

THRIVING COMMUNITIES FOR ALL PEOPLE

ANNUAL REPORT

2020-2021

WHAT WE DO

At Evolve Housing, 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.



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 highly responsive to maintenance requests and manage our residents' tenancies fairly.

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 PERSONAL SUPPORT PLAN





A NEW SKILL

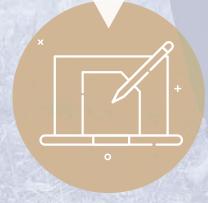
We offer support for residents who wish to upskill or change careers by providing access to an Employment Support Officer, exclusive job and training opportunities, and workshops relating to digital skills and money management. We aim to create thriving and inclusive communities where people feel a sense 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.

AN EXPERIENCE



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 GRANT OR FINANCIAL HELP





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.





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November, 2021



ACKNOWLEDGEMENT OF COUNTRY

Evolve Housing 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.

CONTACT INFORMATION

Street Address:

9-13 Argyle Street, Parramatta NSW 2150

Postal Address:

PO BOX W124 Parramatta Westfield,

Parramatta NSW 2150

Telephone: 1800 myevolve (1800 693 865)

Website: evolvehousing.com.au

Email: info@evolvehousing.com.au

ABN 16 127 713 731

ACN 127 713 731

f @evolvehousing

ENVIRONMENT

Evolve Housing cares about the environment. This Annual Report is printed on FSR® certified paper traceable to certified sources.



EVOLVEHOUSING

THRIVING COMMUNITIES FOR ALL PEOPLE

ANNUAL REPORT

2020-2021





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Despite the extraordinary challenges of the past financial year brought about by COVID-19, I am proud to say that yet again, our Evolve Housing family stood tall and united as one to

> ensure the best possible support and outcomes for both each other and our wonderfully resilient residents.

The collaboration, commitment, and co-operation of all to deliver what was achieved during the year, has set a new bar across the community housing sector and has been recognised and lauded by countless stakeholders at all levels.

It is in this context, and with an immense sense of pride, that I share with you the 2020-2021 Annual Report, which sets out our organisation's achievements and continuing progression in delivering our short, medium and long-term strategic goals.

Sadly, due to the pandemic and associated economic difficulties triggered by it, the number of people who need housing and support services increased significantly over the past year, creating additional pressure on top of an already stretched community housing sector.

To ensure that this increasing need is addressed, it is our belief that all community housing providers need to continue to advocate strongly for government support through policy settings and funding in addition to exploring ways to bring into the sector institutional and private market capital to ensure that the current housing crisis in NSW does not get out of control. It is our absolute commitment to be a sector leader in pursuing this pathway.

The outcomes that this collaboration can achieve were fully exemplified over the past twelve months during which we worked in partnership with the NSW Government to create a flourishing new social housing community in Arncliffe, providing homes for 140 residents to ensure their well-being during the heights of the pandemic. In addition, with the wonderful assistance of a grant from the Vincent Fairfax Family Foundation, we were able to place two staff members on-site at this estate to provide intensive support to residents, achieving outstanding results.



Further, we received a second tranche of \$3.7M in grant funding which enabled us to deliver more housing and wraparound support to rough sleepers under the Together Home program, which was launched last year in response to the pandemic.

During the year, construction also commenced on the Lidcombe Rise development, which is part of the NSW Government's Communities Plus program. We are proud to partner with the Billbergia Group and the NSW Land and Housing Corporation on this project, to develop vacant land and create a vibrant neighbourhood of mixed tenure housing, well connected to public transport and other essential amenities.

Throughout the year and despite the pressure of lockdown our team also continued to provide ongoing support to our residents, by offering wellbeing checks over the phone and referring anyone in need to our in-house Support Team for tailored assistance. With unemployment rising, our Opportunity Pathways team also played an important role, offering one-on-one case management to help our residents and social housing clients to attain training and employment.

While we were not able to hold our traditional large celebratory events, we adapted by providing small in-person events to ensure the joy of social interaction stayed with our residents.

Behind the scenes, we worked hard to improve our business practices to ensure we remain flexible, well-resourced and agile to be able to respond to any changes that may emerge as the external environment continues to challenge the way we deliver our services and support. We also embraced flexible working conditions and adopted new technology that allows us to collaborate remotely.

On the back of the truly incredible passion and commitment from our staff and Board and the invaluable support of our Resident Advisory Group who keep us fully informed of the emerging needs of our residents, I know that we have never been better equipped to face the challenges that lay ahead. Reminded that it is not adversity that defines us, but how we respond to and manage it, that shapes who we truly are, I say with the utmost confidence and belief that our future continues to be one of great optimism and endless possibilities as we continue to strive to meet the needs and wants of our clients.

LYALL GORMAN

CEO, EVOLVE HOUSING

CHAIRMAN MESSAGE

PAUL HOWLETT

Year on year, the Evolve Housing team has consistently delivered strong results for our community, however, the outcomes that were achieved over the past financial year during challenging times are especially impressive.

Over the 2020–2021 financial year, we increased both our property portfolio and the number of residents whose tenancies we manage. We now manage 4270 properties, a 5% increase on last year's portfolio, and house 9981 residents, a 19% increase on last year.

We are proud to be able to expand in a sustainable way to accommodate these residents and be part of the solution to the housing affordability crisis in New South Wales. Our experienced property management and in-house support teams are well-equipped to assist all our residents settle into their new homes.

Additional investment in social and affordable housing is critical to avoiding more people sliding into severe financial stress or homelessness. This additional investment in social infrastructure also has the benefit of boosting the economy and creating more jobs. We will continue to advocate for the need for more community housing stock and are keen to work with all levels of government and private industry to pursue this goal.

In addition to our core business of providing quality housing services, our team has been hard at work in 2020–2021 refining our business practices so that our operations are more efficient, adaptable and flexible to handle the challenging times we face. Many of our previous manual processes are now digitised and we have moved to a fully cloud based system that has enabled us to continue operating efficiently in the remote working environment.

Another major focus for 2020-2021 was improving our governance. Our Group Executive Team undertook a review of our Risk Management Framework, which resulted in a refinement of risk policies and the creation of a new operational tool to assist management. And our Project Management Office has played a vital role in assisting project managers to achieve their objectives.

Partnering with other like-minded organisations has always been vital to the success of Evolve Housing, and we have continued to strengthen our relationships with stakeholders. We have worked with the NSW Government to deliver numerous important social housing programs including Opportunity Pathways, Together Home, and the Arncliffe social housing estate. We have also implemented community projects with other not-for-profits including a heat resilience program, and a community garden program specifically designed for our residents living with a disability.

This partnering approach also includes collaborative working with other community housing providers to deliver more outcomes across a wider geographical footprint. These include our Centacare Evolve Housing collaborative venture in Tasmania where we continue to see growth in built and managed stock and a number of joint venture tenders that we hope will broaden both service and outcome delivery in the coming years.

All of these achievements would not have been possible without the passion and dedicated effort of the Evolve Housing team. I would like to take the opportunity to thank my fellow Board members, staff, residents, and partners for their hard work over 2020-2021 and I look forward to the new normal for our sector as we all learn to live with the outcomes from this pandemic that has challenged our whole community.

PAUL HOWLETT

CHAIR, EVOLVE HOUSING



EVOLVE HOUSING ANNUAL REPORT 2020-2021





ABOUT EVOLVE HOUSING

At Evolve Housing, we believe in everyone's right to a home — somewhere to feel safe and secure and to be part of a community. Although our core service is providing housing to those in need, we do more than simply put a roof over our residents' heads.

We also offer programs, activities and services that enrich our residents' lives and help them feel connected to their community.

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.

WHO WE ARE

Evolve Housing is one of the largest not-for-profit community housing providers in Australia. As of 30 June 2021, we managed 4,270 properties housing 9,981 residents.

We have a presence in 38 local government areas across the Sydney and Hunter regions, as well as the NSW Central Coast and Mid North Coast. In addition to our presence in NSW we manage key worker housing properties in Victoria* and are a 15% member of Centacare Evolve Housing, a registered CHP in Tasmania, which manages over 2,000 properties housing 4,000 residents and has net assets of over \$150 million.

WHAT WE DO

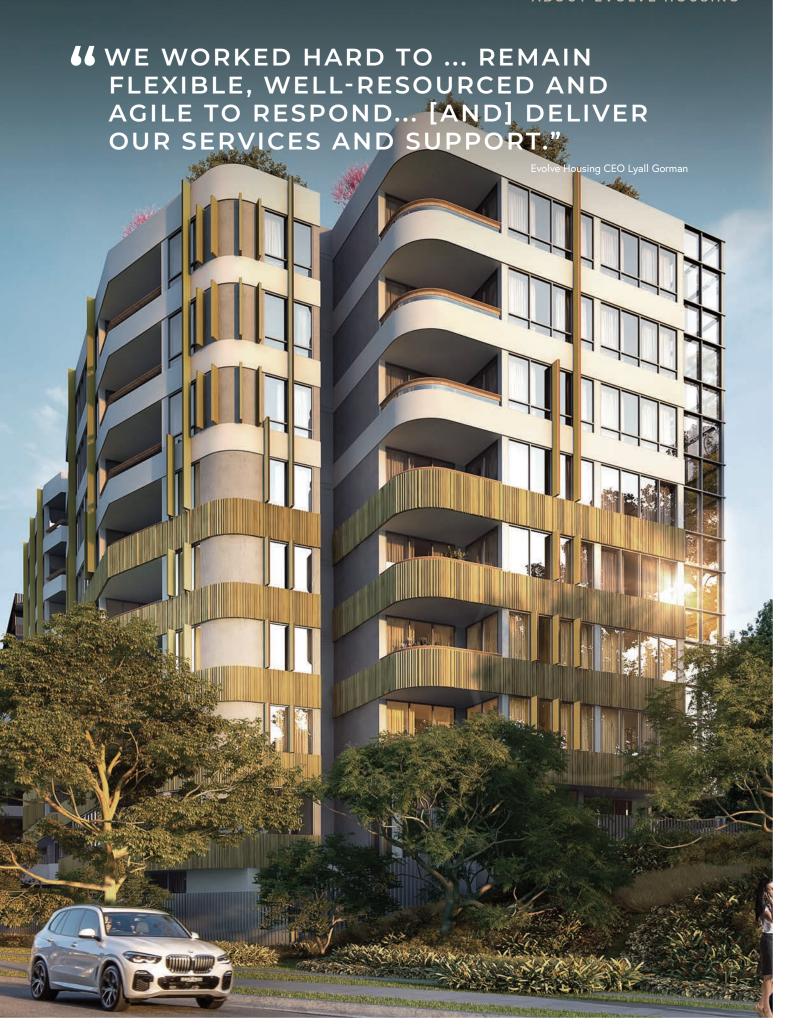
At Evolve Housing, we provide:

- Safe and secure housing for people experiencing homelessness or those on lower incomes experiencing housing stress;
- Support services, programs, financial grants and activities that empower individuals, build their capabilities, and provide pathways to greater independence; and
- Quality, accessible affordable housing developments that build strong, integrated and sustainable communities.

We provide subsidised housing to people living on very low to moderate incomes who are unable to pay for appropriate housing in the private market. Through alliances with governments, developers and investors we create new community housing stock to help meet a growing demand. Our properties cater to a diverse range of needs, household sizes and incomes, so we can offer a variety of options to our residents.

We help people to reach their potential by providing support services and programs. These include education and training programs that provide opportunities for residents to participate in their communities and pursue their career aspirations. We also offer tailored support plans to address certain areas of need in residents' lives including physical health, mental health, education and job readiness. Our regular social activities bring people together, which helps residents to feel welcome and part of a local community.

^{*} In association with Jens Veal Byrne Pty Limited ABN 56 608 923 646 trading as EchoRealty in Victoria under licence from Evolve Housing Limited ABN 16 127 713 731



YEAR IN REVIEW

With the COVID-19 pandemic already underway when the 2020–2021 financial year began, our organisation put in place various procedures to ensure that we were able to offer high levels of service in any context.

During the pandemic, there has been an increased need to ensure that our workforce is able to work from home where possible. We have strengthened our flexible working practices to ensure this, so that we are able to shift to working from home when required.

We also introduced various cloud-based platforms that allow us to access our work and collaborate remotely and began using Zoom and Teams to allow for digital organisational meetings across all of our business units.

To ensure continuity of our services to our clients, we undertook an analysis of our roles and functions, identifying 'critical' roles and any areas of risk. This analysis included evaluation of capacity along with assessing employee competency and areas of career succession interest.

The analysis resulted in 5% of the workforce being appointed to blended roles where they undertook responsibilities across more than one position. This provided both agility to the organisation as well as increased job satisfaction, development opportunities and enhanced career pathways to employees.

During the first wave of COVID-19 in early 2020, our Housing Services team undertook phone wellbeing checks, which allowed us to have an informal chat with our residents to ensure that they were coping in uncertain times.

We were successful in reaching out to 98% of residents, and 15% of these indicated they would like a follow-up wellbeing phone call check, which we continue to perform. Due to this success, we have also shifted to doing phone check ins as opposed to home resident visits for the foreseeable future to keep residents safe.

We were also able to link those that identified themselves as having a greater need with our tenancy support team who were able to provide information regarding services available to match their needs.

EVENTS AND ACTIVITIES IN 2020–2021

Although our resident engagement activities were affected by the ongoing COVID-19 restrictions, our team still found many ways to connect with residents and the wider community over the last financial year. Read on to learn about how we connected with our residents during this time.

EVOLVE HOUSING'S WOMEN'S GROUP



COMMUNITY GARDEN, ARNCLIFFE



BEN THE BIN PROJECT







On a beautiful Spring day, the Bankstown women's group headed into the city for a high tea. An afternoon with tea, cakes and great conversation was enjoyed by the group while they took in Sydney Harbour's breathtaking views.



Evolve Housing staff, Vegepod and
Community Greening teamed up with
residents at a social housing estate
in Arncliffe to create a community
garden. The garden, which was set up in
December 2020, gives residents a place
to meet and bond, and also allows them
to grow their own food. In February 2021,
Community Greening held a workshop
with eight residents attending and
setting up a worm farm. The garden is
accompanied by a colourful mural.



To help Evolve Housing residents, both old and new, to learn tips on how to keep their home communities clean and tidy, the Ben the Bin campaign was launched in December 2020. We worked with a cartoonist to create an illustrated book, magnets, notebooks and more.

The aim of the project is to help residents develop harmony in their communities by providing basic waste management tips to keep their homes and community spaces clean and tidy for all. This project was funded by a grant from Cumberland Council.

YEAR IN REVIEW

CUPCAKE DAY

April 2021



VOLUNTEERS WEEK

May 2021



SENIORS FESTIVAL

April 2021





We had some very passionate decorators visit our Parramatta office in April to enjoy a cupcake baking class. Residents and their kids enjoyed learning to bake and decorate cupcakes.



To celebrate and thank our volunteers for the wonderful work they do, we held a special lunch in National Volunteer Week on May 20, 2021. 20 volunteers joined us for lunch held in a Parramatta restaurant to celebrate National Volunteer Week and were awarded a certificate of appreciation.



Residents had a great day out visiting the Australian Botanic Gardens Mt Annan as part of the 2021 Seniors Festival.

Evolve Housing's Resident Engagement Team joined 9 residents for the event, which also included a stop at Camden for lunch. The group enjoyed a guided tour through the connections garden, which displays Australian plants and trees throughout history. They also got to see the incredible Hello Koalas sculpture trail, featuring 22 one-metre high hand-painted koala sculptures.

IMAGINATE July 2020 – April 2021





Imaginate is a popular event series that we hold for families with primary school aged kids during the school holidays.

Each event explores a different theme (such as science, art, or sport) and offers fun activities that entertain kids while teaching them new skills or knowledge.

Our usual format for Imaginate was disrupted due to social distancing and lockdowns during the year. Therefore, we needed to adjust in order to keep engaged with our residents.

July's Imaginate moved to a digital format, where photo entries were sent in

by email and SMS. Competitions ran for the best robot themed creative entry and best balcony or yard garden.

Allowing limited numbers in April, Imaginate went mobile to a complex in Blacktown. It was great to see our residents come together to enjoy a day of fun and games making terrariums, badges, and doing other arts and craft activities. Prizes were given away to lucky winners and we thank all our residents who got involved on the day.

YEAR IN REVIEW

NEWSLETTER

Refresh for Social Housing

COMMUNITY ROADSHOW







Through collaboration with our Resident Advisory Group, we revamped our social housing newsletter in June 2021, moving from a four-page format to an eight-page format that featured longer stories and more useful tips for residents.





In late 2020, to respond to the changed social environment caused by the pandemic, the Resident Engagement Team introduced a concept that brings engagement activities directly to residents at their unit complexes. Aptly titled 'Community Roadshow', these mini tours involved engagement team staff visiting complexes to gather residents in an outside space to sit around for a chat with hot drinks and snacks.

The Community Roadshow provides residents with the chance to meet their neighbours and engage socially in their

community. It also gives Evolve Housing staff an informal way to connect with residents to understand their needs and concerns during the pandemic, and how we can work together to support their community into the future.

HEAT Western Sydney Heat and Social Housing Program



BIG PICTUREFestival, Newcastle





Evolve Housing met with partnering community housing providers in March 2021 to discuss the Western Sydney Heat and Social Housing Program. The program is aimed at providing ways for our social housing residents and community members to tackle extreme heat. It is funded by the NSW Department of Planning, Industry and Environment's Increasing Resilience to Climate Change Program.



In October 2020, we participated in the Big Picture Festival in Newcastle. We made available the precast concrete panel walls of our affordable housing project facing the pedestrian walkway between Merewether Street and Civic Park, Newcastle. With the precast panels being 25m long and around 4m high, the area was split into 3 sections to allow for multiple local artists to showcase their designs. Over a five day period, the blank concrete wall became a piece of art that will now wow passers-by and residents for years to come.

