

# EVOLVEHOUSING

ANNUAL REPORT

2021-2022

THRIVING COMMUNITIES FOR ALL PEOPLE



# 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 up-skill or change careers by providing access to an Employment Support Officer, exclusive job and training opportunities, and workshops relating to digital skills and money management.



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



## 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.

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 SUPPORT







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November, 2022

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## ENVIRONMENT

Evolve Housing cares about the environment.

This Annual Report is printed on FSR® certified paper traceable to certified sources.



COVER PHOTO: Mark and kelpie Sam, Evolve Housing tenants.  
Photography by Ben Forrest, Good Thanks Media



# EVOLVEHOUSING

THRIVING COMMUNITIES FOR ALL PEOPLE

## ANNUAL REPORT 2021 – 2022



### 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.



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**“WE PROVIDE PROPERTIES FOR THOSE WHO  
ARE HOMELESS, IN COMPLEX SITUATIONS  
OR WHO ARE LOW INCOME EARNERS.”**

Evolve Housing, Housing Manager, Kaylem Twa





# 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 (CHP) in Australia. As of 30 June 2022, we managed 4,522 properties housing 10,364 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 the ACT. We are also a 15% member of Centacare Evolve Housing, a registered CHP in Tasmania, which manages over 2,000 properties housing 4,400 residents and has net assets of over \$150 million. This financial year, we created a new entity called Evolve Housing Vic, which achieved registration as a Housing Provider by the Victorian Registrar.

## 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 them 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.



## CEO MESSAGE

LYALL GORMAN

As we look back on the 2021–22 financial year, I am sure that we all feel a great sense of relief at the prospect of new beginnings and a return to normality after the challenges of COVID-19, lockdowns and the like.

When I reflect upon the year that was at Evolve Housing, I also feel a strong sense of pride, accomplishment and achievement through the incredible resilience and delivery of our amazing staff who have handled the challenges of remote working so well.

In addition to maintaining their own normal workloads as best as they could, many of our staff also took on additional responsibility to ensure the needs of our residents were met as they were continually affected (in so many ways) by the pandemic.

Whether it was making wellbeing phone calls or dropping off food packages to residents in lockdown, our team were always happy to go the extra mile for our residents. The qualities of selflessness, compassion and support that are so well-embedded in our company culture were truly on display during this time of great need and support.

While the darker days of the pandemic are behind us, the disruptions of the past two years have led to an even more challenging housing affordability crisis in Australia than our country has ever experienced. Fortunately, Evolve Housing is in a strong position, and has a determined commitment, to be part of the solution for those increasingly many Australians in need.

Throughout the 2021-22 financial year, we were involved in implementing several new government programs to provide housing and support to those most in need.

We again delivered the Together Home program across three regions of Sydney. This year, our work in this program helped support more than 80 homeless clients to get into housing for a two-year period while also being able to access extensive support from a case worker to enhance each individual's wellbeing and living skills.

In addition, we were successful in winning and delivering on a tender to acquire and manage a new 21-unit property in Guildford, and to manage the associated tenancies, including 12 that are specifically reserved for women escaping domestic and family violence. This cohort, along with older single women, is one that is in significant need of more access to social and affordable housing, and we are proud to be playing a stronger role in supporting this key area of need.

With a strong reputation in NSW as a trusted partner to government, residents, not-for-profits and private companies, we also made the decision to expand into the Victorian housing market this year, recognising that the need for housing solutions is a whole-of-country issue and responsibility — not just a state-based one.

We believe that our talented and dedicated team will have the same amazing impact interstate that we have had in NSW, and aim to draw on its skills, expertise and passion to provide quality housing services for even more Australians in need in the next financial year.



LYALL GORMAN

CEO, EVOLVE HOUSING









CHAIR, EVOLVE HOUSING



## CHAIRMAN REPORT

PAUL HOWLETT

The 2021–2022 financial year has been a period in which Evolve Housing has seized upon opportunities to grow and provide even higher quality housing services to our clients despite operating in an exceptionally challenging context.

Like almost every other business in Australia, Evolve Housing faced immense business continuity challenges due to the ongoing COVID-19 pandemic, and particularly the Sydney lockdown in 2021.

This environment was difficult for all of us; however, it brings me immense pride to say that due to a fantastic effort from our staff, tenants and our key suppliers, we were able to keep operating and providing excellent support to our clients.

As well as continuing to offer high-quality homes and support to our existing tenant group of more than 10,000 people, throughout the 2021–22 financial year, we have been able to expand our reach further.

We have embarked on the exciting journey of entering into the Victorian community housing market, with the creation of a new entity, Evolve Housing Vic Limited.

We are also delighted to share that Chris Eccles, who has had a distinguished career in the public service, has joined the Evolve Housing Vic Board as Deputy Chair.

With an amazing and historic investment in housing from the Victorian government in the form of the Big Housing Build, we are seeking to bring our skills and expertise to partner with government for the benefit of Victorians in need. In addition, our profit-for-purpose real estate agency

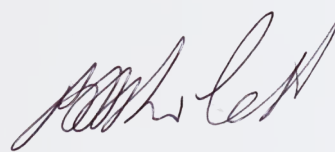
EchoRealty, which predominantly manages affordable housing, has moved into the ACT with 40 properties.

This interstate expansion comes alongside our ongoing growth in NSW, where we continue to gain new contracts to manage social and affordable housing, in a testament to our strong reputation as a market leading housing provider.

Over the past financial year, we managed a total of 4,522 properties housing 10,364 residents. This is a 5.9% increase on last year's property portfolio and a 3.8% increase on last year's resident numbers.

To ensure that we can maintain strong business practices during this exciting time, we have also expanded our Board with the addition of four new Directors. These Directors add variety and a new perspective alongside our existing Board members, and I have personally seen the benefit our organisation has received from their outstanding skills, rich experiences and insightful contributions to Board deliberations.

I would like to take the opportunity to thank our Chief Executive Officer, Lyall Gorman, and all of the team at Evolve Housing and EchoRealty for their hard work over the past financial year. Thanks to your efforts and compassionate work, we have been able to meet and even exceed our strategic goals.



PAUL HOWLETT

## 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 in need to live in quality homes in thriving and inclusive communities.

A high-level summary of the plan is featured below. 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](http://www.evolvehousing.com.au).

### STRATEGIC GOALS AND 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 the 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 strong governance measures are in place to ensure the appropriate levels of focus and activity are continually maintained.



## STRATEGIC PLAN GOALS AND OBJECTIVES

### ACHIEVE SUSTAINABLE GROWTH

- 1.1 Meet housing needs by increasing and diversifying housing supply
- 1.2 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

### 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

### PROVIDE QUALITY HOMES AND SERVICES

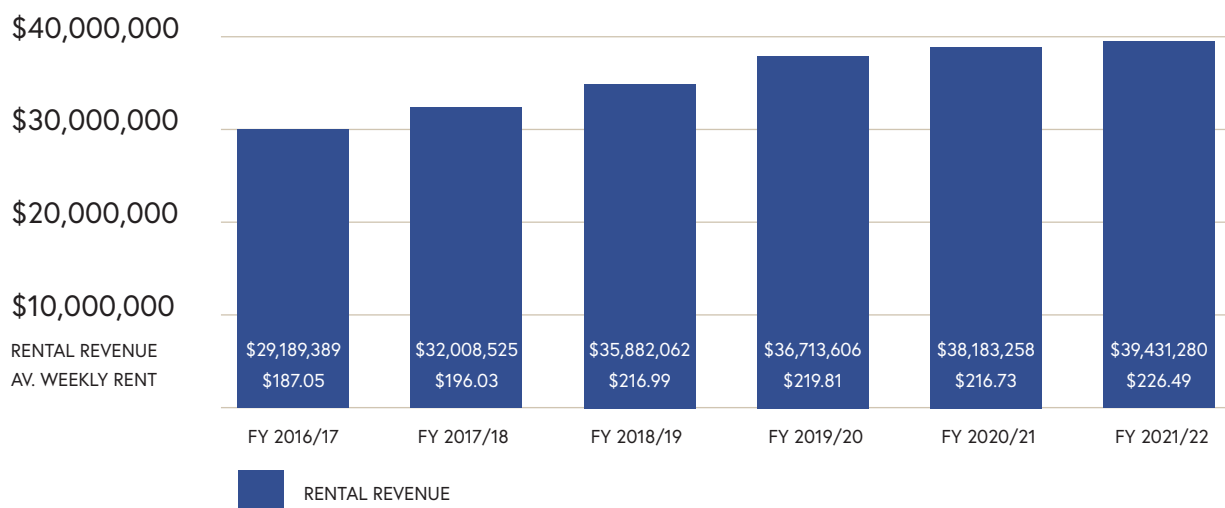
- 3.1 Improve our residents' housing experience and sustain tenancies
- 3.2 Align housing to client needs
- 3.3 Improve client satisfaction through high quality service provision

### IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

- 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

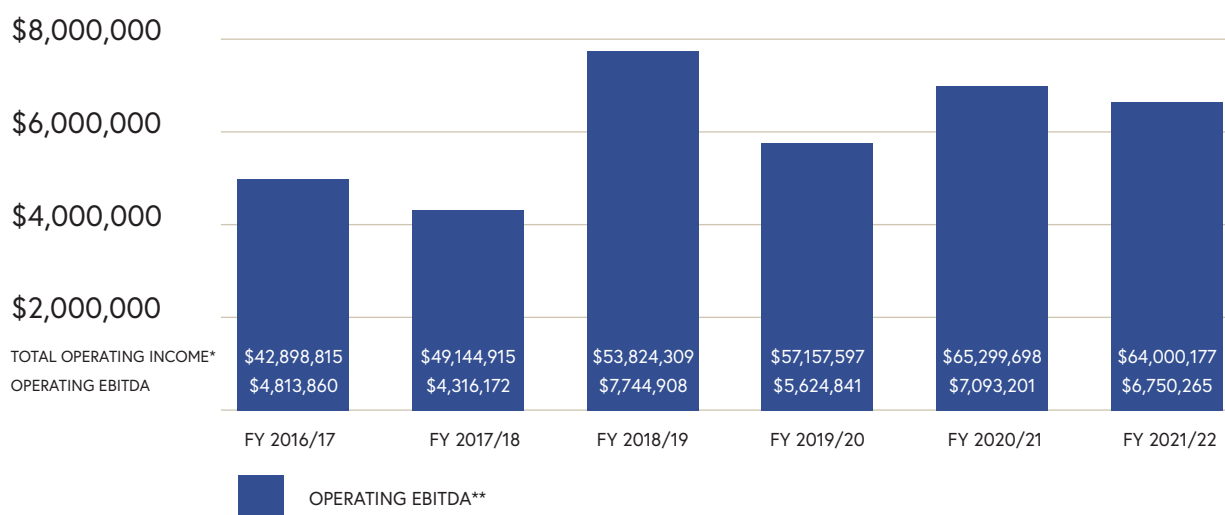
## 2021–2022 RESULTS

### RENTAL INCOME



Evolve Housing has steadily managed to grow its average 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.

