

The background of the entire page is a photograph of two people sitting on a wooden park bench. The person on the left is a woman with dark hair, wearing sunglasses, a denim jacket, and shorts. The person on the right is a man with grey hair, wearing a grey polo shirt and blue jeans. They are both smiling and looking towards each other. In the background, there is a large, ornate building with domes and arches, likely a government or institutional building, surrounded by trees and greenery.

unison^u

Annual Report

2017

Communities
that thrive

Contents



p5.	We are Unison
p6.	Chairperson's Report
p8.	CEO's Report
p10.	Our Strategic Direction
p12.	Our Board
p14.	Our Work. Our People. Their Homes.
p22.	RMIT / Unison Research Partnership
p24.	Tenant Advisory Group
p26.	Affordable Housing Boost
p28.	Place Management
p30.	Enterprise Team
p32.	H3 Wyndham
p34.	Building Communities
p36.	Corporate Governance Statement

Our Vision

Communities that thrive.

Our Mission

Collaborate to create vibrant, sustainable communities that meet the needs of renters, owners and people who are homeless, by developing, managing and providing access to affordable housing.

We are Unison

Unison is a not for profit property company. We provide all the services that strong, mixed, integrated communities need. As part of this, we develop, own and manage affordable and social housing and we provide commercial property management, Owners Corporation management and cleaning and grounds services. We also provide homelessness services for those most in need in Melbourne's West.

The people Unison provides housing and property services for come from many different walks of life, but they all have the same thing in common – they want to live in a safe, welcoming and thriving community, they want to feel supported and connected and be proud of where they live.

Unison is about more than housing – we are about communities that thrive.

Chairperson's Report

A year ago, at the 2016 AGM, Members approved a Constitution to establish Unison Housing Ltd. Reflecting on our first year I can acknowledge the significant steps Unison has taken to establish the new organisation.

Working together, tenants, staff and the management team, the Board, and partners co-created a new strategic direction that puts our customers firmly at the centre of all we do. Over three days we reimagined the organisation and the outcomes we strive to achieve.

The first steps on that journey have been taken, over the last six months. Unison now has clarity around its tenant management practice, putting the customer first, as well as the culture and staff capabilities needed to support it. Buildings have been refurbished, maintenance and cleaning services have been improved. A process is underway to ensure that assets will be managed strategically, and maintenance services in the future will be timely and cost effective. As part of our rooming house renewal program, we have also lodged planning permits to redevelop two sites in Fairfield and Footscray. These projects will replace outdated accommodation with good quality self-contained units close to amenities.

The Board has welcomed the State Government's initiatives to provide access to funds to assist in the development of new social and affordable housing. We are preparing for the opportunity to participate in the most significant development of new low rent accommodation since the Nation Building program in 2008.

Early in 2017 the Board discussed how it might add value to its governance role. Directors agreed a workplan and KPMs linked to the Strategic Plan that focusses on four areas: deepening understanding of how Unison works; Unison's future capability; better understanding tenant experiences and improving board practice. This will form the basis of the Board's own performance evaluation.


The last twelve months have been challenging, but there has been success in establishing sound foundations for the future. I would like to thank Michael Perusco, his executive team and staff for their hard work and perseverance, as well as commitment to delivering against these goals. I must also thank my fellow directors for their hard work and enthusiasm for achieving Unison's strategic outcomes.

On a personal note I would like to acknowledge Richard Howard, who retired as a director prior to the AGM, after 19 years in the role. Richard has never compromised in bringing our tenants' perspective to the Board's decision making. His clear and considered thinking on their behalf is a contribution that will be missed. Thank you, Richard.

Jane S Evans
Chairperson



CEO's Report



I am very pleased to be delivering the first annual report for Unison. As with any merger, there has been a lot of hard work to get to this point, and I would like to thank the Board, staff, customers, and our many partners for their contribution to the creation of Unison.

Unison has been formed in the midst of a housing affordability crisis. Australia has a housing market that delivers huge gains for some and the same time can drive others into housing stress, poverty and homelessness. One physical manifestation of the crisis is the increased street homelessness we are seeing in our capital cities including Melbourne and Adelaide.

In this environment, Unison's role is critical. We need to ensure that people on low incomes and particularly those who have been homeless, get access to quality affordable housing. We must ensure that this housing provides a stable base from which to thrive and that we play a role in increasing the supply of affordable housing. These priorities are reflected in Unison's Strategic Plan which outlines a blueprint for the first four years of operation.

We have been encouraged by housing policies released by the federal government and opposition, and the release of Homes for Victorians in Victoria. Over the next 12 months we will work with governments and partners to increase the supply of much needed affordable homes.

Central to Unison's strategy is being based in the places we own and manage. This helps us better connect with our residents and connect people with local services and social and economic opportunities. It also helps us shape diverse and inclusive communities and where possible

we aspire to create mixed tenure communities, which blend private and social housing. This year we established an additional four offices in our buildings and communities and restructured our place management team to increase our presence at our properties. We have also strengthened and expanded relationships with community and support services to improve access for our customers.

Our homelessness services in Melbourne's West have experienced high demand this year and we are very pleased that in partnership with the H3 Alliance in the City of Wyndham, Unison has received funds to support more people who are homeless. Twelve one-bedroom units will be purchased and a youth specific crisis accommodation service built.

