

Annual Report 2022–2023

 **Your Place.**
Housing



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Acknowledgement of Country

YourPlace Housing acknowledges the land on which our offices and properties are situated is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

About Us

YourPlace Housing is a non-government organisation that provides safe and affordable housing to tenants and their families across the greater Adelaide metropolitan region.

We are a Tier 2 housing provider under the National Regulatory System for Community Housing.

Our Vision is for everyone to have access to an affordable home that meets their needs. Many of our tenants or their family members are people with disability. A proportion of our portfolio includes specialised housing, or Specialist Disability Accommodation, which is housing designed to cater to people who receive support in the home or require accessible features.

Our point of difference is that we work to build strong relationships with our tenants and those that support them. We are committed to following through, and actively advocate for improved housing opportunities for everyone.



Chair's Report



Access to safe and affordable housing is beyond the reach of many Australians, and YourPlace Housing has, for another year, played our part by providing accessible and affordable housing for nearly 500 families across the Greater Adelaide region.

More than that, we are now well on our way toward building 25 new homes over eight sites under our Community Housing Asset Renewal Program. These projects will continue into 2024, and I look forward to attending our first site opening later in the 2023 calendar year.

YourPlace Housing operates in a rapidly evolving strategic context, with a range of new housing initiatives launched both nationally and in South Australia. To this end, we have identified a number of potential redevelopment sites across our portfolio, and will submit tenders for funding under the Federal and State funding programs over the coming year to further our goal of improving the quality and amenity of our properties.

These government programs are some of the largest investments in new social and affordable housing in over a decade, and YourPlace will be working closely with the sector and our partners to make the most of it.

This new activity led us to revisit our Strategic Plan in early 2023, and you'll find the updated version on our website. This new Plan outlines our ambitions to 2026, along with a new vision, purpose and set of organisational values. The YourPlace Board takes its responsibilities around setting strategic vision seriously, and we have enjoyed working with management and staff to deliver this new Plan.

Sadly, in November 2022, one of our respected and valued colleagues on the Board, Marcus Benny, passed away. As the Chair of the Property Committee, Marcus was the driving force behind much of YourPlace's property and asset strategy and planning. It will be impossible to find someone to fill his shoes on the Board, and his contributions have left a lasting legacy.

Our achievements this last year would not have been possible without the support of our many partners and stakeholders. Once again, we have received considerable support from the State Government and the Honourable Nat Cook, Minister for Human Services, the South Australian Housing Authority, and the Department for Human Services South Australia.

Thank you to my colleagues on the YourPlace Board for your enduring commitment to our exceptional organisation. I would like to also thank the YourPlace leadership team, led by our CEO, Geoff Slack, who have continued to work with passion to deliver on our important vision for everyone to have access to an affordable home that meets their needs.

Aaron Chia, Chair

Treasurer's Report



The 2023 financial year was certainly not without its challenges, and we know we're not alone in that regard.

Along with general inflationary pressures, the recurrent fixed payment to the SA Housing Authority is now nearly \$2 million per annum, making it our single largest expenditure item and financial constraint. While facing these challenges, YourPlace Housing continues to find opportunities to grow and improve its services to our tenants.

The Community Housing Asset Renewal Program (CHARP) is now in full swing. We are replacing tired assets with better social housing for our tenants, marking an exciting milestone for our organisation. Construction on new dwellings progressed significantly in 2022-23 and we eagerly anticipate the delivery of 37 new homes in the coming years.

In line with our commitment to operational efficiency, we have been diligently focussed throughout the year on making the most of what we have. We know that tough financial challenges are a part of life in social and affordable housing management, and with continually rising maintenance costs, asset renewal has become a growing priority.

Further, we have actively invested in building our capability in Specialist Disability Accommodation (SDA) development and delivery. Our tenants and potential tenants are rightly demanding better and more diverse housing options. We are excited

about the work we have done in this area and the positive impact it will have on the lives of those we serve.

In addition to enhancing our SDA capabilities, we have been working on the expansion of our portfolio beyond those properties in which the South Australian Housing Authority has a financial interest. This diversification aligns with our long-term vision and renewed Strategic Plan.