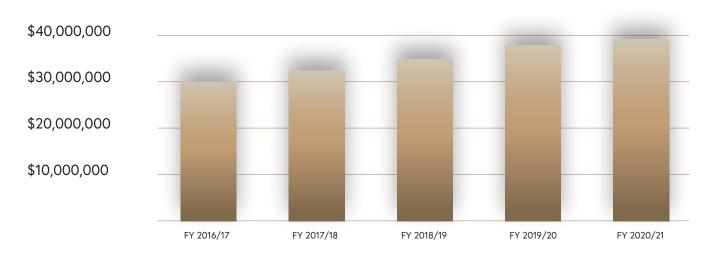
AWARDS

2020-2021

- Silver Award, General Category, AUSTRALASIAN REPORTING AWARDS 2021 (for our Annual Report 2019-2020)
- UDIA NSW AWARDS 2020, Winner in the category of Affordable Development for our Roselands development
- REAL ESTATE BUSINESS
 AWARDS 2020, Winner in the
 category of Social and Community
 Service Program of the Year (for
 EchoRealty)
- WSABE AWARDS 2020, Winner in the category of Outstanding Young Employee (for Joel Flowers from EchoRealty)
- WSABE AWARDS 2020, Finalist in the category of Excellence in Innovation (for Tetris Village, our development at Guildford)
- WSABE AWARDS 2020, Finalist in the category of Excellence in Education, Training and Careers (for our Miller YELL program)

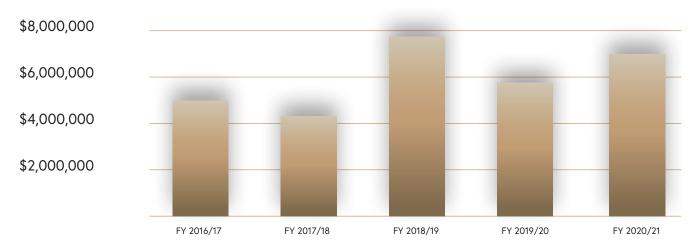
2020-2021 RESULTS

RENTAL INCOME



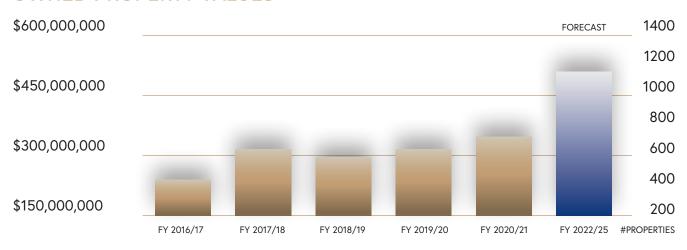
Evolve Housing has managed to steadily grow its annual rental income with continuous investment in owned and managed properties. Our rental income has been resilient despite the impact of COVID-19 due to Evolve Housing's mix of properties and ongoing investment in new affordable housing. The slightly lower average rent per property in the current year is due to minimal rentals achieved on the Together Home program tenancies and crisis accommodation tenancies at Arncliffe that were made available to provide emergency accommodation in response to the COVID-19 outbreak.

OPERATING EBITDA



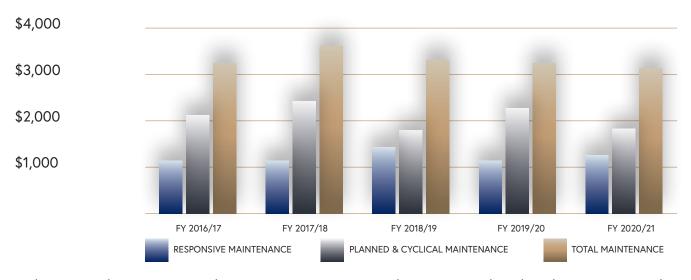
Evolve Housing's operating income has been growing steadily despite the fall of NRAS grants effective financial year 2019–2020. Nominal EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) movement is largely attributable to commitments for maintenance in respective years and timing of investment in ICT and growth infrastructure.

OWNED PROPERTY VALUES



Over the last 5 years, Evolve Housing has managed to increase the number of owned properties by more than double including fulfilling its vesting commitments on the stimulus properties around 2 years ahead of target and has leveraged this to continue to invest in community housing. The Lidcombe project currently under construction is expected to deliver 93 units of affordable housing and 63 units of social housing.

MAINTENANCE EXPENDITURE*



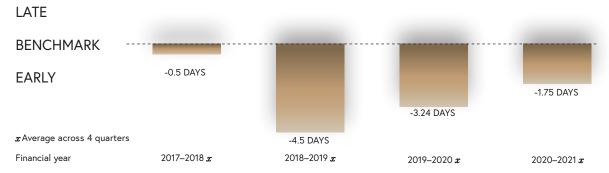
Evolve Housing has a very comprehensive Asset Management and Maintenance Plan, aligned to its strategic plan to ensure adequate allowance has been provided to maintain its properties at or above industry standards. Regular internal reviews are conducted against external benchmarks relative to property types/age to ensure adequacy of resources to continually maintain these high standards. During the current year Evolve Housing successfully completed over \$4M in maintenance works under the Capital Works Stimulus Program. Refer page 52 for further details on this.

^{*} Average maintenance expenditure per dwelling/annum

COMPLIANCE PERFORMANCE SUMMARY

During the year, a quarterly compliance assessment process was undertaken by the Department of Communities and Justice to assess the performance of community housing providers. For the past four years, we have exceeded all compliance area benchmarks. We are proud of this achievement and continue to strive to exceed, rather than meet, sector and regulatory targets.

TIMELINESS IN SUBMISSION

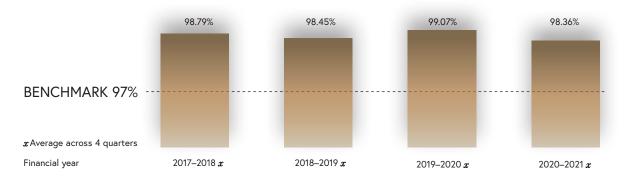


Negative number indicates days report were submitted before the due date.

OCCUPANCY

% PROPERTIES TENANTED

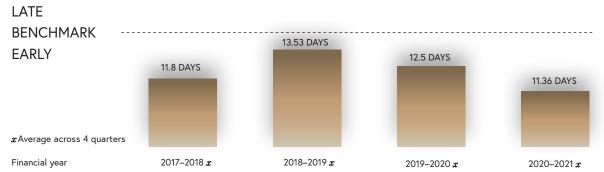
Benchmark for properties occupied as a proportion of all properties on last day of quarter — Benchmark is 97%.



AVERAGE VACANCY TURNAROUND* TIME

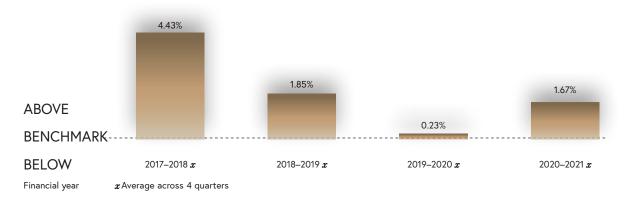
DAYS EARLY/LATE Relates to average turnaround time for vacancies in days. Benchmark is 14 DAYS.

 * Turnaround refers to the time taken to complete property repairs and allocation of a new tenant.



COMMUNITY HOUSING LEASING PROGRAM (CHLP)

The CHLP result is based on a weighted count (to get the average number over the quarter). If the dwelling is held for the full quarter, the weighted count is 1. If the dwelling is acquired or disposed of during the quarter, the weighted count is less than 1. Evolve Housing's CHLP Quota is 553 properties.



TENANT SATISFACTION SURVEY

BENCHMARK CATEGORY	2016–2017	2017–2018	2018–2019	2019–2020	2020– 2021*	NRSCH benchmark	CHIA benchmark
Overall satisfaction	83%	80%	85%	86%	83%	75%	84%
Property condition	80%	74%	81%	83%	79%	75%	84%
Repairs & maintenance	74%	70%	75%	76%	76%	75%	77%
Information provision	81%	82%	86%	85%	84%	NA	84%
Communication	79%	78%	83%	84%	79%	NA	82%
Tenant involvement	72%	65%	79%	77%	76%	NA	75%

^{*2020–2021} results should be understood in light of the COVID-19 pandemic and its impact on Evolve Housing's staff, service processes, as well as residents individually.

The National Regulatory System for Community Housing and the Community Housing Industry Association (CHIA) sets community housing sector benchmarks in relation to Tenant Satisfaction Survey outcomes. Since the 2016–2017 financial year, we have exceeded a number of benchmarks and continue to strive to improve in all areas of operations and to improve our services to residents.

Outside of this benchmarking process, we practice continual self-assessment and seek resident feedback through a range of surveys and processes.

TYPES OF HOUSING WE PROVIDE

As at 30 June 2021, Evolve Housing managed 4,270 properties across our portfolio, housing 9,981 residents. Our properties cater to a range of needs, which are outlined below.

SOCIAL HOUSING

Social housing is secure, subsidised housing for people on low-to-very-low incomes who need accommodation. Social housing can be provided by the Land and Housing Corporation, the Department of Communities and Justice, or non-government community housing providers like Evolve Housing. Rental rates are calculated on a sliding scale, however most social housing residents will pay around 25% of their income.

As at 30 June 2021, Evolve Housing managed 2,694 social housing properties, which is approximately 63% of Evolve Housing's property portfolio.

AFFORDABLE HOUSING

Affordable housing is for low-to-moderate income households and is priced so that residents are able to meet their other basic living costs such as food, clothing, transport, medical care and education.

Affordable housing residents pay a percentage of market rent, which is usually 74.9% if the property is owned by Evolve Housing or 80% if the property is managed by Evolve Housing on behalf of an investor-owner.

As at 30 June 2021 Evolve Housing managed 1,576 affordable housing properties, which is approximately 37% of our portfolio.

DISABILITY HOUSING

Evolve Housing is a registered Specialist Disability Accommodation provider under the National Disability Insurance Scheme. We offer customised, accessible housing to people living with disability so that residents can maintain their independence in their everyday life.

We work closely with other registered Supported Independent Living providers to provide high-quality homes for our residents. As at 30 June 2021, we managed 95 group homes as Specialist Disability Accommodation providing much needed accommodation for 350 residents.

SUPPORTED HOUSING

The Supported Housing Initiative is a three-way partnership between Evolve Housing, support providers and the clients of support providers, offering housing for residents on a short to medium-term basis while other partners provide complementary services.



Photo: Evolve Housing staff and resident

HOUSING FOR PEOPLE ESCAPING DOMESTIC AND FAMILY VIOLENCE

Evolve Housing has joined with Women's Community Shelters for the Safe Foundations program, which supports people experiencing domestic violence and helps them get into safe, affordable accommodation. We provide a home for up to three years, allowing people to make the move from crisis accommodation into long-term housing.

Residents are offered tailored support plans that aim to improve health and wellbeing, while providing access to training and employment.

ABORIGINAL HOUSING

Currently, around 2% of our residents identify as Aboriginal and Torres Strait Islander. Evolve Housing has an agreement with the Aboriginal Housing Office (AHO) to manage affordable housing properties designated for use by Aboriginal and Torres Strait Islander people. Rent is set at a maximum of 30% of the resident's income plus their Commonwealth Rent Assistance entitlements and is capped at 74.9% of the property's market rent value. The eligibility criteria, set by the AHO, specifies that residents must be employed. We manage 30 AHO properties in the Penrith area, which are located in Jordan Springs and Thornton.



THE NEED FOR SOCIAL AND AFFORDABLE HOUSING

There are significant shortfalls in community housing in Australia, and both renting and purchasing a home remain unaffordable for many.

registered due to strict eligibility criteria, or deterrence due to the long waiting times. Additionally, there are no wait lists for affordable housing.

It is projected by Infrastructure Australia in its 2021 Australian Infrastructure Plan that over the next 15 years, Australia will need almost 730,000 new social housing properties. As of June 2020, the social housing wait list in NSW includes more than 51,000 applicants. In Australia, there are more than 155,100 applicants on the social housing wait list.

These wait lists do not capture the true scope of the problem, as they exclude the many low-income households who are in housing stress but have not The effects of the COVID-19 pandemic have exacerbated the existing affordability crisis in Australia, by increasing unemployment and household debt. The worst affected industries are tourism, retail, accommodation and food services. Consequently, there will be a growing number of people who will struggle to re-enter the workforce, including older people who may never work again. Many of these households will add to the already high numbers of people who require social and affordable housing, despite the unprecedented fiscal injections and policy response of governments.

INVESTMENT IN SOCIAL AND AFFORDABLE HOUSING

In the last financial year, governments across the jurisdiction announced significant investment in social and affordable housing. At a state level, we've seen significant announcements for social housing with the hope that a sudden injection of funding would take away the pain of decades of under investment. For example, \$5.3 billion was pledged by the Victorian government, \$2.9 billion by the Queensland government, and \$444 million in June 2020 followed by \$875 million in September 2021 by the Western Australia government. In Evolve Housing's home state of NSW, \$812 million of funding was announced in the 2020-2021 state budget. There has also been a number of calls for stimulus packages or upfront government investment to increase social and affordable housing.

While stimulus funding is welcome, it is not an ongoing solution to the problem at hand. We need

structural reforms that will bring together capital and capability. The scale of the challenge requires government leverage contributions from an expanded pool of private investment, utilising the capability of community housing providers. Stimulus is a much needed down-payment but must be accompanied by a willingness to make further reforms.

At the Federal level, there were a range of Federal Government measures implemented to stabilise the economy in the early period of the pandemic. These included doubling Newstart under the JobSeeker program to pay unemployed people a liveable basic income. Another economic measure was the introduction of the JobKeeper program to reduce job shedding by businesses under pressure. These measures assisted our residents, and as a result, the impact of the pandemic on our revenue was minimal.

PARTNERSHIP WITH THE NSW GOVERNMENT IN RESPONSE TO COVID-19

The COVID-19 pandemic has also exposed the consequences arising from a housing system that is not meeting the needs of many Australians in the bottom two income quintiles. The pandemic forced state governments to take action to address rough sleeping and homelessness. We acknowledge their achievements while at the same time noting that many clients departed temporary accommodation without a longer-term housing option. We also question how permanent homes for those remaining will be secured. The COVID-19 pandemic has led to a need to rapidly deliver more social and affordable housing to ensure the health and security of all people in NSW, and to stimulate the economy. Evolve Housing is proud to have worked with the NSW Government on multiple projects, outlined below, to achieve these goals.

ARNCLIFFE EMERGENCY ACCOMMODATION

One of the NSW Government's major projects was providing urgent accommodation in the Arncliffe Estate. The state government identified this site as a future redevelopment site however due to the outbreak of COVID-19, the government postponed immediate plans to demolish the structure. Instead, it provided funding for the upgrading of 142 units of accommodation, available for up to two years, keeping people who are homeless or at risk of homelessness safe off the streets.

The project also created a stimulus opportunity for contractors and tradespeople who completed the work in 6 weeks. The residents who live at the Arncliffe property are supported through a comprehensive suite of pro-

grams, and a full-time support worker operating on-site, funded by a grant from the Vincent Fairfax Foundation. You can read more about this project on page 54.

TOGETHER HOME

We have also collaborated with the government on the Together Home project, and are delivering stable housing and wrap-around support for a number of rough sleepers in the South Western Sydney, Western Sydney and Nepean Blue Mountains areas.

The project has enabled a positive expansion of support programs for Evolve Housing and built on our internal skills and knowledge of the homelessness sector. For more information about Together Home, visit page 56.

Photo: Evolve Housing resident



PLANNING FOR THE LONG TERM

NSW HOUSING STRATEGY (HOUSING 2041)

The NSW Housing Strategy, Housing 2041, is positioned as a 20 year forward-looking, state-wide strategy for housing in NSW which provides an 'end-to-end' NSW Government position across the housing system, from homelessness to home ownership. It embodies the Government's goals and ambitions to deliver better housing outcomes by 2041 — housing in the right locations, housing that suits diverse needs and housing that feels like home.

We believe that the Community Housing sector can play a major role in the state's Housing Strategy. We are excited at the prospect of collaborating with the NSW Government over the next 20 years as we tackle the issues of supply, diversity, affordability and resilience in housing.

Evolve Housing is committed to addressing housing needs through increasing the supply of long term affordable safe and secure housing and sustaining tenancies. We continue to seek effective partnerships with specialised support providers, education and employment service providers to ensure social housing tenants are able to access the support they require. We are continually building our capacity and organisational skill set so that we can offer more housing and services to the people of NSW where needed.

PLANNING REFORMS

NSW needs a variety of housing options to meet the needs of different people. To drive more housing supply and meet these needs, the NSW Government has developed a Housing State Environmental Planning Policy (Housing SEPP). This new policy aims to deliver more diverse and affordable housing types.

Evolve Housing strongly supports the consolidation of the 5 existing SEPPs including the Affordable Rental Housing SEPP, SEPP 70, and the Seniors Housing SEPP. We commend the Department of Planning, Industry and Environment (DPIE) for its work to make a diversity of housing types more feasible to build and operate. Simplifying the number of SEPPs and bringing them all under one umbrella after reviewing existing rules ensures that they remain fit for purpose in the current environment.

As the largest affordable housing provider in the state, Evolve Housing continues to advocate for the existing planning instruments and residential development regulations in NSW to be altered to enhance affordable housing outcomes.

NATIONAL HOUSING FINANCE AND INVESTMENT CORPORATION (NHFIC)

The creation of NHFIC by the Australian Government in 2018 was an important mechanism to ensure Community Housing Providers have access to secure long-term, cost effective finance. This will assist them to undertake, and attract from the private sector, large scale investment into social and affordable housing assets.

We await the outcome of the NHFIC Review later this year which we hope will ensure that the successes achieved to date, through NHFIC's involvement, are recognised by the government confirming their ongoing support and creating greater opportunity for private sector investment into community housing.

OUR STRATEGIC PLAN 2020-2023

Our Strategic Plan 2020–2023 guides us to achieving the best possible results for our residents, our clients, and the broader community.

The plan creates a clear pathway that will help our team members as they work to create more community housing and provide support to our residents and clients. It allows us to be best placed to fulfil our purpose to enable more people to live in quality homes in thriving and inclusive communities.

A high level summary of the plan is featured here. Each strategic objective is then explored in more depth throughout the Annual Report, with information on key programs and initiatives that correspond to the objective, and a check list of success measures to track our progress. A more in-depth version of the Strategic Plan can also be accessed by visiting www.evolvehousing.com.au.

STRATEGIC GOALS & OBJECTIVES

This strategic plan is directed towards four key goals:

- · achieve sustainable growth;
- · enhance business practice and capacity;
- · provide quality homes and services; and
- improve social outcomes for our clients.

These goals establish a framework and provide key indicators that mark our progress in the pursuit of our vision and purpose.

They clearly summarise what success looks like for our organisation and are critical factors for ongoing growth and achievement.

Objectives correspond with each goal and identify how they will be delivered over three years.

