



Foundations for living: homes and communities  
where people can thrive.

# Housing Strategy 2025-2035



Uniting is the community services organisation  
of the Uniting Church in Victoria and Tasmania.

# Uniting





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Passing on Cultural Knowledge, 2025.  
By Alisha.

# Acknowledgement of Country

We recognise Aboriginal and Torres Strait Islander peoples as Australia's First Peoples\*. We acknowledge them as the Traditional Owners and original custodians of the lands and waters on which we all live and work, and recognise their sacred connection to these lands and waters of Australia, which has existed for more than 60 millennia.

We recognise the continuing sovereignty of Aboriginal and Torres Strait Islander peoples over their lands and waters, and the inalienable right of Aboriginal and Torres Strait Islander peoples to self-determination.

We offer our respect to all Elders past and present and to all descendants who have and will continue to care for the land through their lore, customs, and spirituality.

## **Our commitment to reconciliation**

First and Second Peoples walking together towards truth, justice, cultural vitality and celebration of Aboriginal and Torres Strait Islander peoples, communities, and cultures.

This vision for reconciliation is a response to Uniting's foundational belief that people are important, and change is possible. It is aligned with our vision for an inclusive, connected and just future.

No matter where we are on our reconciliation journey, this vision points us to the horizon and reminds us to persist in hope and unity.

*\*The term Aboriginal and Torres Strait Islander peoples is used in this publication to refer to Australia's First Peoples. The term recognises the great number of Aboriginal nations, and the great diversity of cultures, histories, languages and values of these many nations. It also acknowledges that Torres Strait Islander peoples are a separate people and that Aboriginal and Torres Strait Islander peoples living in urban, regional or remote areas of Australia may have distinct cultural identities.*



# Artist acknowledgement

## Passing on Cultural Knowledge

“This painting (as shown on inside cover) holds a deep significance as my daughter who is two years old painted this with me.

“When painting the orange background first layer, I let my daughter express herself, her imagination and emotions with the paintbrush. Through this practice, we are sharing culture. Enjoying an activity and doing it together as a family.

“I wanted to incorporate the sharing and passing on cultural knowledge through the symbolism in this painting. The black meeting place (top right bottom middle) are Elders from the Dreamtime sharing knowledge to Mob down on earth (the meeting place in the middle). The white lines stemming from the Elders circle in Dreamtime into the native elements are the knowledge for culture and land feeding and healing the earth to this present day.”

## About Alisha

Alisha is a Wadawurrung artist using acrylic on canvas. Her artwork showcases her personal experiences, connection to her Country and Wadawurrung language. As a young girl, she would gather with her sister and cousins around her Gran-Dad at the table and paint all together. He showed his ways of painting and Alisha has held those memories close and they helped shape the artist she is today.

Alisha is a key member of the Uniting Residents Advisory Panel collaborating with staff, executive and Board members on major initiatives, recruitment and resident communications, including the Uniting Housing Strategy.





# Uniting for an inclusive, connected and just future.

## About us

Uniting is a contemporary expression of the Uniting Church's commitment to social justice and community care. We were formed by, and are embedded in, the Uniting Church and its predecessors in Australia.

# Foreword

Across Victoria and Tasmania, too many people are locked out of the security and opportunity that a home provides. We cannot expect people to contribute meaningfully to their communities if they are worried about where their next meal will come from or where they will sleep that night.

At Uniting, we are increasing our focus on housing as a foundation for living, enabling people to build stability, connection and a sense of belonging in their communities.

This Housing Strategy sets a clear and ambitious direction for the next decade. It is grounded in our Uniting 2030 Strategy and our enduring commitment to reducing the impact of poverty, trauma and disadvantage.

Today, Uniting Housing supports more than 1,300 renters and manages a diverse portfolio of homes across Victoria. We bring proven capability as a housing provider and developer, underpinned by financial strength, a capable workforce, and strong partnerships with the Uniting Church and wider community. This gives us both the responsibility and the opportunity to do more.

Over the next ten years, we will significantly expand our impact, with an aspiration to deliver more than 3,000 homes. Our focus is not only on scale, but on quality – delivering contemporary, sustainable homes that meet the needs of people today and into the future. We will place renters at the centre of everything we do, strengthening participation and ensuring that people have a genuine voice in shaping their homes and neighbourhoods.

We also recognise that housing alone is not enough. Better outcomes occur when renters are linked to the right supports, services and opportunities. Through connected service delivery and strong partnerships, we will help create thriving communities where people feel safe, valued and able to participate fully.