Throughout the year, our partnership with Helping Hand, which enables the provision of 20 properties for individuals older than 50 years of age, remained steadfast. Although funding under the National Rental Affordability Scheme (NRAS) for this initiative has ceased, it has achieved self-sufficiency and remains a highly successful program. We look forward to future opportunities and the continued growth and success of YourPlace Housing in the years to come.

I would like to thank my colleagues on the Finance, Risk and Audit Committee for their hard work and contributions this year. I also thank the YourPlace Housing staff for their outstanding efforts throughout what was a challenging year.

Gregg Ryan, Treasurer

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.

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.



Gregg Ryan, Deputy Chair & Treasurer
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.

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



IN MEMORIAM: MARCUS BENNY (1971-2022)

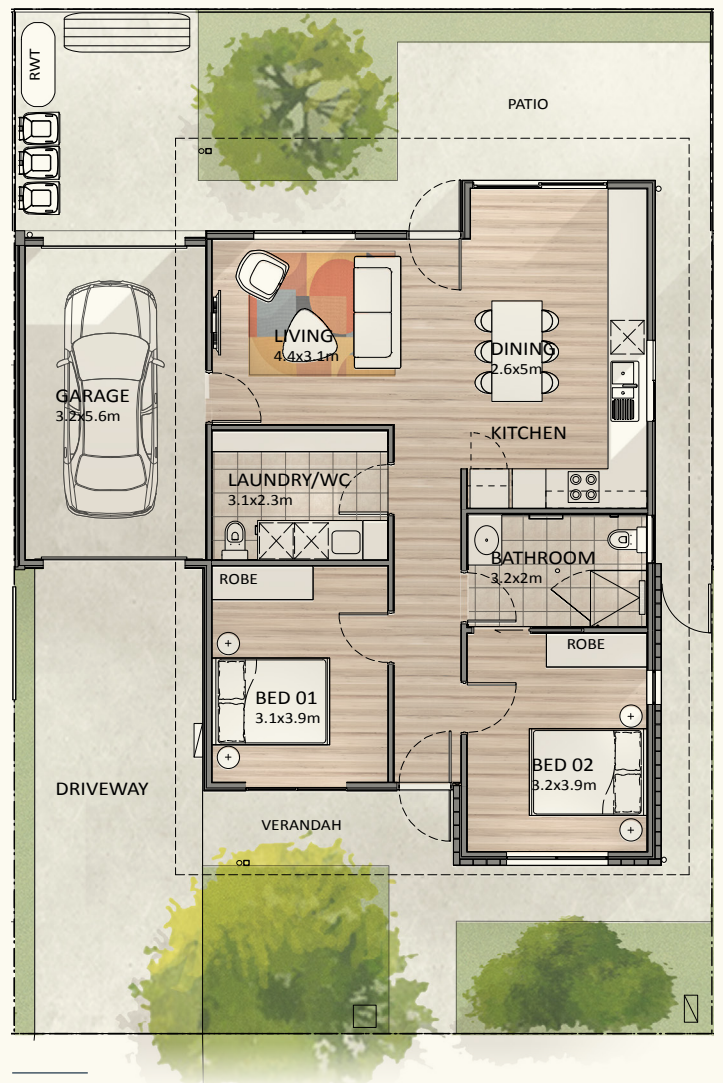
The Board and staff at YourPlace would like to acknowledge the enormous contribution of our Board Director, Marcus Benny, who tragically passed away in November 2022.

Marcus had been an integral member of the YourPlace team since its inception in December 2019, after serving on the Board of a predecessor organisation, the Intellectual Disability Accommodation Association for around six years.

Marcus was a trusted and valued advisor to the Board and staff at YourPlace. He was Chair of our Property Committee, and his guidance was central to building our current strategy of development and asset renewal.

Marcus's depth of knowledge of property development, project governance and risk management were second to none. His sage advice and guidance will be sorely missed at our organisation, as will his humour, intellect, and candour.

The Board and staff feel Marcus's absence most keenly. We bid a sad farewell to our colleague, mentor and friend.



During the past year, we continued our commitment to delivering quality property and tenancy management services to our tenants and customers.

