



# ANNUAL REPORT



# 20/21

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## Our Purpose

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

### FRONT COVER

Unity Housing's affordable housing development launch at Buccleuch Avenue, Findon in 2021.

# 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 with disability; older people; women and families affected by domestic violence; and people with mental health challenges. We also provide homes for people who simply cannot afford appropriate housing in the private rental market.

We provide more than 3,100 units of accommodation, housing more than 4,600 people.



Unity Housing tenants Tanya and Andrew with their children John and Jaxx.

## Unity Housing at a glance

3,189  
units of accommodation

111  
employees

4,652  
total number of household occupants

1,076  
occupants supported by one of  
Unity Housing's MOU partners

\$110m  
development delivered

\$32m  
annual operating budget

16  
tenants purchased their own home  
in the 2020/21 financial year

\$850m  
assets under management

538  
occupants identify as Aboriginal  
and/or Torres Strait Islander

1,241  
occupants with disability

382  
occupants from a  
non-English speaking background





CHAIRMAN, BOARD OF DIRECTORS  
**LEIGH GARRETT**

# Chairman and CEO Report



CHIEF EXECUTIVE OFFICER  
**MATTHEW WOODWARD**

Over the past 12 months, Unity Housing has continued to provide high quality property and tenancy management services to more than 4,600 people accommodated in 3,189 units of accommodation across metropolitan and regional areas of South Australia. 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 also including affordable housing for people on low to moderate incomes who struggle to find affordable rental in the open market.

From the beginning of the rapidly evolving pandemic in March 2020, Unity Housing put in place work practices and precautionary measures that assisted in reducing the impact of the virus and mitigating the risks to our staff, tenants, contractors and other partners. As our work practices have continued to evolve and adapt in response to the advice and guidance of health authorities, staff have demonstrated a high level of resilience, flexibility, patience and understanding as they have worked to ensure continuing services to our tenants. 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. 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.

Tenants remain at the core of all we do and, to ensure tenants receive the support necessary to sustain their tenancies, Unity Housing has continued to develop close working relationships with support providers in the context of the new Alliance model being introduced in South Australia. Working closely with these services ensures 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.

Our property development program has also been maintaining a high level of activity, despite the impacts of COVID-19, with a number of properties recently completed and numerous others under way and approaching completion as we work to deliver 148 new property outcomes by 2024. In this first phase, 13 properties have been completed, with a further 32 currently under contract. All dwellings have been certified at Livable Housing Design Guidelines Silver Level, NDIS improved liveability to accommodate tenants living with disability. The sites have been landscaped with drought-tolerant native plant selections and mulch to maximise water sustainability and minimise the requirement for maintenance. Each property is also fitted with reverse-cycle air conditioning and a solar power system to minimise tenants' energy costs.

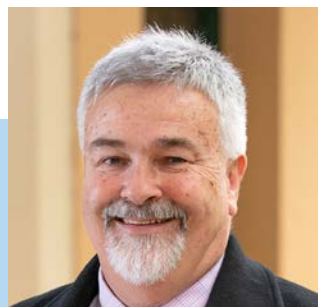
The role of Unity Housing's Board continues to be a major factor in our success, with a professional, multi-skilled and committed Board of Directors effectively discharging its regulatory and fiduciary obligations and providing a sound governance and a strategic platform to underpin Unity Housing's future.

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.



## LEIGH GARRETT

Chairman  
Director since 2008



Leigh is the Chief Executive Officer of OARS Community Transitions and the Centre for Restorative Justice. Leigh is a Non-Executive Director of the Australian Crime Prevention Council; 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; a Member of the European Forum of Restorative Justice; 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 and is a Fellow of CPA Australia and 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); 81P Emerging Companies Limited (ASX:8EC); PNX Metals Ltd (ASX:PNX); Adelaide Equity Solutions 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 and 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. Sacha is a Board Member of the 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 35 years of construction and development experience gained in private companies, public companies and government. She is Chair of Royal Melbourne Showgrounds and Board Member of the Queen Elizabeth Centre and Melbourne Polytechnic. Karen is the Chair of Homes Victoria Independent Advisory Panel and was previously Director, Affordable Housing, Lend Lease Communities and has also held the role of Project Director of Kensington Banks. She has managed hotel, commercial and residential developments and has led teams on project acquisitions and tenders. Karen was previously a Board Member of King and Godfree Pty Ltd, Embracia and Uniting AgeWell, and 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 has been a Director and Chair on a number of Boards and audit, governance and risk committees in the private and public sectors. Yvonne is currently also a member of the Board of Return to Work SA.

## 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; Non-Executive Director Central Adelaide Waste and Recycling Authority; 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 previously with ECH Inc. and St Andrew's Hospital Adelaide.

# Directors

# Unity Housing's response to the COVID-19 pandemic

In early 2020, following the announcement of the COVID-19 pandemic overseas, Unity Housing management identified the scope of potential risk for staff and tenants in preparation should the pandemic reach South Australia. We created a Coronavirus Pandemic Response Plan and revised our Business Continuity Plan to ensure that, as far as the organisation reasonably could, the health and safety of our staff, tenants, partners and local communities would be upheld while continuing to provide services.

We put in place work practices and precautionary measures to assist in reducing the impact of COVID-19 and mitigating the risks to staff and tenants. As the extent of the pandemic widened, we implemented a longer-term, sustainable approach balanced wherever possible to ensure the ongoing provision of our services.

**Unity Housing has taken the following measures to ensure business continuity and availability for our tenants, partners and staff during the pandemic:**

- suspended non-critical business travel for all employees
- strengthened the existing Business Continuity Plan confirming support for work-from-home and remote support scenarios
- extended work-from-home policies for employees to fulfil their usual roles safely, creating a hybrid working environment (i.e. a blended working from home and working in the office approach)
- increased use of technology to:
  - o conduct and participate in meetings remotely for all meetings with external parties
  - o utilise online services (for property management including inspections)
  - o maintain registers of staff's status (including work locations and health)
- closed/reopened offices to staff and/or the public dependant on current restrictions
- provided updates to tenants, contractors and other stakeholders via our website, e-news and SMS messaging
- continued meeting property maintenance obligations
- created a specific resources page on the intranet to provide staff with easy access to information, including organisational policies and procedures, and links to trusted sources
- instituted regular all-of-staff Zoom meetings during which Unity Housing's CEO provides staff with an update on our response to the evolving pandemic
- undertook staff wellbeing surveys
- promoted and supported staff access to COVID-19 vaccines (when eligible and available)



Throughout the pandemic, Unity Housing staff have continued to support tenants by being available by phone and email.

## Announcing our Strategic Plan 2021-24

Unity Housing's Board and Executive Team are pleased to announce the launch of our new Strategic Plan 2021-24, designed to fulfil Our Purpose of providing affordable, safe and secure homes for South Australians on low incomes through building partnerships and creating tenancies that promote independence and viable and sustainable communities.

As always, tenants remain at the core of all we do.

This Strategic Plan sets the course for Unity Housing for the next three years.

**Guided by this plan, our efforts will focus on:**

- Connecting tenants and communities
- Providing affordable homes in sustainable communities
- Valuing our people
- Building on our strengths
- Working with others







# Strengthening our reconciliation journey

This year, Unity Housing has worked towards our first Reconciliation Action Plan (RAP) in partnership with Reconciliation Australia. We have established a RAP Working Group that is guided by highly respected members of the Aboriginal community, Aunty Yvonne Agius and Vince Buckskin. Through this, we formed connections with key Aboriginal stakeholders and drafted a Reflect RAP that was submitted to Reconciliation Australia. The commitments made by Unity Housing in the Reflect RAP will be implemented throughout the year ahead.

Unity Housing has a long track-record of providing secure and affordable homes for people who are Aboriginal and/or Torres Strait Islander. This number has significantly increased over the past three years and we are proud to have more than 530 Aboriginal and/or Torres Strait Islander tenants.

Unity Housing is committed to cultural awareness and the need to ensure that our housing and services are accessible and appropriate. We have a strong foundation of partnerships and activities to connect with our Aboriginal and/or Torres Strait Islander tenants and their communities.