As we implement our Strategic Plan, the Unison Housing Research LaB formed in partnership with RMIT University, will allow us to track our impact and help us better understand what we do well and what we need to change. It will ensure that we keep customers at the heart of all we do.

The formation of Unison has been an exciting period and the next 12 months look to be even more exciting as we implement our vision.

Michael Perusco
Chief Executive Officer



Our Strategic Direction

Unison undertook a staged and inclusive approach to shape our future direction, investing time in gaining differing points of view, experiences and aspirations to determine the road ahead for our new organisation.

A key part of the process was a three day workshop involving tenants, staff, board members and external stakeholders to focus our collective thinking and to articulate our vision, values and strategy.

The results of this workshop were presented at a number of tenant and staff forums and interviews were held with key partners to gain feedback.

Our 2017 – 2020 Strategic Plan was developed from this collaborative process.



Foster communities to create places for everyone

We will implement a responsive place management approach to support tenants and develop a range of opportunities to improve wellbeing and quality of life for our customers.

We will also improve the responsiveness of our homelessness services and create feedback mechanisms to make sure we're on track.



Make places to be proud of

By creating the systems to deliver excellent maintenance and facility management services, we will deliver homes and places that people can be proud of.



Develop effective systems to support creative solutions

We will invest in our internal systems and processes to create the foundation for the organisation to grow, including IT, staff development and training, financial management, tenant participation and communications.



Grow the supply of affordable housing

We will diversify our funding sources, create new housing models and seek new funding streams in order to grow the supply of affordable housing.



Create knowledge to change practice, policy and public perception

Through our research partnership with RMIT and internal systems we'll make sure our efforts are based on sound evidence, and we'll use this expertise to advocate for better housing solutions.



Achievements to date:

We have hit the ground running.

- o Developed a Practice Framework in collaboration with the Menzies School of Health Research to create a proactive, customer service approach to tenancy management and sustainment
- o Established a research partnership with RMIT University
- o Re-designed the way in which our homelessness services are delivered including the Initial Assessment Service and Private Rental Brokerage
- o As part of our rooming house renewal program, lodged planning permits to redevelop two sites in Fairfield and Footscray. These projects will replace outdated accommodation with quality self-contained units close to amenities
- o Developed an IT strategy that will be implemented in the coming 12 months
- o Our Enterprise Cleaning and Gardening Team have expanded its work to four additional properties



Our Board

Unison is governed by a Board which provide stewardship and strategic direction, governing on behalf of Members.

Between them directors have strong and varied experience in a variety of sectors and backgrounds.

Board member biographies can be found on our website www.unison.org.au

Richard Howard was appointed to the Board of Yarra Community Housing in 1998 and is retiring prior to the Annual General Meeting in 2017. During his Directorship with Yarra Community Housing and now Unison Housing, Richard has been passionate about providing safe and affordable housing for clients with complex needs. He was strongly involved in the Housing

Development Committee during the Nation Building Initiative and with the evolution of the supported housing project that is 660 Elizabeth Street. He was Convenor of the Risk and Compliance Committee for several years and Chairperson of Yarra Community Housing from 2001 to 2002. We thank Richard for 19 years of service to Yarra Community Housing and Unison.

L-R: Carolyn Healy, Richard Howard, Jane Evans (Chair), Yvonne Turner, Jane Hunt, Lou Panaccio
Absent: Ian McHutchison (Deputy Chair), Barry Diamond, Barry Shepherd

Our Work. Our People. Their Homes.

We provide services for PEOPLE

People who are homeless or at risk of homelessness

Unison is one of the largest providers of services for people who are homeless or at risk of homelessness in Melbourne's West. We connect people to safe and affordable short, medium or long term accommodation combined with support to assist with addressing any issues that may have contributed to their fragile housing situation. In addition, we help people re-establish and maintain a secure home.

People on a low income looking for affordable rental

We provide social and affordable long term rental accommodation in Victoria and in Adelaide for people who are on a low income. Tenants can be employed or on Centrelink benefits. The properties range from rooming houses, apartments, units and houses. Our homes offer security of tenure and cater for all household types including singles, youth, seniors, couples and families.

People looking for private rental

Unison is a licensed real estate agent and leases and manages a range of market rental properties in Melbourne and Adelaide on behalf of private investors.

Our market rental properties are located in our mixed tenure communities. Our community building agenda provides opportunities for our private tenants to connect and participate in their community.

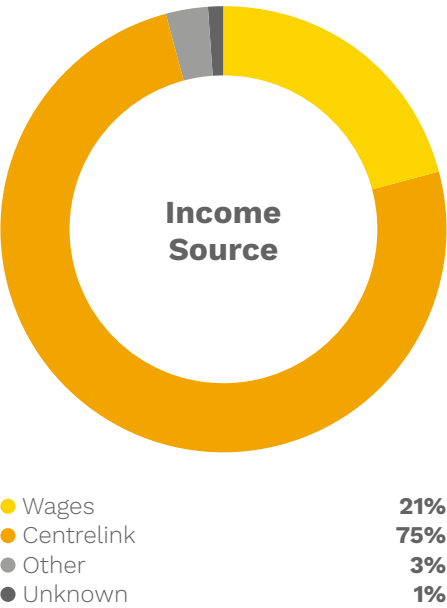
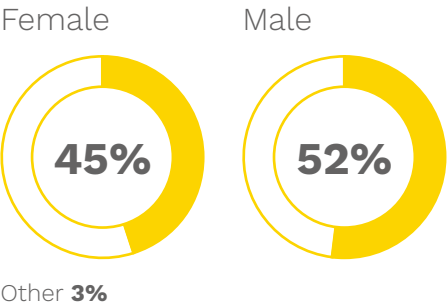
Owners Corporation members

Unison is a registered Owners Corporation management company managing residential and commercial properties in both Melbourne and Adelaide on behalf of owner occupiers, private investors and government.

