

Annual Report 2021–2022

 **Your Place.**
Housing



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About Us

YourPlace Housing is a non-government housing provider operating in the greater Adelaide region.

We provide housing to a diverse range of tenants, some of whom require support to maintain a tenancy. In addition to a portfolio of properties for general tenants, YourPlace Housing has a focus on the provision of properties to people with disability.

YourPlace Housing was created as a result of a merger in December 2019, between the Accessible Housing Association Inc. and

the Intellectual Disability Accommodation Association Inc. We are a Tier 2 housing provider managing nearly 500 social and affordable housing properties.

Our vision is 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.

Chair's Report



December 2022 will mark the third year since YourPlace Housing was established, and I am proud that as we reach that milestone, we can say we have made some incredible achievements!

Our strategy was always to build on our strengths in property and tenancy management and work hard towards measured and prudent growth in housing for people with disability.

We have now had our first redevelopment program approved by the South Australian Housing Authority, under their Community Housing Asset Renewal Program. This project will replace 20 existing dwellings with 25 new properties across eight sites in metropolitan Adelaide – we have provided more information about this exciting project within this report.

This year we have seen two significant elections at a State and Federal level, and we are thrilled by the renewed emphasis on housing policy through recently announced initiatives such as the Housing Accord and Housing Affordability Future Fund. I commend the South Australian Government for signing up to the Accord, which will provide a strong foundation for delivering improved social and affordable housing outcomes into the future.

At a governance level, we have continued to build our understanding of the broader community housing sector. This year we invited housing policy and research experts to our Board meetings to both share their knowledge and insights into social housing

in Australia and to provide us with some valuable commentary on the role YourPlace can play in this important sector.

In early 2022, we welcomed a new director, Rosa Hulm, to our Board. Rosa is an experienced senior corporate services executive, with experience in social housing and community services, and we are fortunate to have her as part of the team.

I would like to sincerely thank our partners and stakeholders who have supported us throughout the past 12 months. Specifically, the Honourable Nat Cook, Minister for Human Services, the South Australian Housing Authority, and the NDIA for working with us and the sector at large to continue building a strong and vibrant community housing sector in South Australia.

I would like to also thank my fellow members of the Board, our CEO, Geoff Slack, and the entire YourPlace Housing team. Your professionalism, commitment and passion for our very important work has translated directly into our achievements over the past year, in providing housing to our tenants and their families.

Aaron Chia, Chair

Treasurer's Report



The 2022 financial year provided practical opportunities for YourPlace Housing to invest its resources in great homes and supportive communities.

A major redevelopment program was approved by the Board during the year and is in the early stages of implementation. Over the next two financial years, this exciting project will be tightly managed to replace outdated properties with 37 well-located, quality dwellings – 25 of which will remain as YourPlace stock, and 12 sold to fund the redevelopment program. This program not only provides improved housing, but also reduces our maintenance liabilities into the future.

Through our partnership with Helping Hand, we provide 20 properties for people over the age of 50, and with the cessation of funding from the National Rental Affordability Scheme, our focus is to ensure this venture remains financially sustainable for the future.

During the year, our Board directors and staff worked to sharpen YourPlace Housing's financial and risk management strategies and tools. Sound financial management is a key to continued service improvement and sustainable growth for the benefit of our current and future tenants. New staff in our Corporate Services team are bringing welcome fresh ideas to these tasks, and our Board directors have also stepped up as new members of the Finance, Risk and Audit Committee.

YourPlace faces a range of financial challenges.

Payments to the South Australian Government under our contract obligations now total over \$1.9 million annually, our single largest expenditure item and financial constraint. Maintenance costs also continue to increase – both in price and in volume due to our ageing stock – as do insurance and most other items. Balancing these cost pressures against limited revenue, while also improving amenities and services for our tenants, continues to be at the centre of our financial management effort.

With major operational changes implemented in 2021–2022, over the next year, Board directors and our corporate team will focus on continuous improvement of our finance and risk policies, procedures, data, and reporting tools.