### OPERATING EBITDA



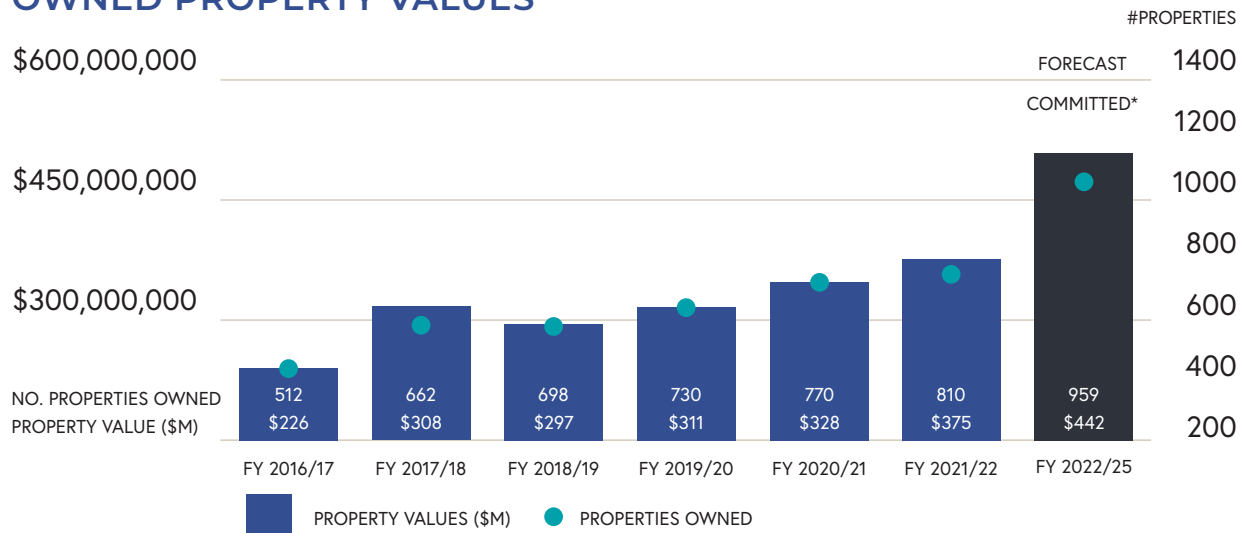
\*Operating income excludes valuation gains/losses and one-off gains/grants

\*\*Operating EBITDA excludes amortisation of leases

Evolve Housing's operating income has remained steady despite the gradual fall of NRAS (National Rental Affordability Scheme) grants commencing financial year 2018–2019. Nominal EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortisation) movement is largely attributable to commitments for maintenance in respective years and the timing of investment in ICT and growth infrastructure.



## OWNED PROPERTY VALUES

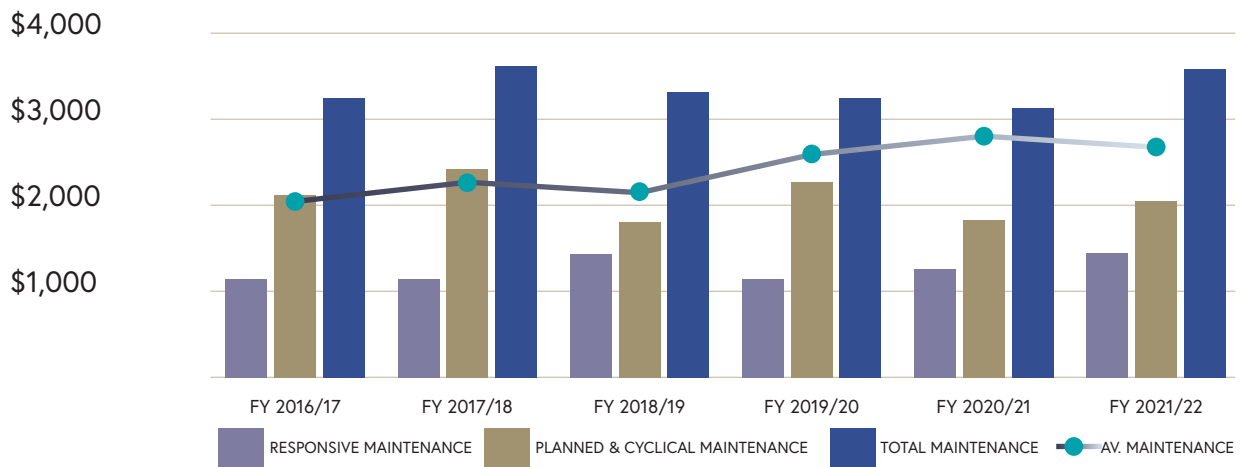


\*This forecast is made on the basis of properties we have committed to in the future, including 18 properties as part of the Community Housing Innovation Fund, 25 properties as part of the Together Home program, and 93 properties as part of an upcoming mixed tenure housing complex in Lidcombe.

Over the last 6 years, Evolve Housing has managed to increase the number of owned properties by more than double including fulfilling its vesting commitments on our stimulus properties and has leveraged this to continue to invest in community housing. During the year, we purchased a total of 54 units for social housing under the Community Housing Leasing Program. Additionally, the Lidcombe project currently under construction will deliver 93 units of affordable housing.

## MAINTENANCE EXPENDITURE\*

\* Average maintenance expenditure per dwelling/annum.



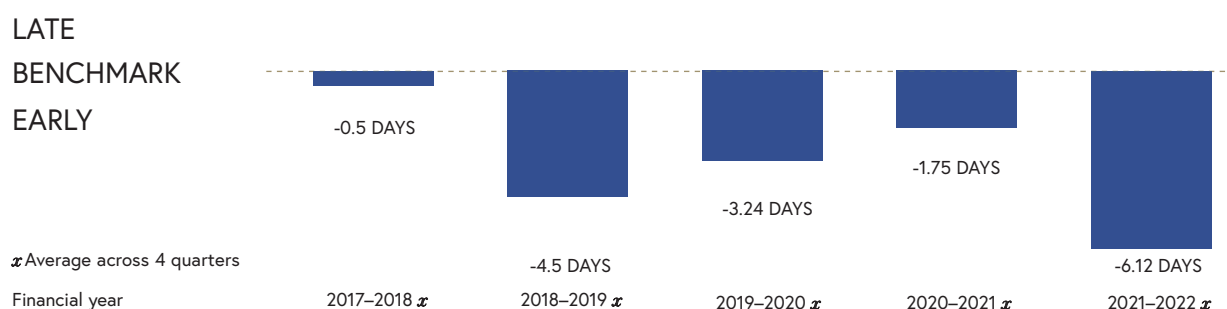
Evolve Housing has a very comprehensive Asset Management and Maintenance Plan, aligned to our Strategic Plan to ensure adequate allowance has been provided to maintain our properties at or above industry standards. Regular internal reviews are conducted against external benchmarks relative to property types and age to ensure adequacy of resources to continually maintain these high standards. During the current year, Evolve Housing successfully completed weekly COVID-19 cleans and monthly deep cleans during the lockdown.

## 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 five 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

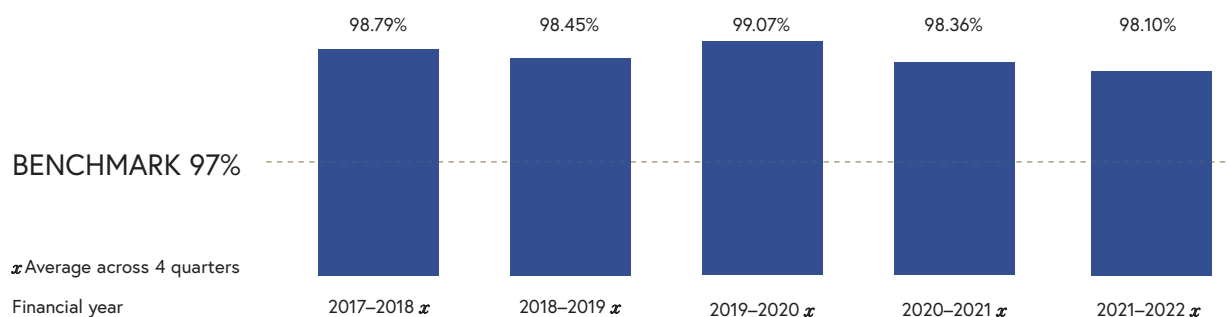
Benchmark for variance between the date reports are due and when they are received — negative number indicates days report were submitted before the due date.



## OCCUPANCY

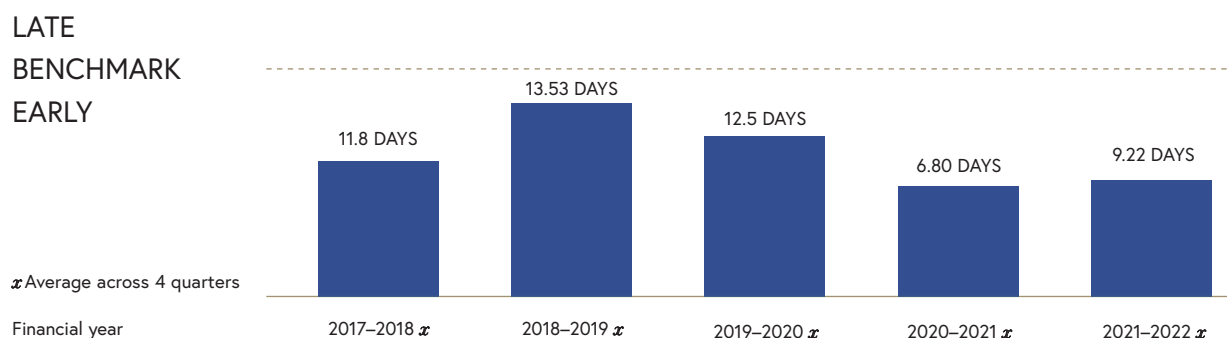
### % PROPERTIES TENANTED

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



## AVERAGE VACANCY TURNAROUND TIME

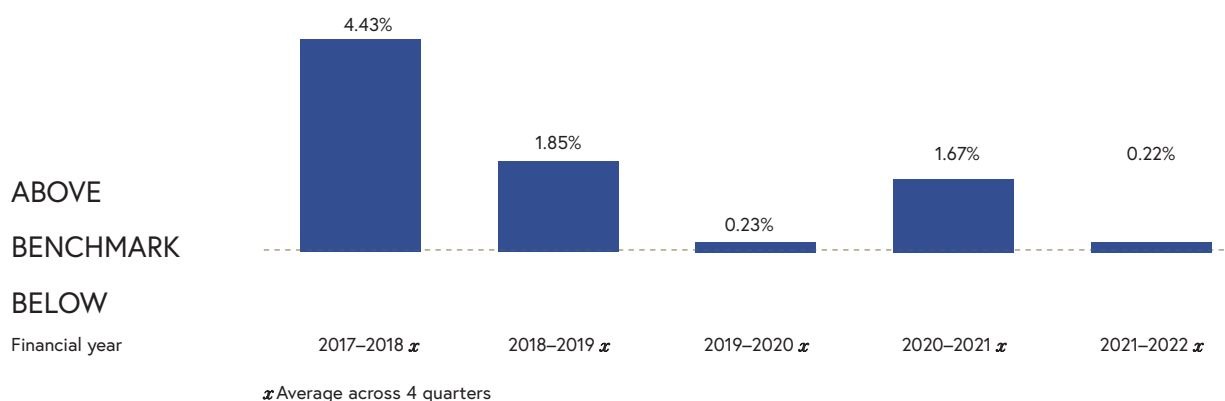
Relates to average turnaround time for vacancies in days. Benchmark is 14 days. Turnaround refers to the time taken to complete property repairs and allocation of a new tenant.





## 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 556 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. Our next Tenant Satisfaction Survey is scheduled for March 2023.

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.

## YEAR IN REVIEW

While COVID-19 continued to be a predominant factor, our organisation strived to ensure we offered high levels of service and support to our residents and stakeholders alike.

During the 2021–2022 financial year, Evolve Housing put into place procedures that strengthened our flexible working practices, enabling us to work collaboratively online through Microsoft Teams, while maintaining continuity of our services to our clients in a digital realm.

While we continued to work under the constraints of the pandemic, Evolve Housing's paramount concern was that of support for our residents in sustaining their tenancies the best way we could, requiring equal measures of patience and adaptability.

## EVENTS AND ACTIVITIES IN 2021–2022

Still impacted by COVID-19, our team found ways to stay connected with our residents over the last financial year. On the following pages we share key events and activities that took place during this time.



Evolve Housing Care and Response Team distributing goods.

### AUGUST 2021 BLACKTOWN APARTMENT LOCKDOWN

In the peak of Sydney lockdowns, one of our resident apartment complexes in Blacktown was faced with a Public Health Order lockdown due to COVID-19 for 14 days. A group of staff who made up our Evolve Housing Care and Response Team worked non-stop alongside NSW Health and NSW Police to support our residents over the phone and on-site.