The objectives break down each goal into identifiable and achievable actions, and they assist us to develop more detailed operational plans. They are specific, measurable outcomes supporting the attainment of their associated goal.

Metrics associated with the strategic objectives indicate how we are progressing toward reaching our goals and allow us to adjust our approach to improve results.

Robust business review practices with governance measures are in place to ensure the appropriate levels of focus and activity are underway.

STRATEGIC PLAN GOALS AND OBJECTIVES

ACHIEVE SUSTAINABLE GROWTH

- 1.1 Meet housing needs by increasing and diversifying housing supply
- Optimise financial sustainability and performance
- 1.3 Develop and strengthen strategic partnerships and stakeholder engagement
- 1.4 Seek to influence policy settings for better housing outcomes

IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

3.1 Improve our residents' housing experience and sustain tenancies

PROVIDE QUALITY HOMES

3.2 Align housing to client needs

AND SERVICES

3.3 Improve client satisfaction through high quality service provision

ENHANCE BUSINESS PRACTICE AND CAPACITY

- 2.1 Create a high performance culture that enables all team members to maximise their potential
- 2.2 Implement best practice governance systems
- 2.3 Develop and implement business systems that improve oversight and effectiveness

- 4.1 Deliver programs and services that enhance our clients' health, wellbeing and social and economic participation
- 4.2 Create integrated and thriving communities
- 4.3 Implement and enhance systems to measure and evaluate social outcomes

EVOLVE HOUSING ANNUAL REPORT 2020-2021



ACHIEVE SUSTAINABLE GROWTH 2020-2021

We are committed to achieving sustainable growth to deliver more homes and support services. To successfully achieve sustainable growth, we must be judicious in our use of business resources and create agile, scalable processes and systems. It is also important that we do not allow our growth to disrupt existing performance.

Achieving sustainable growth requires innovation, the ability to manage risks, and a readiness to take advantage of opportunties quickly and effectively. We must ensure that we are well-equipped to develop new revenue streams, maintain existing revenue sources, attract potential new customers, partners, and investors, and have the in-house capability to participate in tenders and bids aligned to our investment strategy.

Some of the initiatives implemented during the last year to help us meet this goal are included on the following pages.

OUR GROWTH OVER 5 YEARS

The need for more social and affordable housing is at an all-time high and cannot be solved by one entity of one sector. The solution requires a multi-pronged approach and therefore we continue to build stronger partnerships with all levels of government, the private sector and the not-for-profit sector.

During the financial year, we added over 200 properties to our social and affordable housing portfolio to provide much needed accommodation. We also formed partnerships with private sector entities to manage their affordable and disability housing portfolio. Our sustainable growth has come about through these meaningful partnerships.

We are committed to ensuring that Aboriginal people have choice and equal access to appropriate and affordable housing, and proudly support the newly established Aboriginal Community Housing Provider, NSW ALC Housing Ltd (NHL) as they develop their capacity as a Tier 2 Growth Provider to manage a growing portfolio of social housing properties being transferred under their management by AHO.

Evolve Housing provides tenancy and property management support to NHL through a mutually collaborative arrangement sharing expertise and mentoring of staff.

During the year we also continued to build on our success of being the largest affordable housing provider within the NSW community housing sector and added 163 more properties under our management through our profit-for-purpose real estate agency, EchoRealty.

5000



2,225

SOCIAL HOUSING

PROPERTY PORTFOLIO 30 JUNE 2021

PORTFOLIO	OWNED	MANAGED	TOTAL
Affordable Housing	286	1,290	1,576
Social Housing	469	2,225	2,694
TOTAL	755	3,515	4,270

1,290

AFFORDABLE HOUSING

SOCIAL HOUSING AFFORDABLE HOUSING

COMMUNITY HOUSING LEASING PROGRAM

The Community Housing Leasing Program (CHLP) gives Community Housing Providers increased flexibility in accommodating eligible people in housing that suits their needs, particularly in locations where there are limited options for purchasing affordable properties.

Over the last year, Evolve Housing has been using the program funds to acquire additional suitable accommodation for our residents.

Under the program, which began in 2000, CHPs lease properties to house their residents in, as opposed to purchasing a property outright. Properties are generally leased through real estate agents and sometimes directly through private landlords.

The CHLP also provides an option for CHPs to use CHLP funds to subsidise the purchase of properties, as long as the property is used to house a certain agreed number of social housing residents.

Evolve Housing welcomes the NSW Department of Communities and Justice's (DCJ) ongoing commitment to an innovative partnership through the CHLP.

The program provides a flexible, cost effective way of increasing the supply of social housing in NSW for those in the greatest need.

In 2018, DCJ introduced a 10-year funding guarantee for CHPs for 50% of the CHLP portfolio. In addition, CHPs were allowed to use unspent CHLP funding to

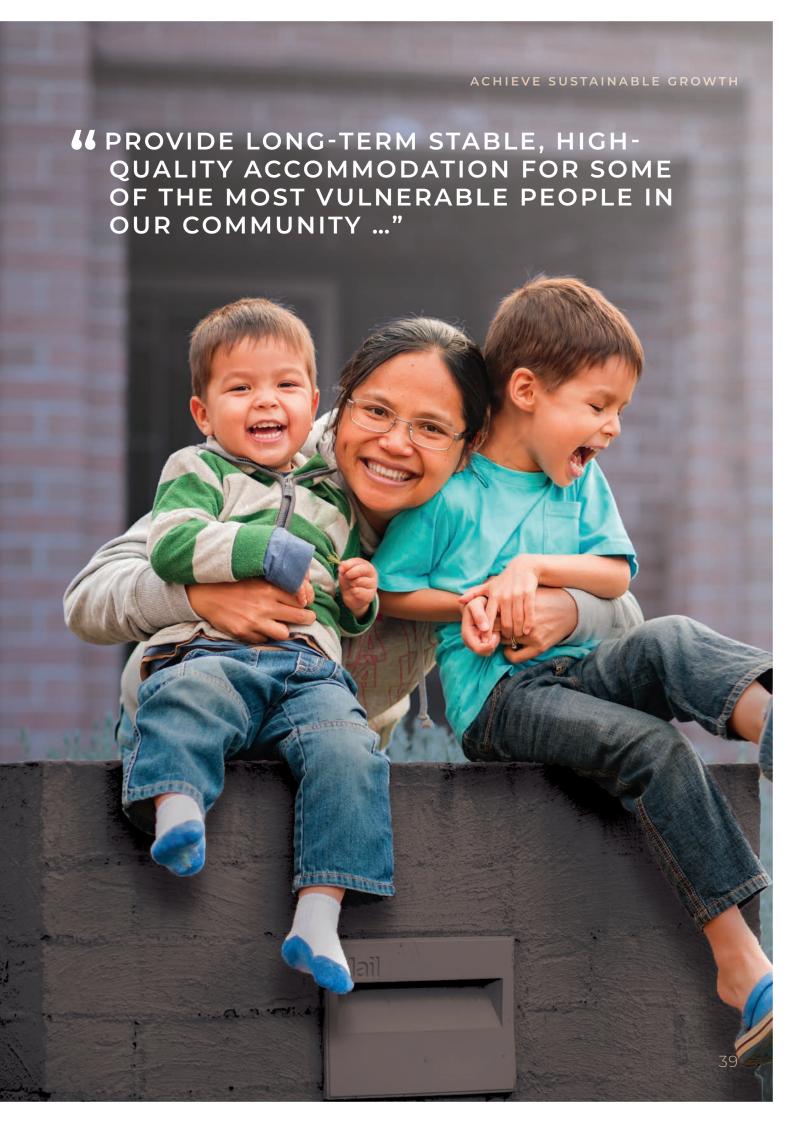
lease additional properties in the private rental market on longer term leases and/or subsidise the purchase of a social housing capital property. Both policy changes were strongly supported by the sector.

To take advantage of these policy changes, in 2019, Evolve Housing purchased an additional four dwellings for social housing from the surplus CHLP funding we received. Moving forward, Evolve Housing has also commenced an acquisition program to acquire more established dwellings from the private market for residents.

In December 2020, we purchased our very first property under this acquisition program. The property, located in Parramatta, is a well-located 9-unit block close to amenities. The experience so far has demonstrated to us that positive outcomes can be achieved in securing properties in high cost, low affordability areas by leveraging CHLP subsidies.

We are in the process of finalising the acquisition of another block of units and continue to identify properties for potential acquisition over the next 12 months.

The program is delivering positive outcomes for the NSW Government, community housing providers, and most importantly, our residents. Using the CHLP funding to purchase capital properties enables CHPs like Evolve Housing to provide long-term stable, high-quality accommodation for some of the most vulnerable people in our community.



LIDCOMBE RISE PROJECT COMMENCES DEVELOPMENT

Construction has commenced on the Lidcombe Rise development, which is part of the NSW Government's Communities Plus program. Evolve Housing is proud to partner with the Billbergia Group and the NSW Land and Housing Corporation on this project, to develop vacant land and create a vibrant neighbourhood of mixed housing.

The development is set to deliver 376 new homes in total and will also help create hundreds of jobs. The project will include 63 social housing properties, which we will manage on behalf of the NSW Land and Housing Corporation on a 20-year lease.

We will also own and manage 93 affordable housing properties in the development. The remaining 220 properties will be private market dwellings, sold on an 'off the plan' basis by our development partner Billbergia Group.

Excavation and foundation/basement works are underway on the Lidcombe Rise development, which will consist of four apartment blocks constructed over a one-hectare site. The development will be

architecturally designed to complement and energise the local landscape. All four apartment blocks will be constructed to the same high standard, with a consistency of quality across the private market, social housing, and affordable housing dwellings.

The property is located near public transport, schools, the Lidcombe Library, an aquatic centre, and public open spaces for residents to enjoy. Given the current adverse economic and health situation in New South Wales, the timing of this development is well-placed to provide economic stimulus, more local jobs, and much-needed housing in Sydney.

"There has never been a more important time to develop social housing in Sydney, and this project will deliver new, high-quality homes to fulfil that demand, while also boosting the economy by creating jobs," Evolve Housing CEO Lyall Gorman said.

"We are pleased to be working with the NSW Land and Housing Corporation and the Billbergia Group to create a thriving, accessible new community for the people of Lidcombe."

ATTAINMENT OF ASES ACCREDITATION

During the year, Evolve Housing attained accreditation in Australian Services Excellence Standards (ASES), which is a national quality improvement program for all homelessness services. We initially applied for this as ASES accreditation was needed for our status as a provider of Specialist Homelessness Youth Services. Achieving accreditation shows our commitment, strong policy and procedures, and high-level client services.

The process to achieve accreditation took more than 6 months, and required documentation and proof of practice in relation to the following:

- All required policies and procedures in place, accessible and known by clients, staff, management and Board
- Implementation of strong financial planning and a good financial position

- All reporting requirements completed to high standards and on time
- Clear and well-developed strategic plans for today and into the future
- A well trained and experienced team
- A wealth of community partnerships, networks and knowledge of the sector

All areas of compliance documentation were assessed and verified by an external auditor, who also spoke with internal and external stakeholders to ensure policies and procedures are being appropriately used. We achieved accreditation earlier than anticipated and received great feedback from our auditor. We are now ASES accredited for three years until 2023.

Accreditation will offer ongoing benefits for Evolve Housing and our clients, including:

- · Improved opportunities in tenders and funding
- Improved positive outcomes for clients
- Allowing Evolve Housing to tender outright for Homelessness Services
- Demonstrating we have met state government service standards.

ACHIEVE SUSTAINABLE GROWTH

STRATEGIC PLAN OBJECTIVES, ACTIONS, CRITICAL SUCCESS MEASURES AND ACHIEVEMENTS

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
by increasing and social, aff diversifying housing housing t supply projects,	1.1.1 Increase the supply of social, affordable and disability housing through development	Increasing new supply to the social housing market (i.e. property has not been previously used as social housing)	ACHIEVED
	projects, redevelopment or acquisition	Increasing new supply to the affordable housing market (i.e. property has not been previously used as affordable housing)	ACHIEVED
1.2 Optimise financial sustainability and performance	1.2.1 Grow the portfolio of properties under Evolve Housing ownership and management	Increase in Evolve Housing owned properties (social)	IN PROGRESS: Need government funding to leverage debt & equity to grow social housing portfolio
com		Increase in Evolve Housing owned properties (affordable)	ACHIEVED
		Increase in Evolve Housing managed properties (social)	PARTIALLY ACHIEVED: Together Home program being implemented
		Increase in Evolve Housing managed properties (affordable)	ACHIEVED
	1.2.2 Sustainably expand our complementary support service offering and seek to secure new funding for services	New support services established	ACHIEVED
		Diversification of support services	ACHIEVED
1.3. Develop and strengthen strategic partnerships and stakeholder engagement	1.3.1. Engage with and advocate our value proposition across Government, non-government, and commercial sectors	Selection as preferred partner by other organisations	ACHIEVED

ENHANCE BUSINESS PRACTICE AND CAPACITY

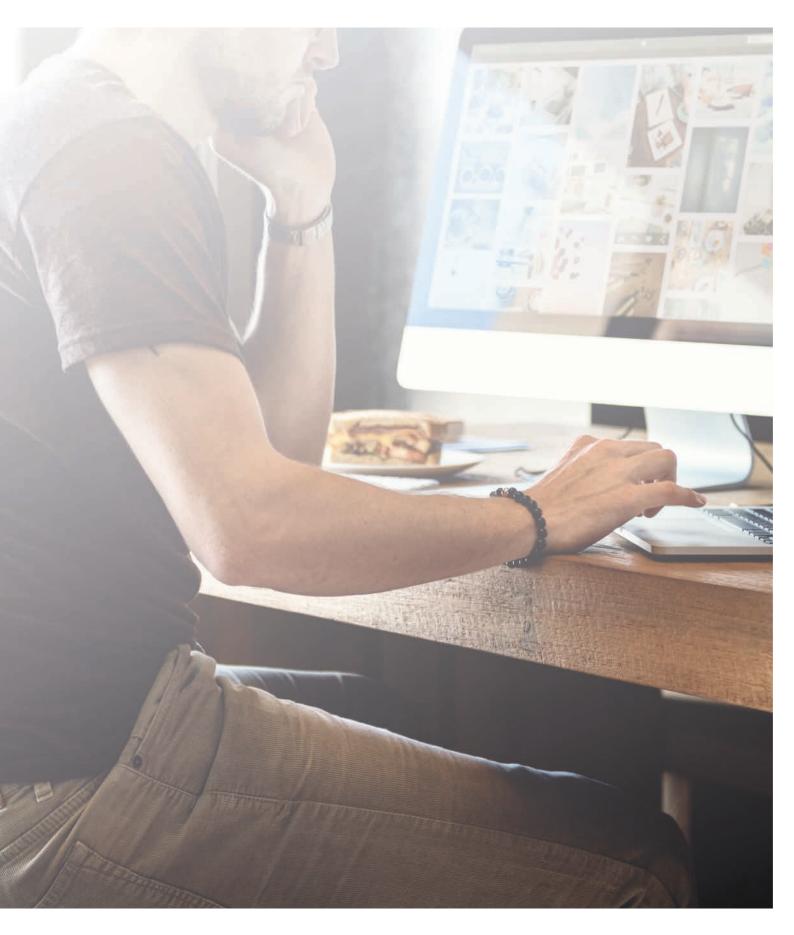
Our ever-changing operating environment and the challenges faced by our sector require us to be adaptable and ready to scale our operations in response to any new opportunity or threat.

We entered 2020–2021 following a period of unprecedented challenges posed by the COVID-19 pandemic in our operating environment. The effects of the pandemic were felt throughout the year and are ongoing. We successfully faced these challenges

by carefully planning and allocating our resources in the most effective and efficient way possible.

Meeting this goal required us to have more than just a compliance approach to business operations. It required us to embrace a culture of innovation, best practice, and continual improvement. By doing so, we remained viable and relevant to the sector while maximising the impact of the services we provide to our residents.

ENHANCE BUSINESS PRACTICE AND CAPACITY



IMPROVING OUR IT SYSTEMS

Evolve Housing's IT team has been busy at work over the past financial year, improving our systems so that our employees are better able to collaborate, work remotely, and be confident in our cyber security processes.

ROLLING OUT NEW CLOUD SYSTEMS

We have successfully implemented Software as a Service, moving our enterprise resource planning system Tech1 onto a cloud platform. This allows employees to use the system wherever they are.

Our organisation's infrastructure was also moved to a cloud platform, using Infrastructure as a Service platform Microsoft Azure. These cloud-based systems can be considered as 'elastic platforms' — technology that can grow as our business grows, stretching to meet any demands or changes required.

In the 2020–2021 financial year, we also completed the rollout of Office365, which allows greater collaboration and communication across the organisation. This will help our employees work together more effectively and provide a better level of customer service to clients.

Another project we have begun implementation of is Disaster Recovery as a Service for our Enterprise Resource Planning (ERP) system. This is a platform that allows us to back up our organisation's data every 10 minutes, allowing us to ensure business continuity and the ability to keep our important files and information safe no matter what happens.

RENT REVIEW AUTOMATION PROJECT

During the year, Evolve Housing also created an automated online tool that can calculate a tenant's weekly rent faster and more efficiently.

Rent review is a biannual process that is carried out by all community housing providers, and involves tenants updating information about their living and financial circumstances so that the CHP can determine if their rent needs to be changed.

Currently, this process is done manually by employees, who have to calculate each tenant's rent separately then print out a letter notifying them of the change (if any).

The rent review automation project aims to speed up this process, by creating a secure digital calculator that will allow CHP staff to export tenant information in bulk batches for rent calculation.

This tool will save CHPs a significant amount of time and money and is the first project of its kind in the industry.

While the project is being developed by Evolve Housing, we have already had interest from other CHPs wishing to access the calculator and hope to roll it out across the whole industry when completed.

SECURITY FRAMEWORK

We are undergoing the implementation of a new security framework, the Information Security Management System (ISMS) Framework.

This is aligned to ISO27001/NIST and the Australian Security Centre (essentials 8) and will see us adopting the same stringent security standards as the Australian government recommends.

This project is estimated to take 2 years and will involve implementing 48 separate policies across the organisation. Policies include annual awareness

training in security for staff, a password management policy with two-factor authentication, and an incident management policy.

Once completed, the framework will be maintained and undergo our usual continuous improvement process.

IMPROVING CUSTOMER SERVICE SYSTEMS

In 2020, we made changes to improve our customer service to make it easier for our residents to communicate with us.