I thank my colleagues on the Finance, Risk and Audit Committee for their insightful and diligent work. I also thank the YourPlace Housing staff for their outstanding efforts through what has been a challenging year.

Gregg Ryan, Treasurer



YourBoard

Members

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.

Gregg Ryan, Deputy Chair

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.

Sorana Dinmore, Director

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.

Marcus Benny, Director

JOINED IDAA BOARD 2015

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

Iain Woollaston, Director

JOINED IDAA BOARD 2017

Iain is a highly experienced construction professional and not-for-profit board member with a strong history of working in the construction and non-profit organisation management industries both in Australia and the UK. He has gained extensive leadership and technical experience in residential and commercial construction, over more than 25 years.

Rosa Hulm, Director

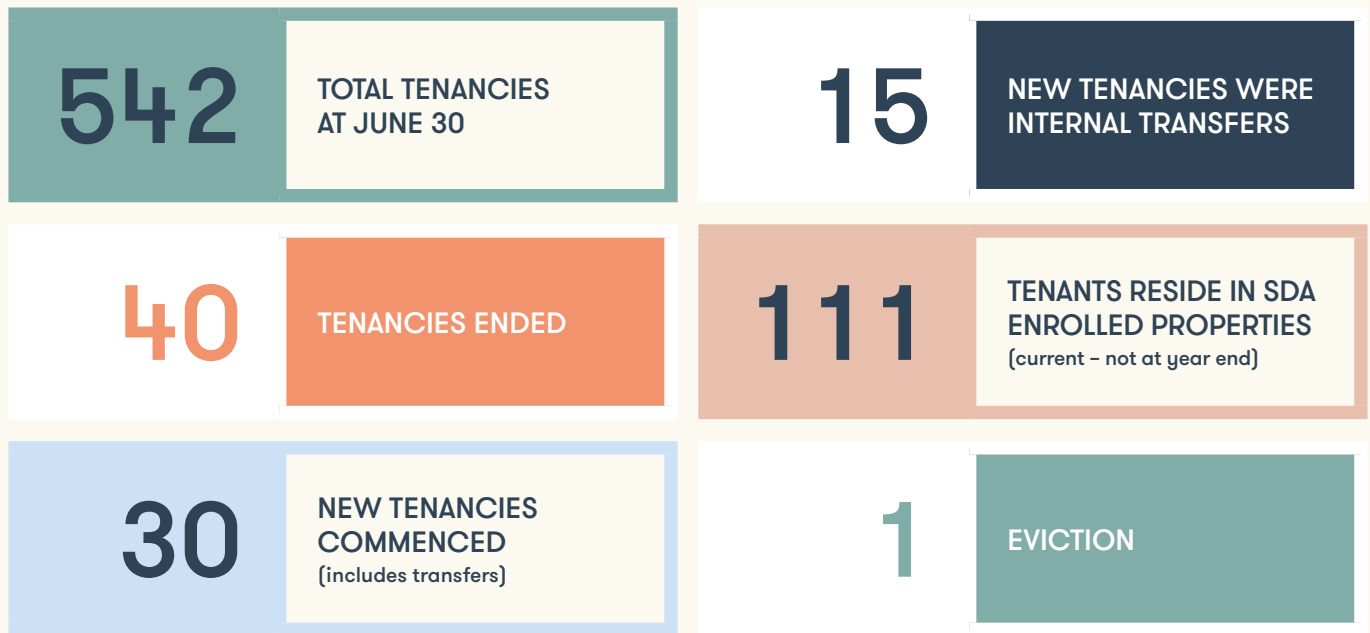
JOINED YPH BOARD 2022

Rosa is an experienced human services executive, having worked for both government and the non-government sector across a range of senior corporate roles. Rosa has over 20 years of experience in accounting, financial management and governance, across social housing and community services.

