of nine Neighbour Day events in March 2020. However, we have now emerged with a different way of thinking about engaging with our tenants and supporting them to remain connected to their neighbourhoods and communities.

In the last financial year, some 7,000 fliers and posters were distributed throughout South Australian metro and regional neighbourhoods to promote our tenant initiatives.

Around 800 tenants, neighbours, volunteers, staff and sponsors have come together to plan, create and celebrate the Tenant Spring Party, community gardens, the festive season and local neighbourhood groups across the length and breadth of South Australia. Tenants learned about their local neighbourhood, watched movies, cooked barbecues, shared food, won prizes and made new connections and friendships.

## Metro Tenant Engagement Initiatives

### SALA Festival

August 2019. \$1,200 raised through art sales which went directly back to the artists.

### Tenant Spring Party

October 2019

### Cinema in the Square

(screening of 'Dumbo') November 2019. Supported by City of Adelaide with a \$5,000 grant.

### Albert Park community garden barbecue

November 2019

### Avalon mural project

Supported by City of Marion. Remains a work in progress; temporarily paused due to COVID-19 restrictions.

### Morning teas at Grange and Albert Park

Unity Housing staff were available for tenants to talk to about their house and garden, rubbish removal and neighbourhood catch-ups.

## Regional Tenant Engagement Initiatives

### Mount Gambier NAIDOC Week event participation

July 2019

### St Andrew's Cottage Homes, Strathalbyn morning tea

September 2019

### Millicent Christmas party

December 2019

### Naracoorte Christmas party

December 2019

### St Andrew's Cottage Homes, Strathalbyn Christmas party

December 2019

## Tenant outcomes from these events include:

- » Increased social connections
- » Increased involvement in decision making
- » Increased activity in local neighbourhoods
- » Volunteering opportunities
- » Information and resource sharing

## In the coming year, we will be extending the delivery of our Community Connect Strategy through

- creating volunteer opportunities for International students living in the City of Adelaide that will contribute to improved job readiness;
- enabling community inclusion through facilitating many more localised initiatives that are co-designed with tenants to strengthen personal connections and local neighbourhoods; and
- finding safe ways to connect with tenants and bring people together in person and online.

# Community Connect in pictures

AUGUST  
2019

SALA  
FESTIVAL



OCTOBER  
2019

TENANT  
SPRING  
PARTY



# Community Connect in pictures

NOVEMBER  
2019

CINEMA  
IN  
THE  
SQUARE



CHRISTMAS  
EVENTS –  
NARCOORTE,  
MILLCENT,  
THE TERRACE  
BOARDING  
HOUSE  
AND  
STRATHALBYN



DECEMBER  
2019



ADELAIDE  
FRINGE

FEBRUARY  
2020



NOVEMBER  
2019

COMMUNITY  
GARDEN  
BARBECUE

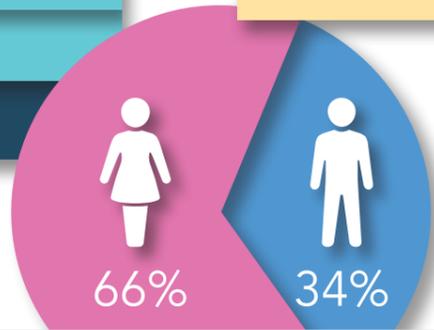
MARCH  
2020

SEMAPHORE  
OUTING



| HEADCOUNT BY DEPARTMENT |    |
|-------------------------|----|
| Operations              | 64 |
| Assets                  | 16 |
| Finance                 | 9  |
| Executives + EA         | 7  |
| Group Services          | 7  |
| <b>TOTAL 103</b>        |    |

| EMPLOYMENT STATUS |    |
|-------------------|----|
| Casual            | 8  |
| Part time         | 15 |
| Full time         | 80 |



## Staff Engagement Survey

In October 2019, we undertook our annual Staff Engagement Survey. 70 staff responded, representing a 68% response rate. Responses showed:

**100%**

of staff strongly agree or agree that their work contributes to Unity Housing's 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."

**90%**

of staff are proud to work at Unity Housing.

**100%**

of staff value being able to salary sacrifice.

**83%**

of staff value health and wellbeing initiatives.

"Unity Housing provides me with everything I look for in an employer. I enjoy coming to work every day."

"I work in a meaningful role that allows me to support and contribute to the wider community."

"I consider myself fortunate to be working with a progressive company whose work has significant purpose that aligns with my personal values."

