

THRIVING COMMUNITIES FOR ALL PEOPLE

STRATEGIC PLAN EVOLVE HOUSING GROUP 2024-2028



WHAT WE DO

At Evolve Housing Group, we aim to do more than put a roof over our residents' heads. We offer them a place in a thriving and inclusive community, with access to support programs to enhance every part of their life.

Our purpose is to enable more people to live in quality homes in thriving and inclusive communities.



A HOME

Our social and affordable housing residents are offered a home that is well suited to their needs and budget. Our properties are of a high quality. We are responsive to support and maintenance requests and manage our residents' tenancies fairly.

A PERSONAL SUPPORT PLAN

Every new social housing resident is offered a needs assessment with a Specialist Support Worker when they sign their tenancy agreement. A Personal Support Plan is then drawn up which addresses personal health, wellbeing, education, training and employment needs, and includes referrals to external support partners if required.



A NEW SKILL

We offer support for residents who wish to up-skill or change careers by providing access to an Employment Support Officer, exclusive job and training opportunities, and workshops relating to digital skills and money management.



AN EXPERIENCE

We aim to create thriving and inclusive communities where people feel a sense of belonging. We regularly hold free and low-cost social events and activities that cater to the needs of our residents. These events are an opportunity to meet neighbours, feel part of a community, and enjoy new experiences.



A GRANT OR FINANCIAL HELP

Residents have access to a variety of exclusive grants to help them get active within their community or improve their lives. We offer grants to support secondary and tertiary students, and to support young people to access sporting and physical activities.



A VOICE

Our residents have the opportunity to advocate on behalf of their communities through the Resident Advisory Group, which provides input into Evolve Housing programs and initiatives. There are also opportunities to volunteer, such as by joining our resident phone service called the Friendship Aged Network.



ENVIRONMENT

Evolve Housing Group cares about the environment.

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A blurred background image of a modern kitchen with white cabinetry, a countertop with various items, and a glass-fronted cabinet.

STRATEGIC PLAN EVOLVE HOUSING GROUP 2024-2028





Acknowledgement of Country

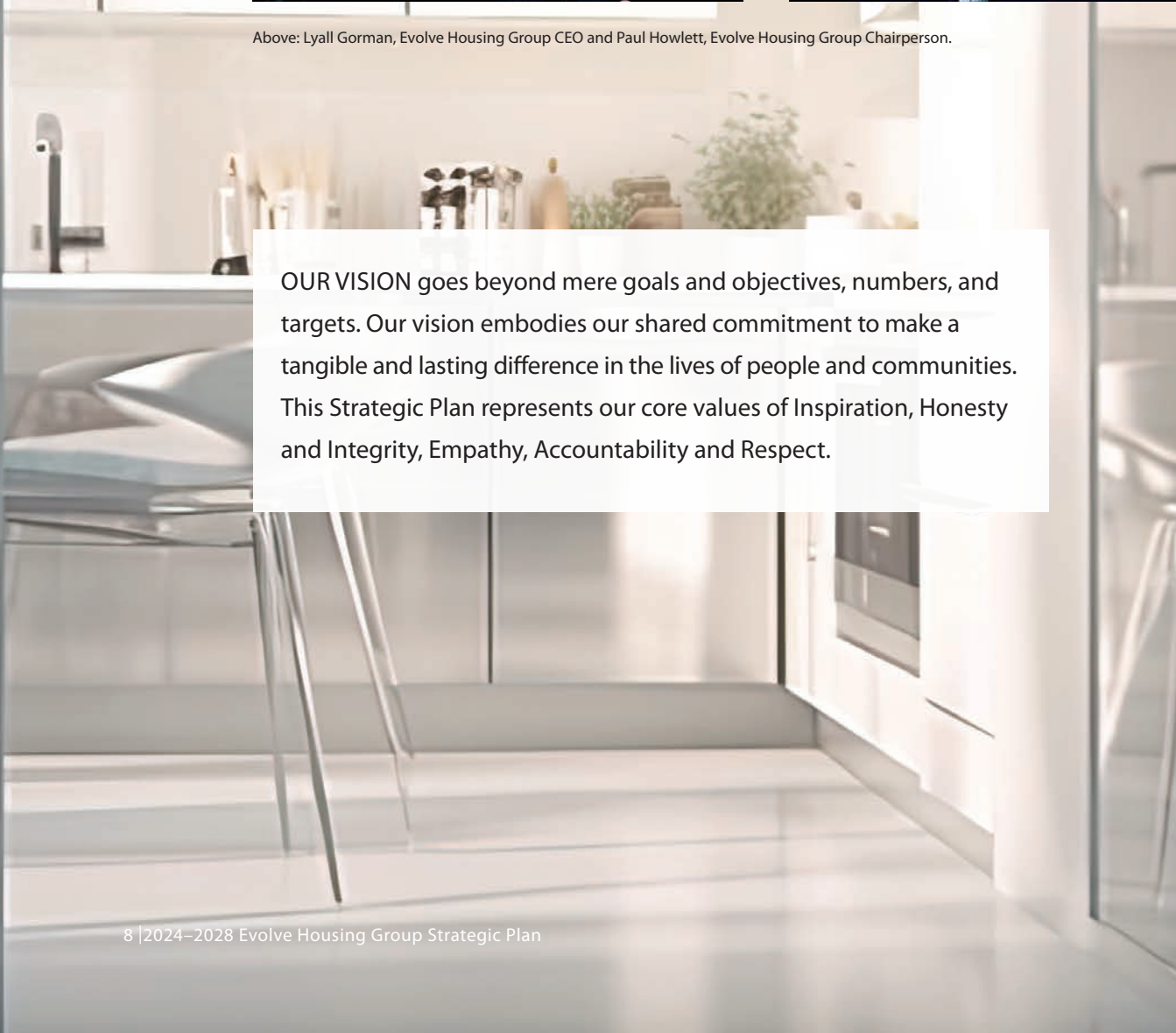
Evolve Housing Group acknowledges the Traditional Custodians of the land where we deliver our housing and services. We acknowledge and pay our respects to all Elders past, present and future. We welcome all First Nations People to our services, as we walk together towards reconciliation.