Aboriginal cultural awareness has been strengthened throughout our organisation through initiatives such as training for all staff and Board members, partnerships with Kurlana Tampawardli, sponsorship of the Kurna Sports Committee's football and netball teams in the South Australian Aboriginal Football and Netball Sports Carnival, and participation in National Reconciliation Week activities.

*Unity Housing's RAP Working Group (from left) – Chief Operations Officer Paul Reardon, Community Inclusion Manager Trish Burden, Aboriginal Cultural Advisor Vince Buckskin, Kurna Narungga Elder Aunty Yvonne, and Business Development Project Manager Andrew Davis. Absent – Andrea Brunt.*



Unity Housing is committed to cultural awareness and the need to ensure that our housing and services are accessible and appropriate.

Our RAP features artwork that was specially designed and produced by Ngarrindjeri artist Jordan Lovegrove of Dreamtime Creative. In Jordan's own words, his artwork shows people on a housing journey from homelessness to safe short-term accommodation to a long-term place to call home. The large central meeting place represents Unity Housing providing safe places for people to live. The meeting places on the bottom left of the artwork are homeless people and communities at the start of their housing journey. The meeting places on the upper right show these same people and communities after receiving help from Unity Housing.



# A voice of courage, eloquence and humility

Aunty Yvonne is an esteemed Elder of Kaurna Narungga descent who has made invaluable contributions to her family, community and the lives of Aboriginal people.

Born in the Adelaide CBD to an Aboriginal mother and a Maltese father along with nine siblings, Aunty Yvonne was connected to her community from a young age.

"Waymouth Street was a multicultural area and there was an Italian boarding house across the road with lots of migrants living there," she says. "It was a very good area with very good people. In the summertime we would sleep outside in Light Square with all different families and we would share our food around. My Dad passed away when I was about four years old and he's buried in Malta. Mum brought us up. We didn't have much but there was love and care around. There were no hostels in those days for people coming down from the north so Mum would put them up in our home in Waymouth Street."

Countless family holidays at Point Pearce – where Aunty Yvonne's mother is from – are some of the fondest memories Aunty Yvonne has from her childhood.

"I used to love going over to Point Pearce during our school holidays," she says. "Those were good times. We would go to the beaches and pinch the horses from the yard and ride them bareback like Indians. We would share our food. It was great. There was discipline though; if we were cheeky to one of our Elders we would get a slap and then another slap when we got home from Mum or Aunty for being cheeky."

Aunty Yvonne's strong family values and determination to make a difference enabled her to achieve an extensive and significant career in the public sector in Adelaide, Canberra, Brisbane, Sydney and Melbourne in roles including CEO and Director.

She has had a long and varied career, working with Aboriginal rights activist Charles Perkins AO in medical and legal services and joining him again at the Aboriginal and Torres Strait Islander Commission where she headed up the women's unit. She also worked in Parliament, looking after visiting dignitaries from overseas.

Aunty Yvonne's reputation and expertise is widely respected in South Australia. She sits on six committees, including the State Aboriginal Heritage Committee; City of Adelaide Reconciliation Committee as Vice Chair to the Lord Mayor; Aboriginal (Nunga) Courts; the Grannies Group Program; and the Justice Reinvestment Committee. Hard work and selflessness always came naturally to Aunty Yvonne and she was instinctively driven to advocate for Aboriginal people from a young age.

"I've been involved in Aboriginal affairs since 1974," she says. "Going to meetings with my Elders and seeing what they were fighting for – that's where I get the incentive to do what I'm doing. We need to keep the fight going for our human rights and for our dignity, like our Elders did. I'm very proud of our Elders for what they have done. I remember my mother meeting with Don Dunstan. He was our favourite. Being involved through my Aunties and Uncles in my younger days gave me the influence to carry on where they left off."

Amongst all her notable career highlights, including meeting Princess Diana, the Queen's youngest son and various dignitaries, Aunty Yvonne is committed to a humble yet powerful vision – "to create a better future for my grandkids and for other children growing up".

"I want a better life for our kids and for us to have more say in our future, our legacy and our human rights," she says. "I love what I do. Even with one leg in the grave I'll still be going."

"We need to keep the fight going for our human rights and for our dignity, like our Elders did. I'm very proud of our Elders for what they have done."

AUNTY  
YVONNE





# Supporting independence, inclusion and choice

DISABILITY HOUSING  
IN DESIRABLE LOCATIONS

Unity Housing remains committed to the provision of appropriate, high quality and well-located housing for people with disability. Disability housing remains integral to our core purpose of supporting independence, inclusion and choice.

We provide a broad mix of homes to meet the needs of people with a range of disabilities, from group homes to specialist purpose-built properties for tenants with

high and complex needs. Many of these tenants receive 24/7 support through our partnerships with specialist disability support providers.

We are the largest non-government provider of homes for South Australians with disability, with more than 1,200 tenants with disability living across the state, from Port Lincoln to Mount Gambier.

Specialist Disability Accommodation (SDA) forms an important part of our disability housing portfolio. Unity Housing has a substantial SDA property portfolio that provides a strong base upon which we will continue to grow the supply of high-quality disability housing as part of our ongoing development program.



Unity Housing tenant Arron enjoys living in a two-bedroom home with 24/7 support nearby.

Unity Housing is fully accredited for the provision of SDA under the National Disability Insurance Scheme (NDIS).

We remain a registered SDA provider as per the independent and rigorous quality audit process conducted by the NDIS Quality and Safeguards Commission, meeting 100 per cent of the requirements.

Unity Housing has more than 20 years of experience in the provision

of specialist supported housing for people experiencing acute mental health challenges. Among several specialist housing programs for people 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.

We strive to ensure that all Unity Housing tenants with disability and/or mental health challenges can enjoy independence, inclusion and choice. To achieve this, we have long-standing formal partnerships with more than 30 support organisations. We work closely in partnership with these organisations to assist our tenants to maintain successful tenancies and lead safe and fulfilling lives.



## Mural project brings tenants together

Tenants at a group housing site called Avalon have expressed their creativity and enthusiasm to beautify the site by taking part in a collaborative art project between Unity Housing, UnitingSA, City of Marion and southern mental health services.

Contemporary artist Kaylie Weir worked closely with the tenants during the year to facilitate and direct their collaborative efforts towards producing three murals which have been installed.

Exploring individual ideas, experiences and interests through to sketching, discussion and social chatting naturally led to ideas which were then used to make a couple of designs which everyone was invited to critique and choose.

"During these initial sessions, I introduced the participants to a range of painting techniques so they gained some confidence working with paints and mixing colours before starting on the mural," Kaylie says.

"The social interaction, the satisfaction of work on a regular weekly basis, and appreciation for the work done are some of the benefits. The process of making and the enjoyment of painting helps to ease anxiety and takes the mind to a different level of presence. A positive mindset towards creating – without being overly concerned with mistakes or criticism – can be experienced."

UnitingSA Avalon Coordinator Wendy Rowe says this is an important project.



"We have observed that people with mental health challenges are often highly creative and artistic," she says. "The mural project has acted as a platform for our participants to really express themselves and be part of a community project. They are building on their skills working alongside a professional artist which has added to their confidence and ability to paint."

Tenants living at the site are supported and encouraged to build the skills and confidence needed to secure long-term housing and live independently in the community. Avalon provides both accommodation and psychosocial supports, with Unity Housing and UnitingSA coming together to provide housing and day-to-day supports.



# Long-lasting friendship continues to grow

When an opportunity arose for Bedford employee Rowan to find a housemate at his Daw Park home, he already knew he wanted it to be his colleague David.

"I moved into this house 10 years ago when it was first built," Rowan says. "I wanted more independence so I came here. I had six months on my own here then I picked someone who I wanted to move in."

Rowan and David had known each other for years, having worked previously together in Bedford's cleaning department.

"We got along really well and we got to know each other quite a bit so when Rowan heard about me looking for somewhere suitable for my disability, he actually asked for me to share with him," David says.

"That's what I was happy with," Rowan smiles.

