



2023/24 ANNUAL REPORT

Affordable homes in sustainable communities

Contents

2	Message from the Chair and CEO
4	About Unity Housing
5	Year in review
6	Meet our Board
8	Our pathway to reconciliation
10	Seaside living at Henley Beach South
12	New central office is a milestone in growth and efficiency
14	New operating structure transforms service to tenants
15	Customer Care Centre launched
16	Maintenance Hub
17	Responsive and cyclical maintenance
18	Housing Administration Hub
19	Empowering tenants living with disability
20	Tenant Satisfaction Survey
21	Tenant story – Damian
22	Towards a greener future
23	Providing tenants with cheaper electricity
24	Leaders of community housing in regional South Australia
25	Tenant story – Marie



Front cover: Our newest development at Henley Beach South.



26	Canopies for the Community
27	Expansion of Fee for Service partnerships
28	Boarding houses offer a brighter future
29	Tenant story – Thelmy
30	Building Community Connections
32	Our impact in the Limestone Coast
32	Improving service delivery for Aboriginal tenants
33	Tenant story – Alicia
34	Measuring our social benefits to tenants
36	Our People
37	Financial Statement 2023/24
38	Statement of Comprehensive Income
39	Statement of Financial Position
40	Thanks to these organisations



Unity Housing acknowledges the Traditional Custodians of the country on which we live and work, and their connections to the land, waters and community. We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.



Message from the Chair and CEO

Over the past year, as we have settled into our new purpose-built office in Bowden and associated new service delivery structures, Unity Housing has continued to provide high quality property and tenancy management services to nearly 4,900 tenants residing in more than 3,200 units of accommodation across metropolitan and regional areas of SA.

We have continued to deliver a broad range of housing options, largely targeted to social housing for people on very low incomes requiring significant support but including a substantial, and growing portfolio providing affordable housing for people on low to moderate incomes who struggle to find affordable rental in the open market.

With a large and rapidly growing unmet need across Australia for affordable housing, the continuing shortage of social and affordable housing for those on low incomes is having a significant impact, most obviously manifested in the growing number of people experiencing homelessness. The challenges facing Australia's housing system are the product of many years of failed housing policy and a lack of coherent housing strategy across federal, state and territory jurisdictions. Whilst recent initiatives seeking to address these multiple challenges are welcomed, it is clear that meaningful change will take time to have any real impact and that the scale of the challenges will require an increased role for government and a significant injection of new resources over coming years.

However, recent initiatives such as the Housing Australia Future Fund (HAFF) provide exciting opportunities for Unity Housing, and our colleagues across the community housing sector, to expand our social and affordable housing portfolios,

A portrait of Leigh Garrett, a man with grey hair and a beard, wearing a checkered shirt. The portrait is partially obscured by a teal geometric shape in the bottom right corner.

CHAIR, BOARD
OF DIRECTORS
LEIGH GARRETT

and deliver additional affordable, safe, and secure homes for South Australians on low incomes. Unity Housing looks forward to the soon to be announced outcomes of the first HAFF and to collaborating with government on these initiatives to deliver a pipeline of residential development into the future.

We have several development initiatives under way across both metropolitan and regional SA. Our most significant current development, of 70 residential dwellings located at Henley Beach South, is nearing completion. Our first tenants will move into their new homes in October 2024.

Unity Housing continues to provide an exceptional maintenance service for tenants, coupled with an active program of assessment and execution of planned upgrades and refurbishment. In addition, Unity Housing is committed to developing a structured Environmental, Social and Governance (ESG) program and is actively implementing opportunities to adopt solar energy solutions for new residential properties. In partnership with Tesla, through a Virtual Power Plant (VPP) program, Unity Housing is retrofitting solar/battery systems on existing properties. Such programs which reduce utility costs are an important contribution to lowering cost of living pressures for those on low incomes and Unity Housing will continue to seek such opportunities.

As the largest non-government provider of homes for South Australians living with a disability, Unity Housing accommodates more than 1,200 tenants living with disability. Specialist Disability Accommodation (SDA) forms an important part of our disability housing portfolio, and we are fully accredited for the provision of SDA as a registered provider under the National Disability Insurance Scheme (NDIS). A major strategic focus for Unity Housing is our work to grow the range of affordable housing options and the



CHIEF EXECUTIVE
OFFICER
**MATTHEW
WOODWARD**

quality of the services we provide to this target group.

We acknowledge the professionalism and commitment of our staff in rising to the challenges and successfully adopting new practices to better deliver service outcomes to tenants. Our staff have also continued to develop close working relationships with support providers to achieve best-practice outcomes as we work together to respond to the needs of our tenants.

Through our Community Connect program, Unity Housing continues to support tenant engagement and participation in community-based activities, facilitating their integration into local communities.

We also recognise the importance of a continuing national focus for reconciliation between Indigenous and non-Indigenous Australians as we deliver on our Reconciliation Action Plan. Through this plan, Unity Housing supports the reconciliation process by improving the culture, work practices and core business of our organisation.

Finally, we would like to thank Unity Housing's Board for its contributions to our success, as a professional, multi-skilled and committed Board of Directors fulfilling their regulatory and fiduciary obligations while also providing strategic direction for the company.

About Unity Housing

Unity Housing is an independent, not-for-profit, state-wide organisation and South Australia's largest and most experienced community housing provider. We are dedicated to providing affordable and sustainable homes for South Australians on low incomes, who are vulnerable, at risk of experiencing homelessness, and/or living with disability.

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

Social Justice

- » We advocate for and actively support fairness, equality, and justice.

Innovation and Creativity

- » We encourage innovation and creativity.

Collaboration and Partnerships

- » We support collaborative efforts and partnerships.

Transparent and Ethical Behaviour

- » We ensure integrity and an ethical approach.

Leadership and Professionalism

- » We lead with vision and integrity and promote professional excellence.

Empowerment and Respect

- » We foster an environment of respect and a focus on empowering others.

Our Strategic Pillars

- » **Empower Tenants**
- » **Develop Housing Portfolio**
- » **Strengthen People and Culture**
- » **Enhance Business Capacity**
- » **Nurture Partnerships**

Household composition

Year in review

Units of accommodation

>3,200

Occupants living with disability

>1,200

People housed

>4,800

Inspections conducted

5,306

New tenants in 2023/24

366

Assets under management

>\$900m

Occupants who identify as Aboriginal and/or Torres Strait Islander

703

Annual operating budget

\$35m

Occupants who are from a non-English speaking background

399

Total development delivered to date

\$140m

Employees

100



Single person
1,923



Single parent with child/ren under 16
377



Couple only
157



Couple with child/ren under 16
88



Family
412



Group (unrelated adults)
155

LEIGH GARRETT



KAREN JANISZEWSKI



RICHARD WILLSON



SACHA WAINWRIGHT



GREGG RYAN



DAVID SPEAR



RICHARD MCLACHLAN
[Retired]



MICHELE SMITH, OAM



YVONNE SNEDDON
[Retired]



MEET our Board

LEIGH GARRETT *Chair | 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 CARA Inc; the Australian Crime Prevention Council; and National Indigenous Intervention Network Inc. Leigh is also a Life Member of SACOSS; a Life Member of Restorative Practices International; a Life Member of 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 a Fellow of the Institute of Managers and Leaders. Leigh is Chair of Unity Housing's Governance, Nomination and Remuneration Committee, and Member of the Internal Audit Committee.