In late July, we upgraded our contact centre's Interactive Voice Response system — this is the message that callers hear when they phone us and that gives options to direct the call according to our client's needs.

The new system has been designed with a focus on accessibility and ease of use, so that Evolve Housing can provide faster, better service to its residents.

We also added a new Webchat service to our website, which caters to many residents who prefer to engage online rather than over the phone. The feature allows residents to live chat with our contact centre staff in real time and is available during office hours (Monday to Friday, 9am to 5pm).

Residents can also report repairs more easily, with a new and improved 'report a repair' form on our website. The new form allows residents to lodge repair enquiries online with ease and attach photos if desired. There are three language options available: English, Vietnamese and Arabic.

PRODUCTIVITY SAVING INITIATIVES

A major focus over the past financial year has been implementing new processes and programs that help us to be more efficient and productive. Some of these initiatives are outlined below.

CONTACT CENTRE PROCESS UPDATES

Another new initiative has been the streamlining of the processes followed by Evolve Housing's after hours service. We have obtained access to a contact centre portal for immediate uploading of Evolve Housing property data and noticeboard notifications for afterhours staff. This has been especially useful during storms or when there have been COVID-19 related incidents that require us to make alerts to residents or be prepared for a high volume of incoming calls.

With the support of the Finance Team, the contact centre has transitioned from utilising the EFTPOS payment system to the secure online PayWay system, creating easier and more efficient means of taking online payments from residents and alleviating any disruption or need for residents to attend the post office to make payments. The PayWay system also allows for immediate dispensing of email receipts to residents.

CONTRACTOR PORTAL

The past year also saw the implementation of the contractor portal. This portal allows contractors to submit their own digital invoices into Evolve Housing's management system.

This reduces the need for paper invoicing and manual inputting of data by an Evolve Housing representative. Invoices are audited within the system, creating both an auditing trail and streamlined system with

turnaround of an invoice payment being completed within 5 days on average.

DOCUSIGN IMPLEMENTATION

During 2020–2021, Evolve Housing implemented Docusign to enable documents which require single or multiple signatures to be completed electronically.

This has been particularly useful during COVID-19, and in our EchoRealty business as it now provides technology for tenants to review and sign property tenancy agreements remotely without having to come into the office.

Moving forward, we will look to expand the use of Docusign across our business. This initiative will not only improve efficiency and security of documents but will also enhance our customers' and suppliers' experience.

We also understand that Technology One have confirmed that they will soon be integrating the Docusign functionality into their systems, which will provide greater opportunities for application of this technology.

FILESMART

In the last twelve months, Evolve Housing made a strategic decision to move our office files and documentation from a paper based format to an electronic format for all of our EchoRealty customers. Electronic record management is a trend that is here to stay and has enhanced our business practices to enable us to capture many benefits including cost and efficiency of document storage and retrieval.

This electronic document management system is seamlessly integrated with our existing software to ensure maximised capabilities and efficiency. One system that was recommended to Evolve Housing and subsequently implemented, was Filesmart, an MRI product. Filesmart is designed specifically and tailored to meet the needs of our property management accounts department. It offers a secure, centralised location to store documents safely with unlimited filing capacity as well as protecting our data.

As a result of implementing this system, data entry has been significantly minimised and all related processes streamlined. The workflow functionality allows us to process hundreds of invoices in the time it previously took us to process just one.

Files and documents can be retrieved and emailed to tenants with a click of a button and landlord documents are emailed automatically at the end of the month. This has saved hours of staff time sorting, collating, attaching and posting landlord statements.

INCREASING OUR PEOPLE CAPABILITY

In February 2020, we launched the Evolve Housing and EchoRealty Leadership Program. Participants of the program included the Executive Leaders, all employees in people management roles and seven additional employees identified as potential successors for management positions.

A total of 33 employees commenced this program. The program is designed and facilitated by Maximus International, specialists in leadership development and coaching. Our General Manager of People and Culture, Jo Henderson-Brooks has worked closely with Maximus to customise the program for Evolve Housing with an intent to upskill our leadership capability across the entire organisation.

The leadership program is aimed at increasing leadership impact on employee productivity, employee morale and in turn, increasing our organisational capacity. Throughout the program, participants undertake a development journey increasing their self-awareness of their personal leadership style, enhancing their emotional intelligence, learning how to create a psychological safe work environment and discovering how to unlock the emotional commitment of our people.

The program is highly interactive and consists of a combination of facilitator led workshops, 360 degree reviews, allocation of peer support partners, self-reflection and journalling of goals, employee feedback surveys on team cohesion and access to whitepapers and leadership stimulus articles.

ENSURING MENTAL AND PHYSICAL HEALTH AND WELLBEING

With increased challenges to mental wellbeing emerging due to the impact of the COVID-19 pandemic, a major focus for Evolve Housing has been increasing awareness of mental health issues and how to respond to them.

98% of our workforce attended face to face interactive training workshops in either Mental Health Awareness or Emotional Resilience training. Additional training webinars were also made available throughout the year to all employees to ensure a continual focus on achieving positive mental health and wellbeing. Optimising the health and wellbeing of our employees is paramount to enable them to live healthy lives and to reduce absenteeism within our workforce. In April, we hosted a Wellbeing Month with various activities for staff to be involved in to enhance their physical and mental health.

Employees actively engaged in meditation sessions, seated massages, and making healthy smoothies via a smoothie making bicycle in addition to participating in educational webinars about the impact of food on mood.

We also arranged flu vaccinations for employees in preparation for the winter months and to minimise the spread of influenza amongst our team and our community. 46% of our workforce obtained a vaccination through our employer funded vaccination program.

To assist in improving the health of our team we ran 'walk and talk' sessions, where our employees walked in the magnificent grounds of Parramatta Park during their lunch break. The organisation implemented a Smoke-Free work policy and provided free quit smoking support and counselling to employees seeking support. We also supported an employee led "get fit, weight loss" challenge and leveraged the NSW Government "Get Fit and Work" program resources.

PROJECT MANAGEMENT OFFICE

One of the primary means of implementing our strategic objectives continues to be via our Annual Business Plan. Implementation of this plan includes the development and execution of the annual project portfolio. The newly established Project Management Office (PMO) is responsible for coordinating the development and monitoring of the project portfolio as well as providing proactive support to project managers and other stakeholders in the delivery of their projects.

The PMO employs a philosophy of continuous improvement and for the FY2020–2021 year, this has

included enhancements to the project management framework, a higher level of engagement with stake-holders and further building on project management capability across the business. The PMO is also focussed on assisting project managers achieve their objectives, with FY2020–2021 seeing a significant uplift in projects being completed on time.

In addition, the team assisted with our involvement in a new housing development at Villawood, with 80 properties to be acquired as part of the company's Affordable Housing and Community Housing Leasing Program, standardising property management agreements and a raft of other complex legal agreements which are now business as usual for the team.

Another major focus of the team has seen the raising

of the bar of Evolve Housing's governance standards.

The latest NRSCH annual compliance report

provided no recommendations for our business and

the team have worked tirelessly to ensure all Board

Charters, Terms of Reference and protocols have

been updated to incorporate the latest industry

standards, in addition to creating, reviewing, and

The completion rate of projects increased significantly year on year, with the PMO supporting the business to complete 25 projects including:

- Providing advice in the alignment of the project portfolio to our strategic objectives
- Developing and improving project standards
- · Building project management capacity and maturity
- Proactively supporting staff to advance their projects
- Advocating for best practice
- Being a source of expertise for stakeholders.

Our internal audit undertook the completion of the Credit Card Review, with recommendations implemented across the business, to ensure Evolve Housing is operating to the best standard possible.

We were also successful in receiving our Australian Service Excellence Standards (ASES) accreditation for

GOVERNANCE AND LEGAL

Our Governance and Legal team continue to be an integral part of our organisation, responsible for the legal, governance, secretariat, regulatory, policy, audit, risk and compliance functions of the business.

provision of Specialist Homelessness Services, with our existing processes being highly commended, placing us at the top of the industry.

e

Evolve Housing has also applied for registration

updating internal policies.

The 2020–2021 financial year was particularly challenging as the team responded to sector wide challenges, including increasing workloads, new ways of working and the demand for more timely services across the business environment.

as a community housing provider in Victoria and expects to receive that registration in the near future.

The team's expertise assisted Evolve Housing negotiate the development and management of up to 156 units at Lidcombe to be used for social and affordable housing, making it one of Evolve Housing's largest development projects to date.

Our Governance and Legal team pride themselves on being well versed on industry developments and are a dedicated team who take pride and pleasure in partnering with and supporting all aspects of our business.

IMPROVED BUSINESS RESILIENCE

In response to COVID-19, the Contact Centre was able to rapidly and seamlessly transition to working from home in response to essential changes to work practices. The team transitioned smoothly without any loss or impediment of service to residents and clients. Productivity and a high quality of service was maintained throughout this transition.

Changes were also implemented in maintenance services, including updating the IVR system. An amended version of the Maintenance Matrix was implemented to ensure resident's urgent needs were met in a timely manner, particularly in LGAs of concern. This was also expressed across our digital channels.

Contractors have implemented their pre-assessed COVID-19 action plans, ensuring tradesmen are attending repairs using a best practice approach, minimising the risk to both themselves and our residents, allowing residents to feel safe where tradesmen need to attend their homes.

The contact centre staff were actively involved in calling vulnerable clients and checking in on their wellbeing. Calls were well received, with residents thanking staff for their support and expressing appreciation for the calls. Staff have demonstrated empathy and resilience during a particularly challenging time for our residents, and were able to support some who were feeling anxious and highly stressed by their challenges through empathy and reassurance, leaving tenants feeling heard and validated.

ENHANCE BUSINESS PRACTICE AND CAPACITY

STRATEGIC PLAN OBJECTIVES, ACTIONS, CRITICAL SUCCESS MEASURES AND ACHIEVEMENTS

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
2.1 Create a high performance culture that enables all team members to maximise their potential	2.1.1 Foster a 'purpose' led, high performance culture through reward and recognition and strong employee engagement	Development and implementation of Reward and Recognition Program	ACHIEVED
	2.1.2 Build capability across the business through succession planning and a framework for learning and development	Increase in Management's skills & knowledge	ACHIEVED
	2.1.3 Nurture well-being and safety and an inclusive and supportive	Increase in support of staff health and wellbeing	ACHIEVED
	work environment	Employee completion of Mental Health and Resilience Training	ACHIEVED
2.2 Implement best practice governance systems	2.2.1 Maintain our position as an industry leader in demonstrating and exceeding key industry standards	Key Compliance Benchmarks met as per quarterly compliance report and annual review	ACHIEVED
2.3 Develop and implement business systems that improve oversight and effectiveness	2.3.1. Implement a knowledge and information management system that delivers improved data governance, utilisation, and analytics to enable data-driven decision making	Enhanced data integrity, security and safe-guarding of information	ACHIEVED





COMMUNITY HOUSING CAPITAL WORKS FUNDING

During the year, Evolve Housing, using funding from the NSW Government, upgraded 205 social housing properties so that tenants can enjoy higher quality, more comfortable homes.

All of the properties were located in the Greater Sydney region and are owned by the NSW Government's Land and Housing Corporation, who funded the works as part of the Community Housing Capital Works Program.

Evolve Housing spent just over \$4 million to replace 10 roofs, 77 kitchens, 61 bathrooms, floor coverings in 87 homes, window replacements in 50 homes, external painting for 58 homes, and internal painting to 86 homes.

As well as improving the quality of homes for social housing tenants in need and ensuring that NSW's social housing stock is well-maintained to improve its longevity, the program also provided a boost to the economy by creating new jobs.

To achieve these outcomes, we partnered with Productivity Force, an employment provider focused on attaining social outcomes for young people, and also with our long-term contractors Willowdene Constructions and SR Constructions. The project provided employment for 220 people, including 185 tradespeople, 33 apprentices and 10 Indigenous people.

ANNA'S* STORY

One of the people employed by this program is Anna, who had been left jobless with a young son to care for due to the impacts of COVID-19.

Anna became a tenant of Evolve Housing in a transitional housing property in May 2020.

She got a work placement as a receptionist with SR Constructions as there was a desperate need for administration support due to the hugely inflated volume of works from the Community Housing Capital Works Program.

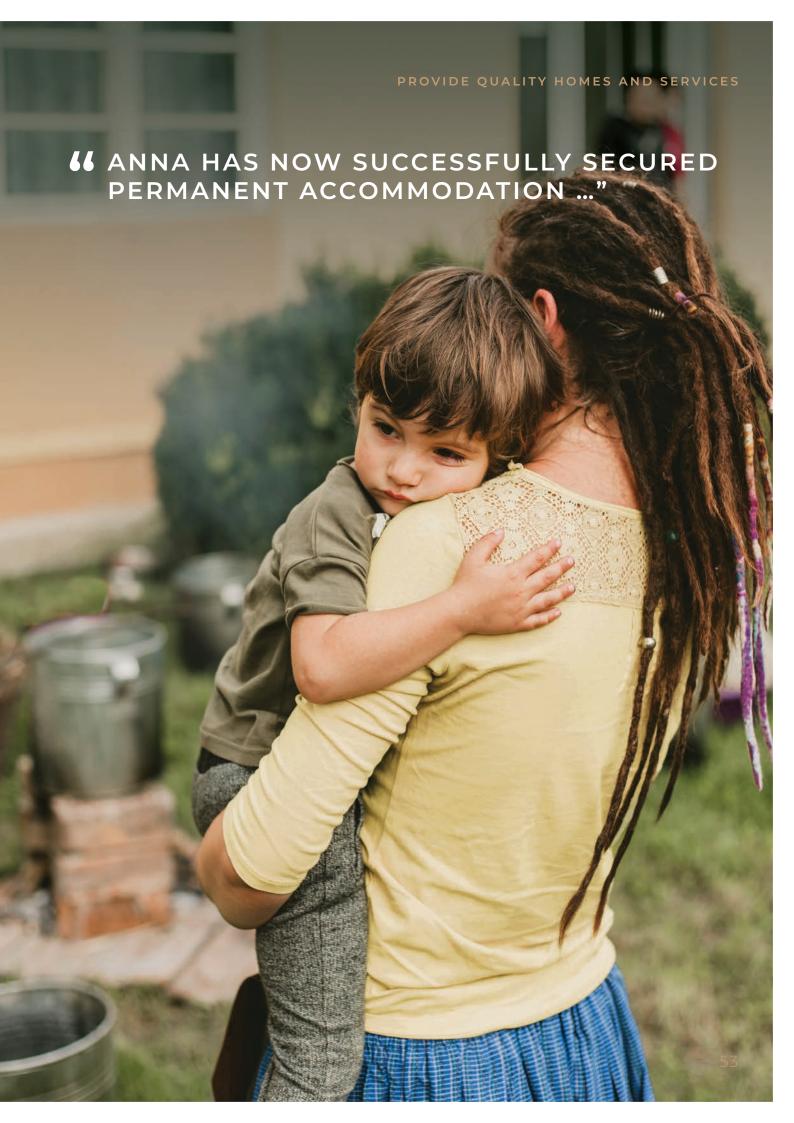
With previous experience in customer service and administration, Anna was able to assist with the high volume of telephone calls and data entry for the program.

After a short time at SR Constructions, Anna demonstrated a professional and mature approach despite a large workload and became a valued asset for the company.

Anna has now successfully secured permanent accommodation and has also settled into her role with SR Constructions. She is currently interested in pursuing Health and Safety Representative and First Aid Officer roles at the company and wants to further her qualifications in the administrative field.

We will continue to work with Anna to support her ambitions and journey to a more financially secure life.

*Not her real name.



ARNCLIFFE COMMUNITY HUB CREATES A VIBRANT COMMUNITY

Evolve Housing's Arncliffe Community Hub is an innovative community engagement project designed to support a newly established social housing community.

The Arncliffe social housing block is home to more than 140 social housing residents who were given housing to keep them safe and off the streets during the pandemic. These tenants have complex needs and many of them were previously homeless or at risk of homelessness. Residents come from a diverse range of backgrounds and family situations.

The unique circumstances of these residents required extra resources on top of our existing Support team. We successfully applied for a two-year grant from the Vincent Fairfax Family Foundation to help fund the hub. The grant also helped us create the role of the Arncliffe Community Connections Coordinator, who works alongside a dedicated Housing Manager on-site to support tenants. The Housing Manager is available to provide intensive support to tenants and proactively deal with any concerns raised.

The Coordinator role works with the community to identify their priorities and then creates wraparound support services. Services available include a weekly Homework Hub for students with access to the internet and a printer, an Internet Access Hub, and a newsletter.

Evolve Housing also partnered with South Eastern Sydney Local Health District to provide drop-in sessions twice a week where residents can speak with qualified health professionals, learn more about health and wellbeing, and be referred on to other services if necessary. Other organisations who have offered drop in sessions include employment agency Max Solutions,

family support service Better Connect Family Services, and the local police.

The Resident Engagement Team holds monthly Community Roadshow events, which involve staff holding an informal catch-up with free morning tea, giving neighbours the chance to chat. We have also held many fun events including a beach outing. These occasions provide a safe opportunity for residents to participate in social life and feel that they belong to a community, while also building trust with our staff.

In December 2020, we brightened up the estate by adding a community garden with the help of residents, Vegepod, and Community Greening. A resident also painted a colourful mural behind the garden. A workshop was held at the garden in February 2021, and residents set up a worm farm.

A Street Library has also been established for residents to borrow and share books, and the library itself has been hand painted by a resident. Former resident Warren, who lived at Arncliffe social housing estate for 9 months and is still engaged with the community, said that the garden and group activities helped him settle in and make friends. "All the community things were good so you're not socially isolating yourself, you're not in your unit by yourself ... we've got the community garden out there, we put seats around it so people can sit around and have a chat to each other.

"There's a certain amount of people who go to the Community Roadshows so you get to see them all the time, you do build up a friendship and get a bit of trust. You build up a friendship with the staff too because they're not working against you, they're working for you."



Arncliffe resident George, who was homeless prior to moving into the estate, has embraced his new community and even began his own cooking tutorials for fellow tenants.

George was living in his car for months after having been released from jail and struggling with depression and anxiety. He was initially housed in a 1-bedroom apartment in Arncliffe, supported by not-for-profit organisation Neami National. After he got joint custody of his children, we helped him move into a 3-bedroom apartment in the block, so that he could have his family visit.