A central commitment of this strategy is to deepen our work with First Nations communities, grounded in truth-telling, trust and genuine partnership. We are committed to ensuring

our projects create opportunities, culturally safe spaces, and contribute to tangible outcomes for individuals and communities.

We cannot do this work alone. By partnering with governments, the community sector, investors and the Uniting Church, we will unlock new opportunities to grow supply and deliver lasting impact.

I am confident in what we can achieve together. This strategy reflects both our ambition and our responsibility to ensure that more people have the foundations they need to live with dignity, stability and hope.



Carol Jeffs  
**Chief Executive Officer,  
Uniting Group**



# Our Housing Strategy

2025-2035



We aspire to deliver over 3,000 homes over the next 10 years – creating homes and communities where people can thrive.

## Values

- Compassionate
- Respectful
- Imaginative
- Bold

## Vision

Uniting for an inclusive, connected and just future.

## Our objectives

### Community

Thriving, connected neighbourhoods.

### Stability

Enhanced renter experiences.

### Growth

Optimising our sites.

### Partnership

Power sharing with First Nation communities.

### Trust

A partner of choice.

### Liveability

Contemporary homes.

### Performance

Sustainable financial performance.

## Key enablers

### People

Our capable workforce.

### Power sharing

Consumer engagement and participation.

### Practice

Models of care, governance and standards.

### Process

Technology and processes.

### Partnerships

Engagement and partnerships with the Uniting Church and other organisations.

### Property

Where we work and deliver services.

### Planning

Financial and portfolio planning.

# Uniting 2030 Strategy

In 2025, Uniting Vic.Tas launched the Uniting 2030 Strategy: Strengthening the Foundations for Living – a bold plan to create a more connected, evidence-driven approach to addressing disadvantage and reforming service delivery. This strategy provides the foundation for the Uniting Housing Strategy.

## Uniting: building an inclusive, connected and just future

We know that many people cannot fully participate in society. Structural inequities create unequal access to power, wealth, income, and social status. People experience marginalisation and discrimination based on gender, race, age, class, disability, and sexuality.

These inequities lead to complex social challenges: financial hardship, homelessness, child poverty, job insecurity, poor mental health, harmful substance use, crime, and family violence.

Uniting exists to change this. Our role is to provide community services to reduce the impact of poverty, trauma, and disadvantage – making a significant contribution to our vision of an inclusive, connected, and just future.

## What we strive for

For Uniting, an inclusive, connected and just future is a future where everyone:

- Has access to sufficient financial and material resources
- Can confidently and safely support the children and young people in their lives reach developmental milestones
- Has safe and positive relationships with family members
- Has a safe, stable, suitable and affordable home
- Can effectively manage their social and emotional wellbeing with minimal harm from the use of alcohol and drugs
- Can actively participate in communities where they feel valued and belong.

To achieve these outcomes, we recognise the importance of strengthening the foundations for living, while also supporting those experiencing crisis and trauma.

## Our services

Across Victoria and Tasmania, Uniting offers a broad range of community services that:

- Support children, youth and families to thrive: early childhood education services, integrated family services, care and placement, and early intervention youth services
- Offer compassionate care for people facing tough times: homelessness services, financial counselling, mental health and alcohol and other drug services, carer support services, and emergency relief
- Provide safe, stable and affordable housing: transitional housing, social housing, affordable housing and retirement villages.

With a broad footprint, and a passionate workforce of 4,000 employees and 1,500 volunteers, we have the strength to drive meaningful change for people.

