

Year In Review

2019-20



From Our Chair and CEO

What a year!

Despite unexpected challenges due to the coronavirus, we have achieved some great results. This was a testament to the resilience and adaptability of our teams and systems and we want to thank all staff for their ongoing commitment to positive outcomes for our tenants, clients and commercial customers.

Our teams have remained focused on housing the most vulnerable in our community and providing support and pathways from disadvantage. Driven by our practice framework, we have supported our tenants to settle into their homes, sustain their tenancies, and manage their wellbeing during the pandemic. The volume of demand in our homelessness services has been increasing for years, but the rate of requests for assistance became exponential during the pandemic. Our teams have been working tirelessly to assist people in need.

We have developed new properties and increased the amenity of existing ones. New solar panels were installed on 64 properties, despite the logistical challenges under Covid restrictions, which will bring long-term electricity cost-saving for our tenants. Our commercial services continue to deliver critical cleaning and grounds maintenance work.

Although the much-anticipated Kensington CommUNITY Festival was cancelled due to Covid restrictions, the community spirit remains strong. Elsewhere across our portfolio our place management teams have implemented a range of initiatives to support vulnerable residents during the pandemic, including distribution of meals and café vouchers.

This year we also bid farewell to Adelaide as we transferred the management of UNO, private rentals and owners corporations to other agencies.

As the Unison Research Lab releases more evidence-based research, we work to integrate findings into our practice and use the information to contribute to sector knowledge and government policy. In 2019-20, the Lab's research focused on our homelessness services, first looking at service use patterns at a high-volume homelessness service and then demonstrating the effectiveness of the Private Rental Access Program in delivering long term sustainable housing outcomes.

Our commitment to affordable housing remains steadfast.



The pandemic has shone a brighter light on the acute need for more affordable housing, and we look forward to working with government to deliver on an ambitious program to source, develop and upgrade properties and provide safe and secure housing to people.