Living in the property, with the support of Evolve Housing's Arncliffe Community Hub, has given George a new lease on life. He has participated in many social activities with his fellow residents, including beach visits, and also got involved with the on-site community

garden. "[Living in Arncliffe has had a] big impact, huge impact ... socially, I'm talking to a couple of people now instead of locking myself away. People are there and genuine and helping. Carrie-Ann and Paea are the best people ever; they're genuine," George said.

As well as making new friends with his neighbours, George has been holding cooking classes at the property, sharing his skills and passion for food with other tenants. 7 people attended his first class, in which George showed how to cook chicken schnitzel, mashed potatoes, butter and honey carrots, mushroom gravy, caramel slice and cherry ripe.

"I did cooking for three years back when I was a young fella, but I've got a passion for cooking. I lost it for a couple of years, and now it's back. This is just my way out of the depression and anxiety; cooking and feeling happy. It seems to make other people happy too."

TOGETHER HOME

Evolve Housing is delivering the NSW Government's Together Home program in the South Western Sydney, Western Sydney and Nepean Blue Mountains areas.

The project delivers stable housing and wraparound support to hundreds of rough sleepers and is the largest housing response dedicated to rough sleepers in NSW history. It involves securing homes from the private rental market to be used by those experiencing homelessness, who will be able to live in the properties for two years.

In Tranche 1 of the program, Evolve Housing received more than \$4 million of funding from the NSW Government to source and manage tenancies in 46 homes for people experiencing homelessness in the regions where the program was being delivered.

We have also received additional funding of \$3.7 million as part of Tranche 2 of this program to further assist an additional 45 clients.

During the tenancy period, we also offer support services to help tenants rebuild their lives, with the aim of transitioning to community housing or a private market tenancy.

CASE STUDY: A

A is a long-term rough sleeper. A has been living on the streets on and off for 20 years. He previously had a housing property however due to lack of support and his vulnerability, this placement broke down.

Upon entering the Together Home program, A's complexities were noted by all relevant services. Due to his disengagement issues, securing and finalising NDIS (National Disability Insurance Scheme) funding was difficult. For this reason, A was placed on a higher needs support plan, which allows for daily in-house support. A is building his everyday living skills and developing excellent rapport with his support staff.

A recently received his COVID-19 vaccine and has also planned a second GP appointment, which his dad stated has not happened in years. This is a positive development for A, as he previously tended to disengage when health services were recommended.

Soon A will undergo a neuropsychiatric assessment, which will allow support staff to get a better understanding of his capabilities and provide better assistance where needed. A's tenancy is no doubt being maintained and the Together Home program has hugely benefited him.

Q&A WITH TOGETHER HOME CASE MANAGER

Together Home Case Manager Rhiann oversees the support of 16 clients and has seen first-hand the positive impact that the program has on their lives.

Rhiann has deep experience in community support, having previously worked for Neami National, a specialised homeless service. She joined Evolve Housing in 2020 to work on the then-new Together Home program, in the hopes of using her experience and skills to help rough sleepers.

What does a typical day supporting clients look like for you?

As a wraparound support service, no two days are ever the same. When I first meet a client the first few weeks is based on getting to know them, building that professional relationship, assisting them to move into a property and supporting them throughout the process.

Once clients have been in the program for some time, we begin working through their support plan. I could be assisting an individual with a court hearing (criminal offences/family matters), implementing mental health support, making referrals to employment providers, conducting welfare checks or assisting with basic travel like grocery shopping or GP appointments.

In your experience, why do people become homeless or in need of a program like this?

There are many reasons for homelessness. With my caseload, the reasons include fleeing domestic violence, previous incarceration/exiting prison, alcohol or drug use or mental health problems leading to family breakdowns, generational trauma, comorbidities, and young people leaving the care system.

What type of assistance is most important in getting clients back on their feet?

This is different for everyone. Together Home use the housing first model. This model provides a home for an individual to feel safe and secure in. For the majority of my clients, once they have somewhere to call home, it is much easier for them to access all supports needed and engage with me. But also, a home is not the answer for everyone.

Some people do not have the ability to live independently and need to live in supported accommodation. Or some people just simply return to rough sleeping because it is all they ever knew.



SUPPORTING OUR RESIDENTS

WESTERN SYDNEY HEAT AND SOCIAL HOUSING PROJECT

Many Evolve Housing properties are located in western Sydney, an area that reaches scorchingly high temperatures in the summer, and so we were proud to participate in the Western Sydney Heat and Social Housing Project.

This project, which was launched in January 2021, is designed to improve tenants' resilience to extreme heat by educating them on ways to cool down their home and manage their health during heat waves.

It is a collaboration between community housing providers Link Wentworth Housing, Hume Housing and Evolve Housing (and their residents), and Penrith and Hawkesbury Councils.

Research shows that Australian summers are getting hotter, making heat resilience an increasingly important issue, especially for many community housing tenants who may not be able to afford air conditioning.

As part of the project, resources were developed with the help of tenants, including fact sheets, posters, social media assets and entertaining videos. They focus on cost-effective ways to keep cool, and the project was launched at an official event on Friday 22 January in Penrith.

This project was funded by the NSW Department of Planning, Industry and Environment's Increasing Resilience to Climate Change program.

CLIENT SERVICE STRATEGY

In late 2020, we finalised our Client Service Strategy, which formalises our commitment to continuous self-improvement through implementing a suite of programs focused on improving client service outcomes.

The strategy sets out the framework of standards and principles our clients can expect from our organisation. It also documents the key performance indicators that are used to track our progress and outlines specific client service initiatives that will be implemented in the future.

It incorporates a communications plan to help us promote the Strategy to our clients. This plan has been implemented, with our Service Standards published on our website and on posters in our offices, so that clients are aware of the standards and know how to make a complaint if they are not met.

To view the Client Service Strategy, please visit our website at www.evolvehousing.com.au.

EVOLVING GREEN SUSTAINABILITY PROGRAM PROGRESSES TO STAGE 3

Evolve Housing has progressed to Stage 3 of its Evolving Green Sustainability Program and will be installing eco-friendly technology on 55 dwellings.

The Evolving Green program first began in May 2017 and is aimed at embracing sustainable technology and supporting low-income residents to reduce their energy bills.

Stage 3 of the program involves the installation of an additional 120kW of solar power on 55 dwellings.

The installations have targeted dwellings with those residents who are most in need, including disability housing properties with typically high power demands for support equipment, as well as senior residents who are more at risk of thermal stress.

These works are being funded in conjunction with the NSW Department of Planning, Industry and Environment. They will be completed by the end of 2021, allowing residents immediate cost relief over summer.

It is estimated that the Stage 3 solar installation program will generate around 150,000 kWh of energy each year, saving each resident about \$650 per year.

Stage 1 of the program delivered upgrades including a heat pump system and solar PV installation to 137 social and affordable housing residences. It also included installation of new lights and solar panels at Evolve Housing's Parramatta office, and new lighting in common areas of our owned and managed residential buildings.

Stage 2 involved trialling cutting edge technology at a social housing apartment building with predominantly senior residents. The technology enabled a centralised solar PV system to be shared by multiple residents in an apartment building, lowering residents' energy bills in a more efficient manner. Two other social housing apartment buildings had traditional solar PV systems installed. A total of 57 residents benefited from the upgrades in this stage, with a forecast saving of between \$405 and \$782 per year for each residents' energy bills.

Other upgrades under the Evolving Green program included replacing 20 aged hot water systems in social housing buildings with more efficient heat pump systems (estimated to deliver savings of \$410–\$520 per year for each residence). Energy-saving LEDs with motion sensors were also installed in the underground car parking areas of five apartment buildings.

OUR RESIDENTS

TENANT PROFILE 30 JUNE 2021

9,981 RESIDENTS

4,270 PROPERTIES



23% CHILDREN (0-17)

11% YOUTH (18–24)

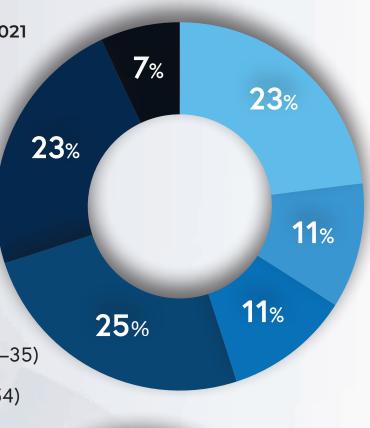
11% YOUNG ADULTS (25–35)

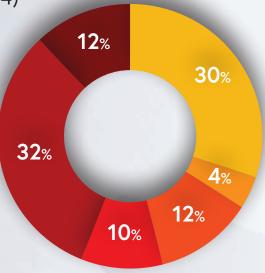
25% MIDDLE AGED (36–54)

23% OLDER ADULTS (55–74)

7% ELDERLY (75+)

HOUSEHOLD TYPES	%
LONE PERSON	30%
COUPLE AND CHILDREN	4 %
SOLE PARENT	12%
COUPLE	10%
GROUP WITHOUT CHILDREN	32%
GROUP* WITH CHILDREN	12%





*Group refers to a household of two or more people who are not in a couple or parent-child relationship. It may include blood relationships such as siblings or extended family members. NOTE: These figures relate to our social housing residents.



Photo: Evolve Housing staff and residents

VEGEPOD GROWABILITY PROGRAM ROLLED OUT AT SDA PROPERTIES

In 2020–2021, we partnered with the Community Greening Project and garden supply company Vegepod to install community gardens in our Specialist Disability Accommodation (SDA) properties as part of the Growability program.

The Growability program was specifically developed for people living with a disability. It allows people with cognitive disability to establish and maintain a community garden. It supports the belief that all people benefit from time spent in green spaces, and that wellbeing is enhanced through meaningful interactions with nature. We have installed community gardens at 9 SDA properties across the Central Coast

and Hunter Region, allowing 35 residents to have the opportunity to grow their own food, have a nice garden area to meet in, and enjoy the benefits of gardening.

One of the properties was located in Narara and is home to three Evolve Housing residents. These residents and some Evolve Housing staff had a fun day installing the veggie garden. Each resident also received a free watering can and gardening gloves.

The program comes as Evolve Housing continues to expand our SDA portfolio and look for ways to support our residents. As at 30 June 2021, we managed 95 SDA properties with a total of 350 tenancies.

PROVIDE QUALITY HOMES AND SERVICES

STRATEGIC PLAN OBJECTIVES, ACTIONS, CRITICAL SUCCESS MEASURES AND ACHIEVEMENTS

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
3.1 Improve our residents' housing experience and sustain tenancies	3.1.1 Deliver programs, place- making initiatives and community engagement that improve residents' satisfaction with their neighbourhood and address community safety	Initiatives implemented to address anti-social behaviour/ safety	PARTIALLY ACHIEVED: There is one more project to complete that was scheduled to be completed in FY20-21
	3.1.2 Provide best practice tenancy management	Inquiry response time targets are met	PARTIALLY ACHIEVED: We introduced new services standards in FY20-21 and are working our way to meeting all the targets
3.2. Improve client satisfaction through high quality service provision	3.2.1 Seek to better understand our clients' needs through feedback, consultation and research and incorporate their feedback into program and service delivery	Service changes introduced as a result of client feedback	ACHIEVED
	3.2.2 Improve client satisfaction with overall services through well targeted service improvements	Regular reporting against Client Service Strategy undertaken	ACHIEVED
	3.2.3 Deliver our Strategic Asset Management Plan	Implementation of Planned Maintenance Program	ACHIEVED
		High level of client satisfaction with property repairs and maintenance as demonstrated by the internal post-work survey	ACHIEVED
		Efficiencies and portfolio improvement as a result of asset optimisation plan	ACHIEVED
		Environmental sustainability improvements made	ACHIEVED



IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

Our vision for our communities is that they are socially inclusive, connected, resilient, just, and prosperous. We actively support our residents to increase their ability and confidence to participate in their community and the wider economy.

In addition to providing secure housing, we assist our residents to build life skills, improve their health, pursue education, and

access training opportunities in growth industries. This support increases their capacity to engage with, and contribute to, their community.

We use an evidence-based approach and outcomes framework so that we can effectively focus our resources and determine which programs have the greatest positive impact on residents.

OPPORTUNITY PATHWAYS

We have been delivering the NSW Government's Opportunity Pathways program for two years now, helping social housing clients achieve their education and career goals. Our team delivers the program in the South Western Sydney and Nepean Blue Mountains regions, and have had some of the best outcomes for the program across the entire state. This work helps to increase skills, confidence and employability of social housing clients, often leading to long-term improvements in their wellbeing.

HOW THE PROGRAM WORKS

The program is free and voluntary and is open to all social housing clients over the age of 17 years. Participants do not need to be Evolve Housing residents — they can be in any public or community housing, be on the wait list for social housing, or be recipients of a government housing subsidy.

Participants are paired with a qualified Case Coordinator who works with them to create a Training, Employment and Housing Plan that is tailored to their needs and goals. This process involves working together to determine what the participants' skills and areas of interest are, researching career pathways and training, and looking for jobs.

Case Coordinators also provide assistance with the job application process, including help with preparing resumes, and advice and practice for job interviews. Opportunity Pathways can also provide financial assistance to participants for costs that would otherwise be barriers to obtaining employment. For instance, some job-related costs that may arise include transport, interview or uniform costs, and license fees. Case Coordinators also often help clients to access

identification that may be required for employment or enter into working development orders to 'work off' fines. Clients can also be referred onto support services as required, including counselling or assistance accessing food or essential items.

Even after participants attain employment, the Case Coordinator still checks in with participants and provides any guidance and emotional support required.

OUR RESULTS IN 2020-2021

Our team has achieved outstanding results for participants, outperforming other providers for this program. We have exceeded many of our KPIs for the Western Sydney and Nepean Blue Mountains region contracts. This year, we met over 100% of our targets for employed clients remaining in work for 26 weeks or more. In the 2020–2021 financial year, Opportunity Pathways achieved excellent results across both districts we operate in:

- 615 referrals received
- 268 clients joined the program
- 187 clients were placed into a job
- 133 clients achieved 13 weeks of employment
- 43 clients achieved 26 weeks of employment
- 217 courses/training programs were entered into
- 115 courses/training programs were completed

HOW OUR OP TEAM HELPS CLIENTS

Evolve Housing employee Stephanie has been working in the Opportunity Pathways Team since April 2020, starting as a Pathways Coordinator doing the intake assessments for potential new clients.

She is now a Case Coordinator for the Nepean Blue Mountains area, and manages her own caseload of



Photo: Evolve Housing residents

about 50 clients, working directly with them on their education, training and employment goals.

Stephanie is currently studying a Bachelor of Criminal and Community Justice/Social Work, which will help further her skills in supporting clients. Stephanie believes that the program has a positive impact on clients, as they attain qualifications and employment, learn how to be assisted within the community, and become confident to progress their lives.

The brokerage that Opportunity Pathways provides to clients to purchase items essential to obtain employment or education (such as laptops for study, or appropriate clothes for interviews or the workplace) is also incredibly important.

"Financial support is a big aspect...all my clients are social housing clients and are living off Centrelink payments. My program assists in helping clients to remove the financial gap and assist them with moving forward with their lives," Stephanie said.

"Without the program, my clients would not be able to sustain education, training and employment. The Opportunity Pathways program provides a personcentred approach in assisting the clients the best way possible, so they are able to move forward in life".

SOCIAL OUTCOME POLICY

As part of Maintenance Contractor agreements with Evolve Housing, our regular contractors have social outcomes obligations that they are required to meet that go towards improving the lives of our residents.

We have three contractors, who have all contributed to different social outcomes projects. Some of these projects are outlined below.

BUSINESS TRAINEESHIPS

Our contractor Willowdene Constructions sponsored 50% of our Business Trainee program in the 2020–2021 financial year, as part of their social outcomes obligations.

The traineeship was open to all residents of Evolve Housing, and clients of our Opportunity Pathways program, and was a paid opportunity.

The program involved working with us 2 days a week for 26 weeks and completing a Certificate III in Business (funded by us) at an in-person course for 2 days a week.

Over their period of employment with us, the trainee worked across all departments so that they had an opportunity to apply the knowledge gained during their study. Tasks to be performed included applying office and teamwork skills, applying knowledge of WHS legislation, using business technology, organising workplace information, utilising a knowledge management system, and working with customers.

The Business Traineeship successfully ran from February till June 2021, and we are hoping to run the program again next year.

TENANT EMPLOYMENT

As part of their social outcome's requirements, SR Constructions provided a work placement for Evolve Housing tenant Anna to provide administrative support during the CHP Capital Works program.

While the program is now complete, Anna has been permanently employed by SR Constructions and is looking to undertaking further training through her role there. For more information on Anna's story, go to page 52.

WARATAH CONSTRUCTIONS HELPING IMPROVE SDA PROPERTY

Our maintenance contractors, Waratah Group Services, donated their time and services to one of our Specialist Disability Accommodation Group Homes in December 2020.

The team donated their time to spruce up the property for residents, including concreting paths for backyard access, adding a pergola area with retaining walls, installing a sensory garden, doing landscaping and more.

Our support partners at Ability Options also donated outdoor seating and a BBQ for residents to enjoy over the summer.

These works helped to improve amenities for our residents and provided an enabling environment and opportunity for interaction and social inclusion among residents, carers and families.

RESIDENT ENGAGEMENT

OUR ONGOING PROGRAMS AND SERVICES

GRANTS, EVENTS AND SUPPORT

Evolve Housing offers many ongoing programs and activities to support our residents to help them attain education, training, life skills and more.

MONEY MINDED WORKSHOP

At this workshop, residents can learn how to manage their money and take control of finances. This workshop covers topics that include creating budgets, reducing debt, saving money, managing credit cards and more.

IMAGINATE

Imaginate is a highly anticipated school holiday event for Evolve Housing families. Each event focuses on a different theme. From sports and science shows to STEM learning by building robots, this event series helps children explore the world of learning in a fun and creative way.

WOMEN'S GROUP

Driven by feedback from our residents in the Bankstown area, this year we started a women's group. The group has become a space for female residents to get together for a coffee and chat about what's most important in their lives.

GO! GRANTS

Go! Grants offer financial support to encourage children to get involved in sports and physical activity.

KEEP EDUCATING YOURSELF (KEY) GRANTS

These grants offer financial support for residents to study a trade, or complete a course at university, a private college or TAFE.

COMMUNITY GARDENS

This program is run in partnership with Community Greening, and encourages social time between residents, while delivering fruit and vegetables for their communities to enjoy.

