

# Annual Report 2020–2021

 **Your Place.**  
Housing











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## Mission

To provide great homes, support communities and improve lives.

## Vision

To be a leading South Australian community housing organisation that has a focus on people with disability and is recognised for excellence in meeting housing need and improving tenant wellbeing.

## Our Values

Our values are very important to us and guide our behaviour. They describe our style of leadership and the way our people behave. They set standards which we apply to the way we run our business, recruit our colleagues, manage our performance and reward good work.

YourPlace Housing service delivery is based upon three core values:

- integrity
- respect
- accountability



# Chair's Report



During the past 12 months, YourPlace Housing has provided accommodation to more than 570 tenants across 490 houses. We have continued to work hard during this period as we strive to be a leading South Australian community housing organisation that has people with disability at its core.

**This year, the Board has focussed on delivering the three pillars of our Strategic Plan:**

- 1** Providing quality homes and housing services.
- 2** Services delivered in partnership to improve tenant wellbeing.
- 3** A clear plan for sustainable growth.

In April, we received the results of our tenant satisfaction survey, with responses from 46 per cent of our tenants and an impressive 92 per cent of them satisfied with the quality of our housing services. Further information on the survey is available within this Annual Report.

Work has begun on a proposal for YourPlace Housing's first significant redevelopment that will look to replace 20 older dwellings with 25 new social housing properties. Some will be specialist disability accommodation designed for people who would otherwise be unable to find suitable housing in the private housing market.

We have built stronger relationships this year with our key government stakeholders, including the Office for Housing Registrar (OHR), the South Australian Housing Authority (SAHA) and the National Disability Insurance Agency (NDIA). One significant achievement is our registration, in February, as a NDIS

Specialist Disability Accommodation (SDA) provider. We were also very pleased to achieve a strong outcome from our regulatory compliance review.

It takes significant support from many organisations and people to achieve what we do. I wish to particularly thank our State and Commonwealth Government partners, SAHA and the NDIA, for their continued support, the many disability support organisations who work with us and our tenants, and the many outstanding contractors we engage to maintain our properties.

A heartfelt thank you to the YourPlace Housing team – both Board and staff. We are very fortunate to have a professional and dedicated Board that brings expertise and good governance to our organisation, a passionate and talented CEO who provides the leadership to implement our strategies, and highly committed staff that provide incredible support to our tenants and their families.

In closing, I wish to acknowledge our retiring Board members, who have each given significant time and expertise to YourPlace Housing over many years. My sincere thanks to Cate Pauley, Dylan O'Brien, Kelly Robson and Wojtek Swietek for their dedication to improving the provision of housing for people with disability.

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Aaron Chia, Chair

# Treasurer's Report

The 2020–2021 financial year provided YourPlace Housing with many opportunities, including additional investment into the business that has seen us both deliver our contractual and legal obligations and improve the breadth and quality of the services we provide.

We continued to balance the challenges of delivering a comprehensive, responsive, and planned maintenance program within budget, while addressing other substantial costs including the payments back to government under the Community Housing Master Agreement, and ever-increasing property insurance costs.

Early in the year, the Board agreed to increase our maintenance spend to further invest in tenant safety, resulting in a comprehensive assessment of about 350 properties to create an up-to-date asbestos property register. This information has led us to undertake preventative work on some properties, ensuring tenant, contractor, and staff safety into the future.

Our redevelopment proposal under the Community Housing Asset Renewal Program will be a key factor in the future viability of our housing stock. It will not only serve to reduce the maintenance liability across our portfolio, but also lead to improved housing and increased property revenue.

Our partnership with Helping Hand where we provide twenty properties for people over the age of 50 continued throughout the year. In the coming months, our focus

will turn to our funding model for this arrangement, with the National Rental Affordability Scheme subsidy ending in May 2022.

Looking forward, YourPlace Housing will continue to review its forward financial health, particularly in the face of increasing costs including the payments to government and property insurance.