RICHARD WILLSON *Director since 2008*. Richard is an experienced Non-Executive Director, Company Secretary and Chief Financial Officer with more than 20 years' experience predominantly within the mining and agricultural sectors for both publicly listed and private companies. Richard is a Non-Executive Director of Titomic Limited (ASX:TTT); Clara Resources Australia Limited (ASX:C7A); Orpheus Uranium Limited (ASX:ORP); MedTEC Holdings Ltd, and is Company Secretary of a number of ASX listed Companies. Richard is Chair of the Audit Committee of Titomic Limited and Clara Resources Australia Limited, and is Chair of the Remuneration and Nomination Committee of Titomic Limited. 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. Richard is also Chair of Unity Housing's Finance and Audit Committee, and a Member of the Governance, Nomination and Remuneration Committee.

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 and Football SA. 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. Sacha is a Member of Unity Housing's Property Committee and has a Bachelor of Laws/Bachelor of Economics (Australian National University); Graduate Diploma in Legal Practice; and is a Graduate of the Australian Institute of Company Directors.

KAREN JANISZEWSKI *Director since 2016*. Karen has 36 years' experience in construction and development gained in private companies, public companies and government. Karen is Chair of Biosciences Research Centre, and is a former Board Member of the Queen Elizabeth Centre (retired 30 June 2024) 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. Previously, Karen was Chair of Royal Melbourne Showgrounds and King and Godfree Pty Ltd, and a Board Member of Embracia and Uniting AgeWell, as well as an Advisory Board Member to the University of Adelaide's Centre for Housing Urban and Regional Planning. Karen has a Bachelor of Science (Building), and is a Fellow of the Australian Institute of Company Directors. Karen is Chair of Unity Housing's Property Committee and a Member of the Finance and Audit Committee.

DAVID SPEAR *Director since 2018*. 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 Chair of Tyre Stewardship Australia; Chair of Office Brands Australia; Chair of Orange Butterfly Foundation; Chair of Big Rivier Pork; Non-Executive Director of 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. David is a Member of Unity Housing's Governance, Nomination and Remuneration Committee and a Member of the Finance and Audit Committee.

MICHELE SMITH, OAM *Director since 2022*. Michele is a Certified Healthcare Executive and Professional Company Director with 38 years' experience in the health and human services industry. Michele is the inaugural Governing Board Chair of the Eyre Far North Local Health Network in SA; a Non-Executive Director on the Boards of Voluntary Assisted Dying Review; State-wide Clinical Support Services (subsidiary of the Central Adelaide Local Health Network Board (RAH) which governs the state-wide services of SA Pathology, SA Medical Imaging, Breast Screen SA, SA Dental Services and SA Pharmacy); Non-Executive Director of Ochre Health Group and Chair of the SA Oral Health Monitoring Group. Michele is a Registered Nurse; a Fellow of the Australasian College of Health Service Management; and a Member of the Australian Institute of Company Directors. Michele is a member of Unity Housing's Governance, Nomination and Remuneration Committee.

GREGG RYAN *Deputy Chair | Director since 2022*.

Gregg is an experienced public administrator, consultant and Non-Executive Director in human services, particularly in social housing, mental health and children's services. He has worked for Federal and State Governments, as well as for the City of Adelaide and not-for-profit organisations. For eight years to 2020, Gregg managed the South Australian Housing Trust's community housing policy and financing, program and contract management operations. Gregg holds a Bachelor of Social Work degree and Master of Business Administration. He is a Senior Professional Member of the Australasian Housing Institute; a Member of the Australian Institute of Company Directors; and a Member of Unity Housing's Property Committee.

YVONNE SNEDDON *Director from 2016-2024*.

Retired 31/05/2024. 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 private and public sectors; and Board Member of the University of Adelaide's Centre for Housing Urban and Regional Planning.

RICHARD MCLACHLAN *Director from 2018-2023*.

Retired 31/10/2023. Richard is a senior property executive with 30 years' experience, working on complex, high-value, award-winning projects across social and civic infrastructure, health, industrial, defence, commercial, and residential and mixed-use precincts. Richard has significant experience in the structuring, negotiation and implementation of multi-party transaction agreements, construction contracts and operating-term agreements, as well as stakeholder management in complex, high risk settings involving government and community interests. Richard has had direct responsibility for the leadership and delivery of significant project initiatives including the \$1.1Bn Herston Quarter Redevelopment Project in Brisbane; the Techport Australia Maritime Industry Precinct; the Adelaide Riverbank Precinct Implementation Plan; and the Tonsley Innovation District. These projects have resulted in the creation of award-winning real estate assets delivering superior community, investor, and stakeholder outcomes. Richard also has significant experience as a Non-Executive Director of not-for-profit organisations.

Our pathway to

Unity Housing has engaged with Aboriginal tenants and communities since our inception, and we currently provide safe and affordable housing for 703 Aboriginal and/or Torres Strait Islander residents.

We are committed to the understanding and celebration of Aboriginal and Torres Strait Islander cultures and histories, and the importance of reconciliation for all Australians.

We began our formal reconciliation journey with the launch of our first Reconciliation Action Plan (RAP) *Reflect* in 2022. Our *Reflect* RAP was developed by a Working Group comprising staff from different functional areas and levels of the organisation and it committed Unity Housing to the delivery of 49 reconciliation actions. These 49 actions were developed and delivered with the valuable knowledge, wisdom, connections and support of highly respected Aboriginal community members Aunty Yvonne Agius and Vince Buckskin. Aunty Yvonne is a Kurna-Narungga descendant and a respected Elder and Vince is a highly respected Narungga man who is an acclaimed cultural advisor.



Aunty Yvonne Agius
Aboriginal Cultural Advisor and Tenant Representative



Vince Buckskin
Aboriginal Cultural Advisor

reconciliation

Our *Reflect* RAP focused on how we engage with our Aboriginal and Torres Strait Islander tenants and their communities, and how we can do it better. The 49 actions it contained were concluded over the past year, including initiatives such as Cultural Awareness Training for all staff, management and Board; a review of internal policies and processes; engaging in a range of cultural celebrations during the year such as National Reconciliation Week and NAIDOC Week; and strengthening our relationships with local Aboriginal communities and organisations.

Our reconciliation journey is ongoing, and we have now commenced working with Reconciliation Australia on the development of our second RAP *Innovate*. Once again, we are fortunate to have the valuable guidance of Aunty Yvonne and Vince. Our *Innovate* RAP places greater emphasis on how Unity Housing can externally influence and publicly advocate for the cause of reconciliation, cultural awareness and promoting opportunity through our various networks and public interfaces.

'Togetherness' artwork by Tanaya Antony, created exclusively for Unity Housing's *Innovate* RAP.



Seaside living at Henley Beach South

Excitement is building as Unity Housing's groundbreaking \$30 million affordable housing project takes shape in Henley Beach South.

This ambitious redevelopment is set to transform the community by offering a dynamic mix of social and affordable housing options.

The project features 20 townhouses for market sale, alongside 27 townhouses and apartments earmarked for social and affordable rental by Unity Housing. In addition, 23 apartments will be dedicated to senior housing tenants, owned by the South Australian Housing Trust and managed by Unity Housing.

Designed to complement the quality and amenities of the surrounding community, Unity Housing has worked cooperatively with Village Well, an organisation that specialises in placemaking, the City of Charles Sturt, and the wider community.



Our commitment to sustainability is evident, as all properties will be fitted with photovoltaic solar panels, underscoring Unity Housing's dedication to our Environmental, Social, and Governance (ESG) Goals.