Rowan and David met a couple of times with Bedford staff and decided to become housemates. The three-bedroom spacious home, which is owned by Bedford and managed by Unity Housing, enables Rowan and David to live independently and enjoy their hobbies while also receiving weekly individual and tailored support. While both men live with disabilities and share common ground, their stories are unique.

Rowan was born with Trisomy 8 mosaicism syndrome (T8mS) – a chromosome disorder that can affect learning and intellectual capacity. His support worker assists him with cleaning, shopping and cooking, which he thoroughly enjoys.

"I get to do all my own things here," Rowan says. "I like cooking and my support worker helps with that. I like making pasta and using the slow cooker.

I feel like I'm independent and can do my own stuff. I like being sociable and going out to the cinema and to the football with my Mum and Dad."

When David was six-years-old, he fell 50 feet down a mine shaft head first, sustaining a brain injury which caused vision impairment, physical disability, epilepsy and mental health challenges.

"I spent two months in hospital and learnt how to read and write all over again," David says. "It's been an enjoyable journey but it's been a challenge. My mental health has really been challenging. It's given me an understanding of other people who have the same thing. You really don't understand it until you go through it yourself. I often say to people, 'Well I'm still here, talking and walking.' Before COVID, I did my first City-Bay Fun Run. I changed all my diet and lost nearly 10 kilos. I was at the very back of the field but I had my support worker beside me to give me confidence. It felt good and I did that lovely walk and it was a lot of fun. I came from the back of the field and was quite a distance from the rest of the group then got to Anzac Highway and caught up to them."

Thanks to their positive outlook and resilience, Rowan and David are thrilled to have a rewarding job and a place to call home where they can be themselves. Their busy and fulfilling lives are a testament to their determination and desire to seize opportunities and make every day count.

"On the very odd occasion we do things together but we are both quite busy," David says. "Rowan asks me every day, 'How are you going? Did you have a good day today Dave?' We have our squabbles but who doesn't? I've really enjoyed living here."

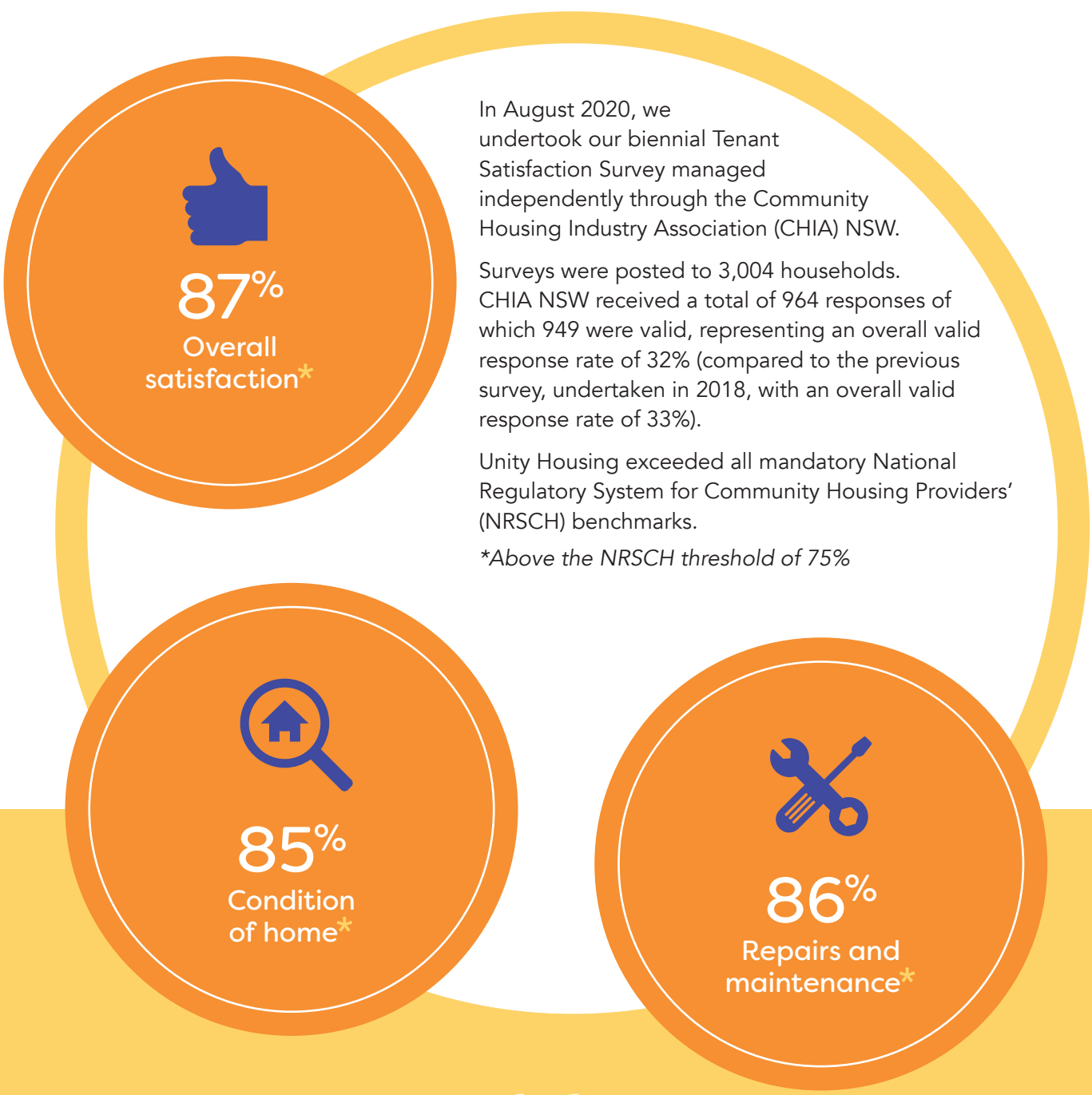
Thanks to their positive outlook and resilience, Rowan and David are thrilled to have a rewarding job and a place to call home where they can be themselves.

DAVID  
AND  
ROWAN





# Tenant Satisfaction Survey results surpass benchmarks



In August 2020, we undertook our biennial Tenant Satisfaction Survey managed independently through the Community Housing Industry Association (CHIA) NSW.

Surveys were posted to 3,004 households. CHIA NSW received a total of 964 responses of which 949 were valid, representing an overall valid response rate of 32% (compared to the previous survey, undertaken in 2018, with an overall valid response rate of 33%).

Unity Housing exceeded all mandatory National Regulatory System for Community Housing Providers' (NRSCH) benchmarks.

*\*Above the NRSCH threshold of 75%*

“Great people to talk to when needing help with the home or other issues. I’ve been with Unity Housing for many years. Thanks to Unity Housing for everything they do for families.”

## Key Results

	Services provided by Unity Housing	87%		Repairs and maintenance service	86%
	The way Unity Housing provides information	88%		Condition of home	85%
	Communication with Unity Housing	86%		The contractor was respectful and courteous	91%
	Value for money for rent	85%		Given adequate support by support worker to sustain tenancy	91%
	Helpful and attentive staff	90%		Neighbourhood as a place to live	86%
	Call was answered in a timely manner or phone message was returned promptly	89%		The contractor kept dirt and mess to a minimum and left the property clean and tidy	89%

“I have been with Unity Housing for nearly eight years now and I have witnessed their improvement during the time in all the services provided to their tenants. I would like to express that I am lucky to be with Unity Housing.”

“I suffer from major depression and anxiety. My house is a modern two-bedroom house within a peaceful area close to public transport and shopping centres. The condition of my house has improved my mental health. Very understanding and compassionate housing organisation. Thank you so much Unity Housing.”



# From unknown to home

The impacts of COVID-19 have been felt worldwide: the constant uncertainty over how we were to live our lives; the underlying anxiety about the devastating consequences of the disease; the heartbreaking daily statistics; and the impact on mental health triggered by social isolation and financial concerns have been just some of the difficult factors millions of people have faced since the end of 2019.

Unity Housing tenants Rose and Greg were in the midst of their own challenging situation when it was compounded by COVID-19.