This will be my last year as Treasurer of YourPlace Housing, as I step down from the Board to focus on a significant work project. I have thoroughly enjoyed my time on the YourPlace Housing Board and have the greatest confidence in the organisation as it moves to its next phase.

I particularly would like to thank my colleagues on the Finance and Audit Committee for their diligent work throughout the year, and I extend my gratitude to the YourPlace Housing staff for their outstanding efforts through what was a very challenging and busy year.

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Cate Pauley, Treasurer

# CEO's Report



The 2020–21 year has been challenging and invigorating in equal measure, and our team has worked relentlessly to deliver on our Strategic Plan and business goals.

My priority coming into this role in October 2020 was to ensure that our operational capability aligned to our strategic ambition. My review in this area led to an organisational restructure, with our teams now better focussed on the critical areas of our business – tenant services, assets and maintenance, development projects, and back-office corporate functions. We also made much-needed improvements to a range of internal processes and undertook a significant review of our financial systems.

A major and exciting decision of 2020–21 will see YourPlace Housing soon relocate to the Adelaide CBD, ensuring we are more accessible. The fitout of our new office at 9 Byron Place, Adelaide will be ready for our arrival late in January 2022, and we will keep our tenants, contractors and partner organisations informed as the move approaches.

Our team was incredibly pleased to see the results of our tenant satisfaction survey undertaken during the year. It is so good to know that we start from a sound base, with strong results in overall satisfaction, satisfaction with repairs, and property quality. Of course, there is still work for us to do. To this end, we have committed to reviewing our complaints and appeals processes and we will introduce new ways of communicating with our tenants regarding decisions that affect them. This will include

engaging with tenants to better understand their experiences with us and the services we provide.

A key focus in 2020–21 was the finalisation of our registration as a SDA provider, and our ability now to claim SDA support funding. This significant milestone has led us to set aside funds for additional investment in some of our shared disability accommodation so that we can ensure the amenity meets the needs of these tenants.

As we move into the new financial year, we look forward to embarking on our redevelopment program that has been some years in the making. We are also revisiting our approach to planned maintenance, with a view to better structuring our capital investment to ensure value and quality.

Finally, I sincerely thank the staff at YourPlace Housing for so warmly welcoming me into the organisation late last year, and for working incredibly hard to deliver on our business and strategic goals. I also thank the YourPlace Housing Board for not only their ongoing commitment and contribution to the organisation, but also their support of me and the entire team throughout the year.

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Geoff Slack, Chief Executive Officer



# Office Bearers

## The Board

### Aaron Chia, Chair

JOINED YPH BOARD 2019

Aaron is the Chief Executive Officer of Guide Dogs SA/NT, and the Chair of the YourPlace Housing Board.

He brings to YourPlace significant board and committee experience, along with a strong background in strategy, finance, risk and change management. Aaron has held leadership positions across a range of sectors in a career spanning more than 30 years.

### Cate Pauley, Treasurer

JOINED AHA BOARD 2017

Cate Pauley is the Financial Controller at Norman Waterhouse Lawyers, managing the Finance, ICT and Administration teams, and has considerable experience in finance, risk management, and governance in both the private and not-for-profit sectors.

### Sorana Dinmore, Company Secretary

RE-JOINED IDAA BOARD 2017,  
ALSO SERVED FROM 2014–2016

Sorana is an experienced company director, with more than 25 years' experience in the public and private sectors. She has a particular interest in organisational change, governance, legal and technological advances to shape innovation, building on her legal, business and financial tertiary qualifications.

### Dylan O'Brien, Director

JOINED AHA BOARD 2011

Dylan O'Brien has considerable knowledge of planning and development systems through his work in local government and is a passionate advocate for affordable, appropriate and accessible housing for all Australians.

### Marcus Benny, Director

JOINED IDAA BOARD 2015

Marcus has worked in the construction industry on major estate and infrastructure projects for more than 30 years and has extensive experience in strategic property development and maintenance.

