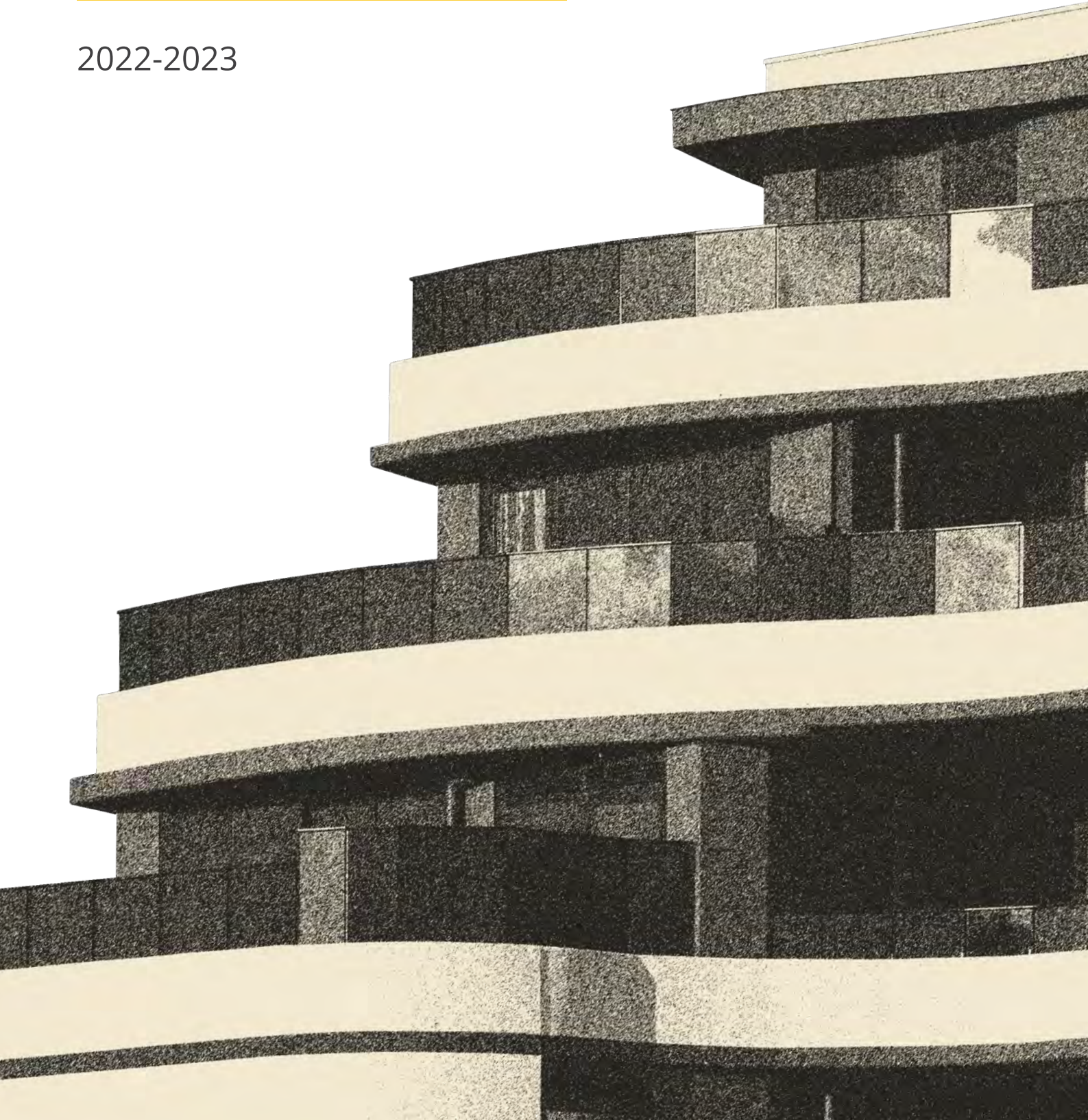


Year in Review

2022-2023



Acknowledgement

Unison acknowledges and pays respect to the Traditional Owners of the land on which our services and properties are located, the Wurundjeri people, the Boonwurrung people and Wathaurong people of the Kulin Nation. We pay our respects to their culture, their customs and to Elders past, present and emerging.