"We are providing a fantastic service to our tenants and a flexible and supportive place to work for our employees."

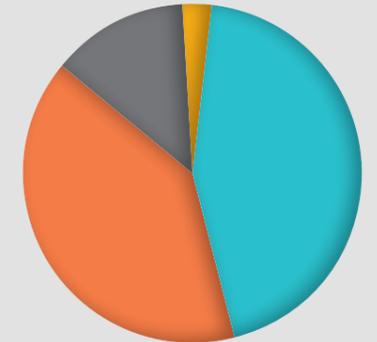
"What I do contributes to a better life for a large group of disadvantaged people."

## Staff Wellbeing Check (Working from Home) Surveys

To gain further insight into how our staff have managed working from home following the change in our work practices as a result of the COVID-19 pandemic, we conducted two staff wellbeing check surveys in May and July. Responses from the second survey are as follows:

Over the last week, how satisfied are you working from home?

|  |    |
|--|----|
| Very satisfied                               | 31 |
| Satisfied                                    | 20 |
| Neither satisfied nor dissatisfied (neutral) | 9  |
| Dissatisfied                                 | 2  |
| Very dissatisfied                            | 0  |



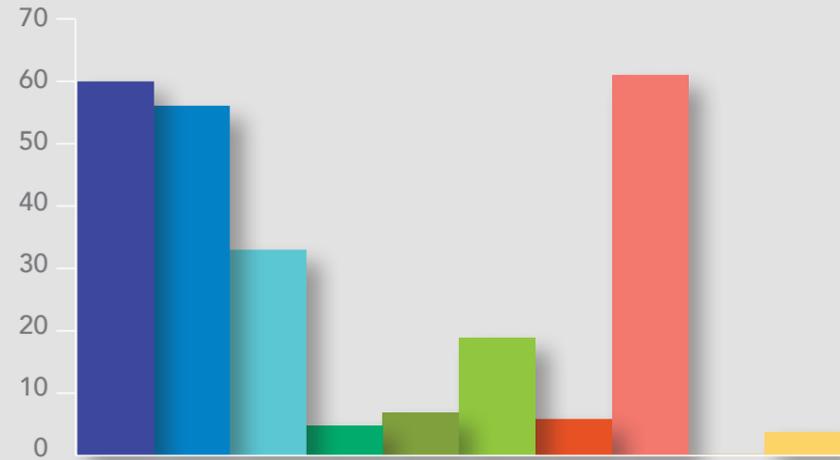
What are the two biggest challenges you are currently facing while working from home?

|   |    |  |    |
|---|----|--|----|
| My physical workspace   | 4  | Keeping a regular schedule                                 | 5  |
| Too many distractions at home   | 5  | General anxiety about the impact of coronavirus on my life | 4  |
| I don't have access to the tools or information I need to do my job at home | 6  | Getting enough food  | 0  |
| Internet connectivity   | 1  | Eating healthy food  | 6  |
| Childcare   | 2  | Doing enough exercise                                      | 24 |
| Social Isolation  | 16 | Sitting for too long at my desk                            | 36 |
| Communication with co-workers is harder                                     | 6  | Support from my manager                                    | 3  |
| I'm sick or helping others who are sick                                     | 2  | Other  | 13 |



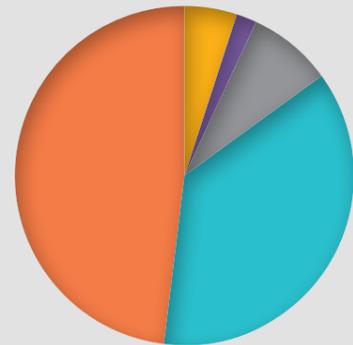
Over the last week, how are you communicating with your co-workers? (select all that apply)

|                                  |    |   |    |
|----------------------------------|----|---|----|
| ● Email                          | 61 | ● Skype video call                                  | 19 |
| ● Mobile                         | 56 | ● Social media (e.g. Facebook, Instagram, WhatsApp) | 6  |
| ● SMS                            | 33 | ● Zoom video call                                   | 61 |
| ● Microsoft Teams video call     | 5  | ● Not communicating                                 | 0  |
| ● Microsoft Teams messaging/chat | 7  | ● Other   | 4  |



Over the last week, how has working from home impacted your productivity? (level of output produced)

|                                 |    |
|---------------------------------|----|
| ● Significantly more productive | 5  |
| ● More productive               | 23 |
| ● Neutral (as productive)       | 30 |
| ● Less productive               | 3  |
| ● Significantly less productive | 1  |



### YEARS OF SERVICE AWARDS

Unity Housing recognises the contribution of staff who have completed five and 10 years of service by 30 June 2020.