DIGITAL BASICS WORKSHOP

This workshop helps residents learn how to use the internet and modern technology, with a focus on computer basics, online banking, emails, navigating Centrelink, social media and more.

FRIENDSHIP AGED NETWORK

Residents who are in their senior years and live on their own can receive a friendly phone call from a fellow resident on a weekly basis.

NILS (NO INTEREST LOAN SCHEME)

We are a registered provider for Good Shepherd Microfinance. This program helps those on low incomes to purchase essential items (such as whitegoods, furniture, computers and educational supplies) on credit with no interest.

HIGH SCHOOL HELP

This program offers financial support for residents with children in high school. Support lasts up to three years and can include professional tutoring and support with school fees.

STREET LIBRARY

To help both adults and kids develop and sustain a love of reading, we've installed street libraries in some resident communities. This gives residents a place to take, leave and share books with their neighbours.

RESIDENT ENGAGEMENT STRATEGY



Photo: Resident Advisory Group memebrs

We completed our updated Resident Engagement Strategy in early 2021, after extensive consultation with residents, staff, and the Board.

The strategy, which has the slogan of 'one voice, one team', aims to create an organisation-wide culture where staff proactively seek feedback from our residents so that resident perspectives become an important part of the decisions we make.

It is underpinned by achievable actions for every employee, including a target for each Evolve Housing staff member to participate in one resident engagement activity over the coming year.

The strategy is a one-year plan that is driven by three key priority areas — collaboration between Evolve Housing residents and employees, enhancing residents' voices, and increasing social inclusion and wellbeing. It will be rolled out in 2022 and will be reviewed at the conclusion of the 12-month roll out, with the intention of embarking on a three-year plan led by our insights and learnings from 2022.

RESIDENT ADVISORY GROUP

Our Resident Advisory Group (RAG) continued to meet over the 2020–2021 financial year, quickly adapting to meeting online via Zoom or in person when possible. The RAG has hosted multiple different staff members from Evolve Housing in its meetings to learn more about their protocols and provide feedback on Evolve Housing's operations from a resident perspective.

Initiatives that the RAG has provided feedback on in the past financial year include rent review letters, our new rent policy, our quarterly newsletter, and the cover letter for the Resident Satisfaction Survey. The RAG also visited the Contact Centre for a day and gained valuable insights into the operation.

The group have also provided assistance to their fellow residents in a variety of ways. They called residents to follow up on the Resident Satisfaction Survey in 2020, helping people fill in their surveys to provide feedback so we can continue to improve our services. The RAG has also been working on a project to educate residents on emergency preparedness.

EVOLVE HOUSING FOR YOUTH

After years of providing excellent service to young people in need of housing and support, our youth-specific division Evolve Housing for Youth (EHY) has merged back into our main organisation.

EHY was formerly known as Western Housing for Youth and has been in operation in some form since 1978, supporting thousands of young people in need during that time. Over the last six years, EHY has been run in a partnership program with Parramatta Mission. Through this program, EHY provided supported transitional housing to young people aged between 16 and 25 years old, and their accompanying children, if any.

EHY exceeded its targets during this time, and provided services above and beyond what was required in the partnership.

EHY had a dedicated team of five people supporting clients and had a very positive reputation in the sector. The team was involved in many committees and collaborations in western Sydney. For instance, EHY had a Memorandum of Understanding with local organisation Kurinda, which was focused on transitioning young people with mental health support needs into more independent living.

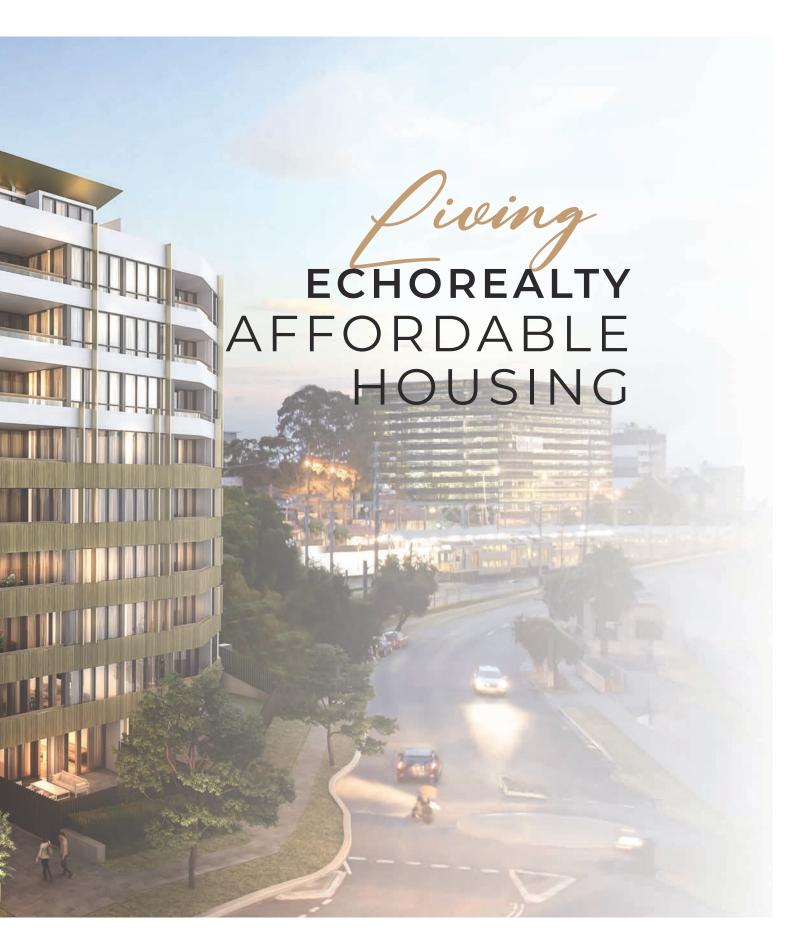
The Specialist Homelessness Services transitional youth housing is now operated by Uniting (formerly Parramatta Mission), however Evolve Housing will still be offering community housing to eligible young people. All our clients have access to our general Support Team, and we will continue to look for funding opportunities to provide specialist youth services again in the future.

IMPROVING SOCIAL OUTCOMES FOR OUR CLIENTS

STRATEGIC PLAN OBJECTIVES, ACTIONS, CRITICAL SUCCESS MEASURES AND ACHIEVEMENTS

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
4.1 Deliver programs and services that enhance our client's health, wellbeing and social and economic participation	4.1.1 Engage in partnerships that deliver services to meet client needs and enhance our capacity to deliver social programs	Maintenance contracts Social Outcomes targets met	ACHIEVED
	4.1.2 Actively involve our residents through engagement opportunities	Resident Advisory Group is effective	ACHIEVED
	in which they can contribute to improvements in service delivery	Implementation of Resident Engagement Strategy	NOT ACHIEVED: COVID-19 has delayed the launch of our Resident Engagement Strategy
	4.1.3 Develop initiatives that improve social outcomes, including for target priority cohorts (youth, people escaping DFV and single older women)	Maintain a low rate of negative exits from Social Housing	ACHIEVED
	4.1.4 Access and leverage government, business and community funding, programs and resources	Grants secured to fund social programming	ACHIEVED





ABOUT ECHOREALTY

EchoRealty, a division of Evolve Housing, is a profitfor- purpose real estate agency. Launched in 2017, the agency was the first of its kind in NSW specialising in affordable housing. While most of the properties that EchoRealty manages are affordable housing (owned by Evolve Housing or a private landlord), the team also manages some privately owned properties leased at market rent on a fee-for-service basis.

With a combined 50 years' experience in private and affordable housing management, the EchoRealty team has successfully partnered with government and private organisations including the Aboriginal Housing Office, City of Parramatta, Willoughby Council, Altis Property Partners, Sydney Olympic Park Authority, and various developers and investors.

Since its launch, EchoRealty has been very successful, growing its affordable housing portfolio from 40 properties to 1,576 properties. Of EchoRealty's property portfolio, 286 dwellings are owned by Evolve Housing, and we have played an active part in growing affordable housing supply in Australia by building our own developments.

EchoRealty's aim is to provide affordable, high-quality properties and supportive tenancy management to residents, and to help increase the supply of affordable housing in NSW by partnering with developers and investors.

EchoRealty's affordable properties are available to households with low-to-moderate incomes. Income limits are applied based on relevant affordable housing policies and schemes, the combination of household members, and the size and market rent of the dwelling.

Unlike traditional real estate agents, EchoRealty's profits are reinvested to create more social and affordable housing stock and to fund social support programs for disadvantaged members of the community. EchoRealty also provides fee-for-service property management for key worker housing.

Key worker housing is housing provided at below market rent to eligible applicants who are employed in essential services such as aged care, health care, education, emergency services, childcare and law enforcement.



Photo: EchoRealty staff at 2021 UDIA NSW NextGen West Conference

2020 1413

GROWTH IN PROPERTY PORTFOLIO

1200 ECHOREALTY'S UNIQUE REAL ESTATE MODEL PROVIDES:

- Advice on meeting the obligation of affordable housing programs
- Affordable housing management services to meet the legal requirements of various affordable housing schemes
- Assistance in finding the perfect tenants, and property management
- Expertise in creating integrated communities
- All fees earned are invested in providing more affordable housing and social inclusion programs

2019 1075

2018 852

600

900

2017 633

2016 584

2015 465

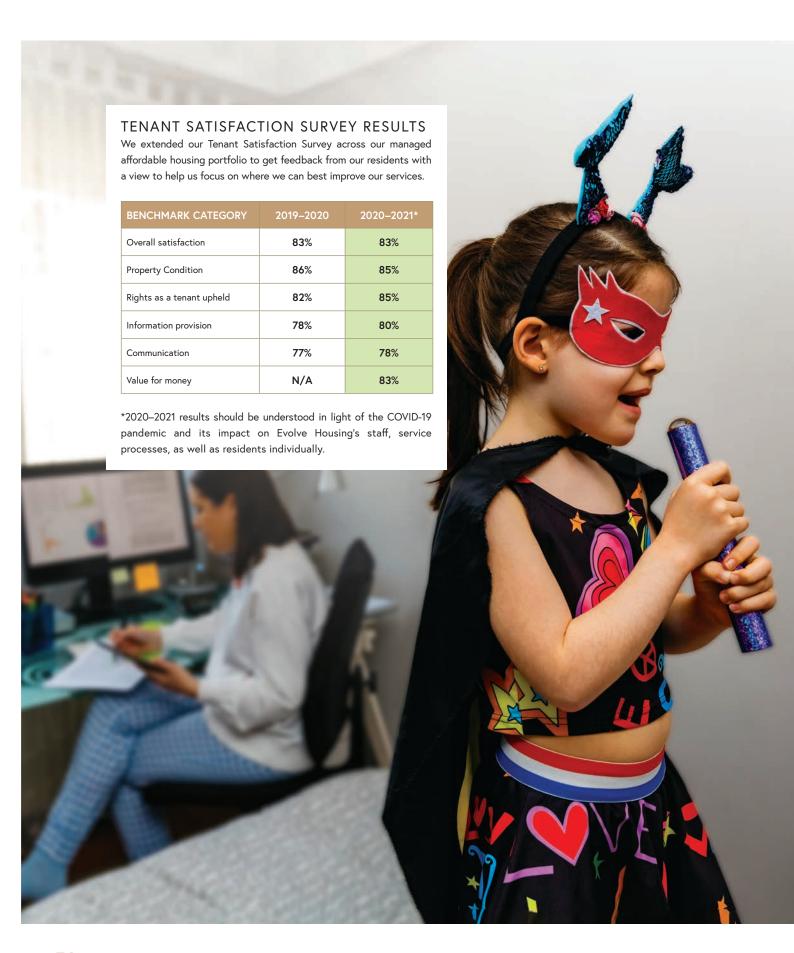
300 2014**453**

2013 320

NUMBER OF DWELLINGS

In 2009, we had just 40 dwellings and by June 2021 this had grown to 1576.

0



ACHIEVEMENTS FROM THE 2020-2021 FINANCIAL YEAR

NEW PROPERTY AT MIRANDA

Moving forward, EchoRealty, on behalf of Altis Property Partners and Aware Super, will be managing 51 brand new, high-quality apartments to eligible key workers at a new building in Miranda.

The development will open in October 2021, and includes studios, 1-bedroom, 2-bedroom and 3-bedroom apartments.

Key worker tenants will pay only 80% of the market rent, giving them the chance to live near their workplaces in a high-quality property without falling into financial stress.

Features include living spaces with a functional open plan design and seamless integration through to balconies and terraces. The apartments have modern kitchens with Caesarstone benches, Smeg appliances, and stylish Parisi tapware. Timber flooring and wool carpets give an elegant look to the dwellings, which also have built-in wardrobes and internal laundries with dryers.

Ducted air conditioning, secure parking, intercom and lift access complete the list of luxury features that tenants will enjoy. External communal gardens, green spaces, and rooftop entertainment areas allow tenants to relax and mingle.

The apartments are just 450 metres away from Westfield Miranda shopping centre, 900 metres from Miranda train station, and close to natural recreation areas such as Cronulla Beach and Royal National Park.

UDIA NEXT GEN CONFERENCE

The EchoRealty team were exhibition sponsors at the 2021 UDIA NSW NextGen West Conference, held in May.

Our team enjoyed a day of networking and discussions around the booming infrastructure of Western Sydney, and future opportunities for growth in the affordable housing sector.

The event also gave us an opportunity to promote our brand and educate other people in the development industry about the importance of affordable housing and the services our company offers.

TEAM LEADER JOEL FLOWERS WINS AWARD

EchoRealty's Team Leader Joel Flowers was awarded the Outstanding Young Employee Award at the 2020 Western Sydney Awards for Business Excellence. The award recognises the contribution of high achieving professionals under the age of 35 who have demonstrated exceptional ability and potential.

Joel has been with EchoRealty since 2016 and began in a contract position as a Property Officer but was soon hired as a permanent Property Manager and eventually promoted to Team Leader. He now manages a team of four staff and has excelled and showed outstanding dedication to his work.

SUPPORTING MELBOURNE'S ESSENTIAL WORKERS

During last year's extended COVID-19 lockdown in Victoria, EchoRealty was there to support our residents and also helped to provide affordable housing to essential workers who needed it.

We manage 105 dwellings including 76 affordable properties in a near-new apartment building in Moonee Ponds that are reserved for key workers only. As a consequence of this key worker policy, many of our Melbourne residents were essential workers that were vital to the COVID-19 response, such as nurses and ambulance staff.

During the challenges of 2020, EchoRealty was there to support our residents and adapted many of our policies to ensure we could continue to assist them.

We accommodated contactless inspections and lease sign-ups so that we could continue to offer affordable properties to essential workers in a safe way.

This experience resulted in improved software and processes, which are now in place and facilitating continued business operations during the 2021 Sydney lockdown.

We also undertook policy reviews for our Key Worker scheme, which had only been recently drafted at the time, to accommodate case-by-case assessment of household eligibility.

This was especially important for health care worker residents, as many had changes in household needs and income levels as a result of additional hours worked due to COVID-19.





WITH ECHOREALTY HAS BEEN FANTASTIC..."

EchoRealty Tenant, Katie

KATIE: WALK TO WORK

CASE STUDY: KATIE

Nurse Katie, who works at a children's hospital in Sydney, moved into an EchoRealty key worker housing property after seeing it advertised online.

Since moving into the property, which is located in a suburb nearby her hospital, Katie has said she has been able to save more money and reduce commuting time.

"I can walk to work each day and don't use my car much at all so I have saved time and money ... I'm currently saving to build a house alone and living in this property has made that possible," she said.

Katie, who lives in the property with a friend, said she had been impressed with the service and even recommends the real estate agency to other people now.

"My experience renting with EchoRealty has been fantastic and I have recommended people from work to consider Echo for their next property."







OUR ORGANISATION

EMPLOYER OF CHOICE

Attracting highly skilled individuals into our organisation and ensuring that our employees feel valued is of great importance to Evolve Housing. To achieve these goals, we have increased the range of benefits available to our employees. These benefits position us as an employer of choice.

FLEXIBLE WORKING

To ensure our employees can achieve optimal wellbeing and a healthy balance in their lives, we promote flexible working. With the occurrence of the COVID-19 pandemic, our workforce has an increased need to work from home, which has been accommodated. In addition to working from home, 47% of our workforce leverage additional flexible working arrangements including a compressed working week with 9 day working fortnights, working parttime, taking flexi leave and purchasing additional annual leave.

PARENTAL LEAVE

During the year, we revised our parental leave policy offering our primary carers 8 weeks of paid leave and secondary carers 2 weeks of paid leave. Since the policy was revised, many employees have been able to leverage these benefits upon the exciting event of the birth of their new children. We have thoroughly enjoyed being able to see our Evolve family grow and being able to financially assist our employees during this important life event.

SERVICE RECOGNITION

Providing increased recognition of the service our employees give to Evolve Housing and in turn to our clients has been a focus for us this year. We introduced a service recognition program where recognition rewards are provided at 5 yearly service mile-

stones. This program enables us to demonstrate our gratitude and appreciation for the continued efforts and commitment our employees make. A total of 26 employees were recognised for service, with 4 employees with tenure of 20 years, 5 employees with tenure of 15 years, 12 with tenure of 10 years and 5 being recognised for 5 years of service.

DIVERSITY

Evolve Housing promotes an inclusive culture where we respect and embrace diversity and the uniqueness of everyone. Cultural diversity is high within our workforce with employees coming from varied cultural backgrounds and speaking 24 different languages.

Our workforce represents a cross-section of ages and differing preferences in sexual orientation. We actively support gender equality with 54% of our management roles being female, including 2 female employees within our Executive team. In addition, our Board has 3 female Directors.

As a way of celebrating our diversity amongst the team we recognised many key events during the year including International Women's Day, NAIDOC Week, World Refugee Day and Chinese New Year.