A range of local businesses helped by donating household items, preparing delicious food, providing children's activity sets and more. Once the lockdown was lifted, all the remaining donated goods were distributed to local homelessness services and other Evolve Housing residents who were facing challenging times through COVID-19. This was a truly exceptional effort by all involved and set a benchmark for the sector in terms of best practice in times of crisis.





Tenant 'Roxi' of the Together Home program.



Evolve Housing Board member Alan Zammit.

## SEPTEMBER 2021 TOGETHER HOME PROGRAM: ONE YEAR ON

Evolve Housing supported over 80 people who were previously sleeping rough, one year on from the establishment of the NSW Government's landmark Together Home program in 2020.

Evolve Housing received \$7.8 million of funding from the NSW Government to help deliver the program which supported some of the most vulnerable people in the community. The Together Home team delivers this program in the South Western Sydney, Western Sydney and Nepean Blue Mountains areas.

## DECEMBER 2021 BOARD MEMBER ALAN ZAMMIT'S DEDICATION ACKNOWLEDGED AT AWARDS

Evolve Housing Board member Alan Zammit was awarded the life membership award at the UDIA NSW (Urban Development Institute of Australia) Awards for Excellence.

This award recognised Alan's distinguished service for over 50 years to UDIA and the development industry.

Alan has extensive knowledge and experience in urban, regional, and community development, and a long association with Evolve Housing through his role as a Board member. His skills and insights were invaluable in guiding us to deliver acclaimed affordable housing projects in Penrith and Newcastle, which now provide homes for hundreds of people.

## YEAR IN REVIEW



Focus-on-Mason, Moonee Ponds, VIC.



Evolve Housing employees Liam Golding and Shannon Cochrane.

### JANUARY 2022

#### EVOLVE HOUSING EXPANDS INTO THE VICTORIAN MARKET

After a turbulent two years, Evolve Housing happily kicked off 2022 by announcing that we were expanding into the Victorian housing market. A new entity, Evolve Housing Vic Limited was registered as a housing provider by the Victorian Housing Registrar, and was ready to launch in the state.

Evolve Housing Vic's goal is to work with government and investors to create more social and affordable housing for those in need. Five directors have been appointed to the Board, with each bringing experience and knowledge from the housing or social services sector: Lyall Gorman, Paul Howlett (Chair), Rhonda Hawkins, Robert Lang, and Chris Eccles.

### FEBRUARY 2022

#### EVOLVE HOUSING WINS AT THE HIA-CSR HUNTER HOUSING AND KITCHEN & BATHROOMS AWARDS

Evolve Housing staff were excited to attend the HIA-CSR Hunter Housing and Kitchen & Bathrooms Awards to receive the winning award for Affordable Housing of the Year. This was awarded for our 30-unit development in Newcastle, which includes 4 accessible apartments.



12 new affordable apartments for women and children.

### MARCH 2022

#### EVOLVE HOUSING PARTNERS WITH THE NSW DCJ TO OFFER 12 AFFORDABLE APARTMENTS FOR WOMEN AND CHILDREN ESCAPING DOMESTIC AND FAMILY VIOLENCE

Evolve Housing proudly partnered with the NSW Department of Communities and Justice (DCJ) to offer 12 affordable apartments for women and children escaping domestic and family violence.

The apartments are located in Guildford and were purchased in December 2021 using \$5 million of funding from the NSW Government's Community Housing Innovation Fund. There are 21 total apartments in the building, with the other 9 apartments dedicated to general social housing targeting women.



Digital Trivia run by Community Engagement Officer Rob Costa.

### APRIL 2022

#### DIGITAL TRIVIA WITH ROB

With COVID-19 restrictions in place our community engagement team got creative with how we engage with residents. We launched our first ever Digital Trivia event in April, held on the last Thursday of every month.

Each trivia session encouraged our residents to engage with and compete against their fellow residents in order to win prizes!

Winners of each session were able to win a rugby league ball that had been hand painted with beautiful Aboriginal art by our resident Todd.



## YEAR IN REVIEW



44 new social housing homes in St Marys.

### APRIL 2022

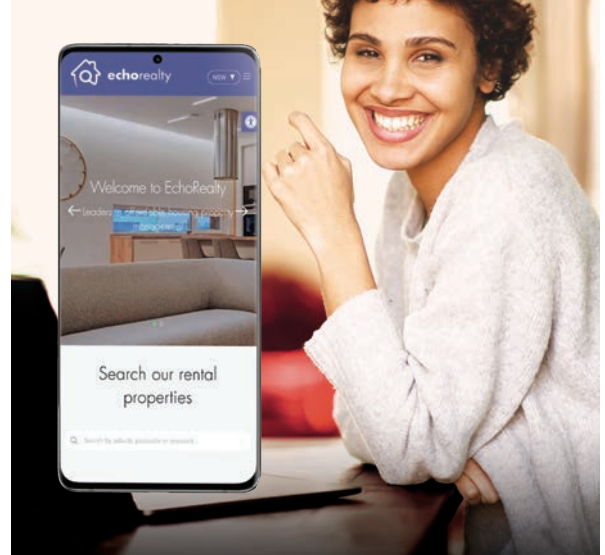
#### 44 NEW SOCIAL HOUSING HOMES IN ST MARYS MANAGED BY EVOLVE HOUSING

Proudly partnering with the NSW Land and Housing Corporation (LAHC), Evolve Housing is managing 44 new social housing homes in St Marys. This \$16.9 million project involved the NSW Land and Housing Corporation (LAHC) taking a site with three ageing houses and transforming it into a 44-unit modern apartment dedicated for social housing. It also supported 84 jobs during the pandemic.

Evolve Housing is managing the building and supporting the tenancies of the social housing residents living in it. The property includes 23 one-bedroom and 21 two-bedroom units, responding to strong demand for smaller dwellings. It has five units that are adaptable to be accessible for tenants who use a wheelchair or have mobility needs.



NSW Premier Dominic Perrottet supporting the homeless.



EchoRealty's new responsive website.

#### APRIL 2022

#### EVOLVE HOUSING'S MANAGEMENT OF TOGETHER HOME PROGRAM EXPANDS INTO PUNCHBOWL

\$35.5 million was reinvested for the next phase of the Together Home program with Evolve Housing extending its management of the program into Punchbowl. The NSW Government, in partnership with an array of community housing providers across NSW, is helping hundreds of people sleeping rough, by providing accommodation and support through the program.

The goal is to help these individuals into longer-term housing in order to break the cycle of homelessness for good.

#### APRIL 2022

#### EVOLVE HOUSING'S PROFIT FOR PURPOSE REAL ESTATE AGENCY ECHOREALTY LAUNCHES NEW WEBSITE

Our profit-for-purpose real estate agency EchoRealty launched its new website in April. Just like the properties they manage, the new EchoRealty website is both modern and bright, setting a new standard in web-design and offering the best property browsing experience for EchoRealty tenants and clients alike.

The website was designed with a focus on ease of use and accessibility for tenants who are now able to search for available properties, report repairs through their tenant portal and connect with the team at EchoRealty seamlessly.

Other tenant-friendly additions include online contact forms, up-to-date news articles and access to the latest editions of the EchoLIVING Magazine.



## YEAR IN REVIEW



Members from the Evolve Housing Resident Advisory Group.



Evolve Housing senior tenants at the lunch in the garden.

### APRIL 2022

#### 15 NEW RESIDENTS NOMINATED AS THE EVOLVE HOUSING RESIDENT ADVISORY GROUP

After several months of isolation, we were happy to share that Evolve Housing welcomed 15 new members to our Resident Advisory Group (RAG).

The group is a great mix of experienced members and new talent, which will provide a good balance of advice to Evolve Housing. These members will serve in their roles for the next 2 years.

The role of the RAG is to provide feedback and recommendations to Evolve Housing on important matters including policies, processes and activities.

### MAY 2022

#### 2022 SENIORS FESTIVAL LUNCH IN THE GARDEN

Our residents had a lovely lunch in the garden as part of the 2022 Seniors Festival. This was the first of our face-to-face resident engagement events after the easing of restrictions and we, alongside our residents, were equally as excited to entertain!

Evolve Housing's Resident Engagement Team joined 20 of our residents in Parramatta Park for a day of socialising and delicious food! The day gave residents the opportunity to reconnect in the great outdoors, enjoying each other's company while engrossed in their lush green surroundings.



Evolve Housing staff assisted by Vegepod's staff.



CEO Lyall Gorman hosting the National Sorry Day event.

## MAY 2022

### EVOLVE HOUSING PARTNERS WITH VEGEPOD AND COMMUNITY GREENING

Evolve Housing staff and residents enjoyed a wonderful day of gardening alongside our partners at Community Greening and Vegepod thanks to Vegepod's Growability Program.

This support from our partners allowed us to install specially designed Vegepods for people with disability. All hands were on deck to install this accessible garden and residents were happy to be out, reconnecting again!

Evolve Housing were very proud to support our Supported Independent Living providers Ability Options and Multitask on this project.

## MAY 2022

### NATIONAL SORRY DAY

Our offices held a National Sorry Day event for staff and residents to acknowledge and show respect on what is an important day of acknowledgement for our nation. Joined by Koomurri Entertainment, those who attended experienced a smoking ceremony and shared traditional indigenous food supplied by Kallico Catering.

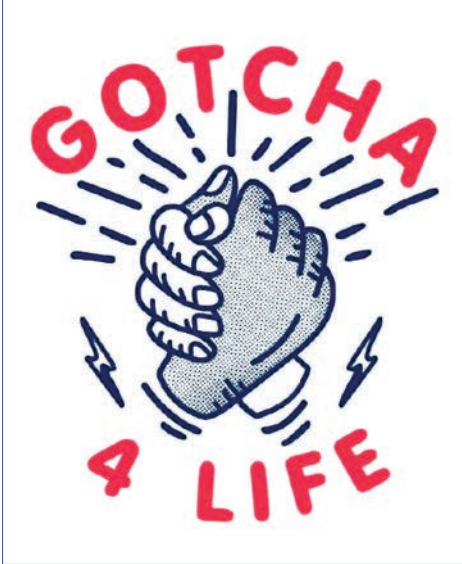
## MAY 2022

### EVOLVE HOUSING BECOMES A MEMBER OF THE DIVERSITY COUNCIL OF AUSTRALIA

Evolve Housing became a member of the Diversity Council of Australia (DCA), a not-for-profit peak body leading diversity and inclusion in the workplace. We've always considered ourselves a diverse and inclusive bunch, but our new membership gives us access to DCA's training, resources, and events, which will be a great asset for our employees.



## YEAR IN REVIEW



Gotcha 4 Life International Men's Health Week.



Evolve Housing cadets Kaylem Tawa and Soko Vucago.

### JUNE 2022 INTERNATIONAL MEN'S HEALTH WEEK

International Men's Health Week was celebrated by giving the men in our office a gift from the Gotcha4Life Foundation to help them stay healthy and hydrated.

At our workplace, men are definitely in the minority and make up only 30% of our staff but they are a much-valued part of the Evolve Housing team!

### JUNE 2022 OUR FIRST EVER CADETS GRADUATE!

In June, we were excited to congratulate Kaylem and Soko who recently graduated from the CHIA NSW Cadetship program. Kaylem and Soko were part of the first ever cohort of the program, which helps social housing clients kick-start their career in community housing.

As part of the program, the cadets received on-the-job paid training through a 12-month employment contract with us while studying a Certificate IV in Social Housing.

At the completion of our studies, Kaylem successfully obtained a full-time position with Evolve Housing, working as an Assistant Housing Manager!