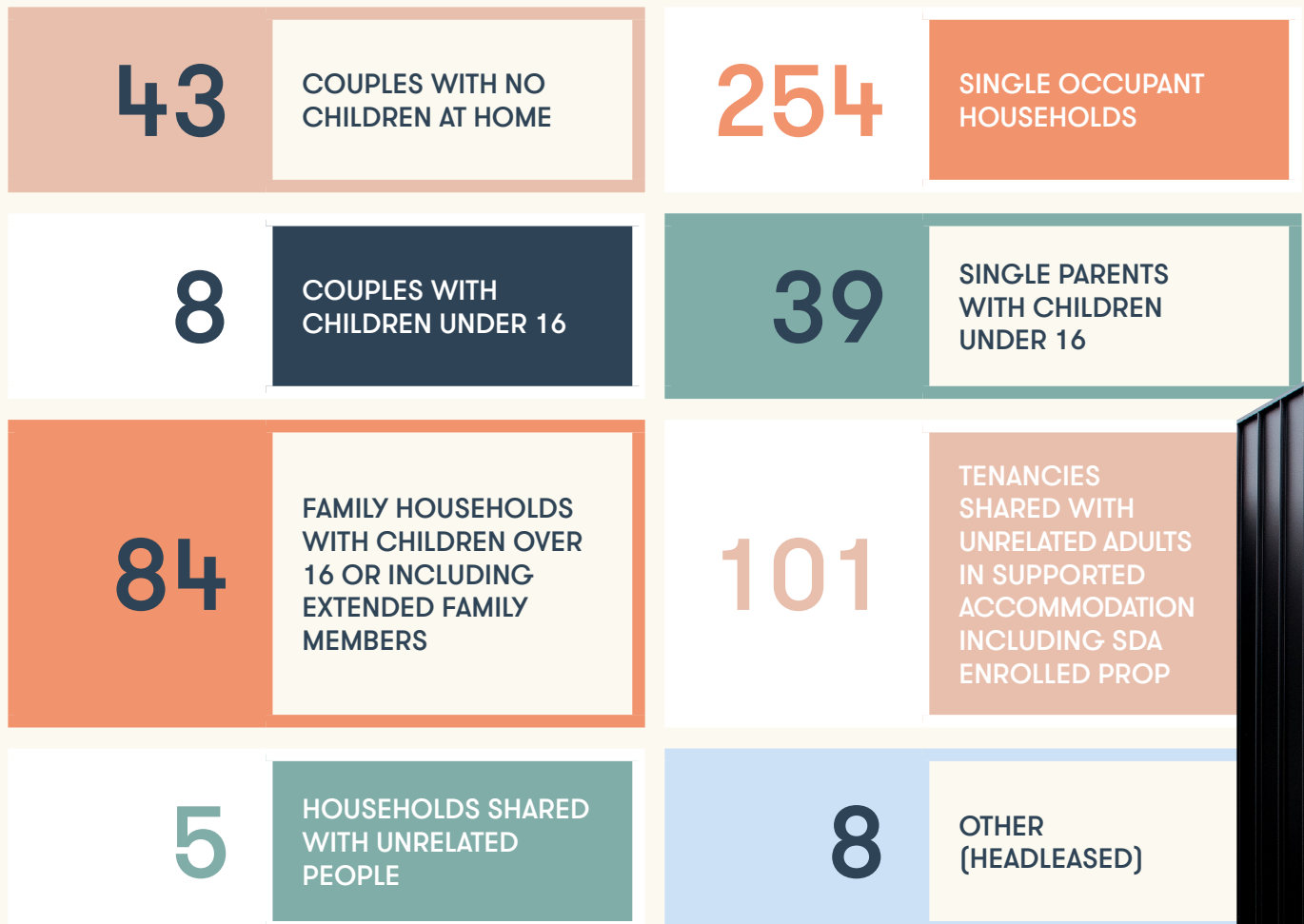
Management Team

- **Geoff Slack** – Chief Executive Officer
- **Fiona Snowdon** – Senior Manager, Corporate
- **Angela Brian-O'Brien** – Senior Manager, Services
- **Deb McBryde** – Senior Manager, Projects

Snapshot



As at June 30



The last 12 months could be best summed up as a period of significant growth and transformation for YourPlace Housing.

CEO's Report

One significant highlight is our redevelopment program, which is not only important for improved housing outcomes, but also supports our ongoing viability as we seek to defray future operating costs of older dwellings.