For tens of thousands of years, the Werribee River has been a significant meeting place to build community. The name for Werribee River is Wirribi-yaluk in Wathawurrung and Boonwurrung – wirribi meaning "backbone" or "spine". The river forms a natural boundary between the lands of the Wathawurrung and Boonwurrung Peoples.

Unison's most recent developments are situated either side of the Lower Werribee River (pictured), with the Cottrell Street development (2022) to the west on Wathawurrung Country and the Market Road development (2021) to the east on Boonwurrung Country.

From our Chair and CEO

Over the last year, we've accomplished significant work, yet much remains ahead. The demand for affordable housing is at an all-time high. With initiatives like Victoria's Big Housing Build and Housing Statement, as well as Housing Australia (formerly known as NHFIC), we now have a unique chance to align governments and the community housing sector to shift the narrative from a housing crisis to Australians housed.

Last year, we eagerly welcomed the establishment of the Housing Australia Future Fund, a much-needed Commonwealth initiative. Although its realisation has taken longer than initially anticipated, the timing of its arrival is now of critical importance in addressing Australia's prevailing housing affordability crisis.

Unison's most recent development in Heidelberg Heights, funded through Victoria's Big Housing Build, is shortlisted for an Excellence Award by the Urban Development Industry of Australia (UDIA). This marks our third consecutive nomination, a testament to our well-founded development capabilities.

Unison's financial stability remains robust, surpassing our budgeted 2022/2023 fiscal year expectations. This positions us exceptionally well to serve as a key partner in the large-scale delivery of housing and to leverage future funding opportunities.

Nonetheless, there is always room for improvement. Our dedication to continuous improvement is at the forefront of everything we do. Our bi-annual Renter Satisfaction Survey, a critical instrument for improvement, garnered the highest response from renters in Unison's history, with 40% of renters participating. These responses have allowed us to identify key themes, enabling us to initiate a comprehensive program of improvements geared towards enhancing renter satisfaction.

The results we achieve, both for our organisation and the individuals we serve, are a testament to the unwavering dedication of our staff. Day in and day out, our team's commitment shines through in the exceptional delivery of our services. Beyond business as usual, our staff continue to rise to new challenges – such as undertaking new housing programs for vulnerable families as well as completing significant upgrade projects. We also extend our heartfelt thanks and acknowledgment to the Board for their invaluable stewardship and support during yet another exceptionally busy year.

Recently, we celebrated our staff's commitment to our core values and vision at an all-staff event. It was during this gathering that we underscored the impact of our work and the underlying reasons driving our mission. Additionally, we shared our strategic focus areas for the forthcoming year. Notably, discussions centered around the development of our new 2024-2027 Strategic Plan which presents an opportunity to engage with staff, stakeholders, and our Tenant Advisory Group (TAG) further.

This Annual Report highlights many things to be proud of as an organisation and we are excited for what comes next.

With great anticipation, we look ahead to the future and remain steadfast in our commitment to creating communities that thrive.