AUGUST 2024



SEPTEMBER 2024



OCTOBER 2024



New central office is a milestone in growth and efficiency

In September 2023, Unity Housing proudly announced the completion by the Buildtec Group of our new central office in the vibrant community of Bowden.

This relocation, consolidating staff from five metropolitan offices, marks a significant milestone in our ongoing development and service enhancement.

The Bowden office is designed to deliver a range of Environmental, Social and Governance (ESG) outcomes, offering a dynamic and enriching work environment. This centralisation not only enhances the workspace for our staff but also facilitates administrative and operational efficiencies, leading to improved outcomes for our tenants.

We have streamlined corporate support initiatives and fostered a more unified, cohesive, and effective workforce under one roof. A key initiative was the commencement of our new Customer Care Centre, aimed at further enhancing tenant services.

Our commitment to serving tenants in country regional areas and boarding house tenants has continued through appropriately located local offices.

Unity Housing extends our gratitude to the following organisations for their contributions to the Bowden project:

- » **Buildtec Group** – Builder
- » **Custom Kitchens and Home Improvements** – make good of previously leased premises
- » **DCWC** – Quantity Surveyor
- » **dsquared Consulting** – Sustainability Consultant
- » **Egans** – Removals, storage, and relocation
- » **Estilo** – Furniture and lighting
- » **Hames Sharley** – Base Build Architect
- » **JPE Design Studio** – Fit-out Architect
- » **Katnich Dodd** – Building Rules Assessment
- » **Lucid Consulting** – Building Services Consulting Engineers
- » **Neoscape** – Unity Housing Project Manager
- » **Signlab** – Signage



We hosted more than 100 people at our new Bowden office in February 2024 to celebrate the official launch of the building and the future of Unity Housing. Cliffy 'Tangku Munaitya' Wilson led a Welcome to Country and Cleansing Ceremony, symbolising a fresh start and positive energies for our new premises. Speakers included the Minister for Housing and Urban Development Nick Champion, the Minister for Human Services Nat Cook, our CEO Matthew Woodward, and Board Chair Leigh Garrett. Their speeches highlighted the office's fit with our mission for a modern, sustainable work environment and delivering better community services, while acknowledging the great need to deliver more social and affordable housing for South Australians on low incomes.



New operating structure transforms service to tenants

Housing Operational Reforms

Unity Housing has always been committed to evolving in response to the needs of our tenants, our team members, and the communities we serve. Our move to Bowden provided an unmissable opportunity to consider how we best structure our Operations in our new configuration. In this spirit, significant milestones were achieved with the implementation of comprehensive operational reforms within Housing Operations, designed to enhance our efficiency, service delivery, and organisational effectiveness.

Redesigning Our Operating Model

Guided by extensive research and a collaborative design process based on feedback and engagement with staff and tenants, we launched a revamped operating model around four Innovation Pillars: 'Empowered Operations', 'Thriving Tenancies', 'Excellence in Service', and 'Outcomes and Learning'. These pillars now serve as the foundation for delivering exceptional results across the organisation, ensuring that our approach remains tenant-focused and future-ready in our new, centralised service model.

Central to this transformation was the restructuring of our teams into housing portfolio subject matter experts. This model allows us to better meet the diverse needs of our tenants, offering more tailored and strategic responses across our housing services. New teams and roles have been introduced to drive strategic partnerships and customer experience initiatives, including our Customer Care Centre and Maintenance Hub, ensuring that our tenants are better connected to the services and supports they need.

Empowering Leadership

Key to the project was supporting our teams to transition from five metropolitan offices to one. Unity Housing invested in leadership development programs designed to equip our leaders with the skills to drive consistent, high-quality services through a 'one team' approach.

The framework encourages leaders to actively engage in coaching, guiding their teams to make informed decisions aligned with Unity Housing's values and strategic goals.

Bringing this together is a structured Operating Rhythm, inclusive of regular Executive briefings, cross-team discussions, and one-on-one coaching sessions. A key component of the rhythm is the integration of performance analytics reporting, which allows teams to proactively identify and address challenges, ensuring real-time responsiveness and continuous improvement.

Leading Innovation

This year also saw the launch of several projects designed to streamline processes, allowing our teams to focus more on tenant engagement and support. Additionally, enhancements to our technology platforms have enabled better work integration and customer service delivery. The introduction of revised delegations under the 'Decision Making at Customer Level' initiative is another highlight, empowering our staff to respond more effectively to tenant needs.

We thank all our staff for their feedback and the hard work undertaken. This year's achievements position Unity Housing as a leader in delivering high-quality, tenant-focused housing services. By aligning our strategy, operations, and culture, we are better equipped than ever to meet the evolving needs of our tenants and set new benchmarks in the community housing sector.

Customer Care Centre launched

Coinciding with our move to Bowden, Unity Housing introduced a new Customer Care Centre to assist tenants with a wide range of social housing needs, from basic housing enquiries to complex tenancy issues.

Staffed by an experienced team, tenants can call 1800 551 814 or email us at customer-care@unityhousing.org.au during normal business hours to receive immediate help with their query without needing to involve or wait for their Housing Officer.

Tenants calling or emailing outside of normal business hours can also expect a quick response, often receiving a call or return email on the next business day, when leaving a callback number and details of the enquiry.

“The opening of our new Customer Care Centre provides a responsive, customer-focused first point of contact for all Unity Housing tenants across South Australia. We assist with housing enquiries, help with tenancy issues, and staff are available by phone and email Monday to Friday from 9am to 5pm,” says Greg Lee, Customer Care Centre Team Leader.

Tenants can also reach our maintenance staff for help with property repair issues. For emergencies, an after-hours service is available, and messages can be left for any non-urgent enquiries or help.

“

“I found the Customer Care experience very helpful and informative. They took the time and effort to seek answers to try and resolve my query.”

TENANT

The Customer Care Centre provides much more than a call answering service; it is responsible for two bulk rent reviews each year which includes around 2,400 tenancies in each review; tenant selection and allocation preparation including coordinating with support services to source suitable tenants; liaising with Housing Officers for tenant selection and gathering all necessary documentation to ensure timely allocations can take place; and management of the government shared Single Housing Register for shortlisting and allocating successful new tenants.

From 26 September 2023
to 30 June 2024



Inbound calls
10,310

Outbound calls
1,227

Amount of time
spent on calls
inbound and outbound
1,656 hours

Top three topics
of calls were about:



General housing
enquiries
2,232 (22%)

Maintenance queries
1,475 (14%)

Rent review queries
676 (7%)



Average wait time for a caller

00:55



Maintenance Hub

Established in 2023, the Maintenance Hub manages maintenance requests, general property related queries, and property inspections. Unity Housing staff ask targeted questions to accurately diagnose issues, ensuring the right trade professional is sent to complete repairs efficiently with minimal tenant disruption.

With three Asset Management Support Officers providing a focused response to tenants, the Maintenance Hub has reduced call wait times, connected tenants with skilled staff, and provided follow-up communication with the tenant to confirm contractor timeframes. Contractors have praised improved work order clarity and prioritisation, leading to service efficiencies. Tenant compliments on contractor service and timeliness have also increased.



Calls received
4,811



Average wait time for a caller
01:37



Work orders raised
6,696



“Thank you for the quick
delivery of service.”

TENANT



Maintenance and repairs by the numbers:



103

Contractors engaged



31

Bathroom upgrades



43

Kitchen upgrades



24

External painting



126

Internal painting



14

Roof upgrades



35

Fence upgrades



174

Replacement of Hot Water Services

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. We are dedicated to the ongoing development, assessment, and execution of our upgrade program. Our programs are thoughtfully tailored to the unique needs of our diverse property portfolio, ensuring that we continue to enhance our properties for the benefit of our valued tenants.