### Wojtek Swietek, Director

JOINED AHA BOARD 2017

Wojtek is an experienced company director and senior executive who has held a range of consulting and executive roles in disability, health, and aged care across more than 20 years. He has a strong personal commitment to quality service delivery.

### Iain Woollaston, Director

JOINED IDAA BOARD 2017

Iain is the Principal Project Planner at TAFE SA, where he has a strategic and leadership role in delivering major projects and asset management. He has gained extensive leadership and technical experience in residential and commercial construction, over more than 25 years.

### Kelly Robson, Director

JOINED YPH BOARD 2019

Kelly works in veterinary medicine in a family-owned clinic, following nine years in general management at Dr Jones & Partners. She has worked across health, banking and finance, and veterinary medicine industries, and has strong skills in strategic planning, governance, financial management, and leadership.

### Gregg Ryan, Director

JOINED YPH BOARD 2020

Gregg Ryan has worked in social housing, mental health and children's services for most of his career with Federal and State Governments, and as a consultant. Most recently, Gregg managed community housing policy and program development, financing and contracting for the South Australian Housing Trust.

## Management Team

- **Geoff Slack**  
Chief Executive Officer
- **Angela Brian-O'Brien**  
Senior Manager, Services

- **Deb McBryde**  
Senior Manager, Projects
- **Gary Wolstencroft**  
Senior Manager, Assets

- **Fiona Snowdon**  
Senior Manager, Corporate

\* Board starting date indicates the date commenced in their board role prior to the IDAA, AHA merger, where applicable.





## Dorothy Witts

**Meet our Pocket Rocket, Dorothy, known to her friends as Dot.**

In 1969, Dot moved from Yorkshire, England to Sydney with her husband Bill and three young children and were among the huge wave of English migrants in the 60's and 70's who moved to Australia in search of a better lifestyle and climate.

After moving to Adelaide a few months later, Bill was employed as a cable factory worker and Dot as a part-time school caretaker. Armed with a fierce determination and a strong fighting spirit, Dot has never looked back.

Upon retirement, Bill and Dot became very active in social and community activities. They joined the South Australian Indoor Bias Bowls Association, competing in both state and national tournaments. They were both healthy and enjoying the time of their lives when, in 2015, Bill tragically suffered a stroke. While in hospital, Bill was advised that it would not be suitable for him to return to his home due to his mobility needs.

With the help of a hospital social worker, Dot secured one of our wheelchair accessible homes in the north-eastern suburbs, a home that perfectly suited Bill's needs and reduced his reliance on Dot.

In 2019, Bill became very ill and sadly passed away. Dot and Bill were married for more than 60 years, and Dot recalls feeling devastated and lost at the death of her cherished husband.

Over time, Dot's determination to keep going shone through and she found ways to be involved in her community and stay connected. She joins the Tea Tree Gully Senior Citizens Club for carpet bowls twice a week, attends the Para Hills Community Club weekly for arts and crafts, and still meets fortnightly with the local Stroke Support Group that provided her with tremendous support when Bill had his stroke.

Dot receives a lot of help from her son who looks after her lovely garden and has installed the latest technology for her home entertainment. If Dot is not out socialising, she is likely busy browsing YouTube or watching the latest movies on Netflix.