James King
CEO

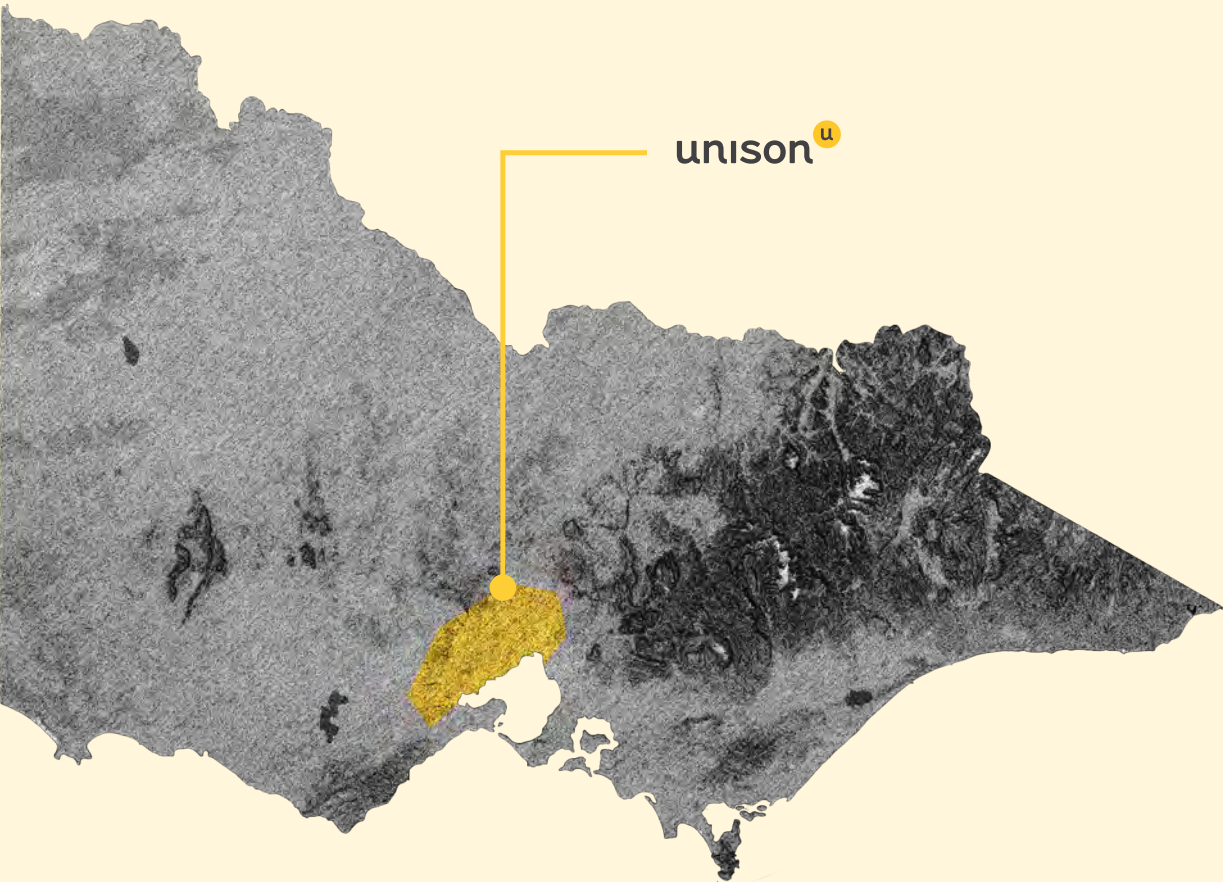


Ian McHutchison OAM
Chair of the Board

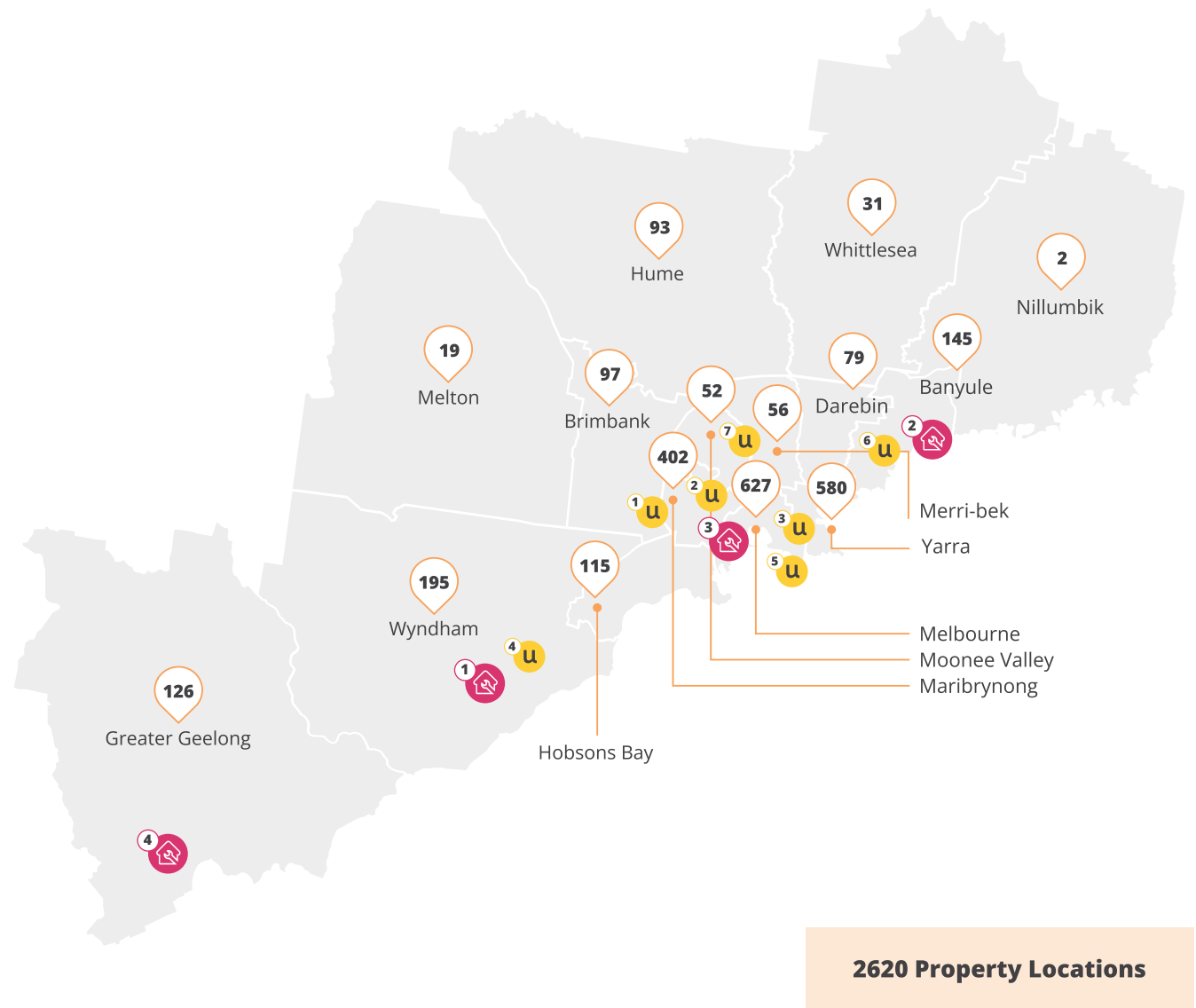


Year at a glance

2022-2023 Highlights



Unison at a glance



Key

U	Unison Offices	🏠	2022-2023 Developments	📍	Number of properties
1	69 Buckley St, Seddon (Wadawurrung)	1	Cottrell Street, Werribee: Completed December 2022		
2	229 Barkly St, Footscray (Wurundjeri)	2	Bell Street, Heidelberg Heights: Completed in July 2023		
3	117 Berkeley St, Melbourne (Wurundjeri)	3	Make Room, Lt. Bourke St Melbourne: In development		
4	70 Cottrell St, Werribee (Wurundjeri)	4	Marshall St, Newtown: In development		
5	95 Wellington St, Collingwood (Wurundjeri)				
6	100 Mount St, Heidelberg (Wurundjeri)				
7	42 Derby St, Kensington (Wurundjeri)				

Our Strategic Plan



Our Impact

To address rising demand for homelessness services in the West, particularly among families, we've expanded Unison's Initial Assessment and Planning (IAP) capacity. Post-Covid, we've established a much-needed face-to-face IAP office in Werribee with the completion of our Cottrell St development. This year, IAP provided support to a record number of people in housing crisis, with 52,747 contacts.

As a member of the Wyndham H3 Alliance, we've collaborated with local services to deliver crisis housing solutions in the West. In a first-time initiative, we offered online inquiries for Private Rental Assistance Program (PRAP), receiving 1467 online submissions for assistance.

Positioning for the future

After appointing a new Director of Housing and Homelessness, Unison made strategic changes to its team structure, aligning it with the upcoming growth in supported housing and the sunset of the H4F and H2H program funding.

To support this growth, Unison established a new Manager Supported Housing role responsible for delivering Unison's Head Leasing Programs (J2SI, H2H, H4F), support services, and the management of supported housing properties. Additionally, the IAP and PRAP teams were reorganised under Manager Housing Assessments and Pathways, to provide a continuum of high-quality services to individuals and families experiencing housing crises.