Congratulations and thanks to:

**5**  
YEARS OF SERVICE

Adam Mellow  
Andrew Davis  
Annie Roberts  
Elyse Bell

Lynn Williamson  
Margot George  
Sharon Fear

**10**  
YEARS OF SERVICE

Jodi Allen  
Tracey Cope

# FINANCIALS

# 2019/20

Unity Housing Company Ltd recorded a net profit of \$7.7m for the 2020 financial year after recognising net gains on revaluation of investment properties totalling \$5.3m for the year.

Net revenue (excluding revaluation gains and losses) totalled \$2.4m for the year. Unity Housing increased cash reserves during the year by \$5.2m for the specific purpose of funding building activity in the 2021 financial year in order to increase its affordable and social housing portfolios consistent with its charter to provide affordable, safe and secure homes for South Australians on low incomes.

Unity Housing's rental income was maintained throughout the year despite the impact of the COVID-19 pandemic on the economy.

In addition to its commercial operations, Unity Housing returned \$3.6m in revenue to the South Australian Government from its social housing portfolio rental income.

The financial statements for the 2020 financial year reflect the stable economic base created by Unity Housing as the leading community housing provider in South Australia.

Unity Housing is well positioned to commit to significant building activity in 2021 that will contribute to the wellbeing of South Australians on low incomes, who are vulnerable, at risk of experiencing homelessness, or living with disability.

# STATEMENT OF COMPREHENSIVE INCOME

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2020. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

For the year ended 30 June 2020.

|  | 2020 (\$)         | 2019 (\$)         |
|--|-------------------|-------------------|
| <b>Income</b>                                    |                   |                   |
| Revenue from contracts with customers            | 31,593,484        | 26,942,112        |
| Government recurrent grants                      | 523,265           | 3,074,425         |
| Interest revenue                                 | 131,071           | 36,107            |
| Other income                                     | 254,953           | 1,076,986         |
| Transfer of properties from SA Government        | 30,000            | 4,989,000         |
| Right of use investment income                   | 512,740           | 113,475           |
| Net gain on revaluation of investment properties | 6,158,729         | 6,940,900         |
| <b>Total Income</b>                              | <b>39,204,242</b> | <b>43,173,005</b> |
| <b>Expenses</b>                                  |                   |                   |
| Administration expenses                          | 2,132,291         | 2,849,235         |
| Amortisation expense                             | 1,121,355         | 435,054           |
| Fixed payments to SA Government                  | 2,175,628         | 2,175,143         |
| Depreciation expense                             | 1,083,838         | 197,155           |
| Grant expenditure                                | 15,977            | 14,244            |
| Insurance expense                                | 1,265,891         | 1,081,802         |
| Interest expense                                 | 1,152,161         | 1,227,909         |
| Maintenance expenses                             | 5,425,687         | 6,269,250         |
| Tenant services expenses                         | 263,400           | 36,464            |
| Rent expense to SA Government                    | 1,475,399         | 1,357,347         |
| Rates and taxes                                  | 2,382,276         | 2,354,403         |
| Other property expenses                          | 1,625,082         | 1,463,888         |
| Staffing costs                                   | 10,210,802        | 9,271,254         |
| Office expenses                                  | 315,539           | 850,631           |
| Net loss on revaluation of investment properties | 885,000           | 279,038           |
| Transfer of properties to SA Government          | -                 | 2,811,000         |
| <b>Total Expenses</b>                            | <b>31,530,326</b> | <b>32,673,817</b> |
| <b>Net Operating Profit</b>                      | <b>7,673,916</b>  | <b>10,499,188</b> |
| Add Transfers from provisions                    | 36,553            | 28,081            |
| <b>Net Profit for the Year</b>                   | <b>7,710,469</b>  | <b>10,527,269</b> |
| <b>Other Comprehensive Income</b>                |                   |                   |
| Other Comprehensive Income                       | -                 | -                 |
| <b>Total Comprehensive Income for the Year</b>   | <b>7,710,469</b>  | <b>10,527,269</b> |

# STATEMENT OF FINANCIAL POSITION

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2020. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

For the year ended 30 June 2020.

