

OUR STRATEGY TOWARDS 2030



UNITING SA

OUR VISION

A compassionate, respectful and just community in which all people participate and flourish.

OUR VALUES

- Respect
- Compassion
- Courage
- Integrity

OUR PURPOSE

UnitingSA exists to respond to the needs of communities, families and individuals so that together we can improve lives.

At UnitingSA, we recognise Aboriginal and Torres Strait Islander peoples as the First Australians. We acknowledge their ongoing custodianship of the lands and waters on which we live, work and pursue our reconciliation vision.



A TRANSFORMATIVE FORCE FOR POSITIVE CHANGE

A MESSAGE FROM OUR CEO AND CHAIRPERSON

UnitingSA’s roots run deep, shaped by over a century of dedicated service.

Across that time, we’ve walked alongside South Australians through times of hardship and hope. We’ve stayed grounded in community, evolving our services to meet people where they are.

Today, that commitment is stronger than ever.

As we look toward 2030, the challenges facing South Australians are growing in complexity – and so is the need for connected, compassionate support. Rising living costs, housing stress, mental health concerns and growing inequality are reshaping the lives of individuals, families and communities. At the same time, systemic pressures – including workforce shortages, constrained funding, and government reforms – are redefining how support is delivered.

Our 2025–2030 Strategic Plan sets five key priorities: delivering high-quality community services, expanding our impact in disability supports, continuing

to lead in residential aged care, growing in-home aged care, and increasing the supply of safe, affordable housing.

At the heart of our work is a belief in our ability to be a transformative force for positive change.

“We know that with the right support, people can thrive – and that with the right vision, organisations like ours can help shape the future for the better.”

This is more than a plan. It’s an invitation. To our partners, funders, volunteers and community: we invite you to join us on this journey – to imagine more, and to achieve more, together.

Jenny Hall
CEO

Gael Fraser
Board Chair

OUR SERVICES

We operate from over 35 locations across South Australia, including our heartland of Port Adelaide as well as services stretching from the far north to the south east.

- Child and Family Services
- Community Housing
- Parent Employment and Training Services
- Financial Wellbeing Services
- Home Care Services
- Homelessness Services
- Mental Health Services
- NDIS Services
- Residential Aged Care
- Respite Care
- Retirement Living
- Specialist Disability Accommodation
- Supported Employment
- Youth Services

OUR IMPACT

EACH YEAR, WE HELP OVER 12,000 SOUTH AUSTRALIANS.

 1,030+

People are provided with community housing

 1,500+

People receive care and support through our aged care services

 1,750+

People are provided with no interest loans to help manage essential costs

 2,100+

People receive emergency services

 10,100+

People access our community services

OUR ENVIRONMENT

Many of the social challenges that inspired UnitingSA's formation more than a century ago – the need for compassionate care, secure housing, and connected communities – persist today in a new context.

Through the delivery of our 2025-2030 Strategic Plan, we're responding to the community's changing needs and shaping our services for the future.



Living Longer, Living Well

South Australians are living longer, placing increased demand on health and aged care services.

We're responding by expanding in-home care, investing in technology, and strengthening our workforce – and we'll keep evolving so older people remain supported and connected in the way they choose.



Changing Communities

Migration and an increasing mobile population are reshaping our neighbourhoods, often leaving people isolated from family and community networks.

We're delivering inclusive place-based services across metropolitan and regional South Australia – and we'll deepen local partnerships to help people feel connected and supported where they live.



Cultural Safety & Reconciliation

Aboriginal and Torres Strait Islander peoples continue to experience disproportionate disadvantage and face barriers to accessing services.

We're strengthening cultural safety across our organisation and deepening partnerships with First Nations communities – and we'll continue to listen, learn and act to ensure our services are culturally responsive and support self-determination.



Cost-of-Living Pressures

Rising living costs and a shortage of affordable housing are creating significant strain for many in our community.

We're increasing the supply of safe, affordable homes and providing financial wellbeing services – and we'll continue to develop solutions that help people stabilise their lives and thrive.



Sector Reform

Major reforms in aged care, disability and mental health are reshaping funding and compliance.

We're reform-ready, embedding strong governance and staff practice into our services – and we'll keep adapting and influencing policy to ensure systems work better for the people we support.



Workforce Challenges

The sector faces workforce shortages and increased competition for skilled staff.