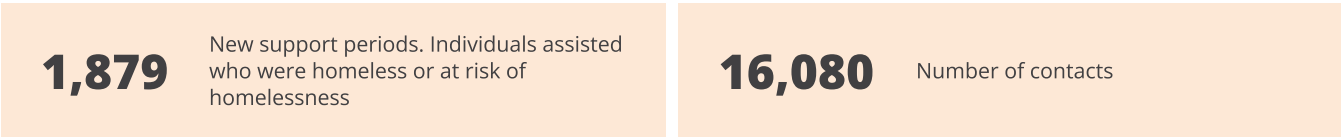


In 2022-23, Our IAP and PRAP teams assisted:

IAP



PRAP





Asset Management

Significant progress has been made against Unison’s Asset Management Strategy priorities. Our new annual asset condition and lifecycle inspection program is on track, with a third of the portfolio inspected. This data has been used to inform preventative maintenance and upgrade plans, ensuring properties are compliant with quality standards. Vacant maintenance delivery has been improved through the trial of a new contracting approach, which has reduced both costs and turnaround times while also improving quality assurance.

Over the year, our Property team has successfully delivered:

- The balance of \$3.5M funding received from government through the Maintenance Stimulus package. Overall, almost 1,000 units (more than a third of the portfolio) benefited from works to upgrade and improve energy efficiency, amenity, security and safety, structural repairs and essential safety measures renewal. Many buildings had multiple projects completed.
- Energy efficient Home Heating and Cooling upgrades at 314 properties.

- 467 vacant property upgrades
- Works to rectify non-compliant cladding at six properties has commenced with the assistance of Cladding Safety Victoria funding.

Unison continues to provide a high-quality maintenance service for renters. Our professional contractors completed almost double the amount of maintenance work orders compared to the previous year. Non urgent maintenance turnaround times have improved, and we have performed consistently in urgent repair turnaround times. We have also invested in our people, with a restructure of the property team completed and additional positions onboarded.

Further progress has been made against our Rooming House Strategy to dispose older style rooming house accommodation with shared facilities that are no longer fit for purpose, with the sale of two properties completed. New property developments in Werribee and Heidelberg include 2 and 3 bedroom units, diversifying property sizes in the portfolio.