Tenants Ken and Janet and contractors Tania and Andrew at our 2023 Contractors' Networking Event.

98%

**On time performance – urgent repairs
Priority 1 and Priority 2**

99%

On time performance – Priority 1

96%

Non-urgent repairs completed on time

95%

Planned maintenance completed on time



“The painter who attended my property worked efficiently and was very pleasant.”

TENANT

Housing Administration Hub

The Housing Administration Hub was formed in September 2023 as an outcome of the Housing Operational Reforms Project, to move the housing administration from Housing Officers to an administration team. The administration team comprises the Housing Administration Hub Coordinator, three Administration Officers and one Business Administration Trainee. They support 26 Team Leaders and Housing Officers in Bowden, the Mid North and the Limestone Coast, and also assist the Community Connect team with administrative tasks.

From September 2023 to June 2024, the Housing Administration Hub undertook:

5,538

Notice of entries

3,709

Leases and lease extensions

Daily tasks include:

- » Providing executive support to the Chief Operations Officer and Senior Management team
- » Managing daily Centrepay banking transactions (Centrelink)
- » Coordinating and actioning daily email correspondence from Housing Officers, Customer Care Centre, and Assets department
- » Handling Housing Operations related reception duties, including responding to general housing inquiries, managing key distribution and retrieval for contractors and tenants, and addressing tenant form submissions or unresolved tenant matters
- » Overseeing key management and control processes
- » Assisting with NRAS/affordable housing vacancies and ensuring compliance with relevant regulations
- » Supporting project administration tasks across various initiatives



Empowering tenants living with disability



South tenant Alison and her beloved dog Sky.

Unity Housing is South Australia's largest non-government provider of homes for people living with disability. We remain committed to offering safe, high-quality and accessible housing across metropolitan Adelaide and regional centres such as Port Lincoln and Mount Gambier, enabling tenants to live close to vital community resources and support networks. We provide housing to more than 1,200 tenants living with disability, across a range of housing types and programs aimed at supporting diverse needs.

Unity Housing maintains full accreditation for providing Specialist Disability Accommodation (SDA) under the National Disability Insurance Scheme (NDIS). We continue to meet all requirements set by the NDIS Quality and Safeguards Commission, upholding our status as a registered SDA provider following an independent and thorough quality audit. SDA properties are registered under specific design standards that enhance tenant independence and support the effective delivery of services.

We have more than two decades of experience in providing homes for individuals facing significant mental health challenges, offering long-term housing that supports recovery and ongoing wellness.

Outside of our dedicated disability housing, we are actively developing our portfolio to support tenants to live in homes that meet their accessibility needs. This commitment extends to all of our new developments being built to universal living standards, to accommodate a wide range of accessibility needs and life stages. We also offer home modifications to support our homes to be more accessible and empowering for people to live comfortably and independently.

This year, as we continued to deliver our disability housing programs, we were also mindful of the evolving landscape shaped by the recent review of the National Disability Insurance Agency (NDIA). We heard the voices of people living with disability calling for greater inclusion, independence, and choice. At Unity Housing, we believe everyone deserves the opportunity to live in a home that supports their unique needs and aspirations, and we are committed to evolving our housing solutions to enable tenants to enjoy where they live and develop strong connections within their communities.

In 2023, we distributed a satisfaction survey to our tenants living in the Limestone Coast and Western Metropolitan regions. We wanted to know what tenants thought about their home, how satisfied they were with the maintenance service provided, and how they felt about Unity Housing’s services overall. Around 300 tenants living in those areas responded, providing more than 82 written comments, all of which have been reviewed by our management team and are helping Unity Housing improve our service for tenants.



Tenant Satisfaction Survey

Survey result highlights:

	85% overall tenant satisfaction
	83% tenant satisfaction with the condition of their home
	78% tenant satisfaction with repairs and maintenance

“

“In many ways Unity Housing has saved my life. I was down and out and homeless before I got this opportunity to rebuild my life.”

“

“Unity Housing has made my life and future feel very secure.”

“

“I absolutely love my little unit and feel very safe in the complex surrounded by lovely neighbours.”

Damian brings picture theatres to life

Film enthusiast and historian Damian showcased his exhibition *'Now Showing... Cinema Architecture in South Australia'* at UniSA in May 2024 as part of South Australia's History Festival.

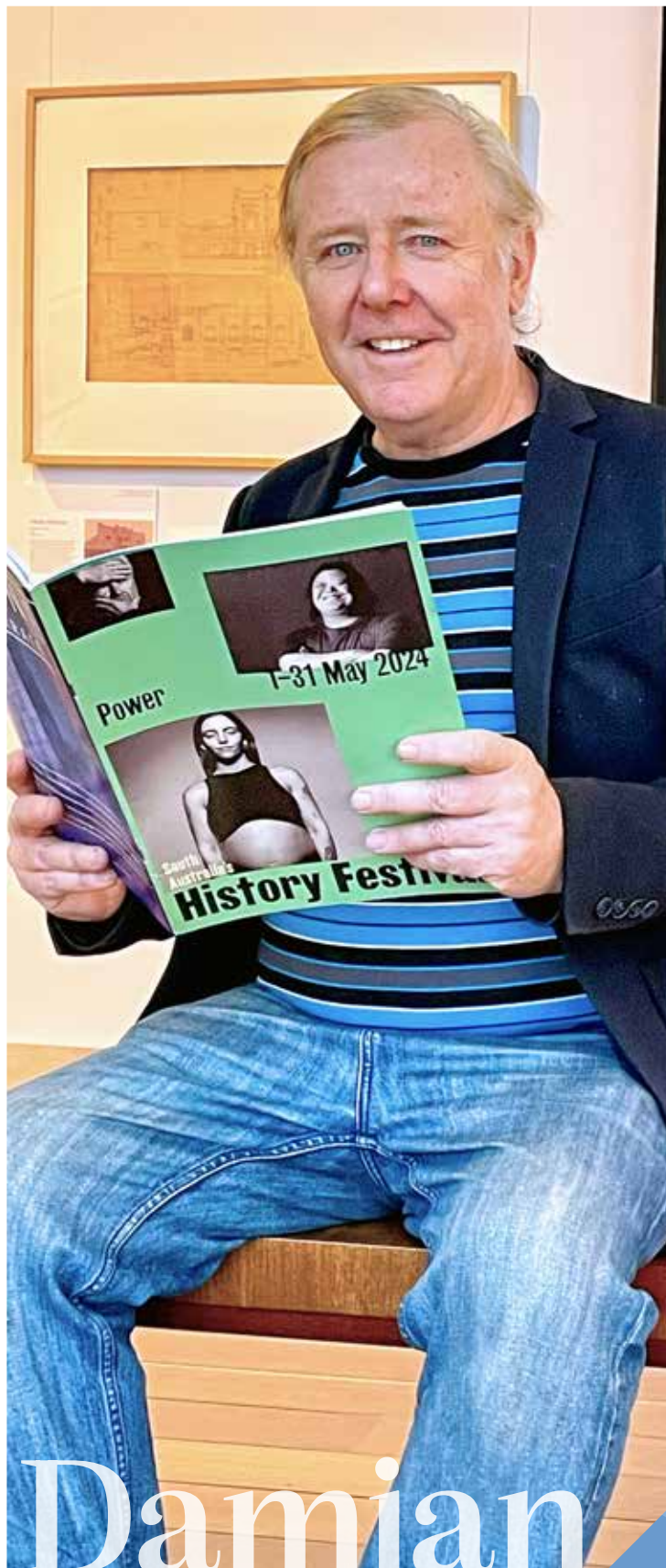
The exhibition highlighted the cultural and architectural significance of picture theatres across the state, from suburban cinemas to grand picture palaces in the heart of the city, many of which embodied the glamour of Hollywood through their design.