CEO's Report



Setting the scene for this is our new Strategic Plan, and the values we have now adopted that define who we are and how we work, namely:

- Supportive and Collaborative
- Inclusive and Respectful
- Curious and Adaptable
- Fair and Transparent

We want to be known by our customers and within the sector as an organisation that stands by our values and leads by example. The changes we made last year to our maintenance function is an example of that, and you can read more about how that change has been progressing later in this report, alongside some updates on our redevelopment program.

In terms of collaboration, during the past year we have sought to engage broadly with our tenants, partners and stakeholders.

Through April to June, we undertook our Tenant Engagement Survey, receiving responses from 41 percent of our tenants. Overall, it was a very positive response. Overall satisfaction was at 90 percent, satisfaction with repairs and maintenance at 88 percent, and satisfaction with the condition of the home at 86 percent. A sincere thank you to all of our tenants who provided feedback over the past year.

We know we still have some work to do around tenant engagement, both in decision-making and how we listen to and act on their views, and have commenced several projects designed to improve tenant participation. I look forward to discussing the outcomes of these next year.

YourPlace has been particularly focussed this year on clarifying and improving how we work together with Supported Independent Living (SIL) organisations, integral providers of daily support to tenants in some of our more specialised dwellings. We have also renewed our efforts to build strong partnerships and referral pathways with other service organisations across the sector.

We don't work alone, and this year I have worked with the Community Housing Industry Association South Australia (CHIA SA) and our community housing colleagues to look at ways we, as a sector, can improve affordable housing supply and service delivery.

In June, we undertook the first staff engagement survey since YourPlace's inception, which gave us some fantastic and useful insights into how staff feel about the work and culture at YourPlace. We were pleased to see that our staff were strongly supportive of our vision and values and have a deep passion for their work. We will continue to undertake these surveys on a regular basis to ensure that our staff are well supported to continue the important work they do.

Thanks must go to the YourPlace Board of Directors for their stewardship of the organisation over the past year. The relationship between management and the Board is critical, and we are fortunate to have such a dedicated group of professionals who are committed to our organisation's future.

Along with our Chair, I would like to recognise Marcus Benny, who sadly passed away in November 2022 and whose loss is felt deeply within the YourPlace team. Marcus was generous with his knowledge and guidance, and I saw him as a respected advisor and friend.

We welcomed a new staff member, Mikaela Storti into the Assets team. Mikaela has worked in many fields, including property management, and has already proven herself to be an asset to that team – no pun intended!

To the rest of the staff – thank you for your efforts over the past year and thank you for your commitment to delivering quality housing services to our tenants.

Geoff Slack, Chief Executive Officer

Management Updates



Assets

At YourPlace Housing, we strive to provide quality housing services to our tenants and stakeholders. Quality means not only meeting standards, but also exceeding expectations and delivering value. In the past year, the Assets team has embarked on a continuous improvement process to enhance our services and we are really proud of the work we have done to provide a better service to our tenants.

Policy Framework

We revised our policies and procedures to align them with best practice, regulatory requirements, and customer needs. We also identified some areas needing improvement, resulting in a new Disability Modification Policy and Procedure, and new application forms for modifications and alterations. These documents will provide greater clarity for people with a disability requiring a modification to support their daily life, and also around funding arrangements for these modifications.

Contractor Engagement

We have established regular meetings and feedback mechanisms with our contractors to:

- Build strong and collaborative partnerships
- Improve communication
- Set key performance indicators for quality, timeliness, customer satisfaction, and safety.

Audits and Feedback

We conduct regular internal audits and undertake monthly customer feedback surveys to measure our performance and compliance. We have used the results from these surveys to identify strengths and weaknesses in the maintenance that is undertaken at our properties. To improve the service we provide, we have established formal meetings with all of our contractors to agree on the best methods to communicate with our tenants, and we have developed a useful factsheet that outlines to our contractors a range of important issues when working with our tenants' properties.

Data Collection and Analysis

We have refined how we collect and analyse data to identify patterns and trends to inform our decision making, and a key part of this was further training our team in Chintaro, Excel, and Power BI. We have also developed some key business rules around how we record our maintenance data – we know that quality data inputs, means quality data outputs!