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Above: Lyall Gorman, Evolve Housing Group CEO and Paul Howlett, Evolve Housing Group Chairperson.

A blurred background image of a modern kitchen interior. It features white cabinetry, a stainless steel sink with a faucet, and various kitchen items on the counter, including a potted plant and some containers. The lighting is bright and even.

OUR VISION goes beyond mere goals and objectives, numbers, and targets. Our vision embodies our shared commitment to make a tangible and lasting difference in the lives of people and communities. This Strategic Plan represents our core values of Inspiration, Honesty and Integrity, Empathy, Accountability and Respect.

MESSAGE FROM CHAIRPERSON AND CEO

Housing is not a privilege. It is a fundamental human right for all.

The significance of affordable and secure housing cannot be overstated. Housing is the very cornerstone upon which stable and thriving communities are built. It is the catalyst for change, for breaking the cycle of poverty, and is the bedrock of equality and hope for countless individuals and families seeking a better life.

Housing provides a foundation for individuals and families to achieve their dreams.

While there has always been a great need for social and affordable housing this need is exacerbated in the current housing market. The availability of safe, secure, and affordable housing is no longer a fringe issue affecting the most vulnerable and disadvantaged households. It is now having significant implications across the whole community.

This Strategic Plan ('Plan') translates our purpose into direction, ambition, and action. It embodies our commitment to enable more people in need to live in quality homes in thriving and inclusive communities, irrespective of their background or circumstance.

This Plan maximises our ability to increase housing supply, to direct our resources in the most effective way possible and enables us to respond swiftly to opportunities as they arise. It seeks to ensure we continue to deliver high quality services while

also working collaboratively, with genuine engagement and respectful relationships, to unlock the untapped potential that exists to deliver more and better aligned social and affordable housing.

We currently provide housing for more than 11,000 residents. Our 2024–28 Strategic Plan is a roadmap to increase our positive impact. By 2028, we want to provide housing assistance to over 15,000 residents.

The Plan is a clear pathway to achieve the best possible outcomes for our residents and clients. Our Plan is structured around four goals that are vital to our vision:

- Responding to housing need
- Delivering exceptional client service
- Improving lives and strengthening communities
- Sustaining organisational excellence

We look forward to working with our residents, clients, stakeholders, and partners over the next five years as we challenge ourselves to meet and surpass our goals across our business.

Our progress in delivering this Plan may not always be linear, but our unwavering commitment to our vision and purpose drives us forward.

Paul Howlett, Chairperson

Lyall Gorman, CEO

ABOUT EVOLVE HOUSING GROUP

Composition

The Evolve Housing Group comprises Evolve Housing Limited and its controlled entities, including Evolve Housing Vic, EchoRealty NSW & ACT and EchoRealty Vic. The Evolve Housing Group is also a 15% member of Centacare Evolve Housing, a registered CHP in Tasmania.

The Evolve Housing Group is recognised as one of the largest most innovative, high performing providers of social, affordable, key worker and market rental housing in Australia.

Entities comprising the Evolve Housing Group are all registered charities, and some entities within the group maintain Deductible Gift Recipient and Public Benevolent Institution status and are a registered Specialist Disability Accommodation (SDA) provider under the National Disability Insurance Scheme. As a “profit for purpose” business, we reinvest financial surplus back into social and affordable housing and associated services.

Our Vision

- Thriving communities for all people.

Our Purpose

- To enable more people in need to live in quality homes in thriving and inclusive communities.



EVOLVE HOUSING GROUP



AS OF 30 JUNE 2023, WE MANAGE MORE THAN
4,700 PROPERTIES ACROSS NSW, VIC AND THE ACT.

Our Values

- **Inspiration:** We approach opportunities and challenges with creativity and enthusiasm. We encourage those around us to imagine, learn, innovate, and do things better.
- **Honesty and Integrity:** We are honest, fair, and ethical in all interactions. We do the right things for the right reasons all the time.
- **Empathy:** We are aware of and sensitive to the feelings and perspectives of others and use that understanding to guide our actions.
- **Accountability and Respect:** We act with professionalism and take responsibility for our decisions and actions while treating others how we would like to be treated. We value and encourage individuality and diversity.

What We Do

- At the Evolve Housing Group, we aim to do more than provide a roof over our residents' heads. We offer them a place to live in thriving and inclusive communities, with access to support programs to enhance every part of their life.

We Provide:

- Housing solutions to eligible people on very low to moderate incomes who are unable to access appropriate housing in the private market without assistance.

- Support services, programs, financial grants, and activities that empower residents and clients to build their capabilities, reach their potential and achieve greater independence; and
- Quality, accessible, and affordable housing developments that build strong, integrated, and sustainable communities.

Our combined property portfolio consists of over 4,700 social, affordable, key worker and market rental housing that provide homes for more than 11,000 residents living in Metropolitan Sydney, the Hunter region, the mid-north and Central Coast of NSW, the ACT and Victoria.

We provide homes for people from a wide range of culturally diverse backgrounds including First Nations Peoples and new arrivals from all over the world.

Our proactive approach supports residents to sustain their tenancies and help resolve their challenges with housing, education, and employment.

Our robust and diverse approach to resident, client and community engagement ensures that everyone can have a say and together we can address issues affecting them and their communities.