"Our tenancy ended and we hadn't been able to get a private rental," Rose says. "Being older people, it's harder to get a rental. I tried and I tried and I tried and it gets a bit discouraging. We were living in a motel in Milang. There was a flat attached to the motel and it was fantastic so I had a proper kitchen and more than one room. That was great and everything was going along fine."

As Rose and Greg were settling into their new accommodation and finding their feet, Greg had a stroke in October 2019 which resulted in spending two weeks at Flinders Medical Centre followed by rehab.

"We were happy given the circumstances and we were managing," Rose says. "Then COVID came along in 2020 and our situation at the motel changed. The owner was trying to keep his head afloat and needed to use the motel for quarantine so we had to move. We got in touch with our support agency and they looked for a place for us and we weren't getting anything remotely that we needed. Greg needs consistency and even more so now since he's had the stroke. When we were looking for somewhere, someone at the caravan park put us up for three weeks then it was a mad rush to find somewhere. We moved into a motel room in Victor Harbor for about six months.

You take what you can get. It wasn't the cheapest but we managed and you do what you have to do."

In late September, Rose and Greg received some good news – their support agency had found a Unity Housing property for them in Strathalbyn.

"We liked this place from the day we drove into the driveway," Rose says. "We came inside and started having a look around. It's got two toilets and the bathroom is disability-friendly which means a lot. That was magic. I just stood at the kitchen window looking out into the garden. We love wildlife and animals and birds. Now I walk into this kitchen 20 times a day just to look out of it."

With their support packages in place, Rose and Greg feel comfortable and reassured and are able to enjoy their new neighbourhood and community.

"Greg has an NDIS package and I've got My Aged Care and we get everything," Rose says. "Five days a week we have physiotherapy and hydrotherapy. Our support worker picks us up to do our shopping, we get cleaning done once a week and a gardener comes once a month. We shop at the Woollies and know all the staff there – it's a friendly town."

Describing the reality of 2020 as "sort of drifting along without purpose in life", Rose and Greg are now happily settled and grateful for where the experience has led them.

"Living in a motel room does not allow for eating properly or healthily," Rose says. "Our health has improved now as a result of the fact I can cook again and look after our daily needs. We are now regaining our lives. We have gone from existing to living again. It's a wonderful community. Every day you see there's something beautiful about living here."

"We have gone from existing to living again. It's a wonderful community. Every day you see there's something beautiful about living here."

ROSE  
AND  
GREG







# \$45m development program underway

Unity Housing has completed the first stage of a \$45m development program which will see new social and affordable housing rolled out across the Adelaide metro area over the next three years, with 32 houses to be completed by Christmas.

In this first phase, 13 properties have been completed including seven in Buccleuch Avenue, Findon, comprising one two-bedroom and six three-bedroom townhouses (pictured).

In our first major project completion since the onset of COVID-19, we have completed development on this site – valued at \$2.7m – which will be put on the market for affordable rental.

All dwellings have been certified at Livable Housing Design Guidelines Silver Level and NDIS Improved Liveability to accommodate tenants living with disability. The entire site has been landscaped with drought-tolerant native plant selections and mulch to maximise water sustainability and minimise the requirement for maintenance.

Each townhouse has been fitted with reverse-cycle air conditioning and will be fitted with 3.7kW solar power system to minimise tenant energy costs.

The Findon project forms part of Unity Housing’s development program to deliver 148 outcomes by 2024, comprising 62 social housing, 43 affordable housing and 43 sales to market. The program includes development in Bordertown and a \$30m mixed residential development at Henley Beach South, announced jointly by Unity Housing and the SA Housing Authority in 2020.



*“We have an ambitious plan to scale our affordable housing provision to an even wider range of communities in Metropolitan Adelaide and beyond. The completion of the first development in Findon is an important milestone in that plan and Unity Housing looks forward to delivering a further 19 new affordable homes by Christmas and 48 in 2022.”*

Matthew Woodward, Unity Housing CEO

# Completed development

During the COVID-19 pandemic we continued our planning of new and remedial building projects.

Stage 1 of the Western Stock Transfer Project involves 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. A contract was issued to Palumbo Builders in December 2020 with building works starting in January 2021. Sites were completed in October 2021.

Two housing outcomes for long-term affordable rental housing.

Strathbogie Avenue,  
Findon



Drummond Avenue,  
Findon



CONTINUED NEXT PAGE



## Three housing outcomes for long-term social and affordable rental housing.

### Nicholls Terrace, Woodville West

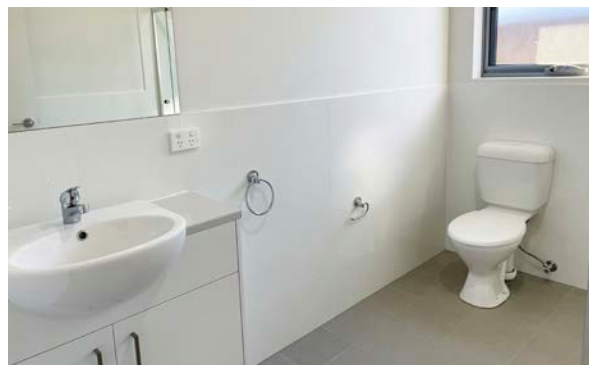


A new property for domestic violence survivors was completed in June 2021 in Northern Metropolitan Adelaide.

The building of this property was made possible through a generous philanthropic donation.

The three-bedroom home is built to Livable Housing Design Guidelines Gold Level and NDIS Improved Liveability and will provide safe and secure long-term housing.

### Northern Metropolitan Adelaide



## Mixed housing for Henley Beach South



Unity Housing CEO Matthew Woodward (far right) with Member for Colton Matt Cowdrey MP and Minister Michelle Lensink at the development site in October 2020.



Impressions of the new development, courtesy of City Collective.



A joint press conference with Unity Housing and SA Human Services Minister Michelle Lensink was held in October 2020 on the site of our new \$30m mixed housing development at Henley Beach South.

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

The development is an example of the cross-sector partnerships key to the Our Housing Future 2020-2030 strategy.

The mixed residential development – located at 35 Henley Beach Road – replaces old and outdated SAHA 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 42 townhouses, with a mix of 20 townhouses for general sale and 22 townhouses to be retained by Unity Housing for affordable rental. Unity Housing will build a further 28 apartments for social housing, with SAHA retaining 23 and Unity Housing retaining five.

The development is a core part of a wider multi-million dollar program of work Unity Housing has planned over the next 20 years to ensure South Australians have the housing they need.

Civil works commenced in October 2021 with construction of dwellings to commence in January 2022.

*“Our partnership with the State Government will provide much-needed social and affordable rental housing in a mixed development which will complement the quality and amenity of the broader community in which the development is placed. 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.”*

Matthew Woodward, Unity Housing CEO



# Community Housing Asset Renewal Program



Campbelltown



Modbury



Clearview



Enfield



Greenacres

Construction is underway on 21 social housing outcomes on six sites as part of Unity Housing's Community Housing Asset Renewal Program (CHARP). These include:

- nine townhouses located at Campbelltown and Modbury (built to Livable Housing Design Guidelines Silver Level)
- six dwellings located at Clearview and Strathalbyn (built to Livable Housing Design Guidelines Silver Level)
- six dwellings located at Enfield and Greenacres (built to Livable Housing Design Guidelines Gold Level)

Construction commenced in October 2021 on five social housing outcomes at Magill, and five affordable housing outcomes at Morphettville (all built to Livable Housing Design Guidelines Silver Level).

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.

# Housing development in regional SA

The scarcity of affordable housing for workers in key regional towns is widely acknowledged as a serious barrier to economic growth in regional areas. Unity Housing has almost 700 properties in regional areas of South Australia and remains committed to growing our regional housing footprint.

Unity Housing has a strategic commitment to regional housing and continues to work with the State Government, local councils, major regional employers, and Regional Development Australia to upgrade and grow our regional housing portfolio. In the Limestone Coast, we have worked with local government to establish a regional housing steering committee to support the future development of housing across the region.