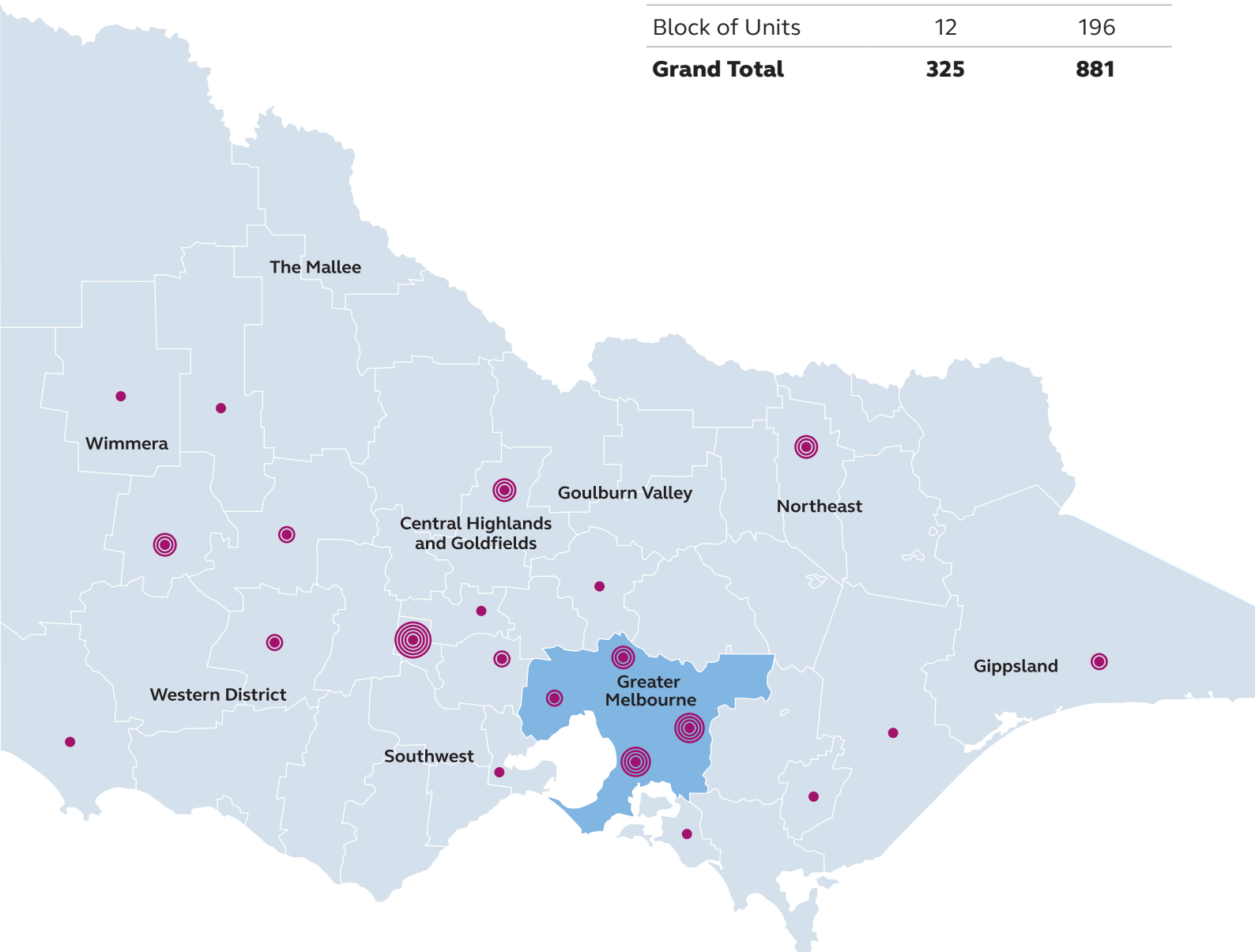
# Uniting Housing in 2025

As of December 2025, Uniting operates a portfolio of 325 properties comprising 881 dwellings and supporting 1300 renters across Victoria.

Uniting Housing incorporates two housing companies which are subsidiaries of Uniting Vic.Tas. Uniting Housing (Victoria) Limited is a registered Community Housing Provider with the Victorian Housing Registrar. And Uniting Housing (Australia) Limited is a registered Tier 2 Community Housing Provider under the National Regulatory System for Community Housing, providing us the opportunity to expand into Tasmania.

Uniting's portfolio is described in the table by asset type and shown in the map below for distribution. Uniting has a diversified and dispersed asset base.

Asset type	Properties	Dwellings
<b>Residential</b>	<b>313</b>	<b>685</b>
House	141	144
Unit	96	118
House-shared	39	45
Block of Units	32	336
Rooming House	3	27
Building	1	14
Bedsit	1	1
<b>Retirement Village</b>	<b>12</b>	<b>196</b>
Block of Units	12	196
<b>Grand Total</b>	<b>325</b>	<b>881</b>



# Current social context

The external factors influencing the delivery of community housing over the next decade.

## Political

The strategy aligns with government housing policies, funding programs, and planning regulations.

Political priorities, election cycles, and partnerships with all levels of government can significantly influence opportunities for growth, renewal, and advocacy.

## Economic

Current economic conditions impact housing demand, funding availability, and development costs.