We're investing in education and building a values-led culture that attracts and retains great people – and we'll build on our employee value proposition, delivering work that matters with people who care.



Complex Needs

More people are facing interconnected challenges such as mental health concerns, substance use and housing stress.

We're delivering wrap-around services that address these complex and intersecting challenges – and we'll continue strengthening and expanding our services so more people receive holistic support tailored to their needs.



OUR APPROACH

**AT UNITINGSA, OUR
APPROACH SETS US APART.
WE'RE ALL ABOUT DOING
WORK THAT MATTERS WITH
PEOPLE WHO CARE.**

Great Client Experience

We achieve quality outcomes for our clients by providing person-centred, safe, connected and effective care.

Great People Experience

We have a great workforce because we attract, retain, and develop our people in a safe and supported environment.

Investment

We are growing in strength and maturity by increasing the capacity, capability, impact and sustainability of our organisation.

Influence

We use our brand, voice and relationships to influence decision makers on behalf of our community.

Partnering

We work with stakeholders who share our values to help us achieve our purpose and strengthen our impact.

OUR 2025–2030 STRATEGIC PLAN

Our strategic plan focuses on five key directions across the areas of:

Community Services

NDIS Services

Residential Aged Care

Community Aged Care

Development & Housing

The following pages outline our key strategies across these areas until 2030.

COMMUNITY SERVICES

2025-2030 Strategic Plan

Every aspect of what we do is underpinned by a deep respect for everyone’s unique worth and a passion for seeing people thrive.

STRATEGIC DIRECTION

We will deliver high quality, client-centred Community Services as the foundation of everything we do.

OUR AMBITION

To be a catalyst for positive change by delivering integrated community services that effectively address complex social challenges.

KEY STRATEGIES

We will:

- deliver service excellence across our diverse Community Services portfolio to consistently achieve a Great Client Experience
- expand services in response to emerging community needs, exploring new programs and partnerships that address evolving challenges
- implement a new framework to measure our social impact and increase understanding of the difference we are making in the community
- collaborate with our partners in the *Adelaide North West Homelessness Alliance (ANWHA)* to improve housing, safety, and community connections for people experiencing or at risk of homelessness.



Meet Ali

Ali was homeless at 13. Eventually he found his way to UnitingSA's Port Youth Crisis Accommodation. The team helped him get back on track, regain hope and reconnect with his education. Ali is now living independently, studying a trade, and enjoying a better relationship with his family.

“UnitingSA helped me get through everything and get the supports I needed. They gave me hope and encouragement; and got me positive to stay at school.”

Ali - client, Community Services.

NDIS SERVICES

2025-2030 Strategic Plan

It's all about choice, control and living with dignity.

STRATEGIC DIRECTION

We will evolve our NDIS Services ensuring we offer quality supports driven and directed by the needs of our clients.

OUR AMBITION

To deliver compassionate, respectful and enabling supports that allow people living with a disability to build their capacity and skills so that they can live their best life.

KEY STRATEGIES

We will:

- review and strengthen our NDIS Services to ensure that they deliver the best possible outcomes for our clients
- increase engagement with our NDIS Services through marketing and strengthened networks and partnerships
- explore opportunities to expand our offering in locations where there is demand for additional services
- enhance the experience for our clients by investing in technology that ensures smooth service delivery.



Meet Katie

There was a time when Katie felt like a prisoner in her own bedroom. For five years, the only time she left home was to go to hospital. All that has changed now, thanks to support from UnitingSA and the National Disability Insurance Scheme (NDIS).

"It is so good to be able to do things myself. I get to go out to lunch and to comedy shows. I'm seeing old friends again. I have an amazing team around me."

Katie - NDIS participant.

RESIDENTIAL AGED CARE

2025-2030 Strategic Plan

It's about quality care,
meaningful connections and
enhanced wellbeing for every
resident, every day.

STRATEGIC DIRECTION

We will deliver high quality Residential Aged Care in facilities that meet the needs of our residents.

OUR AMBITION

In a context of significant change and growth across the sector, we will continue to be a trusted provider of quality Residential Aged Care. Our residents will live with independence, choice and safety, supported by robust systems and valued staff who ensure quality care for all.