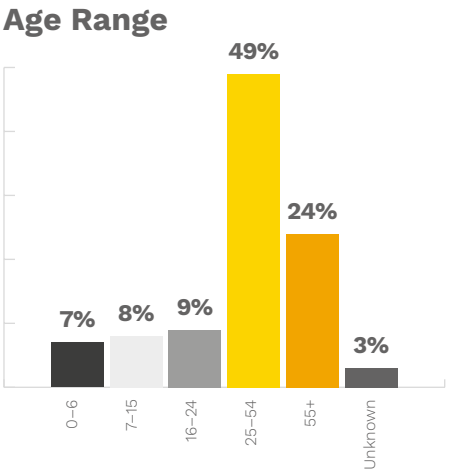
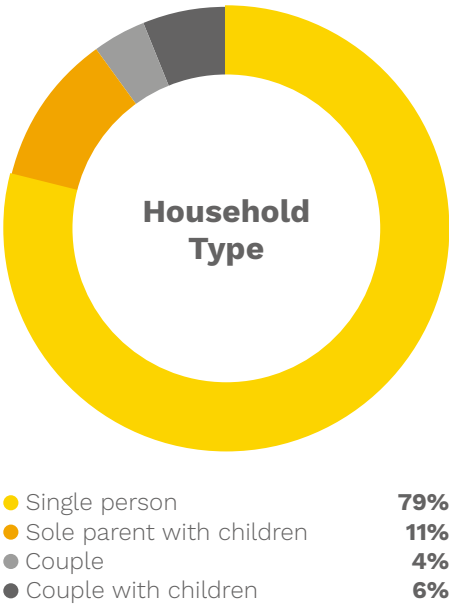
The lots we manage as part of Owners Corporation management are located in our mixed tenure communities, blending owner occupiers, investment properties and affordable housing. We are located within these communities with an aim to create a thriving diverse community and a great place in which to live and invest.

Tenant demographics*

Gender



Indigenous households **5%**



* Data excludes private rental tenants

Initial Assessment Program

Unison’s Initial Assessment Program (IAP) service, located in Seddon and Werribee, is one of the primary access points for people who are homeless or at risk of homelessness in Melbourne’s West. Our services include assessment of housing and support needs, referral to crisis, transitional or longer term accommodation and specialist support providers and financial assistance.

In 2016 – 17 Unison secured funding from the Department of Health and Human Services to implement the Private Rental Access Program in Western Melbourne. This program works alongside the IAP team and offers targeted assistance to secure or maintain private rental accommodation for people who are homeless or at risk of homelessness. Additional resources from 1 July 2017 will further strengthen the response.

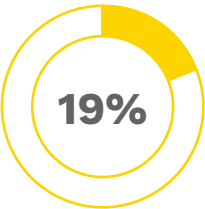
2933



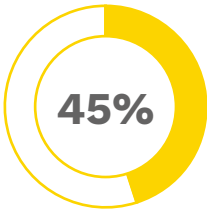
unique households were provided with 3659 periods of support.

8.3 days

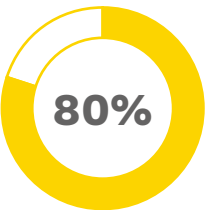
was the average period of support. An increase of just over 25% from last year.



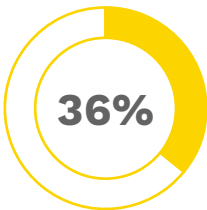
needed support twice or more. This equates to 1 in 5 customers.



nearly half were families.



were between the ages of 20 and 49.



increase in drop-ins from the previous year. This is the highest recorded number of drop-ins ever reported by the service.

We develop, own and manage PROPERTY

Unison has a diverse range of properties ranging from 1850’s terrace houses, to standalone units, multi-story medium and high density new build apartment buildings. Our portfolio includes mixed tenure communities and apartment buildings with street level commercial spaces.

The majority of our homes are in the inner eastern and inner western suburbs of Melbourne with a growing number in the western corridor. We also manage properties in Adelaide, Geelong, Melton and Whittlesea.