HOUSING CONTINUUM

NON-MARKET

EVOLVE HOUSING AND EVOLVE HOUSING VIC

EXPERIENCING HOMELESSNESS

IN FEBRUARY 2023, OVER 640,000 AUSTRALIAN HOUSEHOLDS WERE IN HOUSING STRESS OR EXPERIENCING HOMELESSNESS.¹

TRANSITIONAL ACCOMMODATION

20% OF KEY WORKERS ACROSS SYDNEY AND 17% OF KEY WORKERS ACROSS MELBOURNE EXPERIENCE HOUSING STRESS.⁴

ACROSS AUSTRALIA EVERY NIGHT, OVER 120,000 PEOPLE EXPERIENCE HOMELESSNESS. OF THE MORE THAN 34,000 PEOPLE EXPERIENCING HOMELESSNESS IN NSW, OVER 27% OF THESE PEOPLE ARE EMPLOYED.²

CRISIS ACCOMMODATION

IN 2021, THERE WERE OVER 220,000 HOUSEHOLDS IN UNMET NEED FOR SOCIAL AND AFFORDABLE HOUSING.³

SOCIAL HOUSING & SPECIALIST DISABILITY ACCOMMODATION

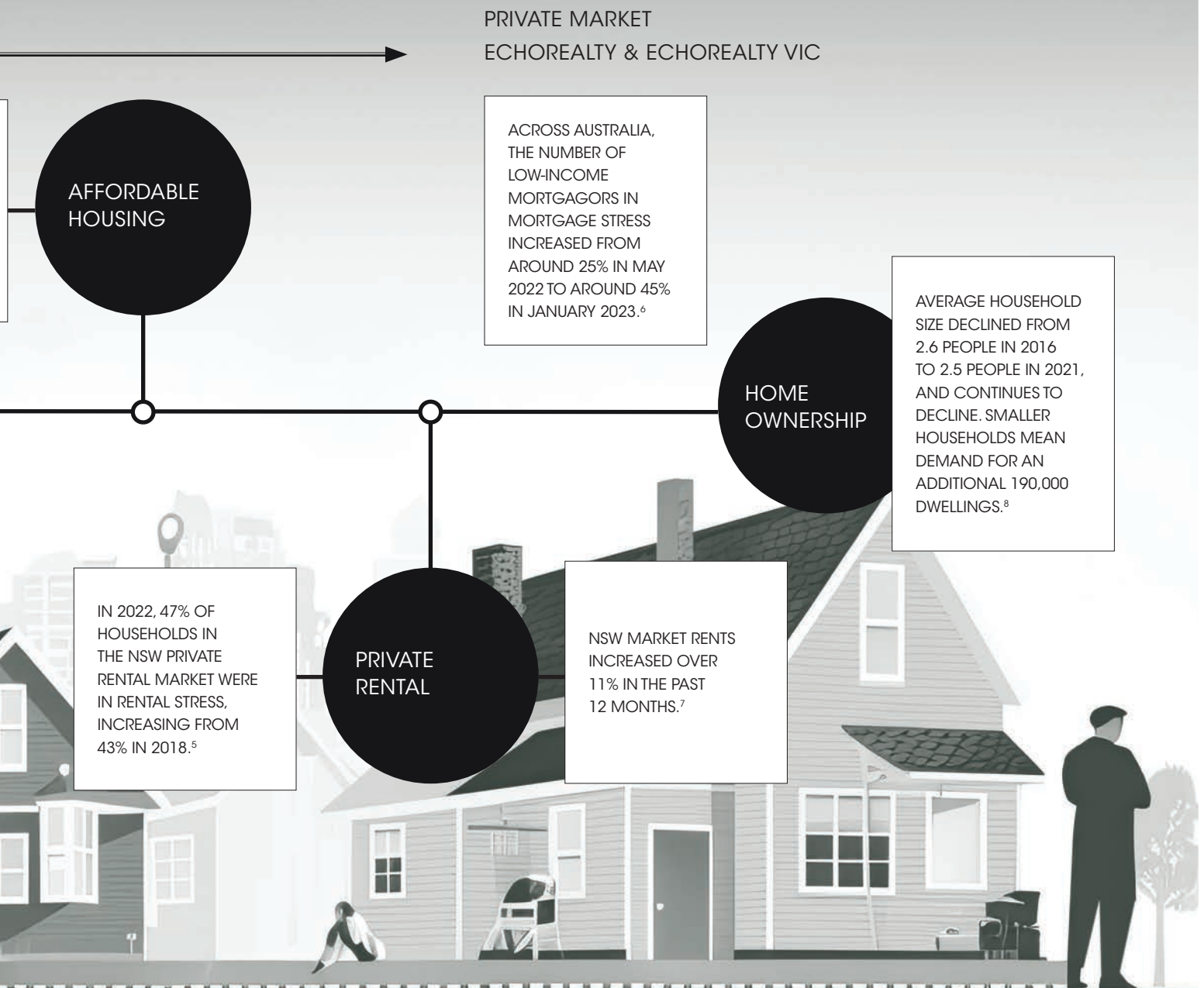
THE HOUSING CONTINUUM

Australia's housing sector can be understood as a continuum of different markets involving different organisations, stakeholders and market forces.

The Evolve Housing Group comprises Evolve Housing Limited and its controlled entities, including Evolve Housing Vic, EchoRealty NSW & ACT and EchoRealty Vic. The Evolve Housing Group is also a 15% member

of Centacare Evolve Housing, a registered Community Housing Provider (CHP) in Tasmania. The housing continuum shows how the community housing sector perceives distinctions between the way housing is provided.

It also indicates potential opportunities for households to move from one housing provision to another, as their



situation becomes more stable or changes. Government financial assistance for the provision of housing, plus additional support from social service providers including CHPs like Evolve Housing, can assist people to gain greater independence and move towards affordable housing or private market rental accommodation.