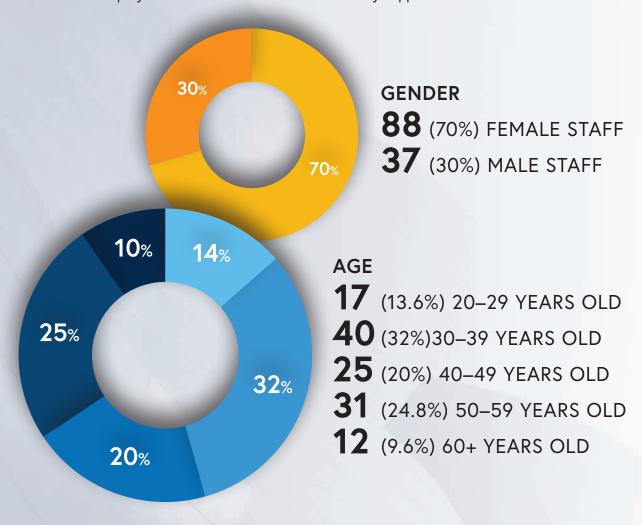
PERFORMANCE

100% of employees set performance goals aligned to our Strategic Business Plan to ensure our organisation as a whole is working toward achieving its strategic outcomes. A succession planning framework was implemented to evaluate employee potential for career progression and to align development needs for career growth. In addition, the framework ensures the organisation has all critical roles filled by suitably skilled incumbents and therefore ensuring the continuity of our services to our clients.

OUR PEOPLE 2020-2021 SNAPSHOT

125 TEAM MEMBERS

Over the 2020–2021 financial year, Evolve Housing has had a full organisation workforce of 125 TEAM MEMBERS. Our workforce size increased 5% over the prior annual period. 60% of our employees are in frontline roles that directly support our clients



TENURE

A third of our workforce have been employed with Evolve Housing for more than four years. We are committed to achieving strong retention, balanced with engaging new employees, to ensure we create an innovative, motivated and fresh-thinking culture.

20 (16%)<1 YEAR

11 (8.8%) 10–14 YEARS

61 (48.8%) 1–4 YEARS

6 (4.8%) 15–19 YEARS

23 (18.4%) 5–9 YEARS

4 (3.2%) 20+ YEARS

RETENTION

Our employee engagement is high, which has resulted in an increase in our staff retention compared to the prior year.

98.06% JULY 18–JUNE 19, AVERAGE

98.50% JULY 19–JUNE 20, AVERAGE

98.89% JULY20–JUNE 21, AVERAGE



OUR PEOPLE

Here's what some our new employees, joining Evolve in 2021 say about their experience:

66

Evolve staff are extremely passionate about our clients' wellbeing and this has been demonstrated day in and day out.

I like the employees' enthusiasm which is replicated in their engagement with other team members and experiencing the crossteam collaboration.

66

The direction of the organisation has, in my opinion, found the balance between social outcomes and commercial direction with a strong and sound focus on client outcomes. The open door arrangements with the CEO and GMs and their willingness to engage with staff and clients is great.

66

The thing that stands out for me since I started working with Evolve is how seamless the entire process has been from interview to on-boarding then training and providing me with the tools I require to do my job well. The ongoing support has helped me grow so much.

66

I was interested in working with Evolve because they exemplified their utmost respect for their clients and commitment to assisting them in all ways possible, by providing programs which offer wrap-around services to those in need.

66

Since I have started, I have really enjoyed the camaraderie and culture which fosters ongoing encouragement, support and team effort to achieve the best for our clients.

66

One of the fabulous things I have found about Evolve is the humanity of all the Evolve staff I encountered.

PEOPLE AND CULTURE ACHIEVEMENTS, 2020-2021

INCREASING CAPABILITY OF OUR WORKFORCE

A strong focus for Evolve Housing during 2021 has been to increase the capability of our workforce through education and training. We increased our benefits to our employees through implementing a Continued Education Program, providing funding of external training and education up to the value of \$5,000 for each employee per annum. Currently 74% of our employees possess tertiary qualifications.

During the financial year, a total of 67 training events were undertaken, with a total in excess of 6,000 hours of training completed. This equates to an average of 50 hours of training per employee during the financial year. The competency areas of training completed by our employees included:

- · Mental Health
- Emotional Intelligence
- Resilience
- · Impacts of diet on wellbeing
- · Client Services
- Hoarding
- · Disability Awareness
- Domestic and Family Violence
- · Identifying and Responding to Financial Abuse
- · Real Estate certification
- · Board and Company Directorship
- Governance, Accounting and Legal
- Tender writing
- Business case writing
- Cyber security

LEADERSHIP PROGRAM

During 2021 Evolve launched a leadership program for all people managers and employees identified for succession into management roles. 31 employees are participating in this ongoing program, which is focused on upskilling our leadership competency and in turn ensuring our employees are highly engaged and productive. The leadership program involves a twelve month program with a combination of interactive workshops, mentoring through interactive group coaching and allocated support partners and self-reflection.

The program is centred around the impact of leadership styles in influencing individual employee performance, team cohesion and the overall organisational culture.

COMPLIANCE TRAINING

Evolve Housing is committed to ensuring all of our employees undertake compliance training to increase awareness of critical aspects of obligation and responsibility. A total of 1,368 compliance training events were undertaken during the annual period.

The knowledge areas covered in the compliance training include Work, Health and Safety, Infection Control in the Workplace, Discrimination, Bullying and Harassment, Zero tolerance to Violence, Code of Conduct, Conflict of Interest, Privacy, Corruption and Bribery, Diversity and Cultural Awareness of our First Nations People.

COMMUNITY SUPPORT

As a not-for-profit, Evolve Housing is passionate about supporting and contributing to the community we live in. Many of our staff offer their time, services and expertise to other organisations outside the scope of their work duties.

Evolve Housing offers all team members paid volunteer leave each year. The volunteering contribution our employees support include mentoring with Women's Justice Network and weekly wellbeing support visits to the elderly with Anglicare Emotion.

In the last financial year, the organisation continued to support multiple community groups with more than 50% of our workforce participating in either volunteer or community work outside of their employment with Evolve or participating in organisation-led charity events.

This past year, our employees supported and raised charitable funds for the Heart Foundation, Epilepsy Foundation Australia and Gotcha4Life, a not-for-profit focused on supporting men's mental health.

COMMUNITY EVENT HIGHLIGHTS

Evolve Housing has been participating as a team in the Red Cross LifeBlood program since 2017, giving our staff members the opportunity to donate blood or plasma together at our local Red Cross Blood Centre during work hours. This year our team made 24 donations, contributing to 72 patients receiving life-saving blood products.

PROFESSIONAL NETWORKS

Our employees actively engage in professional networks such as the Community Housing Industry Association NSW and PowerHousing Australia to share their knowledge and collaborate with the housing sector. This participation helps develop the community housing sector so it can better serve all clients.

EARN AND LEARN CADETSHIP

Evolve Housing, alongside several other community housing providers, have partnered with the Community Housing Industry Association NSW to offer an 'Earn and Learn' Cadetship Project. The project is funded by the NSW Government in association with the NSW Land and Housing Corporation.

Cadets in the program receive on the job paid training through a 12-month employment contract with Evolve Housing while studying their Certificate IV in Social Housing. Dedicated property and tenancy management staff help cadets to receive the experience and skills required.

We welcomed our first cadets, Kaylem and Soko, in June 2021 and look forward to helping them kick start their careers in community housing.

WORK HEALTH AND SAFETY

The safety of our employees, contractors and our clients is of utmost priority. Throughout 2020 an extensive review of our work health and safety systems and procedures was undertaken with an intent to ensure continuous improvement of our safety controls.

Our Work Health and Safety (WHS) committee meet quarterly to review reported incidents and hazards and to collaborate on areas of potential improvement to mitigate incidents reoccurring. The WHS committee established new work health and safety goals for the annual period including targets for response times of investigating incidents, regularity of consultation with employees on safety matters, training employees on WHS and Field Safety Device usage, emergency response training and evacuation scenario tests.

The work health and safety key actions and improvements deployed during 2020 included:

- Re-training of all field work employees on use of the lone-worker safety device
- · Appointing 4 additional Emergency response wardens
- Ensuring our First Aid officers completed annual refresher training
- Increased awareness on discrimination, bullying and harassment through training

EVOLVE HOUSING ANNUAL REPORT 2020-2021

- Consultation with employees and gathering feedback via surveys on work health and safety matters
- Reducing the risk of injury of employees through providing training on Workstation Ergonomics
- Ensuring our employees work safely whilst
 working from home during the pandemic lockdown
 restrictions. This was achieved through all
 employees reviewing their home workstation set
 up and completing a work from home checklist
- Consultation with our residents on work health and safety matters through the Resident Advisory Group, including education on wellbeing and safety
- Employee education and awareness on the incident and investigation notification process
- In addition, the organisation is presently creating a Work Health and Safety Reference Guide for ease of access of all WHS procedures and policies for employees, directors, and contractors

WHISTLEBLOWER PROTECTION

At Evolve Housing, we are committed to developing a strong ethical culture within our company. The reporting of improper conduct is a key element in developing this ethical culture. This includes the ability for people in and outside of Evolve Housing, being able to come forward with concerns about instances of fraud, corruption or general misconduct and not fear retribution.

During 2020, our Whistleblower Protection Policy was updated in accordance with the whistleblower protection provisions of the Corporations Act 2001 and aims to:

- Encourage the reporting of matters that may cause loss or damage to Evolve Housing or its reputation
- Enable Evolve Housing to effectively deal with reports from whistleblowers in a way that will protect the identity of the whistleblower
- Ensure a mechanism is in place for protecting whistleblowers against reprisal
- Comply with legislative requirements regarding the protection of whistleblowers

Training on our Whistleblower Protection policy and procedure was designed and implemented with 100% of employees and Directors completing this training.

66 COMMUNITY HOUSING PROVIDERS PLAY A CRUCIAL ROLE IN SOCIETY..."

Evolve Housing Cadet, Kaylem

KAYLEM: CADET

One of two Evolve Housing cadets, Kaylem decided to join the program to achieve her goal of making a career change.

Kaylem, aged 36, was previously working night shifts in a betting contact centre but found the unconventional hours difficult. She learned about the Evolve Housing cadetship online and was attracted by the opportunity to study and work at the same time.

Since beginning the cadetship, Kaylem has learned skills relevant to the industry, including signing contracts for leases and end of tenancies, procedures and protocols on how to sign-up tenants, and how to terminate contracts. She has enjoyed and benefited greatly from the experience

so far while also learning how rewarding the work that Evolve does is.

"I think community housing providers play a crucial role in society. They provide properties for those that are homeless, in complex situations or who are low income earners. We also connect people to support services that help them maintain a better lifestyle," Kaylem said.

"With all the knowledge and experience I gain with working at Evolve Housing and studying with CHIA (Community Housing Industry Association) NSW I want to apply that into a role within this industry to work with a community and help those that are in need."

12 YEARS OF JOY

When Executive Manager of Social Housing Joy Sneesby first began working at Evolve Housing in 2009, it was on a 3-month secondment from Housing NSW. That temporary stint turned into a 12-year period of service in community housing, with Joy making a significant contribution to both Evolve Housing and the sector.

Joy, who announced her retirement in the 2020–2021 financial year, first joined Evolve Housing as part of a program by Housing NSW to transfer skills and knowledge to the community housing sector, which was expected to grow dramatically.

Her 3-month secondment turned into a 6-month stint, before she was offered the opportunity to stay at Evolve Housing (then known as Affordable Community Housing Limited) permanently. "Leaving behind a 25-year career in government, I just knew that community housing was going to be the perfect fit for me. From day one, I have felt valued and to be honest, I have felt that each and every day while being at Evolve; my knowledge, experience and opinions mattered," Joy said of her experience.

Joy said that moving into community housing felt like "coming home", and that the sector offers flexibility and creativity in decision-making, and places tenants at the forefront of every decision and policy.

When Joy first joined Evolve Housing, the organisation was much smaller and had less resources. Housing allocations were managed locally using a paper-based system. This began to change in 2010 when Evolve Housing received a large quantity of properties under a stimulus package. To handle the increased portfolio efficiently, Joy worked to build an Applications and Allocations Team, which worked in partnership with Housing NSW to transfer properties and tenants into

Evolve Housing management. Around this same time, the Housing Pathways system (the centrally managed NSW social housing waitlist) was introduced, and Joy helped to train her team in using it.

Since Joy began in 2009, Evolve Housing has grown from managing less than 2,000 properties to 4,270 properties, and the organisation's policies and procedures have developed significantly under Joy's guidance. "The past 12 years has seen tremendous growth and opportunities across the community sector. Greater structure in reporting and accountability came with the sector growth," Joy said.

"I walk away from a 12-year career in community housing knowing there is real cohesion across all levels of social housing where government and non-government housing are really working together to deliver great person-centred outcomes such as the Together Home program." "As I head into retirement, I would like to thank every applicant that I have sat beside, every tenant that I have walked beside and every team member that I have worked beside."

TEAM WORK

Over her time at Evolve Housing, Joy has made close connections with a number of residents, including Margaret, who she appears on the front cover of this Report with. Margaret has been volunteering with our Friendship Aged Network (FAN) program for 10 years, calling senior residents each week to offer a friendly chat and information on support services. Joy and Margaret have built up a friendship over the years due to their contributions to Evolve Housing programs and shared interest in helping tenants.



BOARD OF DIRECTORS



PAUL has an engineering and construction background with over 45 years' experience in executive management, advising governments, the private sector and not-for-profit organisations. He brings a wealth of experience to the Board, particularly in developing and advising on strategy, procurement and governance. Paul is also a Director of Centacare Evolve Housing in Tasmania.



RHONDA received the Order of Australia in 2015 for her 30 years' service providing educational opportunities to the people of Western Sydney. Current Director appointments include Fitzgerald Aged Care (Chair), Wentworth Institute, Victoria University as well as the Salvation Army Greater Western Sydney Advisory Board and Riverside Theatres Advisory Board.



ALAN'S executive career over 50 years demonstrates expertise in finance and infrastructure delivery with a strong commitment to urban, regional and community development. Alan is managing director of UPDM Pty Ltd and acts as Board Chair of Norwest Association Ltd and director of Centacare Evolve Housing Ltd and Wentwest Ltd. Alan also acts as Chair and/or member of a number of NSW Government Audit and Risk Committees.



DAVID is the Executive Director of Business Western Sydney, representing more than 110 of the region's largest organisations in government, industry and community. It advocates for public and private sector investment in the region. David has also served as a NSW Government Minister for Roads, Housing, and Western Sydney. He currently serves on several boards including Placemaking NSW, NRMA and the Museum of Applied Arts and Sciences.

BOARD OF DIRECTORS





KAY brings extensive experience in executive leadership at Qantas, Virgin Australia and GWA Group. Kay is the Chair of Keep Australia Beautiful NSW, Director of ASPECT Studios, GNS Ltd and Local Land Services and an independent committee member at APA. Kay's expertise are organisational transformation, change leadership, commercial distribution and revenue management.

NATALIE was one of Australia's 100 Women of Influence in 2012 and Australia's representative on the G20 Business Women Leaders Taskforce in 2018. Natalie is co-chair of the National Australia Bank's Indigenous Advisory Board, Chair of Evolve FM and director of Life Without Barriers, Goodstart Early Learning and the Telstra Foundation.



ROBERT brings to the Board a deep knowledge of and passion for Western Sydney, having previously held the roles of CEO of Parramatta City Council, CEO of the Sydney Harbour Foreshore Authority and CEO of Pacific Power. He currently holds a number of Board positions in the private sector, not for profits and government authorities and is an Adjunct Professor at the University of Western Sydney School of Business.



JOHN Nesbitt is a Non-Executive Director with more than 40 years' experience across a number of sectors including financial services, banking, property and construction. His current positions include non-executive directorships at ME Bank Ltd, Credit Corp Group Limited and General Reinsurance Australia Limited.

BOARD AND COMMITTEE MEETINGS

Evolve Housing has a skills-based Board of Directors with diverse experience across a broad range of industries and sectors. The Board is actively involved in and committed to overseeing the performance of the organisation and contributing to the development of strategic objectives.

As a Tier 1 nationally registered community housing provider, Evolve Housing strives to meet and exceed the highest standards of governance. Our Board of Directors and the Evolve Housing team are committed to sound corporate governance as the foundation for achieving the company's vision, mission, and strategy, while remaining accountable and transparent in our dealings. There were eight Board meetings in 2020–2021 (excluding Board subcommittee meetings).

The Board has established various committees comprising members with the relevant specialist expertise to focus on specific issues and make recommendations. Terms of reference set out each Committee's remit. Meetings are scheduled in advance for the year, with flexibility for additional dates to be called if circumstances require.

BOARD SUB-COMMITTEES

FINANCE, RISK AND AUDIT COMMITTEE

The Finance, Risk and Audit Committee is responsible for overseeing risk management and internal audit and ensuring the integrity of financial reporting. It is established to provide independent advice to the Board and assist it in fulfilling its responsibilities in respect of Evolve Housing's financial affairs, external audit functions, internal audit functions, risk management and control frameworks.

Other key responsibilities include reviewing the draft annual budget before it is submitted to the Board for approval, assisting the Board in relation to reporting of financial information, assisting the Board in relation to the approval, application, and amendment of accounting policies, and overseeing the process of identification and management of material risk.

Its members are:

- John Nesbitt (Chair, resigned June 2021)
- · Alan Zammit
- Paul Howlett
- Robert Lang

There were 3 Finance, Risk and Audit Committee meetings in 2020-2021.

RISK MANAGEMENT DEVELOPMENTS

During 2020-2021, management undertook a major review of the Risk Management Framework. This culminated in an enhancement to the Risk Policy and the development and implementation of a new Risk Appetite Statement and Schedule of Risk Tolerances. The Risk Appetite has provided management with further guidance on what represents acceptable risk taking in the business.

The Schedule of Risk Tolerances is aligned to the Risk Appetite and is an operational tool that establishes both quantitative and qualitative boundaries or thresholds that the business is expected to operate within. Any deviations to these parameters are investigated and remediated as required.

As part of our risk improvement plan, a number of additional initiatives have been identified to further embed risk management practices into the business. These include:

- developing and implementing an upgraded risk assessment procedure to assist managers to undertake risk assessments, including plans to further mitigate risks where required;
- reviewing the process for documenting risk

assessments and recording in the Department and Enterprise Risk Registers;

- further building risk capability across the organisation through on the job training and evaluating options to introduce an on-line learning program; and
- designing and implementing a line 1 management controls self-assessment program. This will involve business representatives, in collaboration with the Risk Management Department, identifying and testing key controls to ensure they operate as intended. This initiative will compliment rather than replace our existing Internal Audit program.

GOVERNANCE, NOMINATION, PEOPLE AND CULTURE COMMITTEE

The Governance, Nomination, People and Culture Committee is responsible for overseeing the organisation's governance framework, and practices. It promotes the continuous improvement of the corporate governance framework, in line with best practice to ensure: the Board has the capacity to discharge its strategic and governance responsibilities; effective and efficient operation and ethical and responsible decision-making; and stewardship, accountability and transparency.