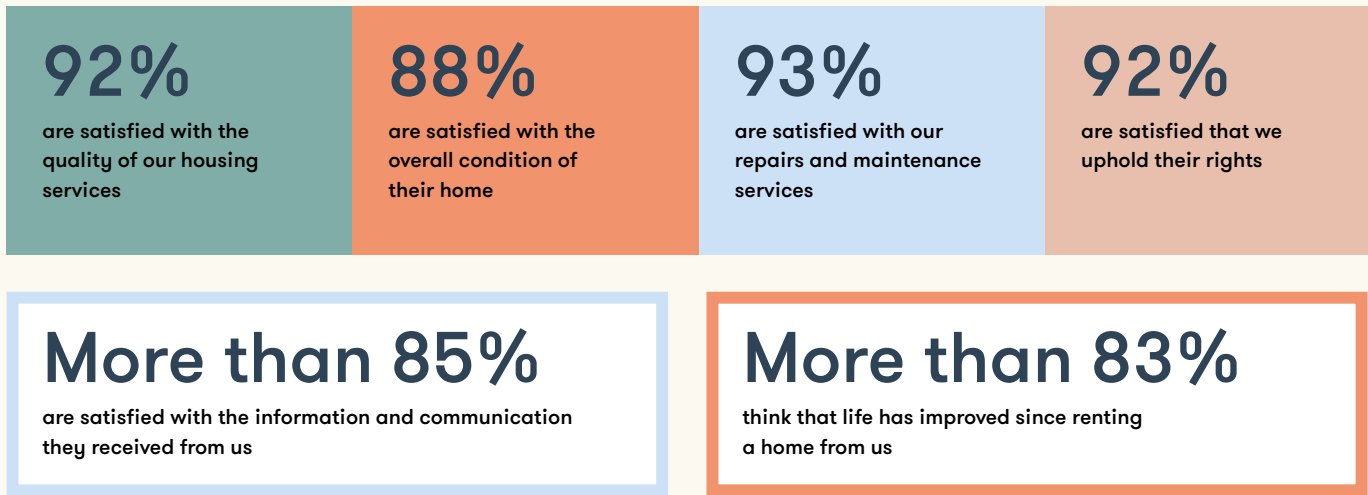
Dot said that she really loves her open plan and easy-to-clean house and having a wheelchair-accessible bathroom has been very convenient since Dot's recent hip replacement. She values her relationships with her neighbours, who she goes out with from time to time, and they always look out for each other's homes when someone is away.

The COVID-19 pandemic has temporarily put Dot's overseas holiday plans on hold. The three cruises that she booked last year were all cancelled but even COVID won't deter Dot from her travel plans. She embodies her nickname "Pocket Rocket" and her bags are packed so that she's set for her next adventure as soon as it is safe to travel!

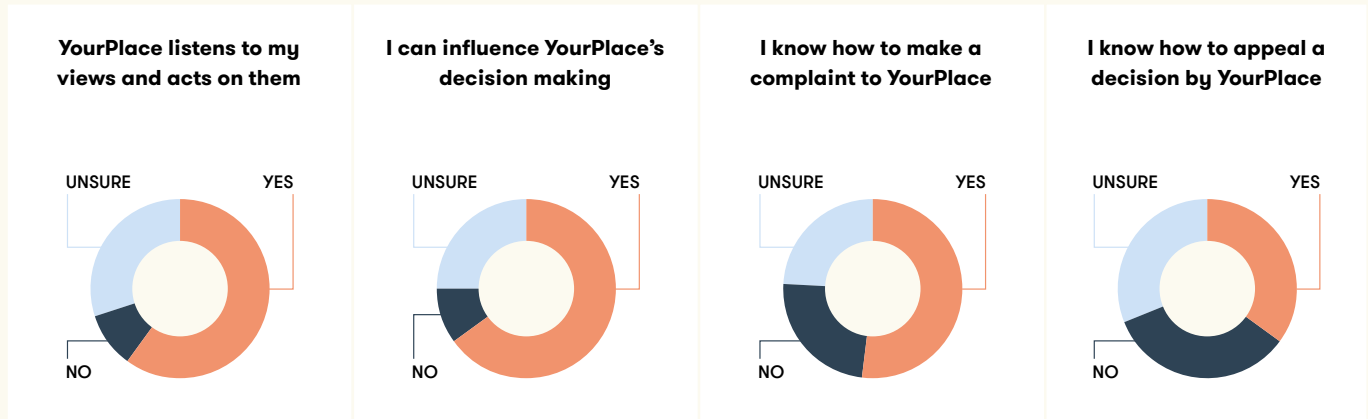
# Tenant Survey Highlights



## What we do well...



## Some things for us to work on...



## Your Top Three – Our Plan

1



### WHAT

**Review our Complaints and Appeals policies & procedures to ensure they are:**

- transparent, easy to understand and use
- provide different ways for you to complain or appeal a decision