Fluctuating interest rates, inflation, labour shortages, and construction expenses affect financial planning, while local economic health influences tenant affordability and long-term sustainability of housing operations.

## Socio-cultural

Demographic changes, cultural diversity, and rising demand for affordable housing shape the type, location, and support services needed.

Community expectations for inclusion, safety, and well-being require tenant-centred, adaptable, and socially sustainable housing models over the long term.

## Technological

Advances in construction, digital platforms, and smart housing technology can improve cost-efficiency, sustainability, and service delivery.

Investment in tenant connectivity, data systems, and digital inclusion is vital to modernise housing operations and support residents' access to essential services.

## Legal

Strategies must comply with tenancy law, building codes, planning frameworks, and governance standards.

Legal considerations also include risk management, procurement contracts, rights protections, and regulatory compliance, which underpin ethical operations and safeguard tenant wellbeing.

## Environmental

Sustainable design, energy and water efficiency, and climate-resilient infrastructure are essential.

Housing must adapt to environmental risks like heatwaves and flooding, reduce emissions, and embrace green technology to meet environmental targets and reduce operational costs over time.





# Renter experience

Uniting will put renters at the centre of decision making through initiatives like the Uniting Resident Advisory Panel (URAP) and other power sharing approaches.

By empowering renters in the design, planning, and ongoing management of their housing and communities, Uniting will ensure that homes and shared spaces reflect the diverse identities, aspirations, and everyday realities of those who live there.

Through working in partnership with renters we aim to curate thriving and connected neighbourhoods. These neighbourhoods provide not only a home, but opportunity to actively participate in communities where people feel valued and belong – another strategic outcome for Uniting.

To support enduring communities, Uniting will focus on providing people with long-term housing and, where required, connecting people to support services to ensure that housing outcomes can be sustained.

We believe that secure housing is a human right – one of the strongest foundations for living. In our experience, once people have a secure and stable home, everything else is possible.



## Ellie's story

A new home at community housing in West Heidelberg has opened a whole new world for Ellie.

Ellie left Iran more than 13 years ago and spent time on Christmas Island before being moved into the community. She became an Australian citizen in 2025.

Ellie worked in restaurants until 2019 when a serious workplace injury prevented her from working full-time in a job she loved. After her accident Ellie had been living in transitional housing. She moved into her new apartment in West Heidelberg in early 2024.

Ellie's new home has provided the stability she needs to get on with her life.

"The area is very good for me because transport, shopping and the medical centre are close. I don't need to travel far. Everything is close and nice."

"I love my new apartment. It's very light, clean, new and modern. I am very comfortable here and I can have guests visit me. In the morning, I go out on my balcony and look at the birds. Sometimes I paint."

Since moving in, Ellie has become part of URAP and provides input into our decision making around housing and tenancies.

She also volunteers at our Asylum Seeker Welcome Centre, cooking at community events when she can.

"I like to give back. When I came here, people helped me and I want to help others," she said.

# Proven capability

Through this Housing Strategy, Uniting is committed to scaling up impact, unlocking underutilised assets, strengthening communities and delivering lasting social and economic value.

## Proven developer capability

Uniting is a proven housing developer, delivering end-to-end planning, design, and construction to social and affordable housing on time and on budget across regional, rural and metropolitan Victoria. Our ambition is to extend this capability to Tasmania.

## Innovation through partnership and delivery

We innovate housing funding and delivery, leveraging cross-sector partnerships, co-investment, and place-based models to accelerate supply, Close the Gap, and improve long-term community outcomes through modern, person-centred tenancy management.