2571 long term rental properties

1298 Social

431 Affordable

317 Transitional

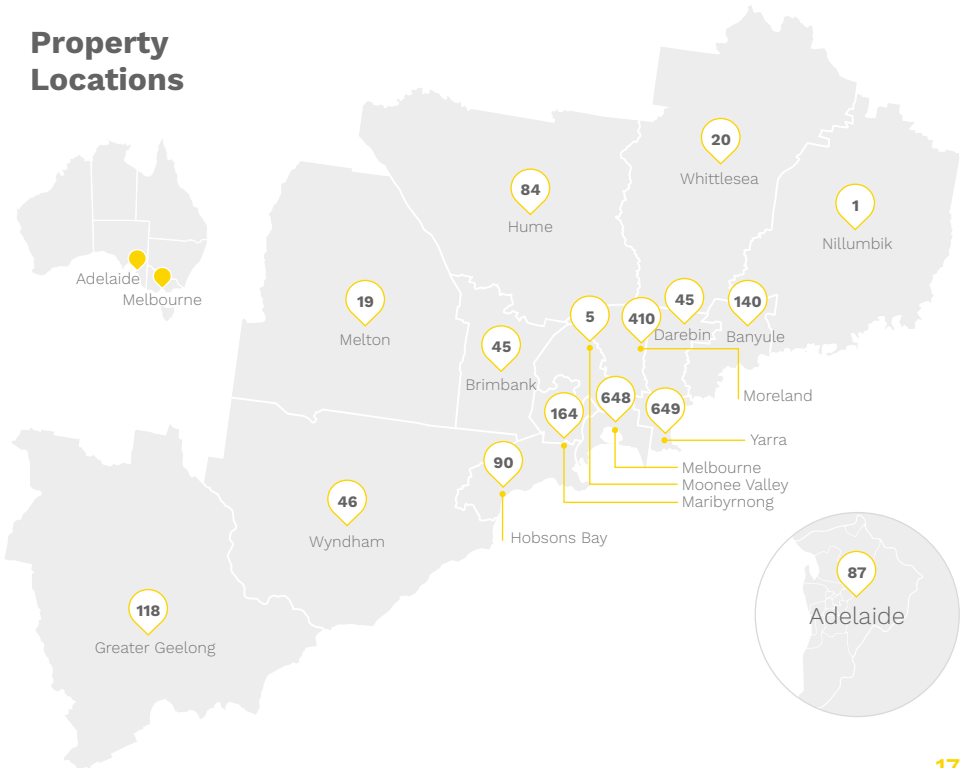
433 Public

92 Private rental

22 Owners Corporations

1069 Properties, plus lots under Owners Corporation management

Property Locations









RMIT / Unison Research Partnership

In 2016, RMIT University and Unison Housing established a new partnership that combines academic research and industry experience to tackle homelessness and housing. This partnership is driving a ground-breaking research agenda through the establishment of the Unison Housing Research LaB. The LaB will employ innovative research design and methodologies to create a world-class evidence base to maximise Unison's impact on tenants' and service users' social, economic, and health outcomes.

The research program's flagship project – Maximising Impact: A longitudinal study of social, affordable and transitional housing tenants – will track 400-500 new tenancies over a three year period. It will be one of the largest longitudinal studies of social housing tenants in Australia, and will provide valuable

insights into how factors including neighbours and neighbourhoods; design; tenure and tenure mix drive tenancy sustainment, satisfaction and community and economic participation.

The LaB's research program also includes an examination of three interventions designed to prevent and resolve homelessness. One evaluation will focus on the Private Rental Brokerage Program, a second will examine Transitional Housing outcomes, and the third project will look at the efficacy of the Housing Establishment Fund (financial support for access to or to maintain rental housing, or to access emergency short term accommodation). The LaB's program of research will be supplemented by a series of reports that analyse administrative data routinely collected by Unison. These reports will assist Unison to better

exploit its data to enable data driven decision making to occur at every level of the organisation. Finally, in addition to these research activities the LaB will partner with academics at RMIT and other institutions to create a broader multi-disciplinary program of research. For example, the LaB has instituted a partnership with the Melbourne Graduate School of Education at the University of Melbourne to conduct a project that examines the experiences of job seeking for social housing tenants. Through qualitative interviews and participant-led photography, this project will produce insights into the challenges and opportunities for education in relation to employment.

Alongside the research program, the LaB will lead the development of a new course on homelessness to be taught at RMIT. Through consultation with Unison practitioners, tenants, and RMIT academics, the course will offer a cutting edge and multi-disciplinary approach to education that integrates homelessness theory, policy and practice. The course will provide students with the knowledge and resources to support careers in the housing and homelessness sector.

The LaB is co-located in the Centre for Applied Social Research in the School of Global, Urban and Social Studies at RMIT and at Unison's head office. The LaB will comprise a team of six led by the Director, Professor Guy Johnson. Guy's role is to develop and implement the research program, oversee course development and expand the partnership. The Deputy Director, Dr Juliet Watson, is responsible for developing the research program, and designing and delivering the new homelessness course. The team will

also include a Post-Doctoral Research Fellow and three PhD students. The Post-Doctoral Research Fellow and one PhD student will work on the longitudinal study, as well as contributing to the evaluation studies. One PhD candidate will undertake an ethnographic study of two mixed tenure sites to investigate the mechanisms that support community environments. The remaining PhD candidate will undertake a qualitative study of how formerly homeless individuals make the transition into permanent housing.

The LaB reflects both Unison's and RMIT's commitment to policy and practice research and education that contributes to improved social cohesion, stronger neighbours and better individual outcomes for disadvantaged households.

Professor Johnson has been involved in the area of housing and homelessness for over two decades. His research has contributed extensively to government policy and agency practice that address the housing and support needs of disadvantaged and low income households.

Professor Johnson is recognised nationally and internationally as a leader in innovative policy and practice relevant research. He is currently an Honorary Principal Research Fellow at The Melbourne Institute of Applied Economic and Social Research, The University of Melbourne, and in 2015 spent 12 months in the US as a Visiting Scholar at the School of Social Policy and Practice, University of Pennsylvania.

Tenant Advisory Group

The Unison Constitution established a formal tenant body to assist the Board in ensuring Unison is meeting the needs of tenants, and to provide advice to the Board on ways to improve the organisation's performance.