## AWARDS

### 2021–2022

- **GOLD AWARD, GENERAL CATEGORY, AUSTRALASIAN REPORTING AWARDS 2022** (for our Annual Report 2020-2021)
- **AUSTRALASIAN HOUSING INSTITUTE AWARDS, 2022, NSW & NATIONAL** Leading Community Engagement Practice Award
- **WINNER, AFFORDABLE HOUSING OF THE YEAR, 2021 HOUSING INDUSTRY ASSOCIATION HIA-CSR HUNTER HOUSING AWARDS** for the Merewether Street Newcastle development
- **FINALIST, AFFORDABLE DEVELOPMENT CATEGORY, 2021 URBAN DEVELOPMENT INSTITUTE OF AUSTRALIA NSW AWARDS** for the Merewether Street Newcastle development
- **FINALIST, LEADING HOUSING DEVELOPMENT PROJECT, 2021 AUSTRALASIAN HOUSING INSTITUTE BRIGHTER FUTURE AWARDS** for the Merewether Street Newcastle development
- **RUNNER UP, BUSINESS PARTNER CATEGORY AT THE 2021 POWERHOUSING AWARDS** for the Essential Worker Affordable Housing Program (awarded jointly with Aware Super and Altis Property Partners)



Evolve Housing tenants enjoying the Sydney Vivid Festival.

### JUNE 2022 VIVID HARBOUR CRUISE

Several residents enjoyed a bright night at the Vivid Harbour Cruise with our Community Engagement team. Sailing around Sydney Harbour, the group enjoyed spectacular views of all the Vivid landmarks including the Opera House, Harbour Bridge, Luna Park and more.

### JUNE 2022 FAREWELL MARK & WELCOME JO

Ending the financial year, we bid farewell to our longstanding General Manager of Resident Services Mark Lenic, and welcomed his replacement, Jo Lang!

Jo has over 20 years' experience in social housing and has worked for Evolve Housing for 5 years in the role of Program Manager, Projects and Partnerships. Jo looks forward to bringing a focus on tenant participation to her new duties, giving a voice to our most important stakeholders — our residents!



## TYPES OF HOUSING WE PROVIDE

As at 30 June 2022, Evolve Housing managed 4,522 properties across our portfolio, housing 10,364 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 25%, 27% or 30% of their income depending on their circumstances.

As at 30 June 2022, Evolve Housing managed 2,814 social housing properties, which is approximately 62% 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 2022 Evolve Housing managed 1,708 affordable housing properties, which is approximately 38% 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 2022, 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.

## 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/or 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 currently manage a total of 160 Aboriginal housing properties. This includes 30 AHO properties in the Penrith area, which are located in Jordan Springs and Thornton, as well as 130 properties for Birribee Housing.

## OUR OPERATING ENVIRONMENT

### INTRODUCTION

Evolve Housing operates within a constantly changing environment where demand for our services is continuously growing.

Housing affordability has been a big issue in Australia for many years. The COVID-19 pandemic exacerbated this situation as rapid increases in housing prices and rent exposed the need for more social and affordable housing.

Evolve Housing successfully managed these challenges by carefully planning for the social and economic impacts and partnering with government to deliver innovative and tenant-centric housing solutions which produced positive social outcomes.

Some of the prominent environment factors that affect our work can be explored on the following pages.

### THE IMPORTANCE OF HOUSING AFFORDABILITY

Access to good quality, affordable housing is fundamental to individual wellbeing and a well-functioning society.

A series of Australian studies — Nygaard, C. (2019a)<sup>1</sup>, MacLennan et al (2019)<sup>2</sup>, Davison et al (2020)<sup>3</sup> and Gurran et al (2021)<sup>4</sup> — outlined the role that social and affordable housing can play in reducing poverty, enhancing societal wellbeing, and improving opportunity, social inclusion, and poverty. The studies also found that the lack of affordable, adequate, and secure housing generates significant avoidable public sector costs.

Australia's housing sector can be best understood as a continuum of different markets which involve different groups, stakeholders, and market forces.

1. Social and affordable housing as social infrastructure: a literature review for the community housing industry association Nygaard, C. (2019a)
2. Strengthening economic cases for housing policies, MacLennan, D., Randolph, B., Crommelin, L., Witte, E., Klestov, P., Scealy, B. and Brown, S. (2019) City Futures Research Centre, UNSW Built Environment: Sydney.
3. Scoping the costs and benefits of affordable housing in the ACT: Stage 1 report, Davison, J., Brackertz, N. and Alves, T. (2020) Australian Housing and Urban Research Institute: Melbourne.
4. Urban productivity and affordable rental housing supply in Australian cities and regions. Gurran N, Hulse K, Dodson J, Pill M, Dowling R, Reynolds M & Maalsen S 2021. AHURI Final Report No. 353. Melbourne: AHURI.
5. The Long Game ... 30 Years of Housing Values. Core Logic Property Pulse, Research News (29 August 2022)



## HOUSING CONTINUUM



### THE HOUSING CONTINUUM

Government's provision of housing, with support from social service providers, can assist individuals to gain greater independence to move along the housing continuum towards affordable housing or private market rental accommodation.

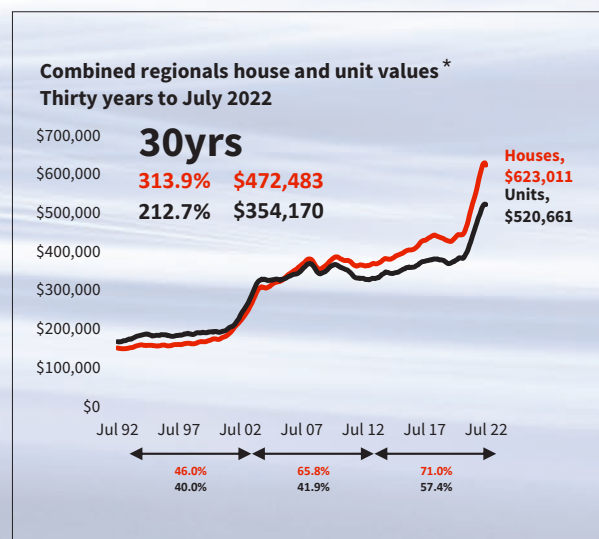
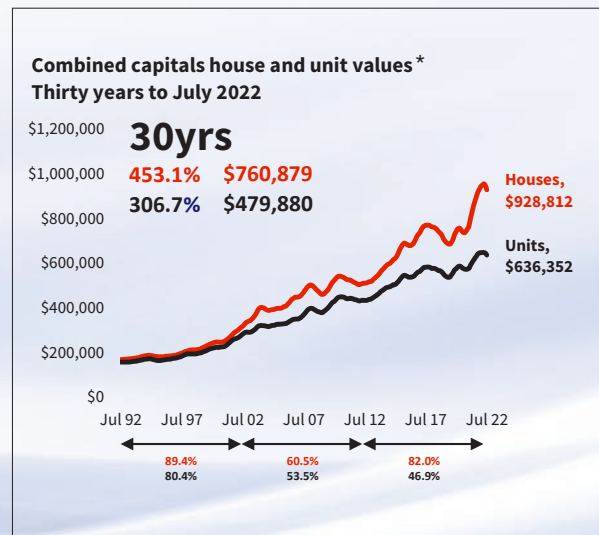
The last year also demonstrated how changes in the private market — such as the housing boom — can also impact crisis accommodation, transitional, social, and affordable housing.

### THE HOUSING BOOM

Housing affordability has been a big issue in Australia for many years. A recent report by CoreLogic<sup>5</sup> found that in the last 30 years from 1992 to 2022, the average house price had increased by 453% in combined capital cities and 313% in combined regional areas.

The graphs (right) also clearly highlight the significant increase in housing prices in 2020–2021, which was the catalyst for the current housing crisis and rental stress facing low-income households.

Faced with a potential COVID-led recession, the Federal Government encouraged market demand through implementing stimulus measures such as the First Home Loan Deposit Scheme, Home Builder Scheme, and stamp duty concessions. Potential house buyers were also motivated by record-low home loan interest rates, flexible



\*Publish by CoreLogic Pulse \*The long game...30 years of housing values.

**“LOW-INCOME HOUSEHOLDS STRUGGLE  
TO FIND AFFORDABLE HOMES IN THE  
PRIVATE RENTAL MARKET.”**

bank lending practices (such as lending up to 95% of the home value) and projections of ongoing low interest rates. These initiatives were effective in encouraging demand and purchasing of homes for those who were fortunate enough to afford a loan, however they also drove house prices up.

In 2021, median dwelling prices increased by 19.2% in combined capital cities and a higher 25.5% in combined regional markets (CoreLogic)<sup>6</sup>. The regional boom was part of the COVID-driven "race for space" as people moved from the inner/middle ring of urban areas to larger homes in regional areas as a result of new working from home arrangements.

## RENTAL CRISIS

As housing prices increase, more households are locked out of home acquisition and forced into the rental market. Over the last 15 years, the proportion of Australian households renting has increased from 27% in 2006<sup>7</sup> to 31% in 2021 or 2.9 million households<sup>8</sup>. The COVID-led housing boom also generated rent inflation from mid-2020. For the year ending August 2021, rents increased by 8% (national average) and 12.4% in regional Australia.<sup>9</sup> For the year ending March 2022, combined house and

unit rents increased by 13.1 % in Sydney and 9.2% in Melbourne (SQM Research).<sup>10</sup> Higher rental prices increase rental stress, which is when a household is spending over 30% of their pre-tax income on rent. This reduces money available for essentials such as food, health, education and living expenses.

In the 10 years from 2007–08 to 2017–18, the national proportion of low-income households in rental stress increased from 35% to 43.1%.<sup>11</sup>

More recent data highlights the greater pressure faced by low-income households. In 2017–18, 43.4% of households renting in the private sector were classified as "low income". Of these households, 50.2% experienced rental stress, which was largely unchanged from 2007. However, of the 1.5M individuals receiving Commonwealth Rent Assistance in June 2021, 72.5% would have experienced rental stress if they had not received the subsidy.<sup>12</sup>

Low-income households struggle to find affordable homes in the private rental market. As a result, many are forced to live in their cars, in tents, caravan parks, with friends or family, or on the street.

6. [www.corelogic.com.au/news-research/news/2022/growth-in-australian-housing-values-continues-to-lose-steam-as-sydney-records-first-decline-in-17-months](https://www.corelogic.com.au/news-research/news/2022/growth-in-australian-housing-values-continues-to-lose-steam-as-sydney-records-first-decline-in-17-months)

7. 2006 Census of Population and Housing: Fact Sheets (Australian Bureau of Statistics)

8. Home ownership and housing tenure (Australian Institute of Health & Welfare, 02 Aug 2022)

9. "COVID-19 : Rental Housing and homelessness impacts in Australia" report (UNSW & ACOSS , Nov, 2021)

10. SQM Research, 12 April 2022

11. "Australian Affordability Housing Report" (2022) PowerHousing.

12. "Report on Government Services 2022 - G Housing and homelessness". Australian Productivity Commission. 25 January 2022.

13. Anglicare Rental Affordability Snapshot (July 2022)



The Anglicare Rental Affordability Snapshot (July 2022)<sup>13</sup> found that a couple with two working parents on minimum wage and rental assistance can only afford 15% of the 45,000 advertised rental listings across Australia, compared to 31% 10 years ago. A person on JobSeeker, Disability Support Pension or Youth Allowance was unable to afford any of the available properties.

### SOCIAL HOUSING CRISIS

The COVID-19 pandemic starkly revealed how economic and social sustainability relies on affordable, adequate and secure housing. However, it also highlighted the inequities in housing outcomes and access that have built up in Australia over a longer period.

The data indicates that social housing stock increased by only 4% over the last 10 years to 431,928 in 2021<sup>14</sup> while Australia's population increased by 13% to 25.7M in the same period. The data also highlights that social housing managed by community housing providers increased during this time, while public housing stock declined.

As at June 2022, there are 163,000 households on the waiting list.<sup>15</sup> This waiting list appears low, considering the current housing crisis. However, the list does not capture the true demand as many low-income households experiencing housing stress choose not to apply due to

strict eligibility criteria and the long waiting time. For example, the typical expected wait time for a general housing applicant is 5–10+ years for a 1-bedroom or 2-bedroom dwelling in Sydney.<sup>16</sup>

Prominent Australian housing researchers identified a social housing shortfall of 430,000 dwellings (Social Housing as Infrastructure: An investment Pathway, 2018).<sup>17</sup> This included those on social housing waiting lists, homeless populations, and low-income households in the private rental market who are experiencing rental stress (i.e. paying more than 30% of income on rent). The research recommended a 20-year national program to deliver 290,000 social housing dwellings through building 15,000 homes a year.