The Evolve Housing Group is unique in that it consists

of entities that are active in each specific area of the continuum. From supporting people who are experiencing homelessness or at risk of domestic violence, to providing people with social and affordable housing and supporting others to access private rental housing, Evolve Housing provides housing options for people in need across the whole continuum.

Who We Work With

We know that hard work alone does not ensure sustainable outcomes for people and communities. This is why we work with a wide range of people, communities, stakeholders, and partners to deliver our housing and related services and programs. Our collaborative approach helps us to achieve greater outcomes for the people we serve.

Residents and Clients

Our residents and clients are the reason we exist, and they are at the heart of everything we do. We consult and collaborate with our residents and clients to design new programs or support services, and we invite feedback in various ways to inform our approach.

Feedback comes through our surveys, our Resident Engagement Strategy, and formal resident and maintenance advisory groups. Our residents and clients also engage with us via social media, our website, and face-to-face.

Support Partners

A diverse range of community groups and agencies partner with us to provide our residents and clients with tailored support. This tailored support allows our residents and clients to enrich their lives, build new skills, and participate in their community.

Our service provider partners include mental health services, disability support agencies, employment services, and training organisations that share aligned values.

Federal, State and Local Government

The Evolve Housing Group comprises registered community housing organisations regulated by the National Regulatory System for Community Housing and Homes Victoria depending on the location of our service delivery.

We work alongside government by tendering for community housing projects, applying for funding, and providing feedback on government policy relating to the housing sector.

Private Sector

We proactively seek relationships with private investors, corporations, and not-for-profits, to collaborate on affordable housing projects to boost the supply of housing in Australia, and to provide an income stream that can be channelled back into social and affordable housing. We source services like property maintenance through contracts with private socially responsible businesses. We also provide fee-for-service arrangements, such as tenancy or property management services, through contracts with private individuals or businesses.

1. Savvy, Rental Crisis: Low-Income Households Need 117% of Income to Pay Rent [media release], Savvy, February 2023, accessed 26 July 2023.
2. Housing and Homelessness dashboard [data set], Homelessness NSW, accessed 27 July 2023.
3. Productivity Commission, Report on Government Services, Part G, Section 18: Latest update: 7 June 2022, Australian Government, accessed 27 July 2023.
4. Key workers and commuting during COVID-19 - Lack of affordable housing means long commutes for Sydney and Melbourne key workers [webpage], AHURI, 13 Aug 2021, accessed 27 July 2023.
5. PowerHousing Corelogic Australia Standard House Report, PowerHousing Australia, 11 April 2022.
6. Household and Business finances in Australia [webpage], Reserve Bank of Australia (RBA), April 2023, accessed 27 July 2023.
7. C Kusher, PropTrack Rental Report - March 2023, Proptrack, 27 April 2023, accessed 27 July 2023.
8. Record-breaking building approvals to aid housing affordability (webpage), Property Council of Australia, accessed 15 November 2023.





Our Current Operating Environment

It is a watershed moment in the history of housing in Australia that should bring about substantial change in the way social and affordable housing is understood and implemented. With housing affordability being one of the biggest issues currently facing the community, the need for more social and affordable housing has never been greater. Addressing the lack of social and affordable housing is crucial for creating more equitable and inclusive communities, improving overall quality of life, and reducing homelessness and housing insecurity.

The Evolve Housing Group operates within an environment where demand for our services is continuously growing. In response, our strategy is focused on growth, to deliver more homes for more people in need.

While government has the structural influence and greatest access to funds to build housing capacity, success requires innovation and cross-sector partnerships. Addressing the lack of social and affordable housing requires a multifaceted approach involving government intervention, investment in social and affordable housing initiatives, policy reform, and collaboration between public, private, and not-for-profit sectors.

Governments at all levels now have an increased focus on housing affordability. More investment is being earmarked by government to address acute housing needs and increase the supply of social and affordable housing to positively impact the social and economic indicators needed for a more resilient future.


Governments acknowledge the need, however agreement on how best to achieve this is yet to be resolved. In the meantime, the housing crisis continues.

The recently announced \$2 billion in funding for states and territories under the (National) Social Housing Accelerator (SHA) is designed to rapidly fund new and enduring (not short term) social housing supply until the Housing Australia Future Fund (HAFF) is determined.

The funding is for new social housing supply, not for affordable housing, with each of the states and territories determining how their allocation is implemented, depending on local needs and resources. NSW and Victoria will receive the largest proportions of SHA funds at \$610 million and \$496 million respectively.

HAFF is part of the government's election commitments. The Commonwealth will establish a \$10 billion fund which will build 30,000 new social and affordable housing properties in the first 5 years. This includes 4,000 homes for women and children impacted by family and domestic violence or older women at risk of homelessness. Once established and the fund generates returns, investment returns will be used to fund social and affordable housing projects across Australia.

The Evolve Housing Group is well placed to respond to the changes in the operating environment and be part of the solution. Our Strategic Plan for sustainable growth is aligned with government policy and industry best practice, and our initiatives are responsive to current and emerging issues, and opportunities.



Responding to
housing need

Delivering
exceptional
client service

THRIVING COMMUNITIES FOR ALL PEOPLE

Improving lives
& strengthening
communities

Sustaining
organisational
excellence

OUR FOUR STRATEGIC GOALS



OUR FIVE-YEAR STRATEGIC PLAN

About this Plan

This five-year outcomes-focused Strategic Plan prioritises measurable results and the impact the Evolve Housing Group will have in addressing the housing needs of the individuals, families, and communities we work with.

Our focus on specific goals will ensure that our combined efforts are targeted, effective, and accountable and that we achieve tangible outcomes that result in improving the lives of our residents and clients.

Our Strategic Plan goals cascade through our annual business plans and staff performance plans. Progress towards our goals is measured and monitored through our reporting and governance framework.