The Tenant Advisory Group (TAG) meets every two months (attended also by the Unison CEO and the Unison Board Chair) to discuss and provide advice to Unison management on:

- o Ways to improve services
- o How to make policies and procedures that get the best outcomes for tenants while meeting the needs of the organisation
- o Ideas about how to improve tenant participation in the organisation and broader community

TAG also reports to the Unison Board at least twice a year, to make sure tenant voices are heard at all levels of the organisation.

Our eleven TAG members are

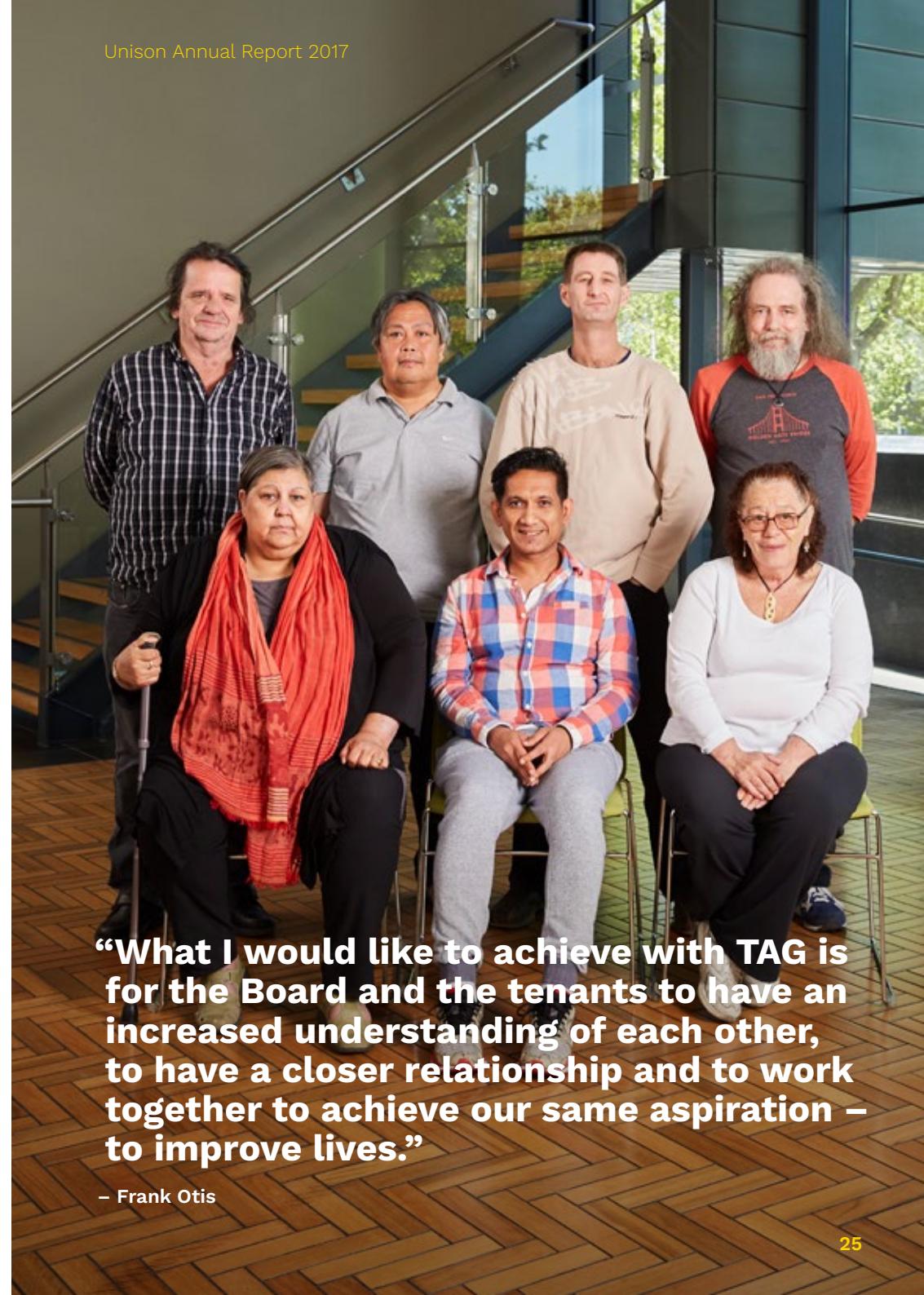
Frank Otis, Convenor
Tuan Ibrahim
Jak Burstal
Senol Celiker
Erika Lodge
Ros Sultan
Sonny Resos
Jennifer Hodgson
Cameron Powell
Peta Hudson
Colleen Howell

Frank Otis TAG Convenor

Frank was appointed as the inaugural TAG Convenor early this year. "An important part of my job is to encourage people to speak up and have the confidence to have their voice heard. TAG gives us a forum to contribute and talk about what is working and what needs attention. Sometimes the quietest people have the best ideas."

L-R Back: Frank Otis, Sonny Resos, Cameron Powell, Jak Burstal

L-R Front: Ros Sultan, Tuan Ibrahim, Erika Lodge



"What I would like to achieve with TAG is for the Board and the tenants to have an increased understanding of each other, to have a closer relationship and to work together to achieve our same aspiration – to improve lives."