4,880

non-urgent maintenance requests managed



2,484

urgent maintenance requests managed



93.4%

urgent maintenance requests completed within 24 hours



467

Vacant property upgrades



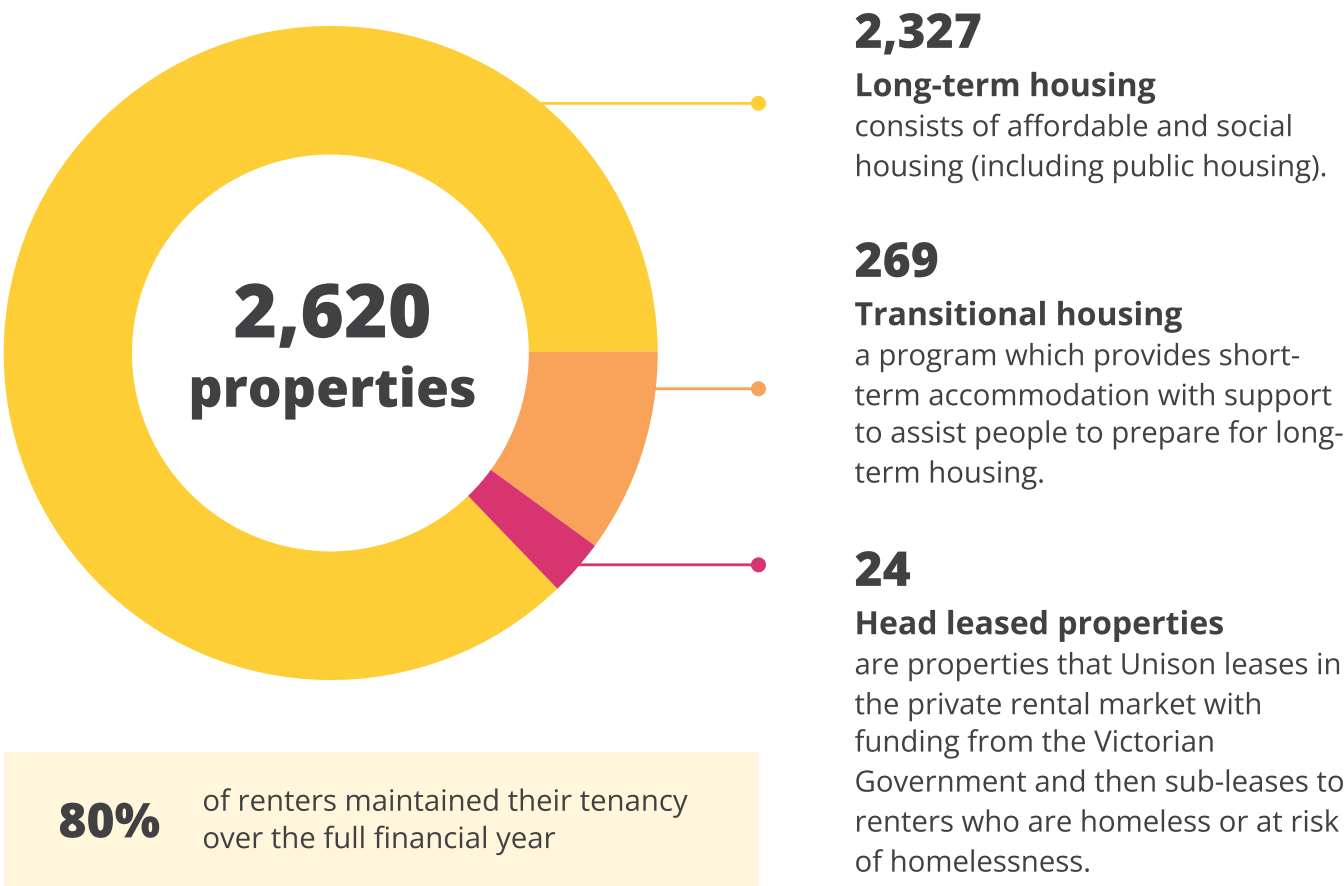
314

Home Heating & Cooling upgrades

Our Organisation

Our Portfolio

Unison manages 2,620 properties, including over 1433 owned by the organisation, across 15 LGAs.



Unison Housing Research Lab

The Unison Housing Research Lab (Lab) is a unique education and research collaboration between RMIT University and Unison Housing, established to inform housing and homelessness best practices and policy. It is the largest program of its kind in Australia.

Led by Professor Guy Johnson, the team undertakes innovative policy and practice-relevant housing research informed by the experiences of service users and providers.



Unison Property Corporation (UPC)

UPC is a controlled entity of Unison that provides management services for owners corporations and a social enterprise delivering cleaning, gardening, and property maintenance services. The businesses provide funds to support the important housing and homelessness work of Unison, as well as life-changing jobs for people who have barriers to employment.

During 2022-23, UPC had staff changes in key management roles and is well-placed to make improvements to operations and grow the volume of services delivered as well as the extent of positive social impact.

Social Enterprise

The Social Enterprise cleaning and grounds services team has maintained gardens and kept properties clean and tidy for over nine years with a current portfolio of 76 properties. In addition, the business offers hard rubbish removal, test and tag, periodic cleaning, and property maintenance services.

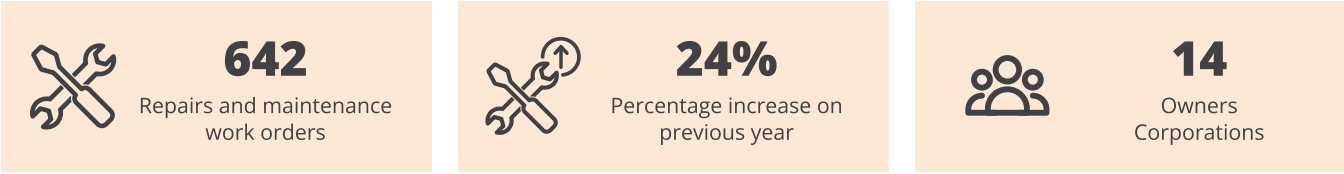
Unison Property Corporation staff



Owners Corporation

Based in Kensington, UPCs Owners Corporation Management, a registered Owners Corporation management company, provides services to 514 lots across 14 Owners Corporation buildings in Melbourne.