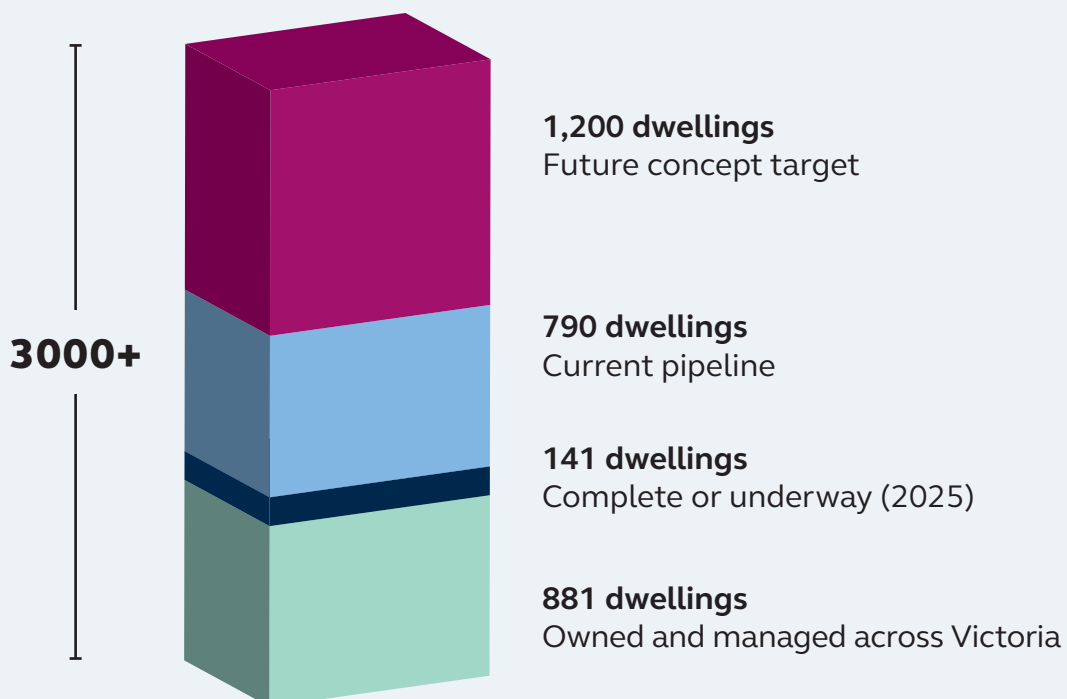
## Financial strength and funding capability

Financially sophisticated, long-term partner, with a strong balance sheet (no debt) and proven expertise in structuring and managing complex funding, contracts, and cashflows to ensure delivery certainty and sustainable housing outcomes.

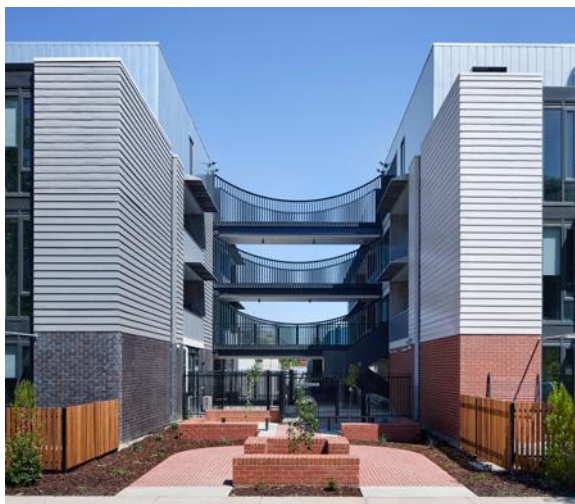
## Scale, land control and delivery certainty

Leverage our own and Church partners' major landholding across Victoria and Tasmania to provide development-ready sites, reducing risk, accelerating construction, and delivering high-confidence "keys-in-doors" outcomes.

## Future ambition across Victoria and Tasmania



# Contemporary design



## Templeton Street, Wangaratta

Delivered 44 new one- to three-bedroom community housing units through a partnership with Homes Victoria and Housing Australia. Replacing ageing buildings on Templeton Street, the development provides safe, sustainable, and architecturally designed homes for people on the Victorian Housing Register. Located close to key amenities, fully tenanted, and integrated into the local community, this project responds to urgent regional housing need while generating social and economic benefits through jobs, state investment, and strengthened community connections.



## Myer Street, Bendigo

Delivered 73 new one- and two-bedroom community housing units across three modern, architecturally designed buildings on under-utilised land around St Andrew's Uniting Church. The development provides safe, secure, and high-quality homes for people on the Victorian Housing register, helping to address urgent regional housing demand. Located close to the city centre, public transport, shops, and parks, all apartments are now allocated. Funded by Homes Victoria and Housing Australia and delivered in partnership with St Andrew's Congregation, the project integrates community spaces, sustainable design, and landscaping to strengthen local neighbourhood connections.



## Albert Street, Ballarat

Delivering 24 new one- and two-bedroom community housing units over four levels, providing safe, secure homes for vulnerable people on the Victorian Housing Register, including at least two apartments allocated for First Nations households. Located in the heart of Ballarat on repurposed church land, the architect-designed building integrates with the streetscape, features landscaped gardens and a central courtyard, and is within walking distance of transport, services, and amenities. Funded by Homes Victoria and supported by Housing Australia, the project responds to high regional housing demand while strengthening community connections and delivering sustainable, long-term housing outcomes.