– Frank Otis

Affordable Housing Boost


This year Unison completed the purchase and settlement of 17 much needed social housing properties via the Victorian State Government's \$50 million Homelessness Rapid Housing Fund.

We were successful in gaining funding for 16 self contained 1 bedroom properties, however, through astute purchasing an additional property was bought within our allocated budget. These homes provide affordable long term housing close to services, shops and public transport for people who are homeless.

Matty

Matty is enjoying the simple things in life now – cooking a meal, eating at home, relaxing and watching TV in his lounge room at the end of the day. Matty is living in one of our recently purchased Rapid Housing Fund properties and is no longer on the, as he calls it, “merry go round” of worrying about where to sleep and eat and limited work.

“I absolutely love this place. It is my home and I feel part of the community. A place to call home is so important.” Matty's new home has helped him see a brighter future and settle into steady work. “I feel normal and can now work toward planning for the future including buying a motorbike. I will be honest. It was tough transitioning into the apartment what with getting help to organise my household items like a fridge, bed and couch. But I have embraced this opportunity with open arms and hope there are more people who get the same opportunity as me.”



“I absolutely love this place. It is my home and I feel part of the community. A place to call home is so important.”

– Matty

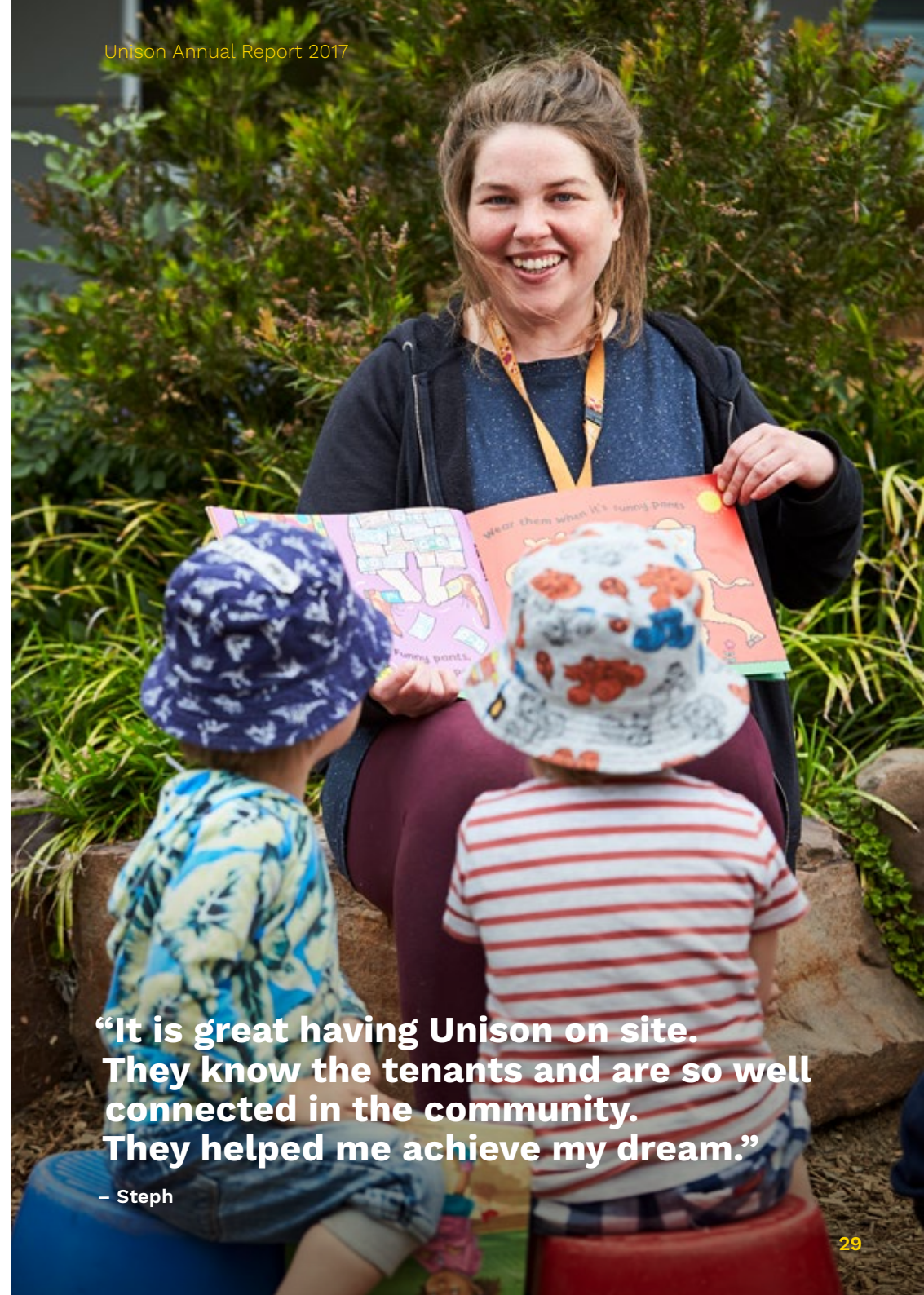
Place Management

Unison is locating staff to as many of our communities as possible. Being located in a place helps us better understand our different communities, connect with our customers, our neighbourhood and local partners and respond to issues, opportunities and aspirations.

Our work extends beyond managing tenancies and the physical infrastructure. Our strong local connections include support services (co-located with us in some communities), education providers, social and recreational programs and employment services. Place management helps us facilitate prompt access to information, services and opportunities and connect people to their community.