There is a price to this sort of progress, particularly for those tenants who are living in properties being sold or redeveloped. Our team will continue to work hard to find suitable alternative housing for people who need it, and while there is still some work to do, we are pleased that a number of tenants have been successfully relocated during the year. One such tenant is Rose, who shares her story in this report.

During the year, we moved to the Adelaide CBD where we are now far more accessible to our tenants and closer to many of our key stakeholders. We now have professional meeting spaces, and a kitchen area for more informal meetings and events. In September, we hosted our valued maintenance contractors to talk through some of our plans in that space.

Based on feedback we received from our last tenant survey, YourPlace embarked on a customer "journey mapping" project to better understand what elements of our service work well for our customers and what areas need some attention. Central to this project are a number of in-depth interviews with our tenants that were undertaken by an independent contractor to give us feedback on how we are performing.

It was this feedback that led us to review how we managed maintenance and make the difficult decision to redesign some of our roles. As a result, we bid farewell to Gary Wolstencroft, Jenni Christie and Serina Dilena who had been with our organisation for many years. We sincerely thank them for their contribution and commitment to YourPlace and our tenants.

With our new structure in place, and a new skill-set among our staff, we will be



engaging more with our tenants and contractors to improve delivery of our maintenance services with a greater focus on preventative maintenance. This is especially relevant in the context of increased costs of materials and labour due to broader economic factors in the construction sector.

One core feature of ensuring ongoing tenant feedback is our complaints and compliments policy, which we have updated and shared with our tenants via our newsletter in late 2021. Feedback is crucial to ensuring we respond appropriately to our tenants' concerns and needs.

It would be remiss of me to not mention COVID, which significantly impacted the service we provide to our tenants. With the easing of restrictions, we were very pleased to ramp up our home visits and property inspections, and be once again meeting face-to-face with tenants!

My heartfelt thanks to the YourPlace Housing Board members, who have given their time and shared their expertise with me and the whole team as we continue our transformation journey.

We have also welcomed four new staff members in the past 12 months – Melissa Thredgold in Tenancy Services, Katharine Miller and Paula McKenzie in Corporate, and Skyy Harrington in Assets. They have all have thrown themselves into their work, and I thank them for choosing YourPlace!

Of course, my sincere thanks to the rest of the team for their diligence, passion and commitment as we continue to work to make YourPlace the successful organisation it is.

We look forward to the coming year and the opportunities it will present.

Geoff Slack, Chief Executive Officer





YourStaff

Team Photo (left to right): Paula McKenzie, Deb McBryde, Skyy Harrington, Trudi Borsani, Katharine Miller, Jess Lyons, Melissa Thredgold, Justin Keast, Angela Brian-O'Brien, Fiona Snowden and Geoff Slack. Absent – Kathryn Callegari.

Management Updates

Corporate

The 2021–22 Financial year has been a busy and productive one in Corporate Services.

In August 21, we welcomed Katharine Miller to the team in the position of Senior Finance Officer. Katharine works side by side with our Finance Administrators, Jess Lyons and Trudi Borsani, to ensure the smooth running of the corporate team.



The year has seen us focus heavily on internal processes and process improvements. With this, many of YourPlace Housing's policies, procedures, and forms have been updated or created, helping us to be more efficient in the office and provide better support to our entire team. We have also reduced our environmental footprint by eliminating all of our paper-based processes.

Reporting is an important tool for YourPlace and has been another focus of ours during the past 12 months. We undertook a complete refresh of our internal and external reporting, developing new reports and creating 10-year forecasts that see us better equipped to focus on the future and to support YourPlace Housing's redevelopment program.

The commencement of our flagship redevelopment program is an exciting

time for everyone at YourPlace, and a great deal of time and attention has been invested by the Corporate team to capture property sales and redevelopment costs, and to establish effective systems that support the program.