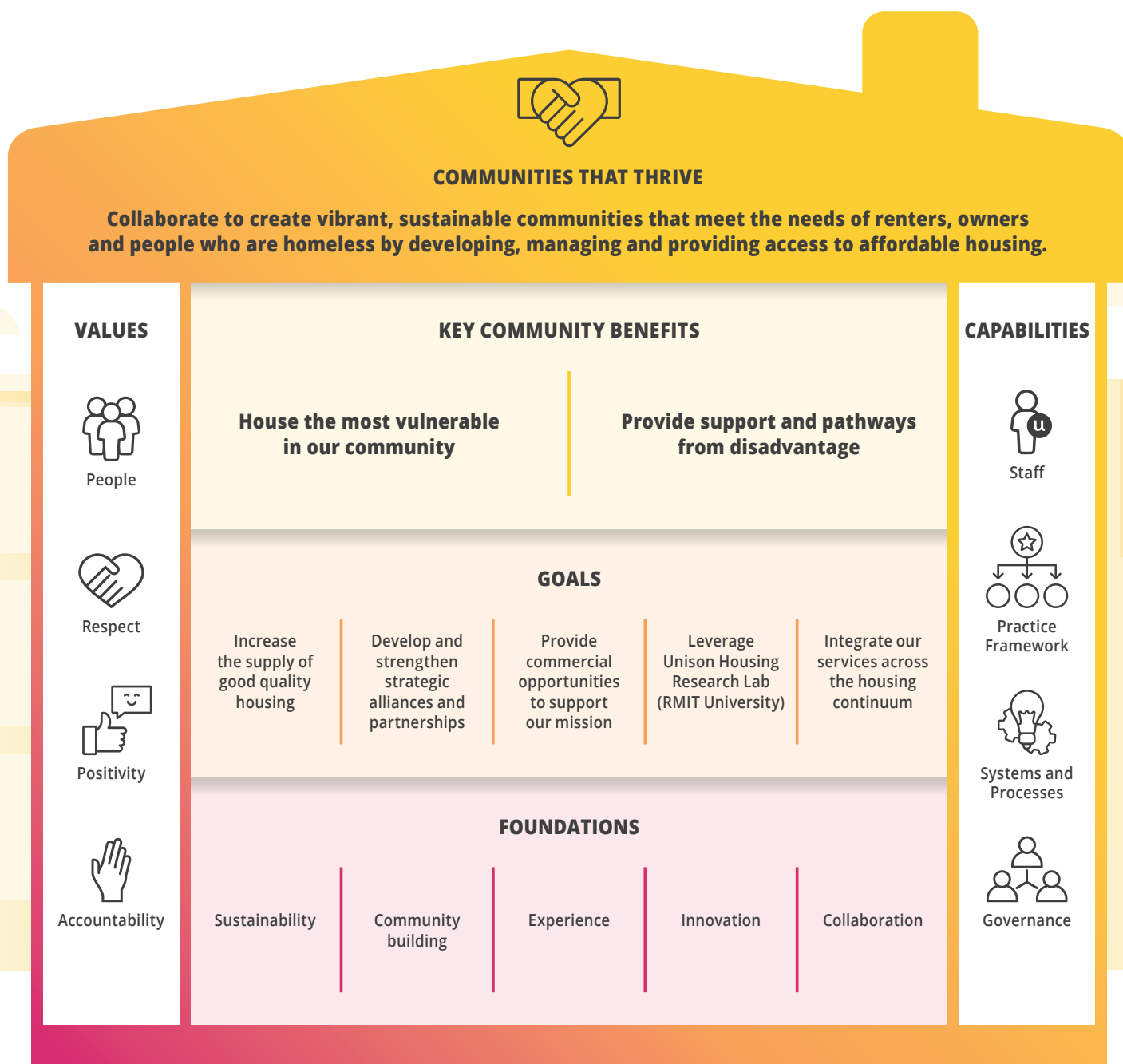


James King
CEO



Ian McHutchison OAM
Chair of the Board

Our Strategic Plan



Acknowledgment of Country

Unison acknowledges the Traditional Owners of the land on which our services and properties are located, the Wurundjeri, Wadawurrung and Boonwarrung people of the Kulin Nation, and the Kaurna people of the Adelaide Plains. We pay our respects to their culture, their customs and to Elders past, present and emerging.

Our Impact

We have provided housing to:

2,193
households in
long-term housing



9 in 10 tenants maintained their
tenancy over the full financial year

353
households in
transitional housing



77%
of our tenants report overall
satisfaction with our services



Key initiatives during the year

- Allocation of all social housing vacancies through the Victorian Housing Register.
- Focus on community, with activation of new spaces for community benefit in Heidelberg, Footscray and Kensington (pre-Covid 19).
- Strengthened existing and developed new partnerships to support our tenants to build meaningful and personally satisfying lives.
- Support to tenants during Covid, including ongoing contact with vulnerable people, provision of healthy food, supply of hand sanitiser and increased cleaning schedules.
- Commenced implementation of a revised rent policy to make rent calculations more transparent, though has been placed on hold during the pandemic.

Our IAP and PRAP services have assisted:

3,353
households who
were homeless or at
risk of homelessness



1,422
households to
secure or maintain
private rental



Key initiatives during the year

- Positive independent evaluation of long-term outcomes of the Private Rental Access Program (PRAP), which found that after two years, nearly 80% of people assisted had sustained their tenancies and successfully avoided homelessness.
- Increased funding for the Private Rental Access Program with an extra 3.5 full-time equivalent staff.
- Brokerage budget sharply increased in response to COVID-19
- 36 new properties secured for our headleasing programs (J2SI and H3 Alliance).

We have increased the supply of good quality housing:

New social housing developments



Better amenity and increased sustainability



Proactive and responsive asset management approach

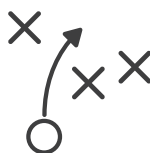


Key initiatives during the year

- Launched 54 self-contained apartments in Footscray and made good progress with developments in Fairfield and Werribee.
- Supported tenants to transfer from four rooming houses to self-contained units as we continue to divest away from accommodation with shared facilities.
- Completed 275 property upgrades (common areas and vacant units).
- Increased the breadth of our commercial services, allowing us to reinvest into our services, properties and communities.
- Fulfilled in excess of 8,000 maintenance requests. This includes close to 2,500 urgent maintenance requests, 90% of which were completed within 24 hours.
- Installed solar panels on 47 properties, bringing it to a total of 64 properties fitted with solar energy (523 tenancies).
- Commenced a waste and recycling campaign.

We have adapted to and are shaping a changing environment:

Approach tailored to emerging needs



Improved technology infrastructure



Trusted voice in public and policy debates



Key initiatives during the year

- Reviewed our business model, including asset recycling, portfolio allocation and funding sources.
- Developed a new strategic plan.
- Transitioned smoothly to working from home, using our cloud infrastructure and mobile telephony.
- Strengthened cybersecurity.
- Improved accessibility, navigation and user experience on our website.
- Contributed to public discourse through participation in forums and sector working groups.
- Unison Housing Research Lab submission to the Federal and State Inquiries into Homelessness.

“This year has been tough for people in different ways and it’s heightened the importance of looking out for each other.”

Frank Otis, Tenant Advisory Group (TAG) Convenor.



Our Organisation

Our Portfolio

Unison manages 3,026 properties, including over 1,300 owned by the organisation.