We are particularly focused on social and affordable housing in the Limestone Coast, Mid-North and Eyre Peninsula regions which are key areas of economic activity in South Australia. In the Limestone Coast we have 360 properties across 11 towns and in the Mid-North and Eyre Peninsula regions, we have 167 properties in 16 towns.

Unity Housing has committed \$3.81m to the upgrade and maintenance of properties in these regions over the next five years.

In 2021, in partnership with the South Australian Housing Authority and the Tatiara District Council, Unity Housing committed to the development of two four-bedroom affordable rental homes to provide low-income workforce housing in Bordertown. These homes will be completed in 2022 as part of our ongoing efforts to develop new affordable housing in regional areas.

In the Limestone Coast we have 360 properties across 11 towns, and in the Mid-North and Eyre Peninsula regions we have 167 properties in 16 towns.



An artist's impression of the Bordertown development.



# Food and friendship go hand in hand

At a site of group homes managed by Unity Housing in charming and scenic Strathalbyn, a group of tenants get together most Friday nights to enjoy a shared dinner using an abundance of fresh vegetables and herbs they have grown in their garden.

The close-knit neighbours have created their own community within their site where they pop in for a cuppa and a chat with whoever's home, collaborate on the garden, plan events and support and look out for each other in whatever ways they can.

The idea for the group dinners came about when Sharon cooked a meal for a sick neighbour, which piqued the interest of the others.

"There was a gentleman here who was sick and I made a meal for him and Andrew said, 'Where's mine?' so I did one for Andrew the next weekend," Sharon laughs. "Somebody else said, 'I want one!' and in the end it just snowballed. For our dinners, we all take a turn buying the meat or whatever you want to buy. You buy it, I'll cook it. I supply all the vegetables and the dessert."

"Sharon's apple turnovers are to die for," Andrew beams. "The first question you get asked here is, 'Do you want to join the group dinner?' We look out for each other. If we have a barbecue, just give a day's notice and all the tables and chairs are out. Sharon will make salads and someone else will bring chips. It takes about 10 minutes to organise a barbecue here."

The camaraderie and connection between the tenants is unique and uplifting. It's not compulsory to join in or contribute but everyone knows there's someone there for them if they need it.

"You don't feel frightened because you know there are plenty of people beside you," Sharon says. "For Father's Day, we took Andrew out and he said, 'My adopted family is taking me out!' We're friends and we're very lucky. You can have words if someone has really peeved you off then you just forget it. When it's someone's birthday we have a barbecue and a cake and get together and when it's the footy finals we sit out the front and have a barbecue and snacks and argue the point."

Sharon's daughter Lisa also lives at the site and spends a lot of time with Sharon and Andrew looking after the gardens and beautifying the site.

"Everyone gets on," Lisa says. "It's so comfortable living here. We have become really close."

*Top image: Lisa, Sharon and Andrew look after produce in the shared garden.*

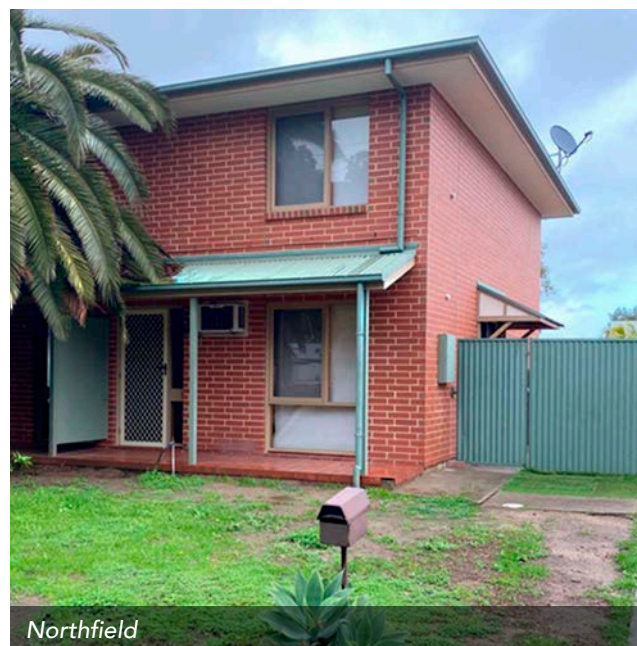
*Bottom image: Andrew, Sharon and Lisa get ready for a Friday night dinner.*

"Everyone gets on. It's so comfortable living here. We have become really close."

SHARON,  
ANDREW  
AND LISA







Northfield

# Transitional Housing Program

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

The aim of the THP is focused on fewer people sleeping rough and/or becoming homeless. Once housed, tenants are supported by partner 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.

During the 2020/21 financial year, Unity Housing provided homes for 174 vulnerable/at-risk people including adults, youth, families, ex-institutional and indigenous.

Unity Housing has an extensive and detailed welfare checking process. Our strong working relationships with partner organisations assists us in the ongoing management of our vulnerable and high-risk tenants to ensure they achieve a successful and sustainable tenancy outcome from the THP.

Throughout the pandemic, Unity Housing and the specialist homelessness support services we partner with have continued a high level of shared communication, flexibility and resources to enable continuity of THP allocations and vacancies, maintenance and rental payments resulting in minimal impact to tenancy services during this time. Organisations have learned new strategies and effective ways to proceed with servicing our tenants' needs. Unity Housing has moved toward the implementation of virtual/tenant-led inspections, FaceTime appointments, teleconferences and Zoom, and the use of DocuSign and other electronic methods for completing inspections and sign ups, and addressing urgent concerns and case conferences. This has been extremely beneficial and has led to ongoing commitment to the program.

Throughout the challenges of the pandemic, the THP North/Mid-North team secured successful housing outcomes for 74% of clients and the THP Central region secured successful housing outcomes for 86% of clients. A total of 110 tenants effectively transitioned out of the THP utilising the program's guidelines and strong collaborative approach to secure safe and secure housing options through both government and non-government organisations.



Smithfield Plains

## 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.

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 on 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.

### COMPONENT UPGRADES

Bathroom Upgrades	18
External Painting	25
Internal Painting	205
Replacement of HWS	86
Kitchen Upgrades	23
Roof Upgrades	4
Fence Upgrades	37

### WORK ORDER PERFORMANCE

On time performance – urgent repairs Priority 1 and Priority 2	95%
On time performance – Priority 1	97%
Non-urgent repairs completed on time	92%
Planned maintenance completed on time	97%

## FEEDBACK FROM OUR TENANTS



“Since Unity Housing took over my property I am very satisfied and they act quickly on maintenance.”

“As a transfer from the Housing Trust, the service I have received from Unity Housing is outstanding, especially repairs.”

“I had my property repainted. When I first contemplated having the work done, I was feeling anxious and ambivalent about the paint odour and possible disruption to my household. However, there was minimum disruption and only the faintest paint odour. Altogether, my experience was seamless, smooth, and effortless. The entire job took just three days to complete and the team were extremely courteous, professional and respectful throughout this time. I am very happy with the results.”



# Bathroom upgrade for safer living



After living with water leaks, dampness and rotting wood in her bathroom, Unity Housing tenant Janette is thrilled with the upgrade she received.

Unity Housing completed upgrade works at Janette's Grange property including non-slip tiles; a hand-held shower on a weight-bearing rail; a new bath, sink and taps; and a new toilet.

"There was a leak in the bathroom and the woodwork and structure was rotted," Janette says. "There was water going behind the towels and dampness and mould on the ceiling. I told my Housing Officer and put in a request for an upgrade.

When the guys took up the tiles they were just lifting them by hand so easily because of the water damage. They didn't need to use the drill or anything, just their hands."

Living with fibromyalgia and arthritis means Janette requires extra support with every day tasks like showering.

"I asked for a shower head that comes off the wall and they did that for me," Janette says. "It's fantastic, I love it. I have arthritis in my knees so I sit in the chair and it's so handy. There are no problems anymore."

“

I asked for a shower head that comes off the wall and they did that for me. It's fantastic, I love it.”