The exhibition featured original architectural drawings, photographs of iconic cinemas like the Piccadilly, West's Theatre, and the Capri, as well as scrapbooks and short films.

Damian's passion for the project stemmed from research conducted at UniSA's Architecture Museum, where discussions with Dr. Julie Collins led to the inclusion of his film on the Rex Theatre. With support from the History Trust, Damian expanded the project with a series of short films on Adelaide's historic picture theatres.

Damian's love for film began early, winning awards in the South Australian Young Filmmakers competition in 1985. Today, he continues to channel his creativity into new film projects. "Editing, researching, filming interviews – all of these things are integral to putting together an engaging film," he says.

Living in Unity Housing accommodation has provided Damian with a secure and supportive environment where he can focus on his passion for cinema and filmmaking. Being part of a tenant and community-focused housing model has allowed Damian the stability needed to bring his creative projects, like his recent exhibition on cinema architecture, to life while contributing to South Australia's rich cultural heritage.



Damian

Towards a greener future

Unity Housing has made a strategic commitment to adopt Environmental, Social and Governance (ESG) reporting standards to measure, understand, and better manage the impact of our organisation. As a leader in the community housing sector, we lead by example to encourage other housing providers to take up this opportunity. We recognise that this will collectively strengthen and grow our sector, and lead to improved ESG outcomes for our tenants and the communities in which we work.

Unity Housing has partnered with the Community Housing Industry Association (CHIA), along with a small number of like-minded community housing providers (CHPs) from around Australia, to establish and implement an ESG reporting standards tool for Australian Community Housing. Unity Housing is one of 14 community housing providers that participated as an early adopter of ESG measures to develop and implement the new ESG Reporting Standard for Australian Community Housing.

This year, being the first cycle of the draft ESG reporting standard tool for Australian Community Housing, it has been acknowledged that all CHP adopters had varying capacities to participate and that there will be gaps and inconsistencies in the first round of reports. However, it is a critical first step towards establishing a baseline for future ESG reporting in our sector.

Unity Housing successfully measured and reported against all 27 of the core ESG criteria. This included estimating our annual greenhouse gas emissions by applying the National Greenhouse Gas and Energy Reporting Energy and Emissions Calculator provided by the Commonwealth Government's Clean Energy Regulator.



Providing tenants with cheaper electricity

In an Australian first, community housing tenants have been invited to access the lowest electricity prices in South Australia through a virtual power plant previously accessible only to public housing residents.

Unity Housing, in partnership with Tesla, is the first CHP to provide its tenants access to South Australia's Virtual Power Plant (SAVPP) – the largest VPP in the nation.

This is the first time the SAVPP – set up by Tesla in 2017 with support from the State Government initially for public housing tenants – has been made available to low to moderate income tenants residing in community housing.

Unity Housing CEO, Matthew Woodward, said the partnership has been a game-changer for the national community housing sector, benefiting tenant households and the environment.

Matthew said Tesla is installing batteries and/or solar panels to the homes of eligible Unity Housing tenants so they can generate and store green energy, returning excess into the grid, at no cost to the tenant.

As a result, Unity Housing tenants have been the first in the community housing sector to share the benefits of cheaper and renewable energy at scale by participating in this scheme at a time when household budgets are under increasing pressure from rising living costs.

This initiative provides people in greatest need with no-cost green energy infrastructure that will help manage the household budget, reducing stress and anxiety and improving health and wellbeing, while helping the environment.

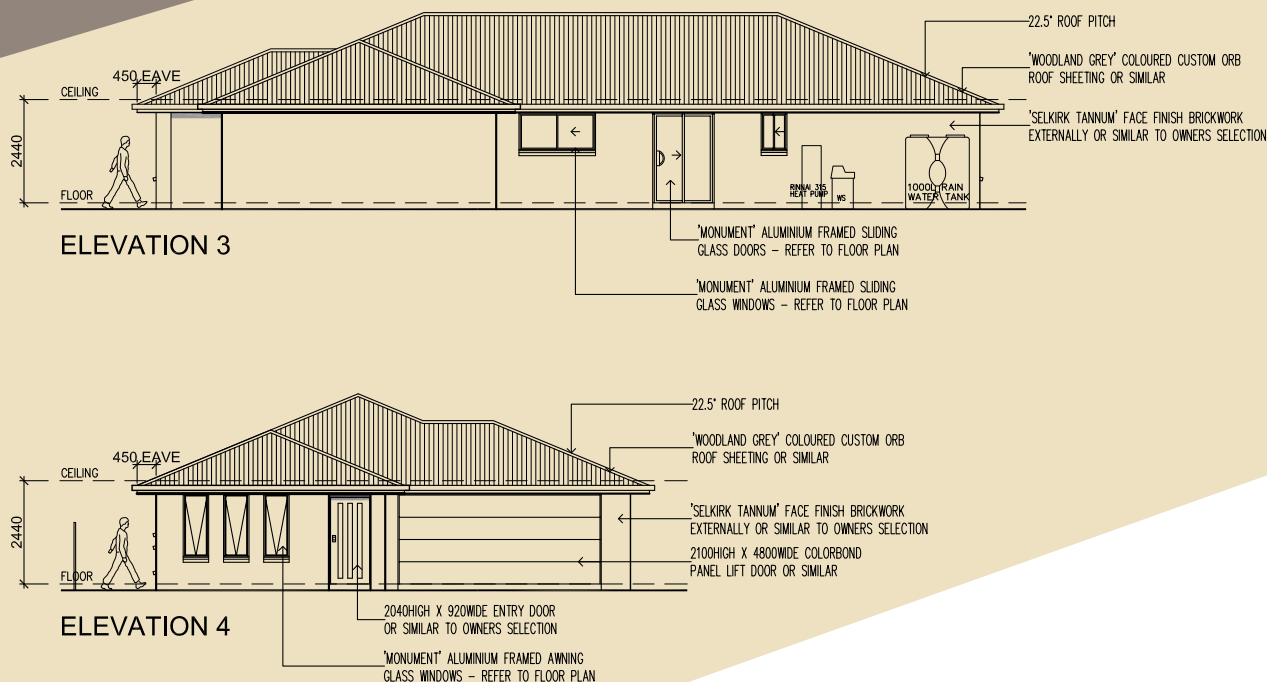
Tesla, through Energy Locals, shares the benefits of savings from energy produced via the solar and battery systems by providing tenants the lowest energy prices in South Australia.

To date, more than 330 Unity Housing tenants, located predominantly across Adelaide's western suburbs, have registered to join the SAVPP and more than 250 have been benefitting from cheaper electricity through the installation of batteries and/or solar panels.

The combined yearly impact of all 7,000 SAVPP sites installed by the end of 2024 amounts to an indicative reduction in emissions of 20,825 tonnes of CO₂-e per year.*

**Calculated using average SAVPP solar generation data per site per year, average yearly electricity consumption in South Australian homes and a scope 2 emissions factor for the South Australian grid from 2020 National Greenhouse Accounts Factor data.*





Leaders of community housing in regional South Australia

With a portfolio of more than 650 regional properties, Unity Housing continues to provide social and affordable housing where it is needed in regional areas of South Australia. With an ongoing strategic commitment to increase our regional housing presence, Unity Housing actively seeks opportunities to upgrade and grow our regional housing portfolio. To achieve this, we have developed long-standing partnerships with state government, local councils, major regional employers, and Regional Development Australia.