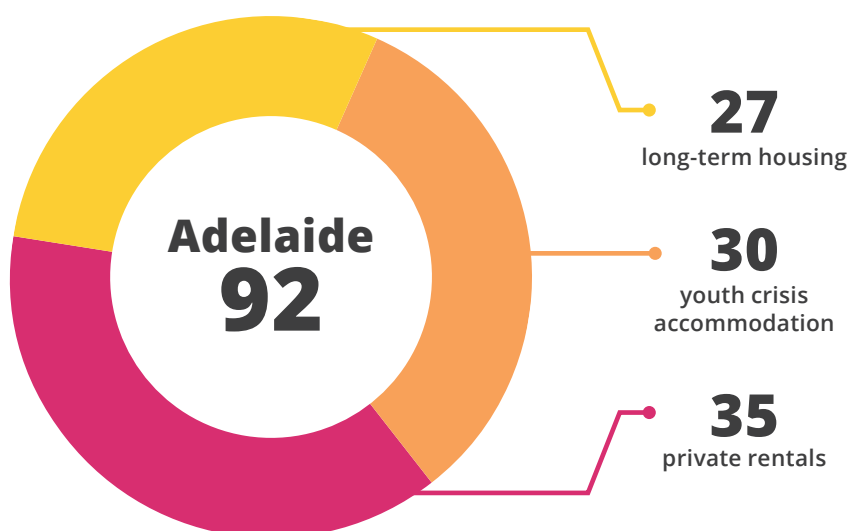
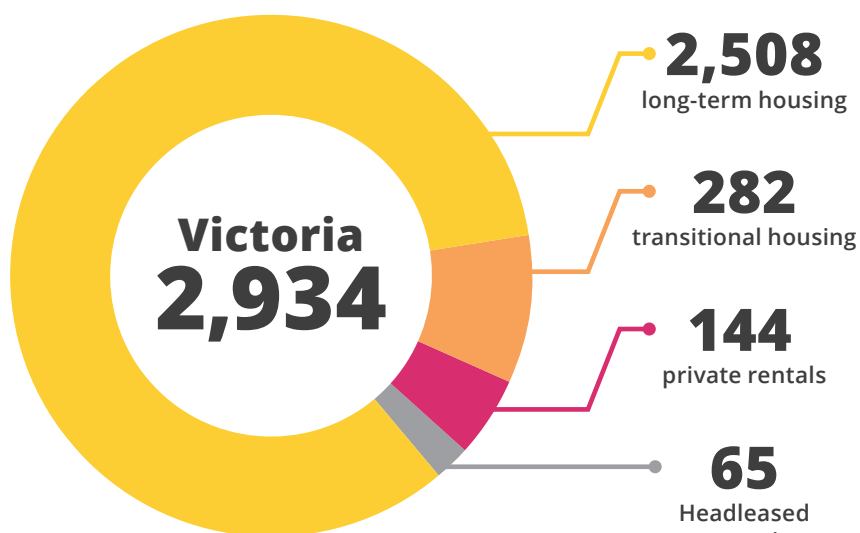
Long-term housing

consists of both affordable and social housing (including public housing).

Private housing

includes units managed under the National Rental Affordability Scheme (NRAS).

Some units were tenanted multiple times over the year, hence the numbers are smaller than total number of households housed in 2019-20.



We also manage

17 Owners Corporations (including 3 in Adelaide) representing 640 lots (120 in Adelaide)



Our Staff

- 85 staff employed on a permanent basis, 17 employed on fixed term contracts and 9 casual staff.
- 77 people work full time, 25 people work part-time, 9 are casual.
- 40% of our staff have been with Unison for 3 or more years, and 28% have been with Unison for 5 or more years.

We want to thank **Ed Holmes** for his leadership in the role of CEO and Company Secretary.



Our Board



Ian McHutchison OAM, Chair

Ian has legal expertise and was awarded the Order of Australia Medal for services to the community in 2009.



Daniel Carter

Daniel offers contemporary strategic planning and IT skills tailored to the social services sector.



Barry Shepherd, Deputy Chair

Barry has over 40 years' experience in the property industry and is critical in guiding Unison's asset management and developments.



Caroline Radowski

Caroline has executive experience in leading health, community development and higher education organisations.



Lou Panaccio

Lou is a chartered accountant with strong management experience in business and healthcare services.



Alison McLeod

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



Yvonne Turner

Yvonne shares her expertise in business management, strategic planning, marketing and new business development in both commercial and NFP.

We would also like to acknowledge the contributions of previous directors **Jane Hunt, Caroline Healy, Michelle Crawford** and **Paul Crapper**.

Our Financial Summary

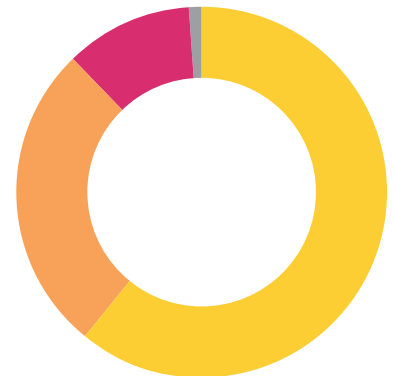
For the year ended 30 June 2020, Unison delivered an operating surplus of \$3.2 million.

Unison is in a stable financial position with operating income increases attributable to stable vacancy rates and profitable commercial services, as well as higher operating grants due to increased demand in homelessness services. Changes in operating expenses are mostly due to application of the new accounting standards.



Operating Income

● Rental income	\$15,426,488	61%
● Grant income	\$6,884,428	27%
● Management income	\$2,795,225	11%
● Other revenue	\$255,751	1%
Total	\$25,361,892	



Operating Expenses

● Staff expenses	\$8,731,421	39%
● Housing program expenses	\$8,093,606	37%
● Organisational operating expenses	\$1,964,157	9%
● Brokerage program expenses	\$3,355,133	15%
Total	\$22,144,317	