Steph

Unison is located on site at our 150 Brunswick Street apartment building and “vertical neighbourhood”. Steph, a tenant, spoke to the Unison team about her early childhood studies. Unison staff member Kylie connected her to the local adventure playground which gave Steph her much needed placement and start in the work she loves. Steph now works as an Early Childhood Educator at the Connie Benn Early Learning Centre co-located with Unison at the base of the building. “It is great having Unison on site. They know the tenants and are so well connected in the community. They helped me achieve my dream.”



“It is great having Unison on site. They know the tenants and are so well connected in the community. They helped me achieve my dream.”

– Steph

Enterprise Team

Our in house cleaning and grounds team has maintained our gardens and kept our places clean and tidy for over seven years. Made up of many long term staff, the social business works to quality management systems, delivers to industry performance standards and as part of its business model employs and trains a team of cleaners and gardeners with a great attitude and focus on customer service.

The uniformed crew are a familiar sight helping to ensure our communities are inviting and well presented. The benefits are far reaching – we achieve service efficiencies, redirection

of work and profit back in to the community, employment and training opportunities and community pride. An on site in house team helps us capture feedback on a daily basis, quickly identifying areas that require attention. The team strive to continuously improve, aligning with the values of accountability and ownership.

Currently the Team delivers services to four Unison sites. As part of our strategy to make places to be proud of, we aim to continue to grow the business. To maximise service quality, customer service, teamwork and a positive work environment our team will continue to undertake training and development.

“With business growth will come more job opportunities for tenants. We look forward to our team continuing to make a difference, working in our communities to help make them great places to live.”

– Paulina Peralta, Social Enterprise Coordinator

H3 Wyndham

Unison is a member of the H3 Wyndham Alliance, made up of nine local agencies and the Wyndham City Council. We have been working collaboratively since 2009 to address homelessness in the City of Wyndham and after almost a decade of persistent lobbying aimed at drawing attention to the increasing demand for homelessness services in the City of Wyndham, the Treasurer and local member, Tim Pallas, made \$15 million available in November 2016.

Following the announcement, the H3 Alliance worked closely with the Department of Health and Human Services to develop an integrated model to meet the needs of people who are homeless or at risk of homelessness in Wyndham.

Unison has secured funds to:

- o Purchase 12 one bedroom properties for people sleeping rough
- o Purpose build a youth accommodation service for 8 young people. This initiative will be delivered in partnership with Melbourne City Mission
- o Increase the size of our Werribee IAP service with two additional workers from 1 July 2017
- o Strengthen our Private Rental Access Program by employing an additional worker for the team

Funds were also provided to our Alliance partners for youth outreach support, legal assistance and early intervention support services.

In addition, Wyndham City Council has been funded to undertake a service integration and coordination role.

These much needed additional resources provide an exciting opportunity for the H3 Alliance to move from advocacy to service delivery and as initiatives commence over the next few months Unison looks forward to continuing its work with Alliance members to meet demand in Wyndham.

Private Rental Access

The Private Rental Access Program team have a background in private real estate and know the ropes. The success of the Program is the strong relationships developed with private real estate agents and support services, a knowledge of the private rental market legislation and process and how to support people to be in the best position to access affordable private rental and sustain a long term home.

Senior Private Rental Access Worker Donna Waters explains how having a positive attitude, highlighting people's strengths and good character increases confidence and hope.

"People are often in despair when we see them. We set them in a positive direction, supporting them from the application and inspection process, lease signing and throughout their tenancy. We discuss and promote the positives they bring to a tenancy which is a huge change, as they tend to have focussed on the negative in their lives."



Private Rental Access Team
L-R: Carolyn Zarafa, Donna Waters,
Rachael Toseland

"We discuss and promote the positives they bring to a tenancy which is a huge change, as they tend to have focussed on the negative in their lives."

– Donna Waters, Senior Private Rental Access Worker

Building Communities

Our place management approach, underpinned by community building principles, gives us the flexibility to think innovatively and develop community initiatives that forge partnerships to bring the community together. We can't build a community on our own so collaborate with our partners and customers, who bring skills, resources and experience.

Together we plan and implement community initiatives, leveraging additional investment into our communities, increasing community capacity and ownership and building inclusive neighbourhoods.

Food, feasts and healthy living

Our community gardens are wonderful outdoor spaces where people can grow and harvest food, enjoy gentle exercise and meet neighbours. We have a number of gardens across our communities and partner local agencies and services to link fresh produce with healthy living programs.

The various programs incorporate healthy meal planning including using local produce, cooking skills, food gardening, food education and nutrition.

Our Kensington community has this year planted out an Urban Food Forest with a local permaculturist, filled with fruit trees, berries, vegetables and herbs. The Forest project aims to incorporate health and wellbeing, food harvesting and distribution, environmental sustainability and food security with the ultimate outcome of social inclusion and connection.



Corporate Governance Statement

Unison Housing Ltd is an independent, non-profit registered housing association. Unison is incorporated as a public company limited by guarantee, is a registered charity and is governed by a Board elected by Members, or by Board appointment.

Unison Property Corporation Pty Ltd, a wholly owned subsidiary of Unison Housing Ltd, currently operates for profit activities in property-related services including: property management, Owners' Corporation management and cleaning and gardening services. Unison Property Corporation is also a registered charity.