The Australian Government NHFIC Review<sup>18</sup> estimated that an investment of \$290 billion will be required over the next 20 years to meet the current and projected shortfall in the stock of social and affordable housing. Meeting that shortfall will require active participation by the private sector and high levels of collaboration across all levels of government.

### AFFORDABLE HOUSING

Affordable housing programs are designed for households on a low to moderate income who may not be eligible for

14. "Report on Government Services 1997" Australian Productivity Commission

15. "Housing assistance in Australia" Australian Institute of Health & Welfare. 29 June 2022

16. Expected waiting times. Department of Communities and Justice.

17. "Social housing as infrastructure: an investment pathway" Lawson et al, November 2018, Australian Housing and Urban Research Institute

18. Statutory Review, Operation of the National Housing Finance and Investment Corporation Act 2018, Australian Government, 29 Oct 2021

social housing but are unable to afford private market rent. Typically, affordable housing rents are set at 25% below private market rent.

Affordable housing programs have recently focused on "key workers" — teachers, nurses, care workers, police — who have played a key role during the COVID-19 pandemic by keeping important public services operational. Rental affordability is a challenge to this group. As private market rents have increased, they are being pushed out to urban fringe areas.

A recent study found that 20% of key workers in Sydney and 17% of key workers in Melbourne experience rental stress (i.e. spending over 30% of pre-tax income on rental costs) and are being pushed to the city fringes to obtain affordable housing.<sup>19</sup> Another study found that 44,000 key workers in Sydney and 38,000 key workers in Melbourne travel over 30 kms to get to work.<sup>20</sup>

## GOVERNMENT RESPONSE

Federal, state, and local governments have an increased focus on housing affordability for two reasons. Firstly, access to a safe, secure home is a basic, human right; and secondly, the lack of housing exacerbates other social problems which have a high welfare cost.

In the federal election in May 2022, the Australian Labor Party was sworn in with a significant policy program for

social and affordable housing including the following key elements:

**FIRST HOME BUYER SUPPORT SCHEME:** The Federal Government currently runs the First Home Loan Deposit Scheme (FHLDS), which initially commenced in January 2020. Under the National Housing Finance and Investment Corporation (NHFIC) scheme, guarantees home loans for first home buyers who are unable to reach a 20% home deposit. This allows first home buyers to avoid paying lenders mortgage insurance. The current scheme includes 10,000 places per financial year. Labor has promised to expand the scheme to include an additional 10,000 places earmarked for regional home buyers.

**HELP TO BUY SCHEME:** A government shared equity model will expand home ownership by government purchasing up to 30% of an existing dwelling or 40% of a new dwelling in partnership with an eligible home buyer. The home buyer avoids lenders mortgage insurance and need only provide a 2% deposit. The scheme is open to 10,000 places per financial year with an annual income threshold of \$90,000 for singles and \$120,000 for couples.

**HOUSING AUSTRALIA FUTURE FUND:** Investment returns from this \$10 billion fund will build 30,000 homes over its first five years. This will include 20,000 for social housing (4,000 allocated for women and children

19. "Australian Affordable Housing Report", 2022 PowerHousing).

20. "Housing Key Workers" report (AHURI, May 2022)

experiencing Domestic and Family Violence) and 10,000 for affordable housing. Funds will also be used to invest into housing maintenance and improvements, crisis and transitional housing accommodation and specialist housing services.

### NATIONAL HOUSING SUPPLY AND AFFORDABILITY

**COUNCIL:** The council — which replaces the National Housing Finance and Investment Corporation (NHFIC) — will play a key role in managing the above programs; collecting and promoting data on housing demand, supply, and affordability; and advising on how to improve land use planning.

The Council will also play a central role in developing the **National Housing and Homelessness Plan** in partnership with stakeholders from key stakeholders such as states and territories, local government, not-for-profit and civil society organisations, industry bodies, superannuation funds and other experts in housing, finance and urban development.

State governments are also investing in developing social and affordable housing capacity. In 2020 and 2021, four state governments (Victoria, Tasmania, Queensland, and Western Australia) announced significant self-funded social housing construction programs.

This amounts to \$10 billion to be invested over the next few years to construct 23,000 social housing units. This includes Victoria Government's Big Housing Build initiative, which is investing \$5.3 billion.

There has also been increased interest by local councils to implement affordable housing programs. They are motivated by feedback from local organisations (including hospitals, police, community service providers) that it is a challenge to recruit key workers who can't afford to live in the area.

While this is a significant investment; some social and affordable housing advocates are calling out that more action is required.

The Chair of the peak body, Community Housing Industry Association (CHIA), recently proposed that the Federal Government should commit to building 15,000 new homes a year and work with community housing providers (CHP) to implement "shovel-ready projects" to boost housing supply.

CHIA also recommends extending the National Rental Affordability Scheme (NRAS) which provides lower-cost housing to low-income workers. When NRAS expires in 2026, there will be 27,400 households seeking private market rent.

Anglicare Australia launched Homes For All, a 20-year roadmap for affordable housing, which calls for tax reform to build new social and affordable housing.

The roadmap also calls for an increase to Commonwealth Rent Assistance, requiring affordable housing to be included in every new state, territory and local government development.



NUMBER OF PROPERTIES DEVELOPED BY CHPs BY LGA\*



\*A snapshot of the community housing sector in NSW in 2022, published by the Community Housing Industry Association NSW.

### THE SOLUTION REQUIRES A MULTI-SECTOR RESPONSE

While government has the greatest access to funds to build housing capacity, success requires involvement from different sectors. The community housing sector plays a key role.

The 101 largest community housing providers (such as Evolve Housing) manage 120,000 homes (1% of Australia's total housing stock), have \$18 billion in assets, and provide 25% of all social housing and 50% of the dwellings subsidised through NRAS (National Rental Affordability Scheme).

The community housing sector generates \$1.8 billion revenue per annum and reinvests the surplus into new housing, better services or improving properties.

Community housing providers deliver additional benefits. They focus on housing segments typically not provided by the private rental market (such as Specialist Disability Accommodation) and provide wraparound social support services to assist residents to improve their health, wellbeing, educational and employment outcomes.

The Australian Institute of Health and Welfare National Social Housing Survey found that "80% of community housing tenants are satisfied. Community housing tenants are also more satisfied overall than those living in other forms of social housing, have better employment and educational outcomes and live in structurally better dwellings".

### EVOLVE HOUSING'S STRATEGY AND SERVICES ARE ALIGNED TO EXTERNAL ENVIRONMENTAL TRENDS

Evolve Housing is well placed to respond to these changes in the external operating environment. We are one of the largest community housing providers managing 4,522 properties (2,814 social housing and 1,708 affordable housing).

We are also the largest provider of affordable housing in Australia delivered through EchoRealty, a division of Evolve Housing, and a specialist in affordable property management. As well as providing housing, we also provide wraparound support services to assist our social housing residents to improve their health, wellbeing, education, employment and financial independence.

We partner with all levels of government, the private sector and not-for-profit sector to create thriving and inclusive communities. Over the last 12 months, Evolve Housing is proud to have worked with a range of stakeholders on multiple projects, outlined below.

### 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, available for up to two

## “THERE HAS NEVER BEEN A MORE IMPORTANT TIME TO DEVELOP SOCIAL HOUSING IN SYDNEY.”

Evolve Housing CEO Lyall Gorman.

years, keeping people who are homeless or at risk of homelessness off the streets.

The project has provided the intended support to vulnerable clients and Evolve Housing, through its award-winning leading community engagement services, has successfully delivered stable housing and associated support services.

Over the early months of the 2022-23 financial year, all residents will be transitioned to long-term housing to facilitate redevelopment of this site. On completion of the redevelopment, the site will include 180 brand new social housing units and will provide much-needed low-cost accommodation.

### TOGETHER HOME

We have continued to collaborate with the government on the Together Home program, and are delivering stable housing and wraparound support for more than 80 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.

### COMMUNITY HOUSING INNOVATION FUND (CHIF)

#### DELIVERING HOUSING FOR WOMEN EXPERIENCING DOMESTIC AND FAMILY VIOLENCE

This year, Evolve Housing won a tender to deliver accommodation for women escaping domestic and family violence in the Guildford area. With Evolve Housing matching the Department of Communities and Justice's (DCJ) investment of \$5 million through the Community Housing Innovation Fund (CHIF), the project delivered a block of 21 units. Twelve of these units are reserved for women who have experienced or are at risk of violence, with the other 9 to be allocated to vulnerable women on the basis of need under the Community Housing Leasing Program.

### NEW PROJECT IN MORISSET

Another tender won this year will see us build 15 social housing properties on an Evolve Housing-owned site in Morisset. Funded by a \$5 million investment from the DCJ's CHIF, this project will deliver 15-up from the anticipated 14 townhouses for social housing clients. By capitalising on our equity in the land, we have been able to add an additional four single-storey villas to the development which will provide accessible accommodation for people living with permanent disabilities.





93 Affordable Housing units, Lidcombe, NSW.

## ACHIEVE SUSTAINABLE GROWTH

Delivering more homes and support services in the communities where we work is a key strategic objective for Evolve Housing. We are committed to achieving this in a way that does not compromise our current performance or the experience of our existing clients.

Sustainable growth is built on innovation, responsive systems and processes, and the efficient and responsible allocation of financial resources. It is about effectively managing risks while being well prepared to seize opportunities.

Participating in grant applications and competitive tenders is also key to achieving sustainable growth. These opportunities create new revenue streams and bring new funding into the organisation. They allow us to build more homes, buy more properties and provide more housing solutions for our clients.

2021–22 was a year of strong delivery on our sustainable growth objectives. We won new tenders, developed new revenue streams, and commenced work on significant new projects. Here are some of the highlights from the year.

### PROPERTY PORTFOLIO 30 JUNE 2022

During the financial year, we added over 250 properties to our social and affordable housing portfolio to provide much-needed accommodation to people experiencing housing stress.

PORTFOLIO	OWNED	MANAGED	TOTAL
Affordable Housing	278	1,430	1,708
Social Housing	532	2,282	2,814
<b>TOTAL</b>	<b>810</b>	<b>3,712</b>	<b>4,522</b>