KEY STRATEGIES

We will:

- provide high quality care across our Residential Aged Care sites, ensuring we meet or exceed all requirements of the new Aged Care Act
- enrich daily life for residents through dynamic lifestyle programs and nutritious meal services, tailored to support each person's health and wellbeing needs
- foster a stable, skilled and compassionate workforce, with new student pathways and ongoing professional development, helping to ensure residents and families receive consistent, expert care
- drive digital innovation by leveraging platforms to enhance communication with residents and families, optimise operations, and improve rostering.



Meet Wendy

Wendy says that she always knew, when the time was right for her, she would move from her independent unit into Residential Aged Care. After many years of living locally, Wesley House was her first choice.

“I absolutely love it here. The community is beautiful. I think the nurses and carers are amazing.”

Wendy – resident, Wesley House.

COMMUNITY AGED CARE

2025-2030 Strategic Plan

Supporting life at home, lived fully, for as long as possible.

STRATEGIC DIRECTION

We will grow our Community Aged Care services to support the increasing number of clients who prefer to stay in their home as they age.

OUR AMBITION

To be a trusted partner in enabling independent living and delivering quality home care services, and to increase the footprint of our services through the introduction of community hubs in target regions.

KEY STRATEGIES

We will:

- grow the number of older people supported through Home Care packages, helping them stay well and independent at home
- ensure a smooth, well supported transition to the Support at Home program for all clients and staff
- sustain a specialised and reputable Transition Care Program to support older people to safely return home after hospitalisation
- strengthen workforce capability to deliver consistently high-quality, personalised support
- invest in operating systems and technology that ensure we deliver the best outcomes for our clients.



Meet John

Sometimes a little bit of help at home can change everything. UnitingSA helps John with transport to medical appointments and tasks such as ironing and cleaning.

“The support has made quite a difference. I like being independent in my own space.”

John - client, Support at Home.

DEVELOPMENT AND HOUSING

2025-2030 Strategic Plan

Everyone deserves a safe place to call home.

STRATEGIC DIRECTION

We will expand the availability and accessibility of new housing and property developments focusing on social, affordable and retirement housing.

OUR AMBITION

To be a trusted and respected leader providing high-quality housing that fosters inclusive communities.

KEY STRATEGIES

We will:

- expand our community housing portfolio to meet the growing need for secure, affordable accommodation
- prioritise housing projects on land we already own in the metropolitan area
- pursue government funding and strategic partnerships to maximise our ability to deliver social housing
- implement community engagement and wellbeing activities for tenants and residents that foster belonging and reduce isolation
- develop a 20-year Retirement Living Redevelopment Plan to provide safe, accessible and vibrant communities for older South Australians.



Meet Mirben

Mirben and her daughters arrived in Australia with nothing. Now the young family is living in one of UnitingSA’s network of social and affordable houses. Mirben says that one of the best things about being in Australia is feeling safe.

“I can breathe. I can go anywhere. I can drop the children at school and know they will be safe.”

Mirben – resident, UnitingSA Housing.

OUR AMBITION

As we look towards 2030, our ambition is clear. We will increase UnitingSA’s capacity and impact so that, together, we can improve lives.



Our ambition for UnitingSA in 2030 is to be ...

- One of South Australia's **most trusted and integrated care providers**, delivering great client experiences across aged care, disability support, housing, and community services through our neighbourhood-based service model
- A **transformative force** concentrated in Adelaide's western and northern regions, where we've amplified our community impact through deeply integrated services that provide a continuum of support across life stages
- **Creating thriving communities that enable people to live with dignity and purpose** through our innovative service delivery, person-centred care, and vibrant connected neighbourhoods
- The **partner of choice for government and community organisations** in addressing complex social challenges, known for our ability to deliver innovative, financially sustainable solutions that create lasting positive change
- A **values-driven organisation combining digital innovation with human connection** to empower our staff to provide outstanding experiences for clients across the continuum of housing, aged care, and community services
- **Delivering culturally safe and responsive services** that address inequities faced by First Nations peoples, underpinned by strong cultural governance and meaningful partnerships with Aboriginal communities
- Setting the benchmark for **sustainable social impact** by successfully balancing purpose-driven services with commercial acumen to ensure long-term organisational resilience.



TOGETHER WE CAN – AND YOU CAN TOO!

If you would like to partner with us in building a compassionate, respectful and just community in which all people participate and flourish, scan the QR code or go to unitingsa.com.au/about-us/our-partnerships





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