### HOW

- Draft new policy and procedures
- Get input from you to ensure that the new policy format is easy to understand and manage
- Provide training for YPH staff
- Explain changes to you in the newsletter, on our website and during tenancy visits

### WHEN

July – November

2



### WHAT

**Improve the way we listen and act on your views**

### HOW

- Review the way we interact with you, across all our communication channels, to understand and improve your experience when dealing with us
- Test our ideas with you via Focus Groups discussions

### WHEN

November – Ongoing

3



### WHAT

**Engage you in our Decision Making**

### HOW

- Run Focus Group discussions on a rolling basis to explore themed topics that are important to you
- Create easy ways for you to send suggestions and ideas to us about our services
- Create opportunities for you to discuss issues or ideas with your Tenancy Officer
- Set up a Tenant Reference Group to exchange ideas and give feedback to YPH

### WHEN

November – Ongoing



## Paul Haylock

Paul has lived in one of our southern suburbs supported, cluster homes since 2004.

He grew up in Yorketown, a small community on the Yorke Peninsula, and like all teenagers in the 70's, Paul loved to hang out with friends and enjoy outdoor activities. At 17, Paul was tragically involved in a diving accident that resulted in a broken neck and left him quadriplegic.

Paul recalls how family, friends and local builders rallied together, in true Australian spirit, to raise funds and build their new family home, ensuring a better quality of life for Paul and his family.

While he values his very close-knit family and supportive community, he did not want to be a burden to his ageing parents, and in 2004 decided the time was right to move out of the family home and become independent.

Paul was considering a transfer to a nursing home when he became aware, through the Paraplegic & Quadriplegic Association of South Australia (PQSA), of our cluster homes that were under construction in Brighton.

Paul says the move significantly changed his life, and living in 24/7 supported cluster accommodation gives him much-needed confidence, privacy and independence. He loves where he lives and says the house is beautiful, wheelchair accessible, eco-friendly with a low maintenance garden that he can easily look after.



The home provides a sense of security too. Paul knows carers are just a phone call away whenever he needs them, and they look out for his home and garden when he visits his family in Yorketown.

Living in a cluster also provides Paul with a small close-knit community where neighbours can gather with carers for BBQ's and small birthday celebrations. Having a spare bedroom enables his family members to visit and stay overnight.

Paul is a man of multiple talents and interests. He is actively involved in the PQSA Recreation Program, he takes the train to meet friends, go to museums, the theatre or the Fringe. He loves all sports and regularly watches his favourite SANFL team, the Central Districts Bulldogs. School holidays are often spent with his adored nieces, nephews and other family members, and during the rest of his free time he is either found working on his computer, mouth painting, collecting sports memorabilia, or caring for his huge eggshell collection!

Despite his ongoing challenges, Paul's ability to maintain a very positive outlook in life is truly remarkable.

## Obie joins our family

Obie, a beautiful ginger and white cat, is dramatic, talkative, and demanding in equal measure, and his owner and YourPlace Housing tenant, Naomie, reflects on her life before Obie became her companion.

Naomie says that moving into her first house she felt the quietness of living alone for the first time, after sharing accommodation, surrounded by the liveliness of roommates, for so long. Obie's presence in Naomie's life has brought a profound feeling of 'home' and she loves returning home knowing that Obie is waiting.

Naomie and Obie often relax in the garden, and it is one of their favourite activities. Obie prowls around the garden, chewing on grass, while Naomie enjoys a cup of tea and listens to music. Obie's presence reminds Naomie of the joys of being outside in the fresh air and sunshine, and the benefit of being present in the moment.

There's more to Obie than the adventurous outdoor cat. He loves spending his day watching TV, when he isn't sleeping, and has a diverse viewing list including Finding Nemo and Bondi Vet. With Naomie's help, Obie has discovered YouTube and is obsessed with the many videos depicting the hilarious antics of squirrels!