Team Charter

We undertook further work on the development of a team charter that specifies the team's purpose, scope, roles, goals, and processes. The team charter aligns our team's vision, promotes collaboration, and ensures accountability, and for us it is a work in progress to ensure we are always achieving the best coverage within each team member's responsibilities.

The Results

Our focus on continuous improvement has achieved measurable, incremental changes which have led to greater operational efficiency and better service delivery. One example is that we are on target to achieve our KPIs in relation to maintenance response times set by the National Regulatory System for Community Housing. These KPIs have been achieved through a range of measures including new procedures to manage and monitor response times, particularly for Emergency and Urgent work, and by the creation of new work order templates that have helped to clearly articulate the work that is required within what response time.

Over the past two years, we are very proud to have maintained a high level of tenant satisfaction as evidenced in our recent Tenant Satisfaction Survey.

Tenant Feedback

Whilst there is still work to do, the team has made significant inroads.

95%

Staff were helpful and attentive

88%

Satisfied with repairs/maintenance services

94%

Contractor was respectful and courteous towards me and my property

85%

Satisfied with the after-hours maintenance service



Deb McBryde
Senior Manager, Projects

Corporate

The 2022–23 financial year has been another busy and productive one in Corporate Services, and we're really proud of our progress in a number of areas.

With staff returning to the office post-COVID, we had a particular focus on staff wellbeing and training. We engaged the services of Ten4 Consulting to undertake whole-of-staff training that focussed on active listening, record keeping, and customer engagement, all of which were incredibly useful, and we have already seen staff working with our tenants and each other more effectively.

To further assist the YourPlace team, we implemented a new Human Resources performance management tool during the year. The system, which includes quarterly check-ins with staff, ensures we are on track with our priorities, and that staff are well supported and have the skills and training they need to support our tenants.

We were also pleased to implement a new online payroll and leave system, which makes it far easier for staff to self-manage their payslips, leave accrual and

applications, and expense approvals. The system saves time for our team and has improved our accountability by providing a far more efficient system for tracking approvals.

In the IT area, we are now using new risk management and cyber security training software to better protect us from cyber threats. Ensuring our systems are secure is an ongoing challenge, and the software has led us to implement multi-factor authentication, undertake phishing email simulations, test our compliance and provide relevant staff training.

Our Community Housing Asset Renewal Program has been an ongoing and constant focus that requires special attention from our team. Ensuring costs are met are paramount for this project and requires detailed tracking and reporting, and we are also providing support to ensure YourPlace can assist



our tenants find appropriate housing while the program is underway.

The compliance findings from both the financial audit and the National Regulatory System for Community Housing (NRSCH) were minimal largely thanks to all the hard work and dedication from not just the corporate team but all staff within the organisation. We thank everyone for their commitment to the audit – we should all be very proud of the positive outcomes for YourPlace Housing.

Fiona Snowden
Senior Manager, Corporate

Services

In 2022–23, the Services team explored ways to be more inclusive in our interactions and communication with our tenants, and we were inspired by the 'Leading through Inclusion' conference, hosted by the South Australian Council on Intellectual Disability.

As a result of this conference, two of YourPlace Housing staff completed a beginner's course on how to create "easy read" documents and we are working towards a comprehensive suite of easy read fact sheets over the next 12 months, which will tangibly improve the way we interact with our tenants.

Our Senior Tenancy Officer, Justin Keast, worked in collaboration with other community housing providers and Community Housing Industry Association SA, throughout the year to plan the biennial Community Housing Arts Awards. The awards, to be held at The Mill, provide opportunities for community housing tenants to showcase their artistic talents

and YourPlace Housing anticipates that several of our tenants will enter artwork in the 2023 awards.

Aligned with our annual priority of building stronger partnerships, our team has been actively reinforcing connections with support services to improve the relationships we have with these providers. These have included intensive tenancy support services for those experiencing difficulties sustaining their tenancies and community connection services to help tenants feel part of their local area.