Corporate Governance

The key elements of the Corporate Governance Framework are:

Board Charter - sets out the governance principles, functions, key responsibilities, and main operating mechanisms of the Board in order to clarify Board and management accountabilities for the company's strategic direction and performance.

Board Bylaws, Policies and Processes

– a suite of Board approved bylaws, policies and processes that contain the Board's approach to core governance matters such as, CEO Delegations, Risk Oversight and Control, and Compliance, as well as processes to be followed to manage matters such as Conflicts of Interest, appointment of new Members, the recruitment of new directors and Board Member induction. These Policies and Processes are reviewed regularly and any amendments approved by the Board.

Tenant Advisory Group – The Tenant Advisory Group is established with the authority of the Constitution to raise tenant related issues with the Board and provide feedback on matters of importance to tenants. The Convenor of the Group attends a minimum of two Board meetings a year and the Group meets six times a year.

Board Committees – The Board has standing Committees to assist in the execution of the Board's responsibilities. They do not abrogate any Directors from their responsibilities.

Each Committee has Board approved terms of reference describing its role and processes and these are regularly reviewed by the Unison Board. All Committees have a designated Director as a Convenor and keep minutes of their meetings and regularly report to the full Board on their activities and key issues. Standing Committee meetings and attendances are set out in the Company's Annual Report.

In 2017 the Board agreed a re-arrangement of Committees to three: Finance, Audit and Risk; Development; and Nominations and Governance.

Finance, Audit and Risk

The role of the Committee is to provide ongoing oversight of the financial management of the organisation, monitoring implementation of the Risk Management Policy as well as overseeing compliance with key performance measures set by the Housing Registrar and Department of Health and Human Services.

Development

This Committee considers and reviews strategic business development initiatives such as capital raising strategies, corporate structuring, strategic alliances and commercial developments prior to

recommendations coming to the Board for approval. It is also responsible for overseeing the rooming house renewal program and the operations of Unison Property Corporation.

Nominations and Governance

The Nominations and Governance Committee assists the Board in the selection of new directors, the CEO recruitment process, selection of the Tenant Advisory Group Convenor, and advises on the competencies, skills and experience required by directors. The Committee also ensures that the Board reviews the governance policies and processes regularly. The Committee is responsible for implementing the Board and CEO performance review processes and oversight of the Annual Report preparation.

Regulatory Compliance – the organisation is required to meet key performance measures set by the Victoria Government Housing Registrar and by the Department of Health and Human Services and reports performance annually against these measures. As a funded property and place management service in South Australia, Unison is required to meet the performance standards of the South Australian Housing Trust and partner organisations.

Board Meetings – are run for Unison Housing Ltd and Unison Property Corporation Pty Ltd concurrently. The focus of the Board is to consider, with the CEO, the key strategic questions and decisions that shape the future

of the organisation. Meeting agendas are determined by the Chair and the CEO to ensure adequate coverage of strategic, financial and operating matters throughout the year. The Board meets ten times during the year; five of these meetings are managed specifically to allow time for in depth discussion of strategic initiatives or issues. Papers requiring decisions of the Board are prepared by the CEO and distributed to directors a week prior to the meeting.

Board Reporting – the nature, content and frequency of reports to the Board are determined by the Board in consultation with the CEO and Board Committees. Currently, monthly reports are provided on financial performance against budget, and bi-monthly on performance against key performance measures. The CEO provides a monthly report on progress against operational and strategic plans and raises new matters requiring Board attention; and Board Committee Minutes are provided at each Board Meeting. Other reports are prepared in line with Board Policy or workplan requirements, such as risk management.

Board Performance Evaluation – in 2017 the Board agreed a workplan and key performance indicators linked to the Strategic Plan. These focussed on four areas: understanding how Unison works via in depth explorations of operations with strategic impact;

future capability, such as how technology can improve efficiency of processes; understanding tenant experiences; and improving board practice. Directors will complete a performance evaluation based on the workplan and KPMs at the completion of the plan period in June 2018.

Board Composition

The Board is composed of eight directors elected by Members and one director who can be appointed by the Board for a period up to three years. Directors must meet the eligibility requirements, and must be nominated and elected or appointed as set out in the Constitution. Directors can serve a maximum of nine years on the Board.

Directors Remuneration

Directors do not receive remuneration from the organisation. Out of pocket expenses relating to their director activities may be reimbursed by the organisation consistent with the Board Expenses Policy.

More corporate governance information can be found on our website unison.org.au in the 2016 – 2017 Unison Audited Financial Report.

Thank you

Partnerships are critical to our work and help us achieve more than we could working alone. We collaborate with many like minded organisations across the government, business and community sectors who respect our ethos and understand what we are about.

We say thank you to our valued partners who we team up with to provide services for our customers and to create communities that thrive.

This document is available in accessible formats upon request. Electronic copies of this report are available on our website unison.org.au

Design: Forde + Nicol
Photography: Mike Baker Photography
Jon Webb Photography





Unison
660 Elizabeth St,
Melbourne 3000

PO Box 12145
A'Beckett St,
Melbourne 8006

P: 03 9349 0250

F: 03 9349 1043

Email: info@unison.org.au

Unison Housing Limited
ABN 73 076 581 112
ACN 076 581 112

Unison Property Corporation
ABN 69 614 931 458
ACN 614 931 458

unison.org.au