Unity Housing has a diverse portfolio of social and affordable housing across many regional areas of South Australia, including the Eyre Peninsula, Mid North, Fleurieu Peninsula, and the Limestone Coast. The Mid North and Limestone Coast are regions of particularly high economic growth and, to help meet the corresponding need for affordable housing, we currently provide 364 properties across 11 towns in the Limestone Coast and 161 properties across 16 towns in the Mid North.

To manage our regional properties and to engage with the local communities, Unity Housing has regional offices in Mount Gambier and Port Pirie, from which seven staff permanently operate.

Community engagement activities delivered in these regions have included street libraries, Neighbour Day activities, community cooking classes, sausage sizzles and community morning teas.

Progress continues on our latest development – two 4-bedroom affordable rental homes in Bordertown (pictured), being delivered in partnership with the South Australian Housing Trust and the Tatiara District Council. We also have an ongoing program to maintain and upgrade existing regional properties, utilising local tradespeople whenever possible to maximise the benefit to local economies.

With a portfolio of more than 650 regional properties, Unity Housing continues to provide social and affordable housing where it is needed in regional areas of South Australia.

Walking on common ground

Artist and storyteller, Marie (Wemba Wemba/Gunditjmara/Wergaia) has lived in her Unity Housing-managed home in Bordertown since 1979, originally provided by the South Australian Housing Trust.

She expresses gratitude for the support she received, particularly during her mourning period after her mother's passing. "When Unity Housing took over, I found everyone to be so lovely. I've been lucky."

Before moving into the home, Marie and her family lived on a nearby reserve as they were not allowed to live in town. She recalls her mother's fear that authorities could take her children away at any time, often hiding them in the bush when outsiders approached.

"Dad kept us safe when we lived on the reserve," Marie says. "In those days, they could just remove the kids whenever they wanted."

Despite the many positive changes since those days, Marie acknowledges ongoing challenges for First Nations people. Thirty years ago, she took over her sister's role on The Nunga Radio Show on 5TBC Connect Radio, becoming one of the first in the state to host a talk show dedicated to Aboriginal voices.

She used this platform to share First Nations culture and heritage, interviewing artists, and community elders.

Today, Marie focuses on her art, horseback riding, and telling her own story. Although she once doubted her talent, she gained recognition after being encouraged by a local gallery curator. Marie's work earned her the First Nations Artist Award for The Storyteller at the 2023 CHARTS Awards in Adelaide.

"It's very grounding, the style that I do," she says. "It makes me feel connected to what I am trying to create in a more spiritual way. When my artwork comes to me, it just pops into my mind what the finished project will look like. It's like when you walk on the earth with your shoes off, it connects you to the land. That's how I feel when I'm painting. I enjoy the quiet country life living where I grew up. It's very peaceful."

Living in her Unity Housing home has provided Marie with a sense of stability and security, allowing her to focus on her passion for art and storytelling, while maintaining deep connections to her cultural heritage and the community where she grew up.





Tree planting in collaboration with key partners at one of our Kidman Park properties.

Canopies for the Community



At Unity Housing, we understand that a thriving community flourishes from the ground up. Throughout 2023 and 2024, we have remained committed to creating greener, healthier spaces for our tenants through our Canopies for the Community initiative – a program focused on encouraging the planting of canopy trees in our gardens, enhancing both the natural environment and the wellbeing of our residents.

In collaboration with key partners, including Green Adelaide and the City of Charles Sturt, we have worked diligently to identify tenants in the western region who are eager to participate in this program, with planting scheduled for the spring of 2024. We are particularly grateful to Green Adelaide for funding the development of garden designs featuring native species, including canopy trees. These designs offer our tenants the choice of three different garden styles: a basic low-maintenance native garden, an edible kitchen and native garden, and a butterfly, flower, and bushtucker native garden.

As we move forward, the Canopies for the Community initiative stands as a testament to our dedication to improving the living environments of our tenants. Each tree we plant is more than just a contribution to the urban canopy; it represents Unity Housing's commitment to fostering a greener, healthier, and more vibrant community.

Expansion of Fee for Service partnerships

Unity Housing is pleased to report growth and success in our Fee for Service partnerships during the past year. Our ongoing collaborations with St Andrew's Cottage Homes and Bedford have continued to thrive, demonstrating the strength and effectiveness of these enduring relationships.

In addition to maintaining these valuable partnerships, we are excited to have welcomed several new collaborators this year. Disability Living, Yorke and Mid North Health Network, Workskil, and SDA Australia have all joined our network of partners, expanding our reach and impact in providing Property and Tenancy Management services.

Unity Housing is proud to partner with these agencies, working together to deliver high-quality housing solutions and support services to our communities. These partnerships enable us to leverage our expertise and resources to better serve our tenants and clients, ensuring they receive the support they need in a time when housing stability is at its worst.

Our commitment to expanding and nurturing these Fee for Service partnerships reflects Unity Housing's dedication to creating sustainable, inclusive, and supportive housing environments. We look forward to continuing to grow these relationships and exploring new opportunities to enhance our service delivery in the coming years.

We are proud to partner with Workskil Australia on Home2Work – a unique non-profit pilot program providing stable housing to its disadvantaged customers. “This collaboration highlights our shared mission to enhance lives and strengthen communities by addressing the fundamental need for stable housing,” Unity Housing CEO Matthew Woodward says. “Unity Housing believes that secure and affordable housing serves as a cornerstone for good health, employment opportunities, and social engagement.” Unity Housing provides additional tenant and property management services to Workskil Australia clients, like Shane (pictured in front of his new home).



Boarding houses offer a brighter future

Highlights from our Boarding House Program 2023/24:

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 House Program provides 117 beds across four sites within the Adelaide CBD.

At the heart of our boarding houses is The Terrace Liaison Worker Program which is based at The Terrace Boarding House and is available to eligible tenants living there. This program is more than just a service, it is a lifeline for eligible tenants, helping them to regain control over their lives and transition into sustainable, independent housing.

The Terrace Liaison Worker assists tenants with identifying personal goals and tasks in areas such as employment; health and wellbeing; living skills; safety; and finance.



Adelaide Hills day trip



Monarto visit



Pet therapy



Shopping at Aldi



Fishing trip



Autumn barbecue

In 2023/24, The Terrace Liaison Work provided approximately 1,250 services to Unity Housing's boarding house tenants, including housing referrals; housing support; financial guidance; recreational activities; advocacy; transport assistance; and tailored support for disability and mental health needs.

The power of perseverance

Thelmy is a quiet achiever who has faced numerous challenges and continues to inspire those around her.

Arriving in Australia as a refugee from Indonesia in 2000, she endured a five-day boat journey, detention, and eventual resettlement in Adelaide – a city she now calls home. “I love Adelaide, it’s a safe place,” she says.

In 2020, Thelmy travelled back to Indonesia with her 10-year-old daughter to visit her ill mother but became stranded because of COVID-19 lockdowns for more than two years. During this time, she spent a month with her mother before her passing. Returning to Adelaide, she faced further hardship, including her father’s passing and homelessness. “The church looked after my four kids and helped out and I was sleeping on a couch,” she says. “I thought, ‘I need to do something’ so I went to The Salvation Army and they referred me to Catherine House.”