In keeping with our commitment to finding housing solutions for tenants needing new accommodation as part of

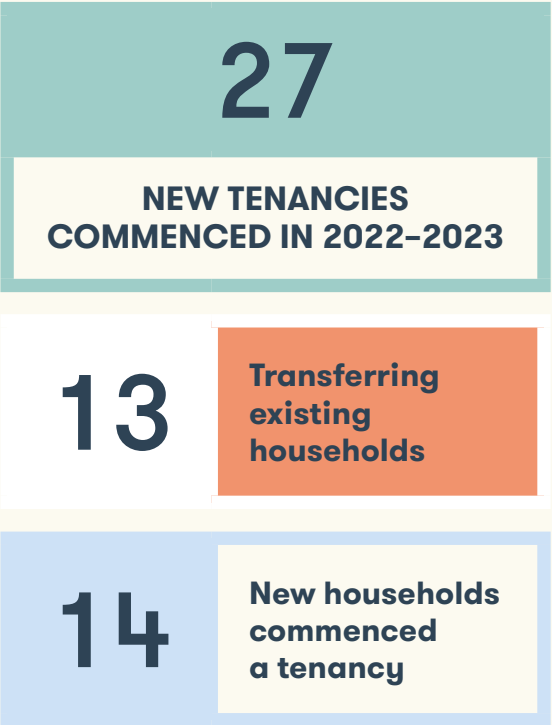
our redevelopment program, we have now successfully secured new homes for 90% of the impacted tenants. We greatly appreciate the co-operation, patience, and feedback from every tenant throughout this process – their input and collaboration has been crucial throughout this process and we are immensely grateful to them all.