COVID continued to have an impact on the way we conduct our business, and the safety of our tenants and staff was always at the forefront of our decision-making. The ever-changing Government directions and restrictions proved to be quite a challenge and required us to be agile in our approach to how we work. To improve the services we provided our tenants during the pandemic, we purchased new plant and equipment, and a new phone system was implemented to enable all staff to be more mobile. All decisions and changes implemented during this challenging time enabled the business to continue to operate and provide support to tenants.

Fiona Snowden
Senior Manager, Corporate

Assets

The 2021–2022 financial year has seen unprecedented change for the Asset Management Team and we relished the challenge.

YourPlace Housing's Assets team and contractors provided a continuous and highly responsive maintenance service to our tenants and delivered critical maintenance right throughout COVID-19 and the related restrictions. We constantly reviewed the COVID operating environment to ensure the safety of our tenants, staff, and contractors at all times.

In 2021, our three-yearly property assessments were outsourced to an independent contractor, which enabled a report on the condition of more than 400 properties. The data we collected from these assessments will inform the development of YourPlace Housing's 3–5 year maintenance plan. The initial data has shown us that there is a lot of work to do, and we are progressively upgrading our properties based on these assessments. We took the opportunity

to undertake major works whenever properties became vacant, and over the course of the year completed work in more than 30 such houses. We also focussed on preventative works to minimise the deterioration to our properties.

We recognise that the environment in which we operate is rapidly changing, and our products and services needed to change with it. This recognition led us undertake a review of our asset management function to identify ways we can improve the delivery of our maintenance service, which will ultimately provide a better quality of service to our tenants. We also need to ensure that the way we manage and structure the business is based not only on best practice principles but also uses our resources in the most effective way.



Among other changes, the Asset Management review culminated in the restructure of our maintenance team, and as you will read in our CEO's report, we said goodbye to three of our longstanding staff; Gary, Serina and Jenny who left the organisation to pursue other careers. We are so grateful for their contribution to YourPlace Housing over many years.

Deb McBryde
Senior Manager, Projects

Services

This year the Services Team worked on making positive changes to service delivery, in response to feedback from both YourPlace Housing's biennial tenant survey and our customer journey workshop.

It was a year of learning how to work in new ways, both in how we connect with our tenants and how to better support them.

The constantly changing environment with COVID-driven government health regulations proved challenging for not only staff but also for many of our tenants. The team has been working on building relationships with members of the homelessness alliance and other complementary services, to assist us with our commitment of providing long-term affordable housing and sustainable tenancies.

Despite the hurdles that 2021–2022 threw at us, we were presented with many positives and new opportunities throughout the year. Importantly,

we reviewed how we work in partnership with both the assets and corporate services teams and are pleased to be working more collaboratively to provide the best possible outcomes for our tenants. We also welcomed a new Tenancy Officer, Melissa Thredgold, to our team who together with existing Services team members, Kathryn Callegari and Justin Keast, shares a passion for housing and our purpose.

With the commencement of our property redevelopment project, there has been a significant focus on finding suitable new accommodation for those tenants who are impacted. Working closely with the Senior Manager, Projects, we have met with all affected households to discuss their future housing needs and

developed plans to find their new home. We are delighted that the majority of tenants who have already transferred as part of the project have remained tenants of YourPlace Housing. We highly value the co-operation and understanding of the tenants impacted by our redevelopment project, and welcome their views and feedback, which we are confident will be of benefit to future projects.

Angela Brian-O'Brien
Senior Manager, Services



Under Construction!



REDEVELOP
11

BUILD
37

RETAIN
25

SELL
12



LOCATION	TOTAL IN	TOTAL OUT	RETAINED BY YPH	SOLD TO MARKET
Elizabeth North	1	3	3	0
Pasadena	1	3	3	0
Northfield	1	3	1	2
Seacombe Gardens	2	4	2	2
Klemzig	1	3	1	2
Mt Barker	1	3	3	0
Valley View	2	5	5	0
Woodville	2	13	7	6
TOTAL	11	37	25	12

Silver specifications. In addition, three of our new properties will be built to a higher standard – two will be fully accessible for people who use wheelchairs, and another will be suited to people who require very high levels of support and specialised equipment.