### OUR PROPERTY PORTFOLIO HAS GROWN BY 50% OVER THE LAST 6 YEARS

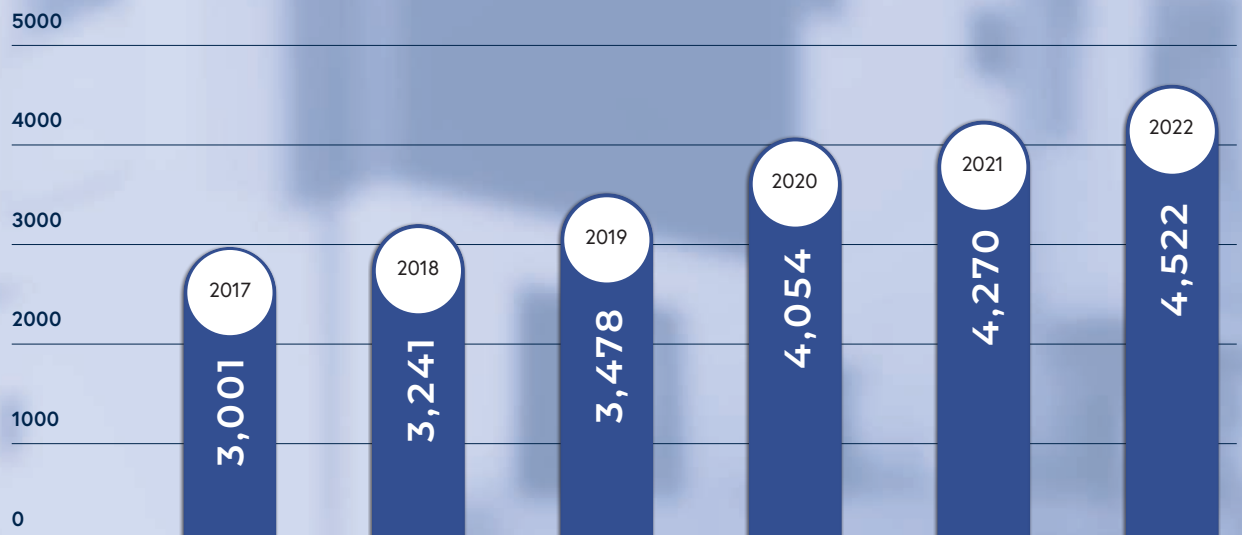
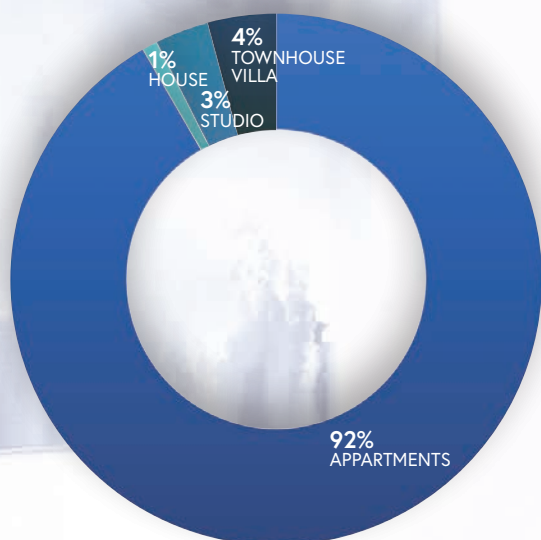


Image background: Tetris Village Development, Guildford NSW

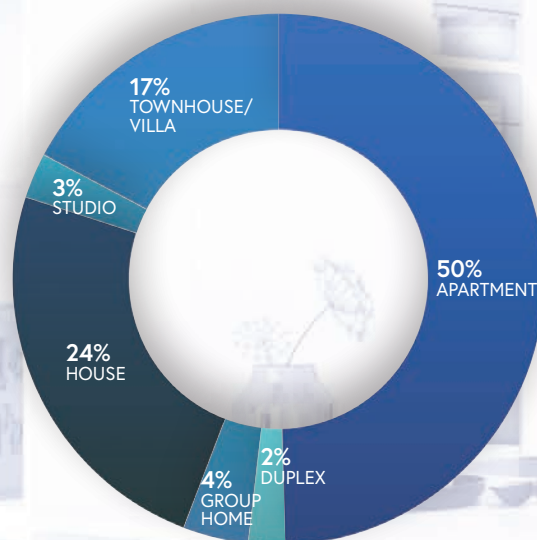
## EVOLVE HOUSING PROPERTY PORTFOLIO: 30 JUNE 2022

### DWELLING TYPES

**AFFORDABLE HOUSING**  
 92% (1,565) APARTMENT  
 1% (16) HOUSE  
 3% (56) STUDIO  
 4% (71) TOWNHOUSE/VILLA

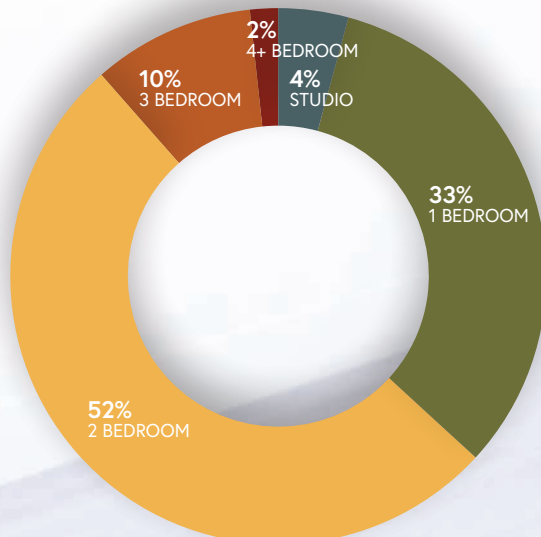


**SOCIAL HOUSING**  
 50% (1,396) APARTMENT  
 24% (681) HOUSE  
 3% (78) STUDIO  
 17% (485) TOWNH./VILLA  
 4% (112) GROUP HOME  
 2% (63) DUPLEX

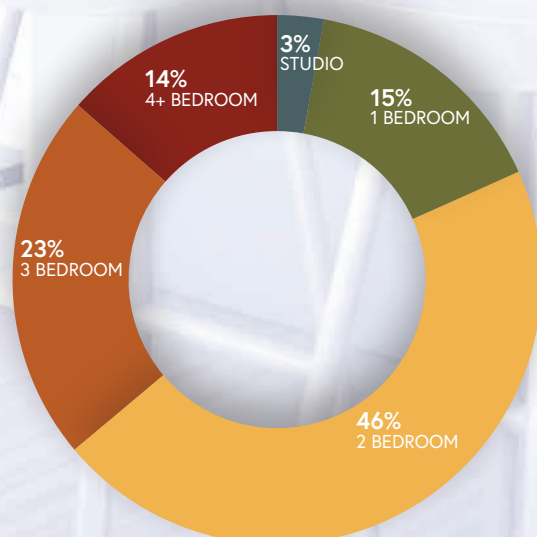


### BEDROOM CONFIGURATION

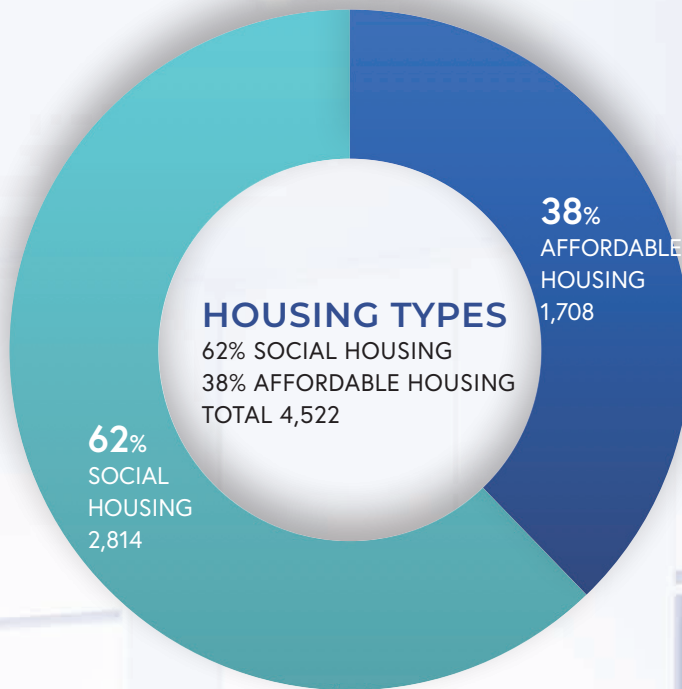
**AFFORDABLE HOUSING**  
 4% (72) STUDIO  
 33% (557) 1 BEDROOM  
 52% (883) 2 BEDROOM  
 10% (167) 3 BEDROOM  
 2% (29) 4+ BEDROOM



**SOCIAL HOUSING**  
 3% (80) STUDIO  
 15% (436) 1 BEDROOM  
 46% (1,282) 2  
 23% (635) 3 BEDROOM  
 14% (381) 4+ BEDROOM



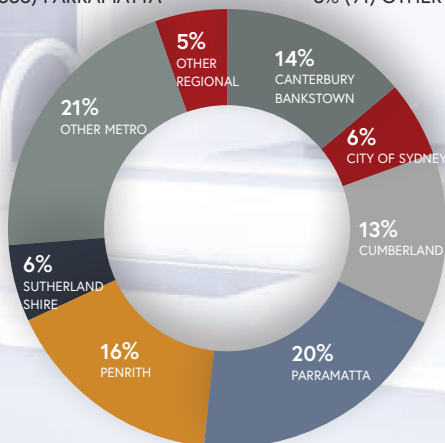




### PROPERTY PORTFOLIO BY LOCATION

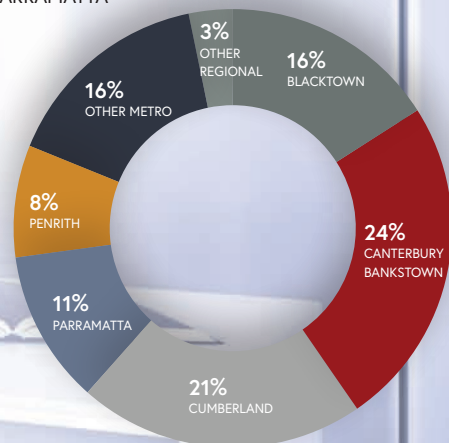
#### AFFORDABLE HOUSING

14% (237) CANTERBURY BANKSTOWN	16% (280) PENRITH
6% (95) CITY OF SYDNEY	6% (97) SUTHERLAND SHIRE
13% (216) CUMBERLAND	21% (357) OTHER METRO
20% (335) PARRAMATTA	5% (91) OTHER REGIONAL



#### SOCIAL HOUSING

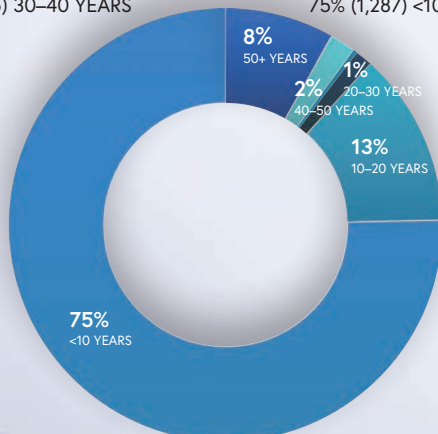
16% (449) BLACKTOWN	8% (233) PENRITH
24% (688) CANTERBURY BANKSTOWN	16% (440) OTHER METRO
21% (595) CUMBERLAND	3% (91) OTHER REGIONAL
11% (319) PARRAMATTA	



### AGE OF DWELLING

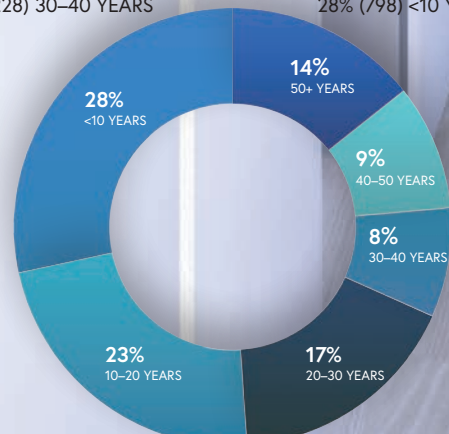
#### AFFORDABLE HOUSING

8% (139) 50+ YEARS	1% (22) 20-30 YEARS
2% (33) 40-50 YEARS	13% (222) 10-20 YEARS
<1% (5) 30-40 YEARS	75% (1,287) <10 YEARS



#### SOCIAL HOUSING

14% (402) 50+ YEARS	17% (485) 20-30 YEARS
9% (262) 40-50 YEARS	23% (639) 10-20 YEARS
8% (228) 30-40 YEARS	28% (798) <10 YEARS





“DELIVERING MORE HOMES AND SUPPORT SERVICES IN THE COMMUNITIES WHERE WE WORK IS A KEY STRATEGIC OBJECTIVE.”



Affordable Housing Newcastle, NSW.





Focus-on-Mason, Moonee Ponds, VIC.

## EXPANSION INTO VICTORIA AND THE ACT

In 2021, Evolve Housing registered a new community housing provider (CHP), Evolve Housing Vic Ltd. This was done to capitalise on the opportunity presented by the Victorian Government's \$5.3 million Big Housing Build initiative. With a wealth of experience and expertise in the delivery of social and affordable housing projects, Evolve Housing Vic will play a key role in the program, which aims to build 9,300 social housing and 2,900 affordable housing properties over the next 18 months.