# Our strategy enablers

We have identified seven key enablers to achieve our strategic ambition.

Key enablers	Our aspiration
<b>People</b> Our capable workforce	<p>Our people are supported to continuously develop their capabilities in project management, procurement, contract management and asset management, to support the delivery this strategy.</p> <p>Our resource ratios are designed to efficiently and effectively deliver the strategy, while maintaining strong employee wellbeing. Our workforce is located in the places which make sense to maximise their effectiveness</p> <p>Our workforce is values aligned, supported by effective leaders, and safe in their work.</p>
<b>Power sharing</b> Consumer engagement and participation	<p>Best practice consumer engagement and participation is embedded within Uniting Housing to become a sector leader on priority renter engagement.</p> <p>As we reach maturity, renters are integrated into all key decision points.</p>
<b>Practice</b> Models of care, governance and standards	<p>There is a contemporary best practice approach across Uniting Housing. Our efficient governance capability enables the effective project management delivery with risks appropriately mitigated.</p> <p>Our housing services are connected with other Uniting or community services for the benefit of renters.</p>
<b>Process</b> Technology and processes	<p>Our high-quality shared systems and streamlined processes empower our people and renters. Our legal, finance and asset management systems growth is effectively supported and renter experience is maximised.</p>
<b>Partnership</b> Engagement and partnerships with the Uniting Church and other organisations	<p>We partner with the Uniting Church, and values aligned organisations, to deliver on the strategy. Our people have the skills, systems and support to do this effectively.</p>
<b>Property</b> The places where we work and deliver services	<p>Our Design Guidelines focus on placemaking, the renter experience, and sustainable whole-of-life asset management. Our properties are safe, welcoming and sustainable.</p> <p>Our Design Guidelines are informed by the needs of renters and are updated regularly to reflect contemporary practice and building design.</p>
<b>Planning</b> Financial and portfolio planning	<p>We have robust multi-year strategic service plans, masterplans and financial plans (Coordinated Service, Regional and Asset Planning).</p> <p>Our focus is on long term financial sustainability of the housing portfolio, so we can continuously invest in enhancing renter experience, delivering contemporary homes, and meeting community need.</p>





## Our objectives

### 1. Community

# Thriving, connected neighbourhoods

Uniting will work in partnership to curate thriving and connected neighbourhoods by bringing people together to enhance the renter experience and embed the community engagement strategy across all aspects of our work.

Uniting will put renters at the centre of decision-making through initiatives like the Uniting Resident Advisory Panel and other power sharing approaches. By empowering renters in the design, planning, and ongoing management of their housing and communities, Uniting will ensure that homes and shared spaces reflect the diverse identities, aspirations, and everyday realities of those who live there.

Uniting recognises it is part of a broader eco-system and will consider the role we play within the community ecosystem as both a Community Housing and Community Service Provider.

### How we will do this

#### Renter participation

Develop and implement the Uniting Community and Engagement Strategy across all aspects of our work and empower renters to contribute to decision-making processes.

#### Diverse neighbourhoods

Uniting will pursue housing occupancy approaches to foster inclusive, diverse, and resilient neighbourhoods by intentionally integrating a range of housing tenures.

#### Placemaking

Placemaking is a core focus of Uniting's Housing Strategy with the intent that all housing developments are not only functional and safe, but also foster a strong sense of identity, connection, and belonging and form an integral part of the community fabric.

### How we will measure this

#### Key result 1

Increased quality renter participation in all new projects through the core stages of decision-making.

#### Key result 2

Diversity within the neighbourhood.

#### Key result 3

Increase the percentage of residents who report feeling connected to their neighbours and the surrounding community.

## 2. Stability

# Enhanced renter experiences

Uniting will focus on providing people with long-term housing and, where required, connecting people to support services to ensure that housing outcomes can be sustained.

We believe that secure housing is a human right – one of the strongest foundations for living. In our experience, once people have a secure and stable home, everything else is possible.

We recognise that housing in close proximity to services, other community infrastructure, and transport enhances the renter experience. We are committed to creating referral pathways to ensure a connected model of care.

In Ballarat, Horsham, and Gippsland, Uniting has an existing range of housing and community services at a critical mass. This provides future models for better housing and community service hubs. In metropolitan Melbourne, the housing and community services hubs are more likely to include a range of other community service providers.

### How we will do this

#### A secure and stable home

Establish a coordinated approach where renters are connected to appropriate services to maintain a stable long-term home.