Janette, Grange

## Limestone Coast



Unity Housing's presence in the Limestone Coast began in 2017 with the management of more than 300 properties transferred from SA Housing Authority to Unity Housing. We have an ongoing commitment to provide affordable, safe and secure homes in the region.



Properties managed by Unity Housing in the Limestone Coast: Naracoorte, Millicent and Mount Gambier.



Our commitment to property maintenance in the region is underpinned by a forecast investment of \$16.6m over the next 10 years alone. Since taking over property and tenancy management responsibility in September 2017, we have completed the following:

Number of vacancies with spend > \$10K (significant upgrade):  
**69**

Completed works:  
**\$3,166,740.15**

Responsive and planned works in progress:  
**\$265,635.63**

Poor quality fencing replaced:  
**\$42,355.69**

Component upgrades including kitchens, bathrooms, flooring, roofs and painting:  
**\$313,891.40**

### Limestone Coast properties managed by Unity Housing as at 30 June 2021:

Limestone Coast Social Housing Management Transfer (stock transfer)	<b>342</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 SE	<b>12</b>
	Millicent	<b>160</b>
	Mount Burr	<b>1</b>
	Mount Gambier	<b>18</b>
	Nangwarry	<b>10</b>
	Naracoorte	<b>102</b>
	Penola	<b>15</b>
	Robe	<b>6</b>



# Social Impact Measurement



Unity Housing tenant Andrea (right) with her support worker Siva.

Unity Housing is committed to Social Impact Measurement (SIM) in order to measure and analyse the social benefit that our tenants derive from what we do (the value that our programs create for all new tenants over the measurement period).

We have established a foundation of social impact measurement by applying the Australian Social Values Bank (ASVB) cost-benefit analysis methodology to our Boarding House Program and Community Housing Program. The ASVB is an internationally established methodology used to measure the social value of specific outcomes and monetise the benefits to individuals as well as to the government overall.

2020/21 was the fourth year that Unity Housing has applied this type of analysis to the Boarding House Program and Community Housing Program, and the results demonstrate that there continues to be substantial benefits for both tenants and government through these programs.

We are now exploring new ways to undertake SIM through alternative methodologies so that we can expand our social impact measurement regime more meaningfully across our organisation.



## Boarding House Program 2020/21

The total social benefit of the Boarding House Program is defined as the sum of the social benefits achieved by all new tenants during the measurement period by moving them from homelessness to secure and affordable temporary accommodation.

The Boarding House Program received 48 new tenants during 2020/21. New tenants comprised 42% of all tenants within the Boarding House Program during the year.

Those who entered the program in 2020/21 each received \$15,459 of total benefit. This is a measure of the difference made to the individual as a result of being in the Boarding House Program.

The net social benefit for all new tenants who moved from homelessness to secure and affordable accommodation in the Boarding House Program during 2020/21 was \$742,011, including savings to government. This builds on the social benefits delivered of \$1,059,829 in 2018 and \$694,044 in 2019.

### HEADLINE FIGURES

Total cost of providing the program to the  
**48 new tenants** was **\$185,277**

New program benefits achieved were **\$742,011**

Net program benefits for each new participant were **\$15,459**



## Community Housing Program 2020/21

The total social benefit of the Community Housing Program is defined as the sum of the social benefits achieved by all new tenants during the measurement period by moving them from temporary accommodation into long-term social housing.

The Community Housing Program received 87 new tenants during 2020/21. New tenants comprised 7% of all tenants within the Community Housing Program during the year.

Those who entered the program in 2020/21 each received \$4,814 of total benefit. This is a measure of the difference made to the individual as a result of being in the Community Housing Program.

The net social benefit for all new tenants who moved from temporary accommodation into long-term social housing in the Community Housing Program during 2020/21 was \$418,775, including savings to government. This builds on the social benefits previously delivered of \$1,346,951 in 2018/19 and \$718,452 in 2019/20.

### HEADLINE FIGURES

Total cost of providing the program to the  
**87 tenants** was **\$498,423**

Net program benefits achieved were **\$418,775**

Net program benefits for each new participant were **\$4,814**



# Building connections through sharing experiences

Having worked with charities throughout his career, Unity Housing tenant John knows the importance of helping others.

A volunteer with The Salvation Army (Salvos) for seven years, the most rewarding part of John's service is sharing experiences and creating a connection. In his role at the Salvos store, John talks to customers, helps them with their purchases, and ensures they are having a good experience in the store.

"You've got to be able to smile and create confidence," he says. "We're here to help people. Just be really open with them and see how their day is going and ask 'Can we improve it for you?' I just listen and I understand what they say. When you listen, you can relate to what's going on."

Having left home at 17 and experienced his own challenges over the years, John's ability to relate to people and make them feel heard is a rare and valuable quality.

"I grew up in the housing trust and didn't have much," John says. "You learn a lot more when you do it yourself. I've never had to ask for help because I've always helped myself. Help someone else and you'll get into the rhythm of how to survive in life. Helping someone else is going to give you confidence to help you get over your problems."

A lot of John's inspiration and positivity comes from music.

"I've always loved music," he says. "It's a very important industry to me. It sets the mood. I particularly like Van Morrison, INXS and Barry White."

Listening to Phyllis Nelson when I was young, I used to think, 'This is how I want to set my life.' It was her that gave me the balance of what I really needed. You listen to the words and think, 'Wow'."

On the days John isn't volunteering, he enjoys relaxing at home where he can cook, watch movies and create connections with his neighbours.

"You have got to get on with your neighbours," he says. "They might have hard times and no one knows everyone's situation. Always be polite and if they need you, be there for them. I help my neighbour by sweeping up the leaves for her. Life's all about helping people. You have to surround yourself with good people. Some people are so angry, they've missed out on half their life. You have got to use what you can when you're young."

For anyone thinking about volunteering, John's words of encouragement are "don't be shy".

"It's not a hard job," he says. "It's being yourself and giving your experiences to everybody else and sharing your experiences. Sitting at home looking at four walls, all you're doing is putting the electricity bill up and eating more. You have to get out and move. I like everything about it. I just try and create confidence everywhere I go – you got to try and do that in life. Get everybody happy and get people to rise above their problems. Knock one thing off at a time."

"Life's all about helping people.  
You have to surround yourself  
with good people."

JOHN





# Boarding House Program

Unity Housing's four boarding houses provide a safe and secure accommodation entry point for people who are experiencing or are at risk of homelessness. Our boarding houses provide 117 beds across four sites within the Adelaide CBD.

The Terrace Liaison Worker Program is based at The Terrace Boarding House and is available to eligible tenants living there. The aim of this program is to assist eligible tenants with building capacity to transition to more sustainable housing. This can be done by assisting tenants with identifying goals and tasks in areas such as employment; health and wellbeing; living skills; personal safety; and finance.



Our boarding houses provide 117 beds across four sites within the Adelaide CBD.



## Dean's health gets back on track

After living with chronic eczema for 20 years as well as asthma, The Terrace tenant Dean has made substantial improvements since being linked with The Terrace Liaison Worker Program.

Staff noticed Dean's deteriorating skin condition so, after liaising with the doctor, he was taken to hospital to see a dermatologist.

"Dean has had lots of out of hospital care and treatment," The Terrace Liaison Worker Mark says. "We put in an application for an NDIS package which is in the early stages so he can receive support for his mental health and community connections like getting out and about. His health turnaround has been amazing."

"It's been great," Dean says. "I'm feeling good and I'm not scratching. Mark helped me with all my paper work and hospital visits. I got a Suzuki scooter so I do my own shopping at the IGA. There's no place like it here, it's fantastic. I can only go up now."

## Support keeps Gary on his feet

Through The Terrace Liaison Worker Program, tenant Gary was linked with Hutt St Centre after suffering a stroke which left him significantly blind.

Gary – The Terrace's longest residing tenant – was also eligible for NDIS funding. He received assistance from The Terrace Liaison Worker Mark, who helped Gary submit his application and complete the process.

Each week, Gary is visited by support workers who accompany him to appointments, doctor visits and to do grocery shopping. He also received a mobile phone which keeps him connected and supported.