A large body of work went into registering and attaining CHP status for Evolve Housing in Victoria, as well as developing a five-year business plan for the entity. We are now open for business and are one of the few non-Victorian CHPs registered in the state.

In addition, we also expanded our footprint into the ACT this year, where we are now managing 40 key worker housing properties in Canberra through our real estate business, EchoRealty.





Evolve Housing staff assisting a tenant.

## DELIVERING HOUSING FOR WOMEN ESCAPING DOMESTIC VIOLENCE

This year, Evolve Housing won a tender to deliver accommodation for women escaping domestic and family violence in the Guildford area. With Evolve Housing matching the Department of Communities and Justice's (DCJ) investment of \$5 million through the Community Housing Innovation Fund (CHIF), the project delivered a block of 21 units. Twelve of these units will be reserved for women who have experienced or are at risk of violence, with the other 9 to be allocated to vulnerable women on the basis of need under the Community Housing Leasing Program.



Artist impression by Stanton Dahl Architects for Morisset, NSW.

## NEW PROJECT IN MORISSET

Another tender won this year will see us build 15 social housing properties on an Evolve Housing-owned site in Morisset. Funded by a \$5 million investment from the DCJ's CHIF, this project will deliver 15 townhouses for social housing clients.

By capitalising on our equity in the land, we have been able to add an additional four, single-storey villas to the development which will provide accessible accommodation for people living with permanent disabilities.



Lidcombe Rise, NSW.

## LIDCOMBE RISE

Significant progress was made towards completion of this four-tower complex, delivered as part of the NSW Government's Communities Plus program. Evolve Housing is partnering with the NSW Land and Housing Corporation (LAHC) as well as the Billbergia Group to deliver a diverse mix of housing options at the site for the local community.

Evolve Housing will play a key role in providing housing in two of the development's towers. Tower A will provide 63 social housing units which will be managed by Evolve Housing on a 20-year lease. Tower B will deliver 93 affordable housing units and will be owned by Evolve Housing under an innovative financing arrangement with the National Housing Finance and Investment Corporation. Units in Towers C and D are being sold off the plan to private owners by Billbergia.

## ST MARYS COMPLEX

This year, Evolve Housing won a tender with the LAHC to manage 44 units in a complex in St Marys on a 20-year lease. The longer lease will provide greater certainty for tenants, Evolve Housing and our financiers. We worked in close partnership with DCJ on this tender and have accommodated a number of their priority-need clients in this complex. We have also partnered with other local services to meet the support needs of the tenants living in this complex.

## COMMUNITY HOUSING LEASING PROGRAM

Evolve Housing remains committed to this DCJ-funded program, which sees CHPs like us lease properties from private real estate agents on behalf of social-housing-eligible clients. DCJ then subsidises the difference between market rent and what clients can afford to pay. This year, Evolve Housing focused on opportunities to use this funding arrangement in a more innovative way.

This allowed us to purchase two complexes, including a block of 33 units on the Great Western Highway, Wentworthville.

This arrangement will allow us to provide better quality dwellings and greater certainty to tenants at no great cost to DCJ.

## INSURANCE AND CARE NSW (ICARE)

Evolve Housing was proud to win a tender to deliver long-term accommodation to people with disabilities in 10 dwellings over the next five years under the Lifetime Care program to provide tenancy and property management services to people with disability.

## NEW DEVELOPMENT AT KINGSWOOD

This year, Evolve Housing won a tender to develop unused land owned by Western Sydney University in Kingswood. Delivered in partnership with Stockland over the next 5–10 years, the project will deliver 2,000 new

homes and create valuable employment opportunities at the greenfield site. Evolve Housing will own and manage 60 of these properties.

## BAYSIDE COUNCIL

Our real estate division EchoRealty won a tender with Bayside Council to manage all their affordable housing properties consisting of 45 dwellings across the Bayside Local Government Area. Under the agreement EchoRealty will provide comprehensive property and tenancy management services for a period of 5 years.

## NEW DEBT FACILITY

Evolve Housing was successful this year in an application for a new debt facility of \$100 million from the National Housing Finance and Investment Corporation (NHFIC). \$72 million of this will be available for community housing leasing opportunities, with the other \$28 million to be used to fund affordable housing acquisitions.

This new source of finance significantly increases our capacity to grow our housing stock.



## “PROVIDING 63 SOCIAL HOUSING UNITS AND 93 AFFORDABLE HOUSING UNITS TO SUPPORT THE NEED FOR MORE HOUSING.”

### ACHIEVE SUSTAINABLE GROWTH

#### STRATEGIC PLAN OBJECTIVES, ACTIONS, CRITICAL SUCCESS MEASURES AND ACHIEVEMENTS

OBJECTIVE	ACTION	SUCCESS MEASURE	STATUS
1.1 Meet housing needs by increasing and diversifying housing supply	1.1.1 Participate in tenders and strategic proposals to governments	Participation in tenders and selection as preferred proponent in tenders and significance of success relative to competitors	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)	ACHIEVED
		Increase in Evolve Housing managed properties (social)	PARTIALLY ACHIEVED Our development project in Lidcombe 'Lidcombe Rise' has been slightly delayed due to COVID-19 restrictions combined with two extreme and damaging weather events and will be ready for occupation by December '22.
		Increase in Evolve Housing managed properties (affordable)	PARTIALLY ACHIEVED As at end of June '22 this target was partially achieved, by September '22 we exceeded the target by acquiring an additional 100 new dwellings against our target of 78 dwellings.
	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

Lidcombe Rise, NSW.

## NORMA

### RESIDENT STORY

“I DO MY BEST TO CREATE A SENSE OF COMMUNITY WHEREVER I AM.”

When Norma found herself without a home after her divorce, she was forced into a private rental with little money and facing homelessness. Like many Australians, Norma struggled to find a suitable home for years until she received a call early one morning from Evolve Housing. Norma, an advocate for those who struggle to be heard, has worked in the community welfare industry all her working life.

Norma's now surrounded by a community of individuals and advocates for better housing opportunities and better tenant experiences as part of our Resident Advisory Group (RAG), however Norma's life hasn't always been this serene.

Having stayed in the same private rental property for 16 years after her divorce, Norma (who was nearing 60 at the time) was faced with the harsh reality of eviction with only two weeks' notice, no savings, and a life forced into another uprooting. Norma was homeless, only being able to take with her enough belongings to fit into her car and needing to rehome her beloved pets.

Norma, now aged 70, lives happily in an Evolve Housing property and has remained there for six and a half years. When Norma was asked what she's enjoyed the most about Evolve Housing, she said: "I like the social community side of things, being a resident makes it easier to feel the sense of community with Evolve Housing. I do my best to create a sense of community wherever I am, and I think I have a great relationship with both staff and residents."

Having completed her Diploma with distinctions in Community Welfare, Norma enjoys being a part of the Resident Advisory Group and was motivated to continue supporting her local community. "I've been able to do this by being a part of the RAG and being a voice for tenants...I enjoy building community relationships and bringing attention to things that need changing for residents," she said.

The focus of the RAG has always been how to best support residents of Evolve Housing and despite the different members, from different cultural backgrounds,



they can always agree on the same purpose: to provide a better housing experience for tenants.

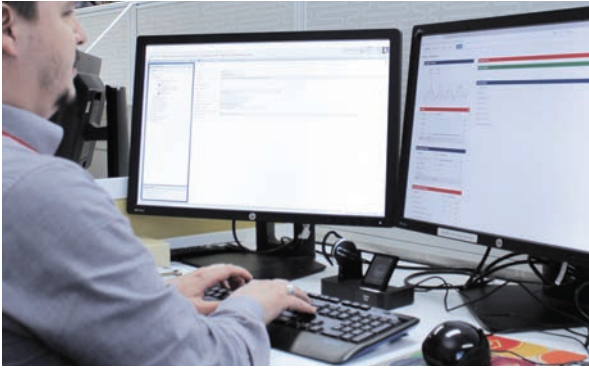
"Meeting the people I've met since being a resident and joining the RAG has been exceptional for my wellbeing. It's nice to have a community-driven connection to people again...It has given me the release from worry and panic about what's to come next...It's upgraded my life."

Since moving into her property over six years ago, Norma has taken on her own 'onboarding process' for new residents in her block, helping them settle in and introducing them to the area. Joining Evolve Housing's Women's Group and participating in the Tenant Satisfaction Survey are small ways Norma feels she can give back to her community.

"Evolve Housing has changed my life; I genuinely feel like it has bettered my life. When I first got the call, I wasn't as keen to hear from you, but my goodness I am glad that I answered. Coming from a long list of bad rentals, my Evolve Housing one has certainly topped the list."



# 3



Evolve Housing IT staff member.

## ENHANCE BUSINESS PRACTICE AND CAPACITY

Even without the pandemic, the community housing sector is a constantly-changing landscape, where opportunities and challenges continually impact the way we operate. To ensure Evolve Housing remains a viable, relevant and effectual player in the sector, we continually look for ways to improve our operations and ensure we are delivering the highest quality services and support to our residents. This means providing staff with tools and systems to do their jobs effectively and building an organisation that is responsive, flexible, and innovative.

Although we have continued to face ongoing challenges from the COVID-19 pandemic, this year we have successfully implemented a range of new IT and business systems, as well as governance measures to support best practice and continual improvement across the organisation. Our goal has been to ensure all staff have a seamless transition to our new way of working and enjoy the same high-quality user experience when accessing our systems.

Key to our success in this area has been our investment in skilled staff. Although our corporate services team do not work directly with tenants, every individual plays a role in providing the resources, tools, systems and information our frontline workers need to deliver positive outcomes for the vulnerable people we support. The resilience of our staff members, combined with their adaptability and capability to maintain productivity within a very challenging working environment, has been extraordinary.



“2021-22 WAS A YEAR OF STRONG DELIVERY ON OUR SUSTAINABLE GROWTH OBJECTIVES.”

## IMPROVING BUSINESS PRODUCTIVITY

### GOING PAPERLESS

A key project this year has been to transition to a paperless business. With hybrid working now a formal way of working at Evolve Housing, we needed to ensure every staff member—regardless of their location—was able to access documents, tools and resources efficiently. Every document or piece of mail that comes to the organisation is now scanned and stored digitally.

### EXPANDED TEAMS

As Evolve Housing continues to grow, so does our need for finance and business support. To meet this need, we expanded our finance team over the last 12 months. We also increased our focus on data analytics, and how we can use data to support strong decision making, improved productivity and sustainable growth across the organisation. Through enhanced reporting measures, staff are able to better understand key drivers within the business and make informed forecasts about our operations.

## IMPROVING OUR IT SYSTEMS

In an increasingly digitised world, technology has come to play a critical role in the way we support our residents and clients — and operate efficiently and effectively as an organisation.

The pandemic has accelerated adoption of technology across all industries, including the community housing sector. This increased digitisation, however, brings increased risk of threats.

At Evolve Housing, we are on a journey to upgrade our ICT hardware and systems to ensure we keep pace with the changes occurring in the sector, provide safe and secure solutions and give our staff the tools they need to be a high-performing workforce.

### UPGRADING OUR CYBERSECURITY

Upgrading the maturity level of our cybersecurity capability was a major focus in 2021–22. With increasing amounts of data and private information being stored online and accessed from devices including mobile phones, a secure system and process for managing our data is paramount. This is also crucial in meeting our regulatory and compliance requirements for registrations.

This year, to support improvements in this area, we developed a cybersecurity roadmap, which was endorsed by the Board and Executive. This roadmap includes the implementation of a data auditing platform to enable

better visibility of the data across the business. We have also upgraded our endpoint protection system to ensure all assets across the network are secure and safe from cyber threats.

We also implemented a web security and private access system (a secure cloud platform) to support remote working. This system enables remote staff to access our IT systems safely and securely, regardless of where they are. The system ensures staff can have an office-like experience even when working from home. It also reduces business risks, simplifies IT infrastructure, and enables secure remote access with a superior user experience.