It has become part of Obie's daily routine, and heaven help Naomie if she fails to turn on the TV first thing in the morning or worse still, changes the channel!

One of Obie's most interesting traits is his ability to sooth himself when he is upset or needs attention. On these occasions he finds his grey and white knitted scarf and drags it around the house. Everybody needs love and attention sometimes!



# Financial Report

YOURPLACE HOUSING LTD

## Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2021

	Note	2021 \$	2020 \$
<b>REVENUE</b>			
Revenue	(1)	10,420,516	4,812,800
<b>EXPENSES</b>			
Depreciation		(31,309)	(23,414)
Amortisation on right-of-use asset		(101,335)	(55,663)
Finance Costs		(16,209)	(16,825)
Occupancy expenses		(754,140)	(353,959)
Maintenance expenses		(1,471,347)	(679,049)
Employee benefits expense		(1,266,785)	(753,446)
Property management expenses	(2)	(2,136,945)	(977,667)
Other operating expense		(516,585)	(169,032)
Total expenses		(6,294,655)	(3,029,055)
<b>Net current year surplus</b>		<b>4,125,861</b>	<b>1,783,745</b>
Other comprehensive income		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<b>4,125,861</b>	<b>1,783,745</b>

Notes:

- (1) Revenue figures include \$4,373,684 from revaluation of investment properties.
- (2) Property management expenses this include \$1,974,237 of payments back to SAHA under the Community Housing Master Agreement.

## Statement of Financial Position as at 30 June 2021

	2021 \$	2020 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	3,135,375	3,408,612
Trade and other receivables	103,285	166,024
Other current assets	187,741	183,007
<b>TOTAL CURRENT ASSETS</b>	<b>3,426,401</b>	<b>3,757,643</b>
<b>NON-CURRENT ASSETS</b>		
Investment properties	151,107,798	146,871,227
Plant and equipment	44,921	61,417
Right-of-use asset	59,982	621,570
Other non-current asset	2,324,362	2,279,470
<b>TOTAL NON-CURRENT ASSETS</b>	<b>153,537,063</b>	<b>149,833,684</b>
<b>TOTAL ASSETS</b>	<b>156,963,464</b>	<b>153,591,327</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	978,871	722,637
Provisions	136,992	404,911
Borrowings	153,743	144,404
Lease liabilities	59,608	92,445
<b>TOTAL CURRENT LIABILITIES</b>	<b>1,329,214</b>	<b>1,364,397</b>
<b>NON-CURRENT LIABILITIES</b>		
Provisions	29,590	56,018
Borrowings	1,078,186	1,236,104
Lease liabilities	-	534,195
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>1,107,776</b>	<b>1,826,317</b>
<b>TOTAL LIABILITIES</b>	<b>2,436,990</b>	<b>3,190,714</b>
<b>NET ASSETS</b>	<b>154,526,474</b>	<b>150,400,613</b>
<b>EQUITY</b>		
Reserves	5,542,842	5,542,842
Retained surplus / (Accumulated deficit)	148,983,632	144,857,771
<b>TOTAL EQUITY</b>	<b>154,526,474</b>	<b>150,400,613</b>

# Statement by the Members of the Board

The Board declares that, in their opinion:

- a) There are reasonable grounds to believe the registered entity is able to pay all of its debts, as and when they become due and payable; and
- b) The attached financial statements and notes thereto satisfy the requirements of Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:
  - i) giving a true and fair view of the financial position and performance of the registered entity; and
  - ii) comply with Australian Accounting Standards – Reduced Disclosure Requirements.

Signed in accordance with a resolution of the Board pursuant to Regulation 60-15 of the *Australian Charities and Not-for-profits Commission Regulation 2013*.



Aaron Chia (Chairperson)



Catherine Pauley (Treasurer)

Dated this 26<sup>th</sup> day of October 2021







[www.yourplacehousing.com.au](http://www.yourplacehousing.com.au)

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