Angela Brian-O'Brien
Senior Manager, Services

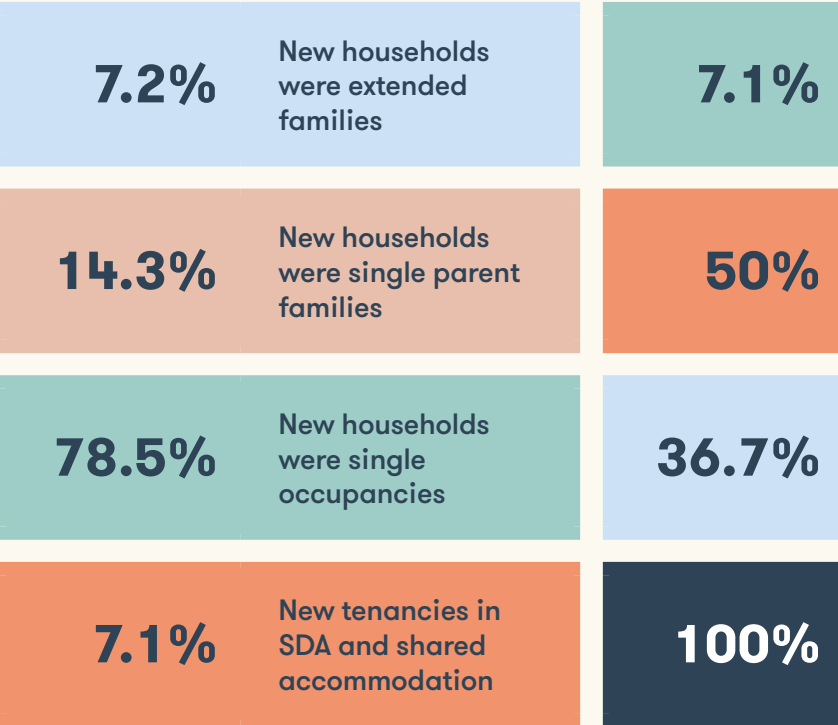


Snapshot 2022–2023

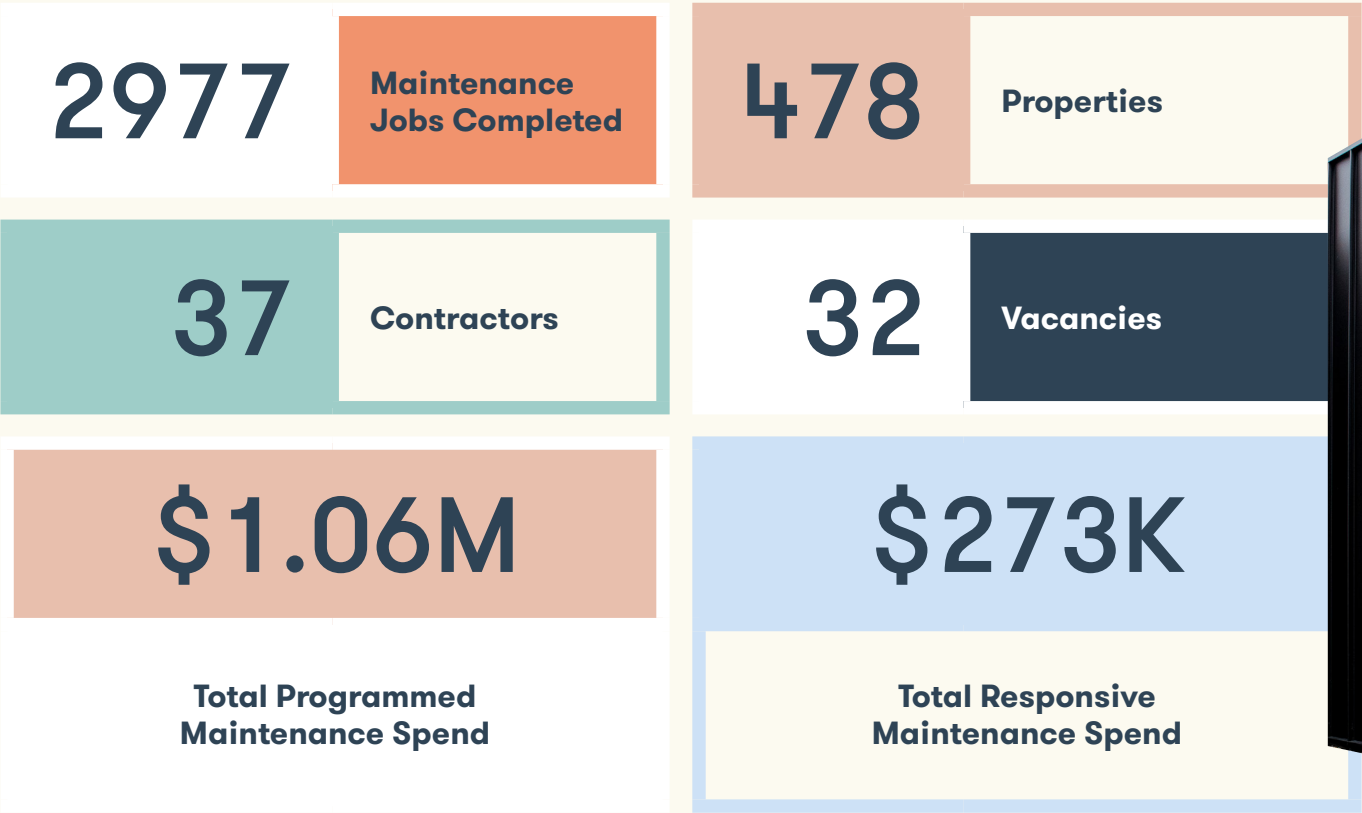
Tenancies



New Households



Maintenance



New tenancies were
affordable housing program
social housing properties

New tenancies were general
social housing program

New Specialist Disability
Accommodation tenancies

All new tenancies contain
at least one household
member with a disability



Linda's Story

Housing Stability and a Pathway to Confidence

I first applied for public housing when I was 17, but always found a private rental place to live. After the birth of my son, who was diagnosed autism, and an incident where an ex-partner damaged my rental home, I found myself homeless.

For the next 18 months my son and I stayed in emergency short-term accommodation, which was suitable but not permanent. I was then offered long-term housing at my current home with YourPlace Housing. While the location was further away from my family support, I felt it was best to put some distance between the place where I felt unsafe and build a new life. That was eight years ago.

When my father passed away a few years ago, he left behind a large amount of electrical components and e-waste. With a passion for recycling and the environment I set to work using the e-waste materials to create pieces of art.

I plan to enter a piece of art into the Community Housing Arts Awards (CHARTS), an event that is held every two years. My piece of art is one that I have invested so much time and energy into, and delivering something that shows a bit of who I am to complete strangers is not easy. I have to push through the anxiety and nerves and the thought of being judged.