Most of the dwellings will contain two bedrooms, with either two bathrooms or one bathroom and two toilets, a design that matches the profile of people on the housing register. We expect that the houses will be suited for both couples and singles with up to one child.

All properties will be built to a six-star energy efficiency rating, with some even meeting a higher standard. We will also look to include additional energy saving options, such as solar panels, where our budget allows.

Construction for the first site in Elizabeth North will commence in late 2022 to early 2023, with these properties to be completed in the latter half of 2023. The full construction program will take around two years, with most sites starting in the 2023 calendar year.

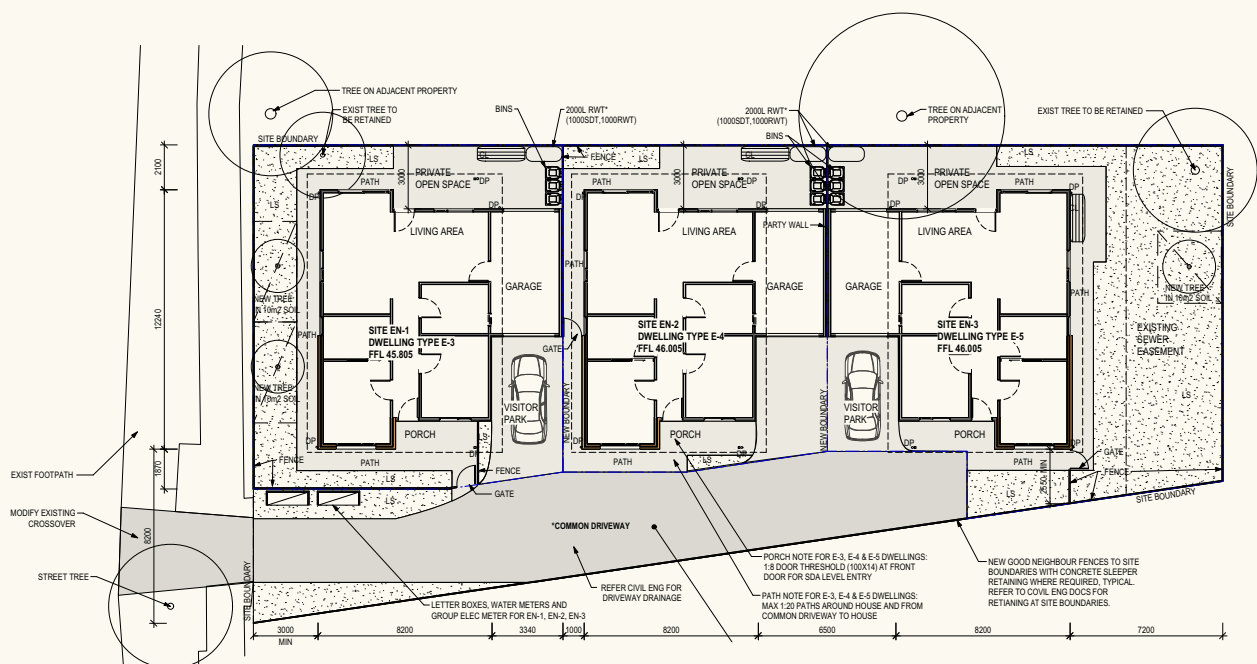
In what is a significant and exciting two-year project for YourPlace Housing, we are undertaking major development work across eight sites in the greater Adelaide area.

These areas were chosen based on our understanding of future demand and their location to services and amenities.

As a housing provider to people with disability, it's vital we lead the way with housing designs that meet the needs of our tenants. For this reason, the minimum

standard for all properties retained by YourPlace as part of this program is "Improved Liveability" under the Specialist Disability Accommodation guidelines.

These dwellings have additional accessibility features over and above standard new builds and will meet Liveable Housing Australia





Tenant Story

My experience of moving

BY ROSE PEDLAR

Firstly, it's relevant to note that I had been living in my house since 1988, the property having been purchased on behalf of a new housing cooperative to which I belonged and was a founding member.