ACHIEVING OUR STRATEGIC GOALS

Goal 1: Responding to Housing Need

The Evolve Housing Group delivers two distinct but interrelated housing products:

1. Social housing — As of 30 June 2023, some 2,962 social housing dwellings are provided by the Evolve Housing Group across Australia.
2. Affordable housing — As of 30 June 2023, the Evolve Housing Group provides some 1,811 affordable housing dwellings across Australia.

Demand for social and affordable housing greatly outweighs supply. There are far more people in housing need than there is available housing. Households in need are now also smaller, yet older properties are larger, meaning an often underutilisation of existing housing stock.

On the other hand, the increasing rate of homelessness is also contributing to overoccupancy, meaning that there are more people living in some dwellings than what is intended.

The current crisis demands that the federal, state, and local governments, with the private and not for profit sectors, step up the policy, planning and financial investment required to ensure significantly more, and more diverse, housing options are delivered to address the current and future needs of the community.

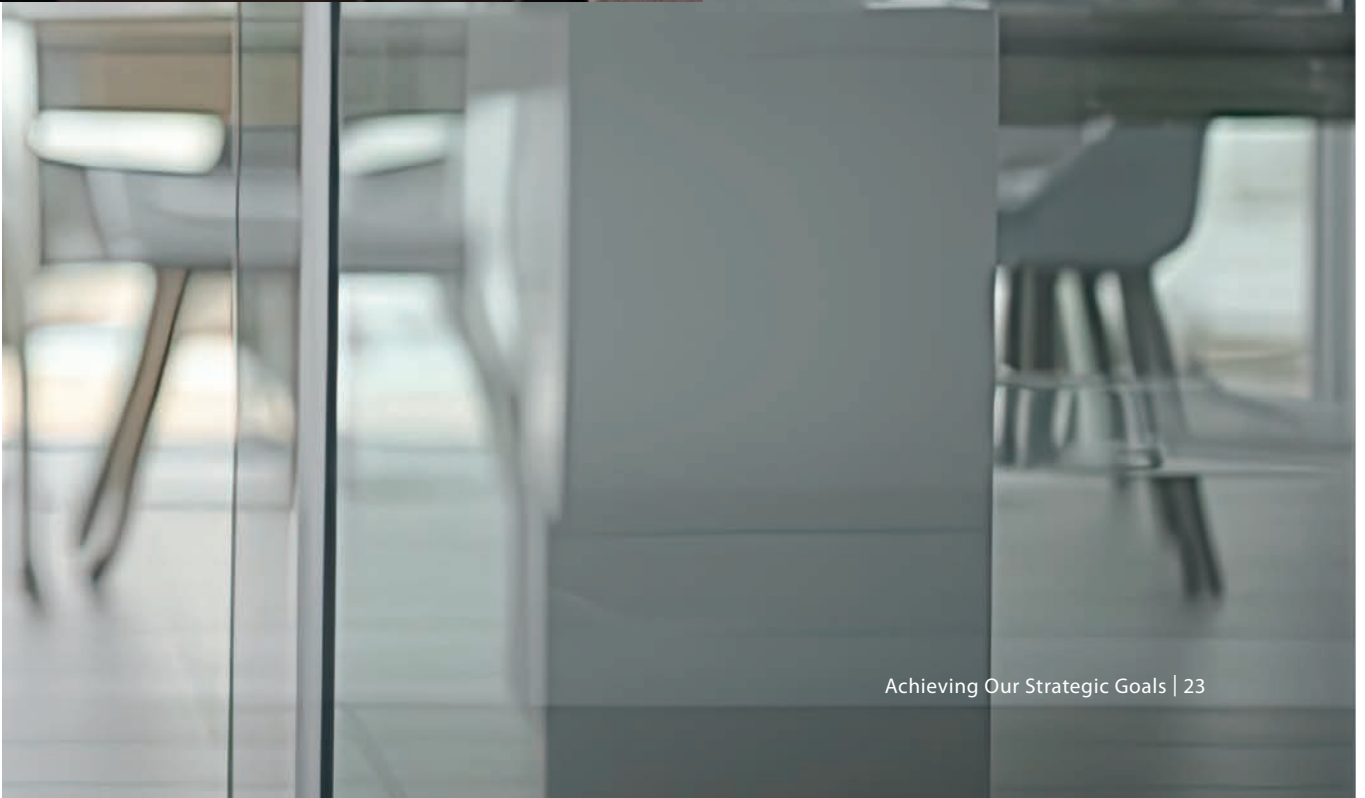
The Evolve Housing Group is well placed to take an active role in working across sectors to address the

housing crisis. We are one of the only organisations providing the full continuum of housing option—from crisis and transitional housing through to support to access the private rental market. Alternative investment and shared ownership options are also on our radar.

We have extensive property development and financial management capabilities, meaning that we can readily ramp up activity with the right financing opportunities. Land title transfer means that the Evolve Housing Group can deliver more properties cheaper than government (due to our charitable tax status). Long-term leasing from government also affords significant opportunity.

The Evolve Housing Group also has a strong and experienced voice, a voice that can engage and contribute in a meaningful way. We have a vital role in raising awareness of housing issues, advocating for policy change, and working towards equitable access to housing for all. Our value-driven efforts include advocating for increased funding, promoting fair housing policies, and addressing systemic barriers to delivering and accessing affordable housing.

Sustainable growth means we take a considered, well-planned approach, reflecting on need and existing portfolio composition, as well as fully considering and understanding new opportunities. Data and analytics help us track progress, measure our performance, and informs our strategic and operational decision making.





What does success look like?

We respond to housing need where:

- We understand who our clients are, will be, and the communities in which they live
- We know our portfolio and what it will take to ensure it continues to be responsive to housing need
- We understand why and where we want to grow and what is needed to achieve this
- The decisions we make are consistent with our risk appetite
- Our housing is appropriate to need; accessible, environmentally efficient, well located and maintained
- There is optimum utilisation of our existing assets to better meet the housing need
- We access alternative sources of investment to create more housing supply
- We grow our footprint to improve our service offerings
- Our value proposition is recognised across government, non-government, and commercial sectors
- We influence policy settings to achieve better housing outcomes
- We remain agile to seize opportunistic growth that will make a positive difference.