"They've been great," Gary says. "We go to the museum. I've got a guide stick and I don't get lost. I like it."

From sleeping on the streets and in a cardboard box to having his own room with a kitchen for the past 18 years, Gary is happy and grateful.

"Having the support workers enables Gary to access the community better and get out and about," Mark says. "He's also been able to help out in the garden with watering."







# Neighbour Day connects communities

We were thrilled to have kicked off 2021 with a range of Neighbour Day celebrations across South Australia, including Port Pirie, Adelaide metro, Strathalbyn and Millicent. Nearly 150 Unity Housing tenants, neighbours and staff attended a variety of gatherings, from a mural planning event to morning teas, shared lunches and a picnic in the park. Our annual Neighbour Day celebrations are becoming more and more popular, with tenants having the opportunity to contribute to future planning, learn new skills and meet neighbours – old and new.



*"I'm born and bred in Millicent and have been in my house for 40 years. I think it's important to attend these events. It's good to keep in touch with Unity Housing and be on a friendly basis. I got to see the staff and meet other people and they were interesting to talk to."*

Lynette





# SALA Festival exhibition strikes a chord with viewers

In response to COVID-19, our 2020 SALA Festival exhibition ‘Stronger Than Ever’ was showcased in an online gallery during August and September instead of a walk-in venue.

Our virtual gallery featured artwork by 11 tenant and staff artists living in Adelaide, Mount Gambier and Port Lincoln.

The exhibition was open for 60 days, available to view 24/7, and received 750 individual views.

We were blown away by the incredible standard of creativity shown in this exceptional collection of artworks which highlighted resilience and strength of all participating artists.

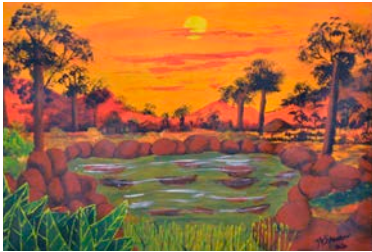
Top right – Unity Housing tenants Trevor and Allan and staff Deb and Andrea exhibited their artwork in our 2020 SALA Festival online exhibition.



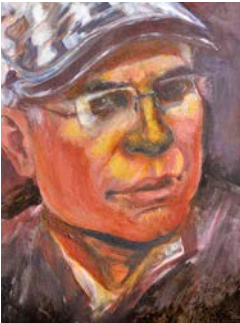
“This is a brilliant exhibition. Congratulations to the talented and creative artists.”



“This is a fabulous initiative by Unity Housing. Connecting talented people to this collaborative art exhibition is a fantastic way of celebrating ‘Stronger Than Ever’.”



“Some talented artists and a great variety of mediums in this exhibition.”



# Listening to our tenants through feedback sessions

For the last four years, Unity Housing’s tenant engagement initiatives have been guided by our Community Connect Strategy and Delivery Plan which expired in June 2021.

To update this plan, we set about speaking with tenants, staff and partner agencies in May and June to listen to their ideas about how our approach to tenant engagement could be improved.

Seven face-to-face tenant feedback sessions were held in metropolitan and regional SA; two staff sessions were held via Zoom; and partner agency feedback was provided verbally and by email.

Around 30 tenants attended the sessions. A number of good ideas were generated, so much so that we have included two additional areas of focus (headings) in our plans for 2021-2024 which include actions suggested by our tenants.

Some of these include increasing our focus on children and youth; finding ways for tenants to give back to the community through tenant-led donations and volunteer work; increasing the cultural diversity of our tenants; and to remember that some tenants prefer to engage with us outside of usual business hours.

Tenants told us they appreciated being involved in sharing their ideas for the future with one tenant saying, “I feel like you’ve treated me as an equal”.





# Adjusting to a new normal

From the beginning of the rapidly evolving pandemic in March 2020, Unity Housing put in place work practices and precautionary measures that assisted in reducing the impact of the virus and mitigating the risks to our staff, tenants, contractors and other partners.

Unity Housing’s Executive Team actively monitored information and issued regular staff updates and implemented a long-term and sustainable management plan to ensure continued service delivery to our tenants in a modified way while accommodating restrictions.

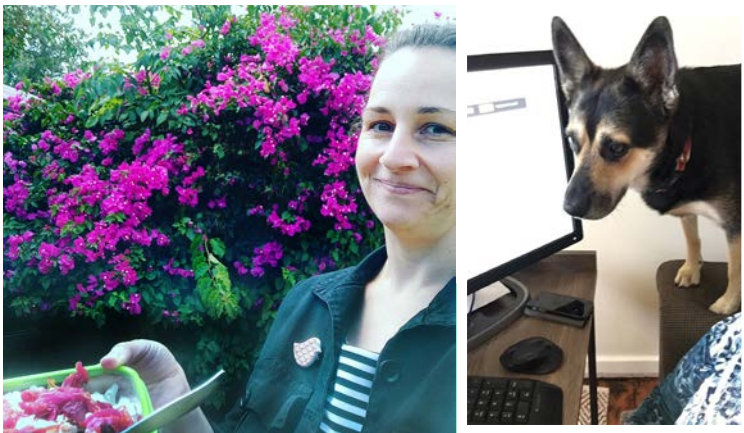
As our changed work practices continued for many months, staff showed ongoing flexibility, patience and understanding.

At the beginning of lockdown in 2020 we created a dedicated section on our intranet with staff resources, articles and links directly related to managing and improving mental health and wellbeing, including tips on staying healthy, activities for kids, and online resources for skill development.

We encouraged staff to share photos of how they were practising a balanced lifestyle, such as how they spent their lunch breaks and free time (pictured below).

After some months, our transition back to the workplace was cautious, measured and required us to remain flexible in responding to new challenges as they arose. We committed to including positive lessons and new ways of working – that we learned over the several months at home – into our future planning.

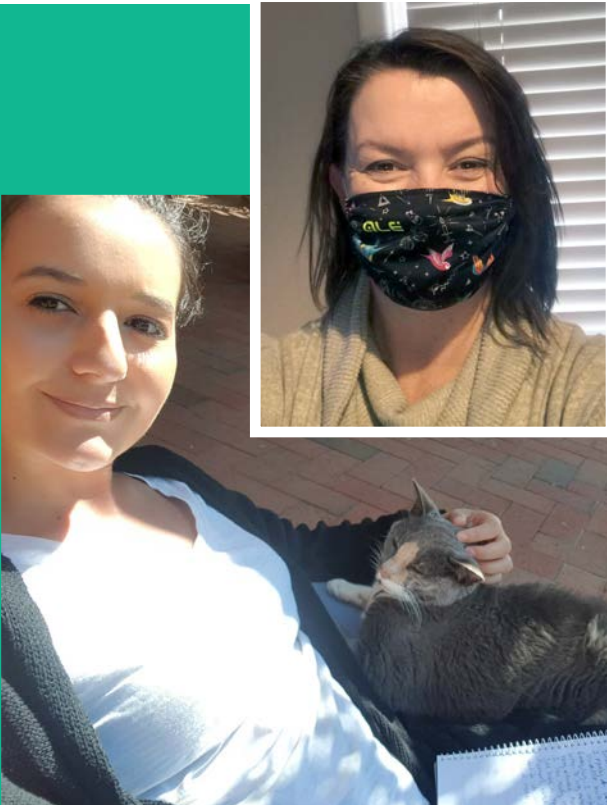
Given the success of working from home during the pandemic and staff preferences, we adopted flexible working arrangements via a blended work environment, shared between the office and home.



*“We are living in a dramatically altered world. I am extremely proud of the way staff have responded to the changing work environment in response to COVID-19. I appreciate the flexibility shown by staff to modify ordinary work practices. I continue to be proud of Unity Housing’s staff for their resilience during challenging times, for complying with changing restrictions, and for their creativity in finding new and safe ways of successfully completing their work.”*

Matthew Woodward, Unity Housing CEO

Unity Housing staff were encouraged to share photos with each other of their experiences working from home during 2020. Pictured (from left) is Alex, Sharon, Kirilee and Solomon the dog.