#### Housing and Community Service Hubs

Uniting will deepen the connection between its housing and community services to deliver holistic, person-centred assistance.

### How we will measure this

#### Key result 1

Increased number of renters who are successfully connected to at least one appropriate support service (e.g., financial counselling, mental health, family support) that support tenancy outcomes.

#### Key result 2

Increased housing tenure with renters able to sustain their housing outcomes.



## Our objectives

### 3. Growth

# Optimising our sites

We will focus on providing long-term, secure, and affordable housing that meets community needs.

Uniting will focus on delivering our existing project pipeline and using existing assets to develop a further pipeline of projects, positioning ourselves to unlock partnership opportunities and secure project funding. Ultimately, we aim to increase our housing portfolio to at least 3,000 dwellings.

The strategy will include identifying existing development opportunities at commercial sites and residential villages with higher growth potential and adopting innovative construction methods where appropriate to accelerate delivery, reduce costs, and increase sustainability.

There is a commitment to engage in strategic negotiations with the Tasmanian Government, with the aim of pursuing partnership opportunities. This will be considered alongside a partnership with Uniting AgeWell who have land holdings in Tasmania.

Through the delivery of the Uniting 2030 Strategy, housing, early learning and other community services will be expanded into priority growth areas. These areas are experiencing significant population growth and a corresponding rise in demand for community services and housing.

We commit to exploring housing partnerships to deliver more housing for First Nations people.



## How we will do this

### Delivery of our current projects

Completion of current housing projects in Ballarat, Ringwood, Coburg and Ivanhoe.

### Divestment program

Create financial capacity through the divestment of properties to provide Uniting with capital for other strategic choices.

### Pipeline growth

To position for higher growth, identification of development potential at existing assets, including commercial sites, residential villages, Uniting AgeWell and other Synod properties.

### Delivery innovation

Uniting will investigate and, where appropriate, adopt innovative construction methods to accelerate delivery, reduce costs, and increase the sustainability of housing projects.

### Tasmania

To unlock the opportunity in Tasmania, Uniting will engage in strategic negotiations with the Tasmanian Government, with a view to securing funding, land partnerships, and/or other opportunities.

### Growth councils

Uniting will actively engage with selected councils, developers, and other key stakeholders to identify and secure development opportunities within these strategic corridors. This approach aims to leverage planning frameworks, infrastructure investments, and developer partnerships to maximise affordable housing outcomes and expand Uniting's housing footprint.

## How we will measure this

### Key result 1

Uniting delivers its current projects.

### Key result 2

Uniting will deliver on its Strategic Asset Management Plan (SAMP), including divestment and asset recycling programs.

### Key result 3

Uniting will launch a pilot program to showcase innovative approaches in project delivery.

### Key result 4

Uniting's portfolio will be over 1,100 dwellings at the end of year 5 and be positioned for growth in the following years.



## Our objectives

### 4. Partnership

# Power sharing with First Nation communities

Reconciliation is a foundational belief for Uniting. We will work in partnership with Aboriginal Community Controlled Organisations (ACCOs) and Traditional Owners to embed truth telling and leadership into our housing projects and support self-determination. This strategy ensures that reconciliation is not pushed aside or forgotten, and we commit to consistent and transparent practice delivering tangible outcomes.

Our developments will respect Country and create opportunities through our spending power. We will move with the Uniting Church in its journey in full support of the recommendations from Yoorrook commission, and Victorian Treaty. As part of this commitment, Uniting endorses the vision, purpose and principles of Mana-na woorn-tyeen maar-takoort (Every Aboriginal Person Has A Home): The Victorian Aboriginal Housing and Homelessness Framework.

### How we will do this

#### Partnerships

Partner with First Nations organisations to continuously improve development, delivery and operation of projects and support ACCO's in their development of community housing.

#### Housing targets

Increase housing allocation percentages for First Nations people.

#### Design principles

Incorporate a cultural safety framework into Design Guidelines for future housing.

#### Respect, cultural recognition, and celebration

Collaborate with First Nations cultural organisations to embed recognition of Country and celebration of culture in development and placemaking programs.

### How we will measure this

#### Key result 1

Proportion of projects with active First Nations partnerships and governance at the beginning of a development project.

#### Key result 2

Develop nomination rights or an allocation policy.

#### Key result 3

Independent evaluation of cultural safety and feedback from First Nations communities.