Objective 1:

Our planning is targeted and purposeful so that we understand why and where we can have the most impact for people and communities

How do we get there (Key Actions):

- Undertake and keep updated comprehensive data collection and analysis
- Update Strategic Asset Management Plan and associated financial projections
- Develop and implement a Portfolio Growth Plan which considers current and forecast market forces
- Integrate the organisation's Risk Management Framework across our business.

Objective 2:

Our housing is aligned with client needs

How do we get there (Key Actions):

- Review existing housing portfolio and undertake a staged alignment to need
- Ensure that newly developed dwellings are tenure blind and 'future proofed'
- Undertake 'under and over occupancy' analysis to determine opportunities for realignment
- Undertake a feasibility analysis on ageing properties 35 years+ to determine opportunities for redevelopment/reconfiguration.

Objective 3:

We are focused on portfolio growth

How do we get there (Key Actions):

- Create partnerships with financial and corporate institutions that generate access to capital
- Establish and strengthen partnerships and strategic alliances nationally
- Clearly articulate what we do and can offer to our strategic partners (both as a standalone and collectively), and highlight possible outcomes for clients
- Engage and participate in industry forums, regular contribution, and engagement with government sector bodies
- Maintain capability to respond to tenders and other growth opportunities.



Goal 2: Delivering Exceptional Client Service

Delivering exceptional client service means going beyond the basic provision of housing. It involves meeting the needs, expectations, and satisfaction of residents and clients to ensure a positive and fulfilling experience. Client services are delivered through various channels and mediums, such as in-person interactions, phone calls, emails, online chat, social media, and self-service platforms. Delivering exceptional client service is a critical aspect of our business success.

The Evolve Housing Group, exceptional client service means:

- **Building strong relationships** to enhance the overall client experience, and a loyal and satisfied client group.
- **Building trust, loyalty, and a positive reputation** to ensure clients work with us to access available services. Exceptional client service fosters trust, loyalty, and a positive reputation, which can lead to increased client retention, sustainable growth and better outcomes for residents and clients.
- **Practising excellent communication, values, and behaviours** — involving active listening, empathy, timely responses, value-driven engagement, and the ability to resolve issues or concerns in a courteous and professional manner. Critical to delivering exceptional resident and client service for the Evolve Housing Group is the practical demonstration of the organisation's core values. We approach our

residents and clients with empathy and respect. We understand the challenges residents and clients may face and strive to create a supportive and inclusive environment. This involves actively listening to them, addressing their individual needs, and promoting dignity and equality. We strive to communicate clearly regarding policies, procedures, and any changes that may affect them. We are accessible and responsive to resident and client inquiries, addressing concerns and providing updates promptly.

- **Supporting better client outcomes** — The Evolve Housing Group works with people from culturally varied and diverse backgrounds and experiences as well as with people with disabilities. We are committed to ensuring that all residents and clients have access to essential services and resources that not only help them gain and sustain housing but also assist them in achieving their goals. This involves providing information and assistance with accessing healthcare, education, employment support, childcare, and other community services. We also provide proactive support and advocacy for residents and clients to navigate various systems, such as social services or legal processes, and provide guidance and referrals when needed. Advocating for residents and clients' rights and needs can ensure they receive the assistance and support they require. We have a range of partnerships with complementary



local organisations to facilitate access to these resources and supports.

- **Seeking feedback for continual improvement** — at the Evolve Housing Group we put our residents and clients at the centre of our work. This is evidenced through our day-to-day front-line work, as well as back of office support, where we are seeking to continually improve what we do and how we do it, to ensure the best outcomes for the people and communities we work with. We value feedback from peers, residents, and clients to continually improve our approach and the way we deliver services.

What does success look like?

We deliver exceptional client service where:

- We work with people who most need our assistance
- We provide sustainable outcomes for clients with complex needs
- Our commitment to First Nations Peoples is evidenced in the work we do
- We deliver best practice tenancy management
- Our maintenance plans and practices are contemporary and deliver timely results
- Our processes are accessible, evidence-based, clear and equitable
- We provide consistent services that meet the needs of our diverse client group.

Objective 1:

We deliver services to address the diverse needs of our clients

How do we get there (Key Actions):

- Review our Priority Programs Strategy to ensure we know our current priority groups tailoring our programs and respond to residents most in need
- Ensure the Support Unit team delivers a holistic, strength-based and trauma informed care service to better support residents with complex needs
- Implement our Reconciliation Action Plan.

Objective 2:

We deliver client centred, quality property and tenancy management

How do we get there (Key Actions):

- Understand, implement, and exceed regulatory and industry service delivery standards
- Take a continuous improvement approach to property and tenancy management
- Review maintenance delivery plans and practices in response to best practice and resident feedback.

Objective 3:

Our services are delivered with fairness and transparency

How do we get there (Key Actions):

- Review policies, procedures, and practices regularly in response to best practice and resident feedback such as via the Annual Tenant Satisfaction Survey, the Resident Action Group (RAG) and the Maintenance Action Group (MAG) and ensure feedback materials are accessible in a variety of languages and for varying abilities
- Review and refine Client Service Standards
- Undertake diversity training with all staff.



Goal 3: Improving Lives and Strengthening Communities

Improving lives and strengthening communities builds on Goal 1 “Responding to Housing Need” by going beyond the provision of housing itself. This goal means taking a holistic approach that recognises the interconnectedness of housing with social, economic, and personal well-being.