Last year I was accepted into university and have commenced a Bachelor of Arts. Five subjects in, I have received 3 distinctions and 1 high distinction which I feel is an incredible personal achievement considering I left school at 15 and had never before written an essay.

Having stable housing has given me confidence to start my degree, deal with my father's passing and develop my resulting passion for Art.

My advice is, if you have thought about sharing your talents through art but feel uncertain or nervous, push on and do it. Share your talent and who knows where it could lead.

Financial Report

YOURPLACE HOUSING LTD

Statement of Profit or Loss and Other Comprehensive Income for the year ended 30 June 2023

Note	2023 \$	2022 \$
REVENUE		
Revenue and other income (1)	29,622,655	42,765,428
EXPENSES		
Employee benefits expense	(1,314,005)	(1,391,410)
Depreciation	(23,970)	(30,429)
Amortisation on right-of-use asset	(111,718)	(106,530)
Loss on disposal of assets	-	(793)
Finance costs	(49,926)	(29,562)
Occupancy expenses	(783,343)	(758,082)
Maintenance expenses	(1,464,629)	(1,525,970)
Property management expenses	(84,824)	(145,098)
Fixed Payment	(2,009,413)	(1,911,976)
Other operating expense	(554,919)	(395,748)
Surplus for the year attributable to the members of YourPlace Housing Ltd	23,225,908	36,469,830
Other comprehensive income for the year	-	-
Total comprehensive income for the year attributable to the members of YourPlace Housing Ltd	23,225,908	36,469,830

Note:

(1) Revenue figure includes \$22,204,224 from revaluation of investment properties.

Statement of Financial Position as at 30 June 2023

	2023 \$	2022 \$
ASSETS		
Current assets		
Cash and cash equivalents	5,762,231	4,696,557
Trade and other receivables	267,165	360,043
Other assets	251,287	237,447
Total current assets	6,280,683	5,294,047
Non-current assets		
Investment properties	206,095,819	184,453,081
Property, plant and equipment	18,138	38,585
Right-of-use assets	1,182,352	1,294,070
Other assets	4,648,248	3,786,758
Total non-current assets	211,944,557	189,572,494
Total assets	218,225,240	194,866,541
LIABILITIES		
Current liabilities		
Trade and other payables	995,971	962,688
Lease liabilities	97,082	34,430
Borrowings	154,999	153,024
Provisions	132,357	94,092
Other liabilities	498,430	375,090
Total current liabilities	1,878,839	1,619,324
Non-current liabilities		
Lease liabilities	1,295,088	1,298,474
Borrowings	804,400	922,642
Provisions	24,701	29,797
Total non-current liabilities	2,124,189	2,250,913
Total liabilities	4,003,028	3,870,237
Net assets	214,222,212	190,996,304
EQUITY		
Reserves	5,542,842	5,542,842
Retained surpluses	208,679,370	185,453,462
Total equity	214,222,212	190,996,304

Statement by the Members of the Board

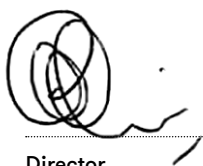
YourPlace Housing Ltd Directors' declaration 30 June 2023

In the Board of Directors' opinion:

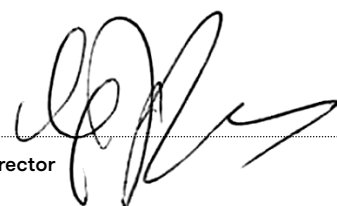
- the attached financial statements and notes comply with the Australian Accounting Standards - Simplified Disclosures, the Australian Charities and Not-for-profits Commission Act 2012 and other mandatory professional reporting requirements;
- the attached financial statements and notes give a true and fair view of the Entity's financial position as at 30 June 2023 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 the Board pursuant to Regulation 60-15 of the Australian Charities and Not-forprofits Commission Regulations 2022.

On behalf of the directors



Director



Director

19 September 2023



www.yourplacehousing.com.au

YourPlace Housing Ltd
9 Byron Place, Adelaide SA 5000

T: 08 8351 8466