It is also responsible for recommendations to the Board on a variety of matters including governance

policies and practices, evaluation of the Board's and individual director's performance, CEO performance review, management structure, delegations of authority and reporting to the Board, records and transparency, and the selection, appointment, remuneration and retention policies for the Board and CEO.

There were 4 Governance, Nomination and People and Culture Committee meetings in 2020–2021.

Its members are:

- Kay Veitch (Chair)
- Paul Howlett
- · Rhonda Hawkins
- Natalie Walker (Resigned August 2021)

NOTE: The CEO attends all Board and Board Committee meetings by invitation. The CEO was also appointed as an Alternate Director for Paul Howlett (Appointing Director) on 21 April 2020 until 20 October 2021, unless varied by the Board. He was appointed on the following terms:

- The Alternate Director may attend and vote at Board meetings if the Appointing Director is not present.
- The Alternate Director may exercise any powers
 that the Appointing Director may exercise as
 a director if the Appointing Director is unavailable,
 including signing documents on behalf of the
 Company and as a director of the Company.

DIRECTOR	BOARD MEETINGS		FINANCE, RISK & AUDIT COMMITTEE		GOVERNANCE, NOMINATION, PEOPLE AND CULTURE COMMITTEE	
	E	А	E	А	E	А
Paul Howlett	8	8	3	3	4	4
Rhonda Hawkins	8	8	NA	NA	4	4
Alan Zammit	8	8	3	3	NA	NA
David Borger	8	7	NA	NA	NA	NA
Kay Veitch	8	8	NA	NA	4	4
Robert Lang	8	8	3	3	NA	NA
Natalie Walker	8	5	NA	NA	4	2
John Nesbitt	8	8	3	3	NA	NA

E = Number of meetings Director eligible to attend. A = Number of meetings attended by the respective Director.

EXECUTIVE TEAM



MARK LENIC
GENERAL MANAGER, RESIDENT SERVICES

Joining Evolve Housing in May 2019, LYALL is a highly successful business leader with over 35 years' experience in the public and private sectors covering senior management, project management and administration. During his various corporate roles, Lyall has filled key corporate governance roles in a range of private and listed entities. He is the President of Business NSW and a Director of the Australian Chamber of Commerce and Industry (ACCI).

MARK has 30 years of experience in contract management, residential management and asset planning. Previously, Mark was the General Manager of the Housing NSW Contact Centre where he led a team of 230 staff who managed 125,000 properties and 1.5 million interactions through telephone, email and other channels, as well as handling over 350,000 work orders annually.





HANNA is a highly experienced General Counsel and Company Secretary with over 25 years of professional experience in a range of industries across multiple jurisdictions, including risk, compliance, governance, consulting services, electronic publishing and property information. Hanna has a Bachelor of Arts/Bachelor of Laws and Graduate Diploma in Legal Practice and is a member of the Law Society of New South Wales.

MELISSA is a highly capable executive leader and lawyer with diverse sector experience and capabilities having worked in private practice, as an in-house Lawyer and company secretary and in the NSW Government. She has extensive experience in legal, governance, compliance and commercial transactions, having executive experience in both Legal and Commercial roles. She holds a Masters in Commercial Law, a Certificate in Governance Practice, and a Bachelor of Law and Arts degree.

EXECUTIVE TEAM





JITENDER is a dynamic leader of social housing and human services in both an operational and strategic context. He holds an Executive Master of Public Administration, Bachelor of Building and tertiary qualifications in civil engineering. Jitender was previously responsible for managing the Wentworth Housing and Department of Communities and Justice (community housing) asset portfolio and asset system.

PHILIP brings over 30 years' experience in finance as an investment banker and chartered accountant. He has extensive experience in the financing of social and affordable housing projects and the development of institutional financing solutions via the Bond Aggregator model. Prior to joining the executive, Philip was a member of the Evolve Housing Board.



BRETT brings 25 years of experience as a senior executive and board director. He is skilled in cash-flow and risk management and has a passion for assisting businesses develop and implement sustainable strategic plans. Brett is the current Vice President of Business NSW, Chair of their Audit and Risk Committee, Chair of Recruitment Solutions Group Australia Pty Ltd, Chair of Australian Business Solutions Group and Joint Trustee of the Illawarra First Fund.



JO is an energetic executive leader with over 20 years of experience in the design, implementation and management of people and culture services. Her broad experience includes talent management, organisation structure design, performance frameworks, recruitment and talent attraction, remuneration analysis, and capability and development. Jo possesses a Bachelor of Arts degree, majoring in Psychology and a Diploma in Project Management.

FINANCE

FINANCIAL COMMENTARY ANNUAL REPORT 2020-2021

Financial Year 2020–2021 has been another year of solid revenue growth for Evolve Housing, driven predominantly by growth in owned and managed properties and support from NSW Government to deliver significant programs for new and existing resident cohorts through the Together Home and Maintenance Stimulus programs.

The significant increased spend on property maintenance during this financial year not only ensures that we are delivering high quality properties for our residents but also ensures that we are preserving and growing the long term value in our underlying assets.

The continuing impacts of COVID-19 have necessitated us to rethink and adapt both our internal operations and our outward service delivery strategy. Through continuing investment in our technology platforms, our people and our processes we have been able to ensure that our employees have been able to continue to deliver quality outcomes from a largely remote working environment.

From a balance sheet perspective, Evolve Housing has continued to increase its total net assets through a combination of increased properties, greater investment in property maintenance, favourable market conditions and strong management of working capital. Cash flow management has continued to be a key focus resulting in an overall increase in cash held of a further \$3.0M which, combined with the growth in the value of our property assets of \$11.0M, has positioned the business well to embark on its forecast growth plans to ensure we deliver on our purpose of "enabling more people in need to live in quality homes in thriving and inclusive communities".

 Note: A complete set of financial statements is available on request.

AUDITOR'S LETTER



Tel: +61 2 9251 4100 Fax: +61 2 9240 9821 www.bdo.com.au Level 11, 1 Margaret St Sydney NSW 2000 Australia

DECLARATION OF INDEPENDENCE BY ELYSIA ROTHWELL TO THE DIRECTORS OF EVOLVE HOUSING LIMITED

As lead auditor of Evolve Housing Limited for the year ended 30 June 2021, I declare that, to the best of my knowledge and belief, there have been:

- No contraventions of the auditor independence requirements of section 60-40 of the Australian Charities and Not-for-profit Commission Act 2012 in relation to the audit; and
- 2. No contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Evolve Housing Limited and the entities it controlled during the period.

Elysia Rothwell Director

Sothwell

BDO Audit Pty Ltd

Sydney, 25 October 2021

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AUDITOR'S REPORT

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INDEPENDENT AUDITOR'S REPORT

To the members of Evolve Housing Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Evolve Housing Limited (the registered entity) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2021, the consolidated statement of profit and loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the responsible entities' declaration.

In our opinion the accompanying financial report of Evolve Housing Limited, is in accordance with Division 60 of the Australian Charities and Not-for-profits Commission Act 2012, including:

- Giving a true and fair view of the Group's financial position as at 30 June 2021 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards Reduced Disclosure Requirements and Division 60 of the Australian Charities and Not-for-profits Commission Regulation 2013.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Those charged with governance are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the registered entity's annual report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Other matter

The financial report of Evolve Housing Limited, for the year ended 30 June 2020 was audited by another auditor who expressed an unmodified opinion on that report on 20 October 2020.

Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered entity are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the ACNC Act, and for such internal control as the responsible entities determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, responsible entities are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the responsible entities either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the registered entity's financial reporting process.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (http://www.auasb.gov.au/Home.aspx) at: http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd

Detherall

Elysia Rothwell Director

Sydney, 25 October 2021

EVOLVE HOUSING ANNUAL REPORT 2020-2021

FINANCIAL

SUMMARY REPORT

	2021	2020	2019	2018	2017
Resident Satisfaction					
Overall satisfaction with the organisation (%)	83	86	85‡	85	80
Service Development					
Total housing properties	4,270	4,054	3,478	3,241	3,001
Finance Management					
Staff costs as % of total revenue (%)	21%	20%	21%	17%	19%
Property costs as % of total revenue (%) Property costs inclusive amortised leased costs	60%	54%	58%	57%	53%
Administration costs as % of total revenue (%)	7%	7%	5%	15%	7%
Profitability Ratio§ — EBITDA / Operating Revenue (%) Property costs inclusive amortised leased costs	11%	10%	19%	9%	12%
Liquidity Ratio — Current Assets/Current Liabilities Current liabilities including lease liabilities	1.3	1.2§	4.0	3.7	2.6
Cash at end of year (\$m)	27.20	24.8	9.3	9.3	15.6
Net profit (\$m)	13.50	4.1	(10.7)	25.8	8.8
Operating Net profit (\$m) Excludes Valuations gains/(loss) and one-off grants	4.20	1.4	5.3	3.5	4.2
Retained profit (\$m)	278.80	264.0	259.7	271.6	246.2
Total Equity (\$m)	281.80	266.9	262.7	273.4	247.6
Housing Management					
Rent outstanding / arrears (BM 2.5%)	0.4	0.4	0.5	1.2	1.3
Rent forgone due to tenantable vacancies as a percentage of total potential rental income (BM 5%)	0.6	0.9	0.2	0.2	0.2
Average no. of days to house a tenant after an untenantable unit becomes vacant (BM 28 days)	19	17.8	5	15	28
Average no. of days to house a tenant after a tenantable unit becomes vacant (BM 14 days)	11	10.4	4	13	9
Number of tenants exiting the service because of a Possession Order enforcement	2	1	5	7	14
Human Resources					
Ratio of all staff to lettable properties	1:36	1:37	1:31	1:39	1:33
Number of full-time equivalent staff	120	114	108	96	92

[§] Change to accounting standards in 2020 for treatment of leased assets. ‡ Number indicated is the 2018 result. * BM, Benchmark

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	2021	(RESTATED)* 2020
Revenue	64,787,276	60,489,690
Other income	512,623	1,748,907
Employee benefits expense	(13,310,812)	(12,412,606)
Expected credit losses	(136,551)	(304,544)
Property expenses	(24,111,836)	(18,771,434)
Finance costs	(5,176,359)	(4,987,365)
Other expenses	(4,802,896)	(4,487,055)
Surplus from operating activities	17,761,445	21,275,593
Fair value gain /(loss) on investment property	9,278,038	(2,349,845)
Fair value loss on right of use asset classified as investment property	(13,557,799)	(13,337,865)
Surplus for the year attributable to members	13,481,684	5,587,882
Income tax expense	_	_
Surplus after income tax expenses for the year attributable to members	13,481,684	5,587,882
Other comprehensive income	-	_
Total comprehensive income for the year attributable to members of Evolve Housing Limited	13,481,684	5,587,882

 $^{^{\}star}$ Refer to Note 22 for details on the prior period restatement.

The Statement of Profit or Loss and Other Comprehensive Income is to be read in conjunction with the notes to and forming part of the financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2021

	2021	(RESTATED)* 2020
Assets		
Cash and cash equivalents	27,208,592	24,787,227
Accounts receivable and other debtors	5,812,601	4,957,204
Other current assets	2,633,212	757,364
Total current assets	35,654,405	30,501,795
Non-current assets		
Property, plant and equipment	7,088,388	7,444,349
Other non-current assets	1,821,321	1,141,996
Investment property	422,287,420	411,376,506
Total non-current assets	431,197,129	419,962,851
Total assets	466,851,534	450,464,646
Liabilities		
Accounts payable and other payables	11,486,051	8,801,287
Provisions	_	238,308
Employee benefits	1,851,466	1,345,007
Borrowings	_	616,888
Lease liability	13,898,755	14,000,712
Total current liabilities	27,236,272	25,002,202
Non-current liabilities		
Borrowings	74,318,580	70,000,000
Lease liability	83,515,293	87,162,739
Total non-current liabilities	157,833,873	157,162,739
Total liabilities	185,070,145	182,164,941
Net assets	281,781,389	268,299,705
Equity		
Reserves	2,919,117	2,919,117
Accumulated surplus	78,108,744	72,025,142
Accumulated surplus — restricted	200,753,528	193,355,446
Total equity	281,781,389	268,299,705

 $^{^{\}star}$ Refer to Note 22 for details on the prior period restatement.

The Statement of Financial Position is to be read in conjunction with the notes to and forming part of the financial statements.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Reserves	Retained Surplus	Retained surplus restricted	Total Equity
Balance at 1 July 2019	2,919,117	67,656,242	192,136,465	262,711,824
Surplus after income tax expenses for the year	_	2,944,924	1,218,981	4,163,905
Other comprehensive income for the year, net of tax	_	_	_	_
Total comprehensive income for the year	_	2,944,924	1,218,981	4,163,905
Correction of prior period error	_	1,423,976	_	1,423,976
Restated total comprehensive income for the year		4,368,900	1,218,981	5,587,881
Balance at 30 June 2020 (restated)	2,919,117	72,025,142	193,355,446	268,299,705
Balance at 1 July 2020	2,919,117	72,025,142	193,355,446	268,299,705
Surplus after income tax expenses for the year	_	6,083,602	7,398,082	13,481,684
Other comprehensive income for the year, net of tax	_	_	_	_
Total comprehensive income for the year	_	6,083,602	7,398,082	13,481,684
Balance at 30 June 2021	2,919,117	78,108,744	200,753,528	281,781,389

The Statement of Changes in Equity is to be read in conjunction with the notes to and forming part of the financial statements.

 $^{^{\}star}$ Refer to Note 22 for details on the prior period restatement.

CONSOLIDATED STATEMENT CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

	2024	2020
	2021	2020
Cash flows from operating activities		
Receipts from customers and grants received from government	68,611,107	60,491,319
Payments to suppliers and employees	(42,153,391)	(35,785,179)
Interest received	151,835	427,638
Interest paid on lease liability	(2,932,828)	(2,979,698)
Interest paid	(2,243,631)	(2,007,667)
Net cash from /(used) in operating activities	21,433,092	20,146,413
Cash flows from investing activities		
Payment from property, plant and equipment	(204,273)	
Proceeds from sale of investment property, plant and equipment	(6,128,409)	(249,589)
Payment for investment properties		(12,395,252)
Funds transferred to term deposits		21,199,482
Net cash used in investing activities	6,332,682	8,554,641
Cach flavor from financing activities		
Cash flows from financing activities	4.040.500	
Proceeds from borrowings	4,318,580	
Repayment of borrowings	(616,888)	(42,417)
Repayment of finance leases	(16,380,737)	(13,189,804)
Net cash from financing activities	(12,679,045)	(13,232,221)
Net decrease in cash and cash equivalents	2,421,365	15,468,833
Cash and cash equivalents at beginning of year	24,787,227	9,318,394
Cash and cash equivalents at end of year	27,208,592	24,787,227

The Statement of Cash Flows is to be read in conjunction with the notes to and forming part of the financial statements.

PARTNERS

3Bridges Community Incorporated Ability Options

Ability Options

Aboriginal Housing Office Alkira Homes (SDA)

AccessPay

Access EAP (Employee Assistance)

Altis Property Partners Aruma - SDA Australian Red Cross

Awabakal Local Aboriginal

Barilla

Barnardos Bayside Council Beak and Johnston

Billbergia

Brighter Access - SDA Capella Capital

Catholic Care Social Services Cerebral Palsy Alliance

Coffs Harbour Support Services - SDA Community Housing Industry Australia (CHIA)

Community Migrant Resource Centre

Connect Ability - SDA Cumberland Council **Darcy Street Project**

Department of Communities and Justice

(formerly Family and Community Services) Department of Planning, Industry and

Environment

Development Corporation Disability Services Australia

DOOLEYS Lidcombe Catholic Club DV NSW Service Management Flourish — HASI*

DV West Ltd

Fighting Chance - SDA

Finding Yellow (Disability Services) Foodbank Australia

Foster Care Angels

Good Housing Ltd (SDA)

Goodstart Learning

Guildford Leagues Gurdwara Sahib Glenwood

Hawkesbury Council (Heat Resilience Program)

High St Youth Health Centre

Hilton Foods

Hunter and Central Coast Independent Living Villages - SDA

Inghams Enterprises

Interaction Disability Services, SDA

Jesuit Refugee Service Kingston Building - SDA

Kirinari

Land and Housing Corporation

Land Council Landcom Lendlease

Lifetime Care and Support Authority

LikeMinds Linking Hearts

MacKillop Family Services Macquarie Community College Macquarie Community College

Mamalove Connect Manu Fieldel - chef Maple Community Services

Marist180 MAX Solutions

Maximus International

Medimobile Mission Australia Multitask - SDA Muru Pathways - SDA

My Foundations Youth Housing Nala Properties - SDA

National Housing Finance and Investment

Corporation (NHFIC) Nepean Community College

New Horizons Nextt Northcott

NSW Aboriginal Land Council Housing Limited

NSW Health (Sydney LHD)

Optus **OzHarvest** Pacific Link Housing Parramatta City Council

Parramatta Mission

Participate Australia - SDA

PAYCE

Penrith City Council **Productivity Force** Quality Health Care Rapid Relief

Rehab Management Royal Botanic Gardens Royal Rehabilitation

Ryde Area Supported Accommodation for

Intellectually Disabled (RASAID)

Schizophrenia Fellowship

SR Constructions Stevens Group - SDA

Stockland

Sydney Olympic Park Authority

Think Real Estate Thrive 365 Traders in Purple

Uniting

Unlock my Potential (SDA) Vegepod - Growability Program

Vincent Fairfax Family Foundation (VFFF)

107.Vivo Care (SDA) Waratah Group Services Western Sydney University Willoughby City Council Willoughby Council Willowdene Constructions Women's Community Shelters

Woodville Alliance Woolworths Yilabara Solutions

* The Housing and Accommodation Support Initiative (HASI)

CREDITS

CEO: Lyall Gorman

General Manager, Strategic Asset Management

& Business Growth: Jitender Balani

Editorial: Shannon Cochrane

Editorial support: Veronica Wehbe

Design: Timothy Hartridge

Photography: Ben Forrest, Good Thanks Media

Production: Zulu8

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ADDRESS

9–13 Argyle Street Parramatta NSW 2150 Australia

ONLINE

info@evolvehousing.com.au www.evolvehousing.com.au 1800 myevolve (1800 693865)

SOCIAL MEDIA

- @evolvehousing
- f evolvehousing