The provision of safe, secure, and well-maintained housing that is affordable is the first step in improving lives and strengthening communities. Stable housing allows individuals and families to focus on other aspects of their lives, such as education, employment, and personal development.

By providing social and affordable housing in well-connected and diverse neighbourhoods, the Evolve Housing Group plays a crucial role in promoting social and economic inclusion. This stands as one of the qualities for which Evolve Housing Group is well regarded for. By providing these housing opportunities, we support integration, reduce social isolation, and foster a sense of belonging. We help individuals and families access housing, regardless of their income level or background.

Empowering our Residents

The Evolve Housing Group empowers individuals and families to improve their circumstances and achieve their goals. Empowerment enables residents and clients to develop skills, enhance their employability, and increase their self-sufficiency. We use an evidence-

based approach and Social Outcomes framework so that we can effectively focus our resources and determine which programs have the greatest impact on our residents and clients.

Once people are empowered in their day-to-day lives, they can participate more broadly in their community lives. We provide many opportunities for residents and clients to have a say about issues and decisions affecting them such as the Annual Tenant Satisfaction Survey, the RAG and the MAG.

Resident voices help us to improve our systems, policies and processes and make better decisions. We also engage residents and clients in community initiatives, promoting social cohesion, and creating vibrant, inclusive, and sustainable neighbourhoods.

Collaboration is Critical

The Evolve Housing Group acknowledges that collaboration with stakeholders is critical to improving lives and strengthening communities. This includes partnering with local government agencies, community organisations, and service providers to leverage resources, coordinate support services, and address broader community needs.

Measuring our Social Impact

To ensure the effectiveness of our efforts, we measure and evaluate our social impact. This involves tracking outcomes related to resident and client well-being,



community development, and housing stability. By collecting data and conducting evaluations, we can identify areas for improvement, refine our strategies, and demonstrate the positive impact we have had in the lives of individuals and communities.

What does success look like?

We improve lives and strengthen communities where:

- We actively support residents to sustain their tenancies
- We help clients improve their wellbeing (health, education, and employment)
- Our clients are engaged in the shaping of our services and programs
- Our communities are inclusive and connected and our residents and clients feel safe and secure within them.

Objective 1:

Our clients receive the support they need

How do we get there (Key Actions):

- Monitor tenancies and make early referrals to the Support Unit team when issues are identified
- Align partnerships to client need to help broaden the scope of our support offerings
- Continue the implementation of the Personal Wellbeing Index (PWI) and Social Outcomes framework and associated programs
- Extend our support services (such as Opportunity Pathways) outside of existing locations and target groups.

Objective 2:

We listen to our clients

How do we get there (Key Actions):

- Provide regular and varied opportunities for engagement and feedback from residents and clients and integrate input into our programs and service delivery
- Evaluate and refresh our Resident Engagement Strategy.

Objective 3:

We create cohesive communities by bringing people together

How do we get there (Key Actions):

- Design and implement targeted place-making initiatives
- Continue to provide opportunities for residents and clients to participate in their communities
- Mandate social outcome targets in our Strategic Asset Management Plan (SAMP) and contractor agreements.

Goal 4: Sustaining Organisational Excellence

Organisational excellence encompasses various factors that contribute to the effective and efficient functioning of the Evolve Housing Group. A compelling vision and purpose guides us in all our operations.

The leadership demonstrated by our Board, CEO and Executive Team instils our purpose and positive culture that inspires employees to work towards the organisation's goals.

Our culture of accountability, professionalism, and collaboration manifest through our work practices and environment engendering innovation, a growth mindset, and adaptability to embrace change.

Governance Culture

The Evolve Housing Group has strong governance, consisting of compliance and risk frameworks, policies, procedures, and guidelines to ensure all legal and regulatory requirements are met.

Our governance principles ensure transparency, fairness, accountability, and ethical behaviour and decision-making. Combined with our controls, we mitigate risks associated with financial management, data protection, and service delivery.

We manage our finances prudently, ensuring long-term sustainability. We develop sound budgeting and financial planning processes and diversify our funding sources, to effectively manage assets and resources.

Employee Value Proposition

Our quest to be an employer of choice is underpinned by both our strong governance and applied values as well as our approach to engage, develop, motivate, and retain our employees.

Our culture of continuous learning and professional development sees staff receiving training opportunities, mentoring programs, and career development pathways to ensure they have the necessary skills and knowledge to deliver high-quality services. Learning from best practices and staying updated on emerging trends in social housing also helps the Evolve Housing Group remain innovative and effective.

Commitment to Continual Learning, Improvement, and Innovation

Striving for excellence means that we are always looking for opportunities to ensure our operations and processes are streamlined and efficient. This includes optimising administrative processes, leveraging technology to automate tasks, and reducing unnecessary paperwork. Efficient operations enable us to allocate resources effectively, minimise costs, and deliver services promptly.

The Evolve Housing Group has a culture of continuous improvement and innovation. We monitor and regularly assess our performance, we seek feedback from stakeholders, and we implement changes





to enhance our services. By exploring new technologies, approaches, or partnerships to improve housing quality and increase efficiency, we are committed to enhancing resident and client experiences.

The Environment Matters

We are committed to ensuring that our social mandate is not at the expense of the environment.

We are working towards a framework to better understand and improve our impacts on the environment both in our housing and in our offices so our actions will have a real and measurable impact.

What does success look like?

We sustain organisational excellence where:

- We have a work environment that attracts and retains skilled and motivated team members, aligned to our business needs
- We have a high performing, diverse, and adaptable workplace
- Our strategies, practices, policies, and procedures achieve and ensure organisational accountability, sound governance and compliance
- Our business systems are leading, responsive, efficient, and effective
- Our plan to measure and reduce our environmental impact is embedded in daily operations
- Our residents, clients and staff understand their impact on the environment and what they can do to minimise this impact
- We meet or exceed key financial measures.