During the year the team delivered several major rectification projects, and successfully managed more than 600 work orders on behalf of owners.



Our People

Unison is proud to be an Equal Employment Opportunity (EEO) employer. Unison encourages individuals of diverse backgrounds to join our workforce, including but not limited to those from the Aboriginal and Torres Strait Islander, Culturally and Linguistically Diverse (CALD), and the LGBTIQ+ communities.

Staff numbers for the period 1 July 2022-30 June 2023

91	33	10
Full-time staff	Part-time staff	Casual staff

Staff tenure

105	13	12	4
Staff with service less than 5 years	Staff with service more than 5 but less than 10 years	Staff with service more than 10 but less than 15 years	Staff with service more than 15 years

Unison wishes to acknowledge the contribution of our Board of Directors, who brings considerable and varied experience to Unison. Together they provide stewardship and strategic direction, governing the organisation on behalf of members.

Our Board



Ian McHutchison OAM, Chair

Ian has a legal background and has held leadership positions in the for profit and not for profit sectors. In 2009 he was awarded the Order of Australia Medal for services to the community.



Anita Chow

Anita has over 18 years of corporate finance experience working with private and public companies across a number of industries in Melbourne, London and Hong Kong. She was previously on the board of VincentCare Victoria and VincentCare Community Housing.



Lou Panaccio

Lou is a chartered accountant with strong management experience in business and healthcare services. Lou was appointed as a director of Urban Communities Ltd in November 2015.



Yvonne Turner

Yvonne shares her board experience in healthcare and NFPs. Her expertise includes business management, strategic planning, strategic marketing in public sector, commercial and NFPs.



Barry Shepherd, Deputy Chair

Barry has been in the property industry for more than 40 years and is critical in guiding Unison's asset management and developments. Barry was appointed as a director of Urban Communities Ltd in September 2009.



Peter Weatherby

Peter is passionate about the community housing sector and brings a solid real estate skillset, commercial acumen and a strong strategic focus to Unison.



Alison McLeod

Alison is an expert property valuer and brings property expertise and a passion about housing affordability.



Daniel Carter

Daniel brings a strong commitment to the vision and mission of Unison and the growth of the housing sector. He offers the Unison Board contemporary strategic planning and IT skills tailored to the social services sector.



Bettina Sheeran

Appointed in February 2023, Bettina is a Partner and Head of Innovation at Maddocks Law Firm. She provides a wealth of knowledge regarding property development legal advice to private, listed and unlisted clients.

Our Financial Summary

For the year ended 30 June 2023, Unison delivered an operating surplus of \$1.9million.

Operating income increases are primarily attributable to the full year impact of new developments and the 150 Brunswick Street, Footscray general lease, as well as the completion of the 74-unit development at 70-72 Cottrell Street, Werribee in December 2022 and additional NRAS allocations. Operating expense movements align with staffing required to deliver the strategy and associated costs for maintaining and upgrading the portfolio. Brokerage funding levels have returned to pre COVID-10 levels.

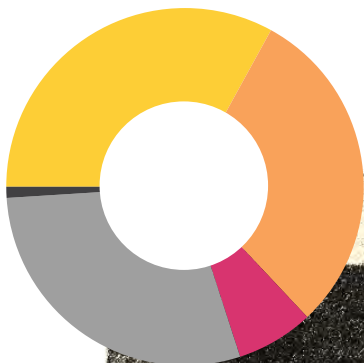
Operating Income

Rental income	\$19,222,921	58%
Grant income	\$11,965,393	36%
Management income	\$1,812,384	5%
Other revenue	\$357,631	1%
Total	\$33,358,329	



Operating Expenses

Staff expenses	\$11,433,872	33%
Housing program expenses	\$12,881,082	30%
Organisational operating expenses	\$3,882,678	7%
Brokerage program expenses	\$3,021,325	29%
Bad and doubtful debts	\$225,861	1%
Total	\$31,444,818	





117 Berkeley Street, Melbourne VIC 3000

PO Box 12145 A'Beckett Street, Melbourne VIC 8006

P: 03 9349 0250

E: info@unison.org.au

Unison Housing Ltd ABN 73 076 581 112

Unison Property Corporation ABN 69 614 931 458



If you need support from an interpreter please let us know.

unison.org.au