|                                      | 2020 (\$)          | 2019 (\$)          |
|--------------------------------------|--------------------|--------------------|
| <b>Current Assets</b>                |                    |                    |
| Cash and cash equivalents            | 16,271,337         | 11,042,586         |
| Trade and other receivables          | 2,893,621          | 5,168,667          |
| Other current assets                 | 1,564,810          | 345,486            |
| <b>Total Current Assets</b>          | <b>20,729,768</b>  | <b>16,556,739</b>  |
| <b>Non-current Assets</b>            |                    |                    |
| Investment properties                | 335,523,358        | 329,579,989        |
| Fixed assets                         | 424,087            | 394,455            |
| Intangible assets                    | 15,323,570         | 16,444,924         |
| Lease right of use assets            | 1,221,207          | -                  |
| <b>Total Non-current Assets</b>      | <b>352,492,222</b> | <b>346,419,368</b> |
| <b>Total Assets</b>                  | <b>373,221,990</b> | <b>362,976,107</b> |
| <b>Current Liabilities</b>           |                    |                    |
| Trade and other payables             | 3,281,300          | 1,989,629          |
| Lease liabilities                    | 764,657            | -                  |
| Contract and other liabilities       | 5,779,611          | 3,279,901          |
| Employee provisions                  | 1,406,045          | 992,922            |
| <b>Total Current Liabilities</b>     | <b>11,231,613</b>  | <b>6,262,452</b>   |
| <b>Non-current Liabilities</b>       |                    |                    |
| Maintenance provisions               | 143,277            | 179,830            |
| Lease liabilities                    | 489,834            | -                  |
| Contract and other liabilities       | 10,828,334         | 13,800,317         |
| Employee provisions                  | 750,480            | 665,525            |
| Bank loans                           | 38,000,000         | 38,000,000         |
| <b>Total Non-current Liabilities</b> | <b>50,211,925</b>  | <b>52,645,672</b>  |
| <b>Total Liabilities</b>             | <b>61,443,538</b>  | <b>58,908,124</b>  |
| <b>Net Assets</b>                    | <b>311,778,452</b> | <b>304,067,983</b> |
| <b>Equity</b>                        |                    |                    |
| Retained earnings                    | 311,778,452        | 304,067,983        |
| <b>Total Equity</b>                  | <b>311,778,452</b> | <b>304,067,983</b> |

# THANKS TO OUR SUPPORTERS AND AFFILIATES

ac.care

Anglicare SA

Australasian Housing Institute (AHI)

Australian Institute of Company Directors

Australian Institute of Management

Australian Migrant Resource Centre

Australian Refugee Association Inc

Avalon Coordinating Committee

Baptist Care SA

Barkuma

Bedford Group

Buildtec Group

Business SA

Calvary Community Care

Campbell Page

Cara

Catherine House

Centacare

City of Adelaide

City of Charles Sturt

City of Onkaparinga

City of Playford

City of Salisbury

City of Victor Harbor

Commonwealth Bank

Community Housing Council of SA Inc (CHCSA)

Community Living Australia

Community Living Options

Deaf Can:Do

Department of Human Services

Disability Services SA

EBL Disability Services

ECH Inc

HCO (formerly Hills Community Options)

HomePlace

Housing Industry Association (HIA)

Hutt St Centre

Inner Southern Homelessness Service

International Housing Partnership

Life Without Barriers

Lutheran Community Care

Lutheran Disability Services

Lynch Meyer Lawyers

Master Builders Association of South Australia Inc

Mind Australia

Minda Inc

MinterEllison

Miroma Inc

Naracoorte Lucindale Council

Neami National

National Housing Finance and Investment Corporation (NHFIC)

Northern Areas Council

OARS Community Transitions

Orana Australia Ltd

Oryx Property

PQSA

PowerHousing Australia

Real Estate Institute of South Australia Inc (REISA)

Reconciliation Australia

Renewal SA

SA Health, Mental Health Services

SA Housing Authority

South Australian Council of Social Service (SACOSS)

St Andrew's Cottage Homes Inc

Street to Home Service, Neami National

Tatiara District Council

The Salvation Army – Towards Independence

The Salvation Army – Youth Services

The Wyatt Benevolent Institution Inc

Uniting Communities – Aboriginal Community Connect

Uniting Communities – Kurlana Tampawardli

Uniting Country SA

UnitingSA

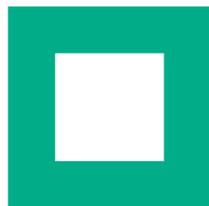
Urban Development Institute of South Australia (UDIASA)

Wattle Range Council

Westpac

Whittles

Women's Safety Services SA



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