With the help of The Salvation Army and Catherine House, Thelmy eventually found stable accommodation in a Unity Housing boarding house, where she now enjoys a peaceful and secure environment. “It’s safe and you’ve got peace of mind,” she says.

A passionate volunteer, Thelmy has supported her community by working with The Salvation Army and Puddle Jumpers, serving breakfast and coffee, and organising the shower truck. She also serves as an SA Soldier for The Salvation Army, visiting people in their homes and hospitals. “You have to get out there and do things,” she says. “I love volunteering. I’ve been in that situation and can see how, despite whatever problems they have, they are still human.”

Unity Housing has provided Thelmy with a stable and secure home after enduring significant personal challenges. The safe and peaceful environment has given her the foundation to rebuild her life, reconnect with her children, and continue her passion for supporting and volunteering in the community.



Building Community

Strengthening Communities and Fostering Belonging

As a Social Landlord, Unity Housing is committed to promoting social inclusion and addressing barriers to accessible, safe, and secure housing. Through our **Community Connect** program, we empower tenants to lead fulfilling lives, strengthen their communities, and foster a sense of belonging.

Good Neighbour Awards

In June 2024, we hosted the inaugural Unity Housing **Good Neighbour Awards** at Findon Community Centre, recognising tenants who make exceptional contributions to their communities. Sharon, from Woodville West, was honoured for her kindness and generosity, described as “a true beacon of kindness” by her neighbours. This ceremony highlighted the power of community, with heartwarming stories of neighbours supporting one another.

Hocking Place Beautification

Unity Housing’s three-year **Colour Manifesto** project at Hocking Place in Adelaide’s CBD culminated in the unveiling of two murals by First Nations artist Scott Rathman in June 2024. The murals depict the shared stories of strangers finding not just shelter but community. The project, driven by tenant engagement, has received overwhelmingly positive feedback from the community.

Award-Winning Initiatives

Unity Housing’s **Our Community Cookbook**, a tenant-led initiative, won the **Australasian Housing Institute’s SA/NT Tenant Led Initiative Award** in September 2023. Additionally, a **collaborative project at Pennington**, involving Westside Housing and UnitingSA Housing, earned the **Excellence in Community Housing Award at the CHIA SA Awards** for enhancing safety and communal spaces for tenants.

Creativity and Connection

Unity Housing tenants shone in the **2023 Community Housing Arts Awards (CHARTS)**, with several winning and finalist entries showcasing the talent and diversity of our tenant community. We also celebrated **Neighbour Day 2024** with events across Adelaide and the Limestone Coast, fostering relationships and strengthening community bonds.

Social Engagement

Unity Housing continues to support tenant engagement through various initiatives, including **monthly gardening** and **cooking groups**, **The Art collective**, and social events like our **bingo and barbecue** event in early 2024 in partnership with the Bedford Group. These programs promote connection, skill-sharing, and community involvement.

Unity Housing remains dedicated to building strong, resilient communities where everyone can thrive.

Connections



Our impact in the Limestone Coast



Christmas party

In December 2023, Unity Housing hosted a Twilight Tenant Christmas Party at the Millicent Lions Park, bringing together 50 tenants and locals. The event featured a barbecue, children's activities, and a festive visit from Santa.



Millicent Lions Park upgrade

Unity Housing, with local partners, is revitalising Millicent Lions Park. A \$5,000 grant funded irrigation, tree planting, and community garden beds. Playground equipment from Tantanoola Primary School has also been added to enhance the space.

Coffee and Chat sessions

In 2024, Unity Housing launched Coffee and Chat sessions in Millicent and Naracoorte. These tenant-led gatherings foster social connections, featuring guest speakers, crafts, and informal discussions.

Improving service delivery for Aboriginal tenants

Launched in November 2023, Unity Housing's Street Speak Project is designed to enhance engagement and service delivery for Aboriginal social housing tenants in the Limestone Coast, particularly those facing low literacy or complex challenges. Informed by feedback from approximately 200 Aboriginal tenants across Meningie, Bordertown, Naracoorte, and Millicent, the project focuses on delivering culturally appropriate and accessible communication.

Unity Housing has partnered with KWY Aboriginal Corporation, Point Heard Consulting, Pangula Mannamurna, and CHIA SA to provide tailored training for staff across housing and support organisations.



Support Facilitator Margie and Aboriginal Cultural Consultant Doug from KWY Aboriginal Corporation.

The initiative, supported by a \$10,000 grant from the Department of Human Services, is being refined for broader implementation, with ongoing training and actions. The project's success will be measured through improvements in tenant engagement, rent arrears, and tribunal appearances.

Embracing community and empowerment



In October 2023, Alicia (pictured above right) moved to Millicent, becoming a caregiver to her father Graham, a Unity Housing tenant facing significant medical challenges. This decision not only transformed Graham's life but also opened new opportunities for Alicia.

Encouraged by Graham, Alicia attended Millicent's Neighbour Day in April 2024, where she connected with 'Millicent Shares a Plate', a volunteer group supporting locals affected by homelessness and financial strain. Inspired by their mission, Alicia joined the initiative, preparing and cooking meals, and quickly found herself immersed in the community's spirit of giving.

Her journey continued as she became a volunteer at ac.care in the Millicent Community Centre. Reflecting on her experiences, Alicia expressed gratitude for the opportunities Millicent has provided, contrasting it with her previous limited prospects in a smaller town.

For Alicia, volunteering is more than a gesture, it is a way to repay the community that supported her in times of need and a path to personal empowerment and newfound confidence. Her story is a testament to the transformative power of community involvement and the richness of small-town life.

Living in a safe and secure home provided by Unity Housing has given Alicia the stability and opportunity to not only care for Graham but also to immerse herself in the local community of Millicent. This sense of security has empowered her to grow personally, volunteer, and give back to a community that has embraced her, transforming her life in meaningful ways.

Measuring our social

Unity Housing has continued to explore ways to measure the social impact of the services we deliver. Several methodologies have emerged to measure and analyse the social benefit that our tenants derive from the housing we provide and 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 developed methodology used to measure the social value of specific outcomes and to monetise the benefits we deliver to individuals as well as to the government overall.

In 2023/24 Unity Housing continued to apply the ASVB analysis to our Boarding House Program and Community Housing Program, and the results demonstrate the ongoing benefits for both tenants and government delivered through these programs.

Unity Housing will continue to explore alternative social impact measurement methodologies as they emerge to demonstrate the value that we deliver across our organisation.

Boarding House Program 2024

HEADLINE FIGURES

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 14 new tenants during 2023/24. New tenants comprised 18% of all tenants within the Boarding House Program during the year.

Those who entered the program in 2023/24 each received \$2,568 of total additional 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 2023/24 was \$260,979, including savings to government.

Total cost of providing the program to the 14 new tenants was

\$225,028

Net program benefits achieved were

\$260,979

Net additional program benefits for all new participants was

\$35,950

benefits to tenants



Community Housing Program 2024

HEADLINE FIGURES

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 77 new tenants during 2023/24. New tenants comprised 6% of all tenants within the Community Housing Program during the year.

Those who entered the program in 2023/24 each received \$955 of additional 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 2023/24 was \$89,784, including savings to government.