#### Key result 4

First Nations cultural recognition in all new developments and placemaking programs.



## 5. Trust

# A partner of choice

Uniting will be recognised as the trusted partner of choice for governments, investors, developers, and communities who want to deliver innovative, impactful community housing.

We will achieve this by demonstrating leadership through integrity, co-designing with communities, and offering financially sustainable models that create social impact at scale.

### How we will do this

#### Partnership Framework

Develop co-investment and collaboration frameworks that share risk, rewards, and community outcomes.

#### Consumer voice and co-design

Incorporate consumer and partner feedback into all projects through structured engagement.

#### Advocacy and policy

Position Uniting as a recognised leader through research, advocacy, and thought leadership.

### How we will measure this

#### Key result 1

Growth in the number and value of formal partnerships.

#### Key result 2

Percentage of projects delivered through co-funded or co-developed models.

#### Key result 3

Deliver measurable Social Return on Investment (SROI) to demonstrate Uniting is creating measurable, positive social impact and demonstrating accountability to the sector.

#### Key result 4

Recognition across the sector through advocacy leadership, events and awards.



## Our objectives

### 6. Liveability

# Contemporary homes

Uniting's existing housing portfolio is diverse in terms of type, location, and quality, with varying levels of asset condition. Uniting is dedicated to improving the overall portfolio and lifting our assets to a contemporary standard.

Contemporary to Uniting means standards that are constantly evolving to meet needs and expectations, including environmentally sustainable homes that are fit for purpose as our climate changes.

There are varying levels of control dependent on the housing program and contracts in place. Uniting will proactively work with the government and other owners to hold them responsible for the condition of people's homes and their tenure arrangements. Control of our housing assets is important, and Uniting will seek to have a high degree of influence over housing outcomes, noting that Uniting ownership is not an absolute requirement. Uniting will explore stock transfers and other mechanisms with existing owners on a commercial basis.

Uniting understands the obligations of owning and managing a housing portfolio and will optimise its investment over the lifecycle of the asset.

## How we will do this

### Strategic Asset Management Plan

Improve the quality of the portfolio by:

- Redevelopment Program
- Upgrade Program
- Divestment Program
- Refurbishment of leased properties for which Uniting has maintenance obligations.

### Partnership re-negotiations

Work with our partners to renegotiate contracts and upgrade assets including General Lease and Transitional Housing Programs.

## How we will measure this

### Key result 1

Quality criteria metrics will be established to align with our agreed-upon requirements, while also considering legislated obligations to formally measure the portfolio quality.

### Key result 2

Uniting will improve the quality of its portfolio over a three-year rolling program using the quality criteria as the measure including Environmental Social and Governance (ESG) performance.

### Key result 3

Uniting has substantially completed negotiations with its partners on leased properties within 3 years.



## 7. Performance

# Sustainable financial performance

Uniting will deliver housing with a sustainable financial performance to reinvest in the future for long-term social impact aligned with our agreed risk appetite.

Uniting is focused on a balanced portfolio operating across the housing sector with strong financial discipline to balance missional purpose with commercial results.

Uniting will leverage its balance sheet strength (including land, assets and operating cashflow) to facilitate sustainable growth ensuring Uniting can provide housing solutions for the long term.

### How we will do this

#### Development opportunities

Uniting will invest (OpEx) in internal capability and capacity to curate development opportunities from existing land and other opportunities.

#### Additional funding sources

Uniting will actively pursue diverse funding sources. This includes State and Federal government funding programs, such as loans, availability payments, grants, and emerging innovative funding models.

#### Efficiency

By strategically targeting housing assets geographically Uniting can maintain an improved operating model (efficient staffing).

#### Merger and acquisition

Uniting will consider M&A with values-aligned strategic partners.

### Commercial models

Uniting will explore a range of alternative delivery models which leverage land, assets and services through partnerships including the private sector. The intent is to deliver more housing and reduce the reliance on government funding and debt.

### How we will measure this

#### Key result 1

Ensure a diversified, risk-balanced portfolio that delivers a net positive return across all housing types, supporting cross-subsidisation.

#### Key result 2

All investment decisions to be made in accordance with the Risk Framework – Strategy Risk Appetite.

#### Key result 3

Ensure all new project developments have secure long term funding sources and commitment.

# Uniting for an inclusive, connected and just future.



Learn more  
[unitingvictas.org.au](http://unitingvictas.org.au)  
[unitinghousing.org.au](http://unitinghousing.org.au)



# **Uniting**