# Our workforce by the numbers

<b>Gender split</b>  66% female 34% male  	17	New staff recruited	<b>Staff who undertook training in 20/21</b>	
	12	External job advertisements placed		
	111	All staff were provided with equipment to enable them to work from home when required (including office chairs and ergonomic equipment)		
<b>Employment status</b>  Casual: 10 Part time: 19 Full time: 82	30	Staff completed COVID-19 Marshall training	Cultural Awareness	95
	2	Female operational staff were promoted into leadership roles	Dealing with Aggressive and Potentially Violent Behaviour	47
			First Aid	34
			Bullying, Discrimination and Harassment	26
			Manual Handling	16
			Other	52
			<b>Total</b>	<b>270</b>

## WorkSafe Guardian app supports staff in the field

In July 2020, Unity Housing implemented the WorkSafe Guardian (WSG) app for staff who are required to visit tenants’ homes as part of their duties.

WSG is a professionally-monitored safety app designed for lone workers, isolated workers and in-home service professionals. WSG provides lone workers with 24/7 safety monitoring on demand, with welfare check-ins, safety and medical alerts, and tracking only when help is needed.

WSG provides 24/7 monitoring and emergency response procedures should help be required.

Features of the app include a welfare check-in timer, a shake function to escalate a safety alert, and a medical alert to get the right assistance when needed.



*“Having use of the WorkSafe Guardian app makes me feel safer while working in the field. It’s an effective tool that gives me peace of mind knowing if I need assistance, it’s there at hand.”*

Carlee, Housing Officer



# Years of service AWARDS

Unity Housing recognises the contribution of staff who have completed fifteen, ten and five years of service by 30 June 2021.

Congratulations and thank you to:



Cameron Keogh  
Karen Rawlings



Berny Lohmann  
Glenn Bosman  
Jo Maloney  
Karen Johnston  
Morly Moreira



Alexandra Nowak  
Andrea Brunt  
Brooke Keelan  
Deborah Wallis  
Heath Clasohm  
Jen Coleman  
Jeremy Beacham  
Kym Freer  
Monique Soja  
Naomi Lucas  
Rhys Potuszynski  
Wayne Jones

# Celebrating our people







# Financial Year Summary

Unity Housing Company Ltd recorded a net profit of \$3.86m for the 2021 financial year after recognising net gains on revaluation of investment properties totalling \$0.47m for the year and transfer of properties from the State Government of \$0.67m.

Net revenue (excluding revaluation gains/losses and property transfers) totalled \$2.72m for the year. Unity Housing increased cash reserves during the year by \$4.52m for the specific purpose of funding building activity which is well underway. This building construction will increase Unity Housing’s 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 \$3.63m in revenue to the South Australian Government from its social housing portfolio rental income.

The financial statements for the 2021 financial year reflect the sound economic platform Unity Housing has created as the leading community housing provider in South Australia.

Unity Housing is well-positioned to effectively manage and expand its housing portfolio into the future, contributing to the wellbeing of South Australians on low incomes, who are vulnerable, at risk of experiencing homelessness, and/or living with disability.

# 20/21



# STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2021

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2021. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

	2021 (\$)	2020 (\$)
<b>Income</b>		
Revenue from contracts with customers	32,016,694	31,593,484
Government recurrent grants	536,995	523,265
Interest revenue	66,147	131,071
Other income	424,573	254,953
Transfer of properties from SA Government	670,000	30,000
Right of use investment income	511,338	512,740
Net gain on revaluation of investment properties	1,991,333	6,158,729
<b>Total Income</b>	<b>36,217,080</b>	<b>39,204,242</b>
<b>Expenses</b>		
Administration expenses	2,241,487	2,132,291
Amortisation expense	1,050,909	1,121,355
Fixed payments to SA Government	2,119,574	2,175,628
Depreciation expense	1,121,697	1,083,838
Grant expenditure	20,798	15,957
Insurance expense	1,435,106	1,265,911
Interest expense	1,142,748	1,152,161
Maintenance expenses	5,724,350	5,425,687
Tenant services expenses	482,756	263,400
Rent expense to SA Government	1,508,452	1,475,399
Rates and taxes	1,222,371	2,382,276
Other property expenses	2,180,030	1,625,082
Staffing costs	10,221,348	10,210,802
Office expenses	383,886	315,539
Net loss on revaluation of investment properties	1,520,333	885,000
<b>Total Expenses</b>	<b>32,375,845</b>	<b>31,530,326</b>
<b>Net Operating Profit</b>	<b>3,841,235</b>	<b>7,673,916</b>
Add transfers from provisions	21,227	36,553
<b>Net Profit for the Year</b>	<b>3,862,462</b>	<b>7,710,469</b>
<b>Other Comprehensive Income</b>		
Other comprehensive income	-	-
<b>Total Comprehensive Income for the Year</b>	<b>3,862,462</b>	<b>7,710,469</b>

# STATEMENT OF FINANCIAL POSITION

For the year ended 30 June 2021

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2021. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

	2021 (\$)	2020(\$)
<b>Current Assets</b>		
Cash and cash equivalents	20,792,500	16,271,337
Trade and other receivables	3,386,148	2,893,621
Other current assets	455,837	1,564,810
<b>Total Current Assets</b>	<b>24,634,485</b>	<b>20,729,768</b>
<b>Non-current Assets</b>		
Investment properties	341,465,166	335,523,358
Fixed assets	353,831	424,087
Intangible assets	14,272,660	15,323,570
Lease right of use assets	992,615	1,221,207
<b>Total Non-current Assets</b>	<b>357,084,272</b>	<b>352,492,222</b>
<b>Total Assets</b>	<b>381,718,757</b>	<b>373,221,990</b>
<b>Current Liabilities</b>		
Trade and other payables	1,688,368	3,281,300
Lease liabilities	759,563	764,657
Contract and other liabilities	6,955,318	5,779,611
Employee provisions	1,352,906	1,406,045
<b>Total Current Liabilities</b>	<b>10,756,155</b>	<b>11,231,613</b>
<b>Non-current Liabilities</b>		
Maintenance provisions	901,029	143,277
Lease liabilities	274,162	489,834
Contract and other liabilities	15,353,520	10,828,334
Employee provisions	792,977	750,480
Bank loans	38,000,000	38,000,000
<b>Total Non-current Liabilities</b>	<b>55,321,688</b>	<b>50,211,925</b>
<b>Total Liabilities</b>	<b>66,077,843</b>	<b>61,443,538</b>
<b>Net Assets</b>	<b>315,640,914</b>	<b>311,778,452</b>
<b>Equity</b>		
Retained earnings	315,640,914	311,778,452
<b>Total Equity</b>	<b>315,640,914</b>	<b>311,778,452</b>



# Support agencies with whom Unity Housing has a formal partnership with to provide supportive housing.



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Aboriginal Sobriety Group (ASG)

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ac.care

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Anglicare SA

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Australian Migrant Resource Centre (AMRC)

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Australian Refugee Association (ARA)

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Avalon Coordinating Committee  
(UnitingSA, SA Health (Marion Specialist  
Community Mental Health Services), SAHA  
(Southern Region) and Unity Housing)

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Baptist Care SA

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Barkuma

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Cara

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Catherine House

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Centacare

---

City of Salisbury

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Community Living Australia (CLAUST)

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Community Living Options (CLO)

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Deaf Can:Do

---

EBL Disability Services

---

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HomePlace

---

Hutt St Centre

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Life without Barriers

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Lutheran Community Care

---

MIND Australia

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Minda Inc

---

Neami National

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OARS CT (OARS Community Transitions)

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Orana Inc

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ParaQuad SA (PQSA)

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The Salvation Army – Towards Independence

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The Salvation Army – Youth Services

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Uniting Communities – Aboriginal Community  
Connect

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Uniting Communities – Kurlana Tampawardli

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Uniting Country SA

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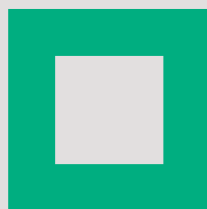
UnitingSA

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Women's Safety Services

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