Total cost of providing the program to the 94 new tenants was

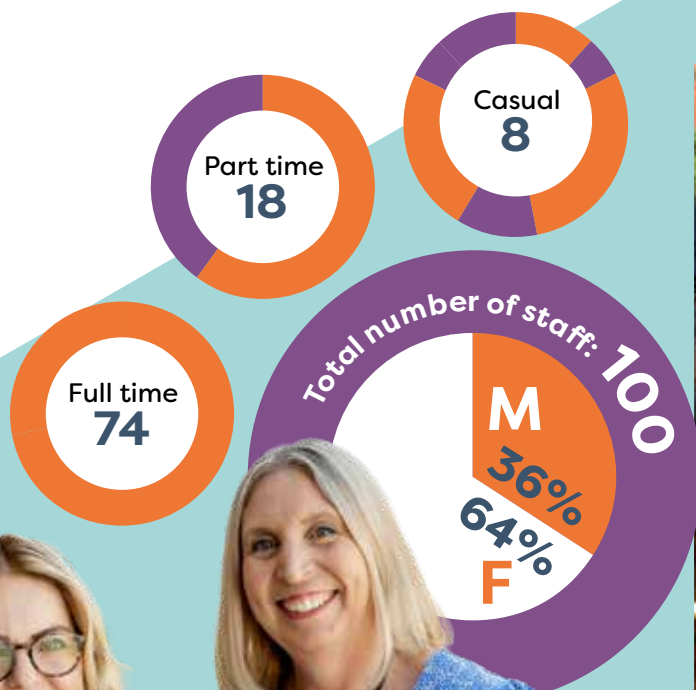
\$738,863

Net program benefits achieved were

\$828,647

Net program additional benefits for all new participants was

\$89,784



Our People

The staff at Unity Housing are essential to our ongoing success and growth. Each member brings dedication, expertise, and compassion, which are vital to our purpose of providing secure and affordable housing to the South Australian community.

Staffs' commitment to creating a supportive and inclusive environment is reflected in their efforts to build strong relationships with tenants and stakeholders.

This year, their teamwork has led to important achievements, including innovative projects and strengthened partnerships that improve the lives of those Unity Housing serves.

We are proud of our staff and their dedication to making a positive impact.

New staff
(commenced during
2023/24 FY):

20

Staff training
and development
investment (excluding
staff wages):

\$134,562



**As of
30 June 2024:**

Staff tenure

0-2 years: **25**

2-5 years: **21**

5-10 years: **33**

10+ years: **21**



Financial Statement 2023/24

Unity Housing Company Ltd recorded a net profit of \$57.4m for the 2024 financial year after recognising net gains on revaluation of investment properties of \$57.0m. These revaluation gains are indicative of the continued rise in property values nationwide, a consequence of Australia's housing crisis that is negatively impacting a large portion of our community.

In this environment of high market demand for residential housing, Unity Housing remains committed to providing housing for the growing number of South Australians needing social and affordable housing. To support this objective, Unity Housing recognises our responsibility to pursue a pipeline of housing development projects. The company invested in \$6.0m of building activity this past year and has committed a further \$9.8m of existing cash reserves in the coming year towards this goal.

Whilst focused on increasing the supply of social and affordable housing, net revenue (excluding revaluation gains and property transfers) of the company totalled \$3.1m for the year, providing a stable base for operations to support the provision of quality services to our current tenant base.

In addition to its commercial operations, the company returned \$4.0m in revenue to the South Australian Government from its social housing portfolio rental income.

The financial statements for the 2024 financial year reflect a strong performance whilst Unity Housing continues to undertake residential housing development to meet the growing need for affordable and social housing in this state.



Statement of Comprehensive Income

For the year ended 30 June 2024	2024 (\$)	2023 (\$)
Income		
Revenue from contracts with customers	39,197,784	36,522,290
Government recurrent grants	499,185	461,200
Interest revenue	732,228	273,988
Other income	525,324	2,681,250
Right of use investment income	512,740	511,338
Net gain on revaluation of investment properties	57,032,869	48,881,145
Total Income	98,500,130	89,331,211
Expenses		
Administration expenses	3,214,513	3,113,770
Amortisation expense	881,355	878,947
Fixed payments to SA Government	2,508,881	2,318,768
Depreciation expense	1,187,467	959,941
Grant expenditure	17,712	18,118
Insurance expense	2,001,065	1,835,895
Interest expense	1,283,792	1,125,011
Maintenance expenses	7,749,655	8,356,101
Tenant services expenses	445,130	455,215
Rent expense to SA Government	1,530,866	1,347,976
Rates and taxes	1,842,420	1,823,565
Other property expenses	2,596,350	2,357,894
Staffing costs	11,805,847	11,219,714
Office expenses	409,741	421,267
Net transfer of properties to SA Government	2,694,876	1,830,000
Total Expenses	40,169,670	38,062,182
Net Operating Profit	58,330,460	51,269,029
Add/(Less) Transfers from/(to) provisions	(911,932)	57,609
Net Profit for the Year	57,418,528	51,326,638
Other Comprehensive Income		
Other comprehensive income	-	-
Total Comprehensive Income for the Year	57,418,528	51,326,638

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2024. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

Statement of Financial Position

For the year ended 30 June 2024	2024 (\$)	2023 (\$)
Current Assets		
Cash and cash equivalents	21,114,931	24,024,003
Trade and other receivables	3,884,748	2,852,500
Other current assets	1,109,012	529,266
Total Current Assets	26,108,691	27,405,769
Non-current Assets		
Investment properties	473,020,010	414,115,929
Fixed assets	2,412,954	753,952
Intangible assets	11,633,411	12,514,766
Lease right of use assets	5,560,842	416,042
Total Non-current Assets	492,627,217	427,800,689
Total Assets	518,735,908	455,206,458
Current Liabilities		
Trade and other payables	1,369,992	1,486,773
Lease liabilities	529,759	310,544
Contract and other liabilities	13,074,953	7,592,738
Employee provisions	1,600,130	1,339,843
Total Current Liabilities	16,574,834	10,729,898
Non-Current Liabilities		
Maintenance provisions	4,049,008	3,398,216
Lease liabilities	5,351,950	97,337
Contract and other liabilities	8,498,700	14,160,038
Employee provisions	820,471	798,552
Bank loans	38,000,000	38,000,000
Total Non-current Liabilities	56,720,129	56,454,143
Total Liabilities	73,294,963	67,184,041
Net Assets	445,440,945	388,022,417
Equity		
Retained earnings	445,440,945	388,022,417
Total Equity	445,440,945	388,022,417

This is an abridged version of the financial statements of Unity Housing Company Ltd for the year ended 30 June 2024. The full set of financial statements and accompanying notes are obtainable upon request from Unity Housing.

Thanks to these organisations

Support agencies with whom Unity Housing has a formal partnership to provide affordable housing:

- » Aboriginal Sobriety Group
- » ac.care
- » Australian Migrant Resource Centre (AMRC)
- » Australian Refugee Association (ARA)
- » Baptist Care SA
- » Barkuma
- » Cara
- » Catherine House
- » Centacare
- » City of Salisbury
- » Community Living Australia (CLAUST)
- » Community Living Options (CLO)
- » Deaf Connect
- » EllieB's (previously EBL Disability Services)
- » estara (previously PQSA and HomeCare+)
- » HomePlace
- » Hutt St Centre
- » Life Without Barriers
- » Lutheran Care
- » Mind Australia
- » Minda Inc
- » Neami National
- » OARS Community Transitions
- » Orana Australia Ltd
- » Uniting Communities – Aboriginal Community Connect





10 Gibson Street, Bowden SA 5007 **T:** 08 8237 8777 **E:** admin@unityhousing.org.au
www.unityhousing.org.au