Objective 1:

We are an employer of choice

How do we get there (Key Actions):

- Increase the awareness and respect of our brand
- Offer employee benefits that are market leading
- Build capability across the business to nurture well-being and safety and foster an inclusive and supportive workplace
- Consult staff to understand their needs
- Encourage and support all team members to reach their potential
- Provide professional development for all team members throughout the business.

Objective 2:

We enhance systems and practices to optimise our capacity

How do we get there (Key Actions):

- Implement an innovative digital platform aimed at optimising communication, automating operations, and enhancing residents, clients, and employees experience
- Identify opportunities and streamline business processes and systems for continuous improvement
- Maintain a rigorous set of controls to ensure our systems and the privacy of our clients are protected
- Proactively stay informed on changes to the regulatory and statutory requirements that impact our business
- Review practices, policies and procedures to ensure they are fit for purpose.

Objective 3:

We understand and act on our environmental responsibility

How do we get there (Key Actions):

- Formalise our Environmental Management Policy supported by our Environmental Management Plan and Climate Change Risk Plan
- Revitalise relevant programs such as Evolving Green and engage with like-minded stakeholders to deliver new environmental initiatives
- Assess and implement an Environmental Social Governance (ESG) reporting framework
- Expand programs to include environmental education and training opportunities that include our residents, clients, and employees.

Objective 4:

We optimise our financial performance

How do we get there (Key Actions):

- Monitor, analyse and report on financial metrics on an ongoing basis
- Maintain an appropriate cash buffer
- Enhance data analytics and dashboard reporting capabilities to ensure key business drivers/levers are determined, communicated and understood across the business resulting in data driven decision making.

GLOSSARY OF TERMS

For the purposes of our Strategic Plan, the following definitions apply.

Aboriginal Housing: Social housing for Aboriginal and Torres Strait Islander peoples, predominantly delivered (owned or managed) by Indigenous organisations (both government and non-government).

Affordable Housing: Housing for low-to-moderate income households where residents pay between 75-80% of market rent, with rent capped at 30% of household income. This assists residents meet their other basic living costs such as food, clothing, transport, medical care and education.

Clients: Anyone the Evolve Housing Group provides a service to (including applicants for housing and community members) who may or not be Evolve Housing Group residents.

Community engagement: A planned process of collaboration with the specific purpose of working with identified groups of people to address issues affecting them. This definition sees the shift of focus from the individual to the collective, to ensure consideration is made of the diversity that exists within any community.

Community Housing: Secure, affordable rental housing for people on very low to moderate household income provided by Community Housing Providers (CHPs). The properties may be owned by the CHP, government, or other private owner.

Crisis Accommodation: Short term accommodation (generally three months or less) for people who are experiencing homelessness or people who are at risk of homelessness.

Evolve Housing Group: Comprises Evolve Housing Limited and its controlled entities including, Evolve Housing Vic, EchoRealty NSW & ACT and EchoRealty Vic.

Homelessness: The Australian Bureau of Statistics defines homelessness as when a person's current living arrangement is in a dwelling that is inadequate; has no tenure, or if their initial tenure is short and not extendable; or does not allow them to have control of, and access to space for social relations.

Housing stress: A household is experiencing housing stress when it has an income level in the bottom 40% of Australia's income distribution and is spending more than 30% of its income on mortgage or rental payments.

Maintenance Advisory Group (MAG): A formal Evolve Housing Group forum for residents to provide feedback and suggestions on how the Evolve Housing Group can improve maintenance services.

Market Rental Housing: Housing where rent is determined by the real estate market without subsidy.

Partners: Organisations such as private developers, financiers, councils, non-government support providers, and others, who we work with to develop social and affordable housing and provide support to clients. Partnerships bring together key components such as land, funding, development expertise and skills, and support services.

Personal Support Plan: At the Evolve Housing Group, every new social housing resident is offered a needs assessment with a Specialist Support Worker when they sign their tenancy agreement. A Personal Support Plan is then drawn up which addresses personal health, wellbeing, education, training, and employment needs, and includes referrals to external support partners if required.

Resident Advisory Group (RAG): A formal Evolve Housing Group forum that offers residents the opportunity to provide their feedback on important matters including our policies, procedures, events and programs. The group comprises of approximately 15 volunteer members from different Local Government Areas who provide a voice for residents, and support continual service improvement.

Residents: Tenants and other household members living in Evolve Housing Group owned or managed properties.

Social Housing: Secure, subsidised housing for people on low-to-very-low incomes who need accommodation. Social housing comprises:

1. Public housing — provided and managed by the government
2. Community housing
3. Housing for Aboriginal and Torres Strait Islander peoples

Specialist Disability Accommodation (SDA): A range of housing designed for people with functional impairment or support needs recognised with an NDIA¹ package. SDA dwellings have accessible features to help residents live more independently

and allow other supports to be delivered better or more safely.

Stakeholder: Stakeholders are individuals and/or groups with an interest in an activity and/or outcome. Stakeholders may be internal or external to the organisation and may be direct or indirect beneficiaries of an activity and/or outcome. Their interests may be positively or negatively affected either by the work of the project or the outputs from the project and/or they may exert influence over the project or its deliverables.

Stakeholder engagement: Stakeholder engagement is a way of thinking about and relating to external audiences and their impact on organisational or project outcomes.

Supported Housing: A three-way partnership between the Evolve Housing Group, support providers, and the clients. The Evolve Housing Group offers the housing for the clients on a short, medium, or long-term basis while the agency works with the client to provide support for their needs.

Transitional Housing: Interim accommodation (generally from three to eighteen months) for people who are experiencing homelessness or people who are at risk of homelessness.

1. NDIA: National Disability Insurance Agency supporting Australians with significant and permanent disability and their families and carers.



THRIVING COMMUNITIES FOR ALL PEOPLE

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