The house I had lived in for 34 years is on a large corner block and was in a poor state of repair. When I first learned that I was to be rehoused under YourPlace Housing's Development Program I was both relieved and daunted. Relieved because my house was very run-down, and a maintenance nightmare, and daunted because moving house is up there with job loss and divorce as a major life stressor.

Moving house is something not many enjoy, although it provides a perfect opportunity for decluttering. With the help and guidance of Deb and Justin from YourPlace Housing, I was able to maintain focus on my own responsibilities in the move, and they would take care of the rest. So, when a property became available, one which was only a few kilometres from my then-home, a date for moving was arranged, along with a removalist, and a skip for the removal of rubbish.

One feature of the program is that, where possible, improvements and features that are added by the tenant to the original property, which are not present in the new property, may be provided from the funding available. For instance, having installed blinds on the windows of my original property, similar blinds were then installed in the new property.

From the you-have-to-move-out-of-your-house phone call from Justin to moving to my new property took just 11 weeks and 2 days. Moving day was stressful but is now a distant and blurred memory.

My new house is in a quiet neighbourhood and has a garden which is just the right size for me to manage and enjoy. Better still, the house already feels like home.

Financial Report

YOURPLACE HOUSING LTD

Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2022

	Note	2022 \$	2021 \$
REVENUE			
Revenue and other income	(1)	42,765,428	10,420,516
EXPENSES			
Employee benefits expense	(1,391,410)	(1,266,785)	
Depreciation	(30,429)	(31,309)	
Amortisation on right-of-use asset	(106,530)	(101,335)	
Loss on disposal of assets	(793)		
Finance costs	(29,562)	(16,209)	
Occupancy expenses	(758,082)	(754,140)	
Maintenance expenses	(1,525,970)	(1,471,347)	
Property management expenses	(145,098)	(162,708)	
Fixed Payment	(1,911,976)	(1,974,237)	
Other operating expense	395,748	516,585	
Surplus for the year attributable to the members of YourPlace Housing Ltd		36,469,830	4,125,861
Other comprehensive income for the year			
Total comprehensive income for the year attributable to the members of YourPlace Housing Ltd		36,469,830	4,125,861

Note:

(1) Revenue figure includes \$35,640,062 from revaluation of investment properties.

Statement of Financial Position as at 30 June 2022

	2022 \$	2021 \$
ASSETS		
Current assets		
Cash and cash equivalents	4,696,557	3,135,375
Trade and other receivables	360,043	103,285
Other assets	237,447	187,741
Total current assets	5,294,047	3,426,401
Non-current assets		
Investment properties	184,453,081	151,107,798
Property, plant and equipment	38,585	44,921
Right-of-use assets	1,294,070	59,982
Other assets	3,786,758	2,324,362
Total non-current assets	189,572,494	153,537,063
Total assets	194,866,541	156,963,464
LIABILITIES		
Current liabilities		
Trade and other payables	962,688	978,871
Lease liabilities	34,430	59,608
Borrowings	153,024	153,743
Provisions	94,092	136,992
Other liabilities	375,090	-
Total current liabilities	1,619,324	1,329,214
Non-current liabilities		
Lease liabilities	1,298,474	
Borrowings	922,642	1,078,186
Provisions	29,797	29,590
Total non-current liabilities	2,250,913	1,107,776
Total liabilities	3,870,237	2,436,990
Net assets	190,996,304	154,526,474
EQUITY		
Reserves	5,542,842	5,542,842
Retained surpluses	185,453,462	148,983,632
Total equity	190,996,304	154,526,474

Statement by the Members of the Board

The Board declare that, in their opinion:

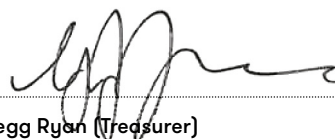
- The attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards – Reduced Disclosure Requirements, the *Australian Charities and Not-for-profits Commission Act 2012*, the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the Entity's financial position as at 30 June 2022 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the Entity will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of director made pursuant to section 295(5)(a) of the *Corporations Act 2001*.

On behalf of the directors



Aaron Chia (Chairperson)



Gregg Ryan (Treasurer)

19 September 2022



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