### HARDWARE AND SOFTWARE UPGRADES

To support the move to a hybrid working model, we upgraded the hardware and software used by all staff to ensure standardisation and consistency across the organisation.

All staff are now using a laptop loaded with up-to-date applications. We implemented Microsoft Office 365 across the board and offered training sessions to ensure the programs and software, such as MS Teams, are being used to their full potential.

Staff now have improved capability to work collaboratively in the online environment, even when they are not physically at the same location.



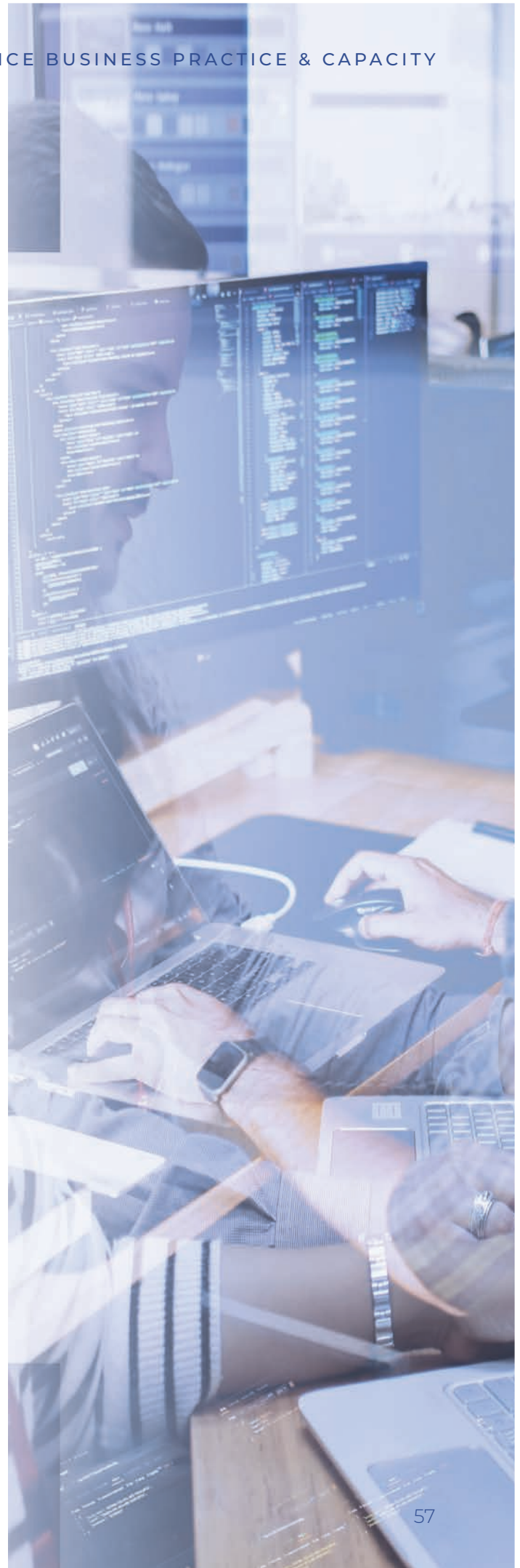
We also introduced 'hot desking' in our office with monitors, docking stations and keyboards installed on all desks. Staff working in the office can now log in with their laptop at any workstation.

## ENABLING EFFICIENT REMOTE WORKING

We implemented NetSkope, a secure cloud platform supporting remote working. NetSkope enables staff to access our IT systems safely and securely, regardless of where they are. The system ensures staff can have an office-like experience even when working from home.

## NEW INTRANET

With Marketing and People & Culture, our IT team have been working on the first phase of implementing a new fully functional intranet, powered by MS Sharepoint. Stage one, launched in September 2022 includes a homepage where organisation-wide news and information will be shared. Going forward, the intranet will include department-specific pages, as well as collaborative workspaces, where staff can share documents, projects and other resources. Automations will also be integrated into the system to improve productivity and efficiency across the organisation.



## GOVERNANCE & LEGAL

It has been a busy year for the Governance and Legal team who have supported our growth from a regulatory, compliance, audit, risk, contractual and governance perspective.

With six subsidiaries now part of the Evolve Housing family, several new developments underway and a number of property acquisitions, we expanded our Governance and Legal team to ensure we had the expertise and skills to be able to effectively support the ever-increasing work in this area.

For the past few years, Evolve Housing has had a major focus on improving governance and putting in place policies and procedures to ensure we are operating efficiently and ethically, while meeting industry best practice and standards.

Read on to find out more about the activities completed this year towards improving our governance.

## BOARD REVIEW ACTIONS

Following a board review in May 2021, a report and action plan was delivered and agreed on. The report summarised findings into 13 key areas, each aimed at improving governance within the organisation.

Topics included succession planning, director performance, director engagement with stakeholders and facilities, and the structure, timing and content of board meetings. We have begun the process to work through recommendations and implement improvements.

One of the first recommendations to be implemented was to undertake a board renewal. This aimed to refresh the membership and attract new directors who would bring new ideas and expertise to the organisation.

Four new Board Directors were appointed to the Evolve Housing Board at the Annual General Meeting in November 2021. With experience in an array of industries, the new directors have brought a wealth of knowledge from both the private and public sectors and complement the outstanding skillset of current Board members. See page 98 for more information about our Board.

Another recommendation from the review was to improve director engagement with our residents, stakeholders and facilities. To address this, all directors, executives and some staff participated in a tour of several of our sites.

While COVID-19 restrictions limited opportunities to meet with residents, the tours provided the directors with the opportunity to see some of our properties. This was a particularly effective way to induct the new directors into the community housing space.

## CORPORATE RESTRUCTURE

To enable Evolve Housing's expansion into new markets, such as the Victorian housing market, we needed to undertake a restructure of our corporate functions. This was a large piece of work, which was presented to the Board in January 2022 and endorsed.

We reviewed our corporate structure in light of the growth, sophistication and maturity of our existing and projected business. Key changes were approved for our EchoRealty business, with a timeframe agreed to transfer the EchoRealty business into our charitable subsidiary, EchoRealty NSW and ACT Limited (ERNAL). To enable ERNAL to assume management of community housing assets, ERNAL obtained registration as a Tier 2 Community Housing Provider. To support EchoRealty's Victorian operations, a Victorian real estate licence was obtained for our charitable subsidiary, EchoRealty Vic Limited.

The changes enable us to maintain our focus on benevolent activities, while supporting EchoRealty's growth and focus on affordable property management. To support the expansion of our benevolent activities



in Victoria, housing provider registration was obtained for our charitable subsidiary, Evolve Housing Vic Ltd. A detailed market review was undertaken to help inform our Victorian market entry strategy.

Each of our subsidiaries is a registered charity and company limited by guarantee, with Evolve Housing being the sole member. To support the expansion of our subsidiary operations, each will be supported by Evolve Housing under the terms of approved intercompany loans and a service level agreement.

## EXPANDING INTO VICTORIA

Our Governance and Legal team played a key role in Evolve Housing's move into the Victorian housing market, completing an extensive list of regulatory and compliance conditions required by the Victorian Housing Registrar. Registration of the new entity, Evolve Housing Vic Ltd, as a housing provider was completed in January 2022.

Operating as a subsidiary of Evolve Housing, the new entity has a board of five experienced directors who each bring experience and knowledge from the housing and social services sectors to the business.

As a registered housing provider, Evolve Housing Vic is able to tender for projects in the housing space and pursue opportunities and partnerships with private investors, developers, other not-for-profits and government to manage and create social and affordable housing stock.

## MEETING OUR REPORTING OBLIGATIONS

Every year, to meet our obligations as a community housing provider in NSW, Evolve Housing is required to complete compliance reports for the National Regulatory System for Community Housing (NRSCH) and the Department of Communities and Justice (DCJ).

We are also a registered charity under the Australian Charities and Not-for-profits Commission and meet certain requirements and reporting obligations for this registration.

Improvements to our operations over the past few years have ensured we continue to meet requirements and standards of these regulatory bodies with flying colours. In this year's annual NRSCH compliance report no recommendations were highlighted for our business.

## SUPPORTING NEW PARTNERSHIPS & CONTRACTS

There is an enormous amount of work and due diligence that goes into completing the agreements and contracts that underpin our partnerships, grants, funded programs, development opportunities and acquisitions.

Our Governance and Legal team provide invaluable guidance, advice and knowledge to ensure these complex arrangements meet the needs and protect the rights of all stakeholders.

```
import java.util.Scanner;
import java.io.File;
import java.io.IOException;
import java.util.Arrays;

public class ReadAirlines {
    public static void main(String[] args) {
        Scanner scanner = new Scanner(System.in);
        System.out.println("Enter the file name:");
        String fileName = scanner.nextLine();
        File file = new File(fileName);
        Scanner fileScanner = new Scanner(file);
        while (fileScanner.hasNextLine()) {
            String line = fileScanner.nextLine();
            System.out.println(line);
        }
        fileScanner.close();
    }
}
```



**“ONE OF THE FABULOUS THINGS I HAVE FOUND IS THE HUMANITY OF ALL THE STAFF I ENCOUNTERED.”**

Anonymous quote from the staff members survey

Business Support Officer, Jelena Bojic

An example of this work has been to support Evolve Housing's partnership with Women's Community Shelters whereby third-party organisations with available housing provide their properties to women and children escaping domestic and family violence. Evolve Housing manages these tenancies with Women's Community Shelters providing wraparound support for the residents.

Although the women pay rent, through the contractual arrangements the landlords agree to not receive rent, enabling the rental income to go towards providing support services to help the tenants get back on their feet.

The Governance and Legal team also assisted in the successful negotiation—and subsequent formalisation—of a \$100 million loan with the National Housing Finance and Investment Corporation (NHFIC).

See Chapter 2, Achieve Sustainable Growth for information about new development projects and property acquisitions this financial year.

## COMPLAINTS MANAGEMENT

We strongly believe addressing feedback and complaints from our tenants, clients and other external stakeholders is an important way to improve our services. We have a thorough complaints management policy and record and track all complaints in our Complaints Register.

A complaint is an expression of dissatisfaction with the standard or type of service provided by us. Complaints do not include employee conduct complaints, neighbour disputes or appeals enquiries (e.g. rent calculations or tenancy transfers) as these are managed separately.

We received 98 complaints during the 2021–22 financial year—an increase of 30% from the prior period.

The increase in the number of repairs and maintenance and customer service complaints can largely be attributed to delays caused by COVID-19.

The increased number of complaints also reflects increased understanding by tenants of our complaints management process. We have strived to increase understanding by including details on our website, in our resident newsletters, in common areas of our properties, and by increasing staff awareness of our complaints process so they can better support tenants to raise concerns.

We recognise that there are always improvements that can be made and thank all our tenants and stakeholders for helping us to continually raise the bar.



## TYPES OF COMPLAINTS RECEIVED:

- ACCESS & ACCOMMODATION = 5
- CONTRACTOR PERFORMANCE = 5
- CUSTOMER SERVICE = 21
- NEIGHBOURS = 9
- OTHER = 2
- REPAIRS AND MAINTENANCE = 42
- STAFF = 5
- RENT AND OTHER CHARGES = 9



## 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	2.1.2 Build capability across the business through succession planning and a framework for learning and development	Increase in employees' skills & knowledge	ACHIEVED
	2.1.3 Be a great place to work that attracts, engages and retains skilled and motivated team members	Voluntary Staff Turnover	NOT ACHIEVED Our turnover rate continues to remain higher than our target of <17% albeit the rate is equitable to high rates of turnover currently evident in the overall employment market.
		Increase in support of employees' health and wellbeing	ACHIEVED
		Increased non-financial benefits available to employees	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

# 4



Provided white goods in Roselands units.

## PROVIDE QUALITY HOMES AND SERVICES

Evolve Housing is committed to providing quality homes, tenancy experiences and support services to vulnerable people in the communities we serve. To deliver on this key strategic objective, we empower our tenants to have a voice in discussions around policies and processes that impact on their lives. We also regularly monitor satisfaction levels to ensure we continue to meet their needs.

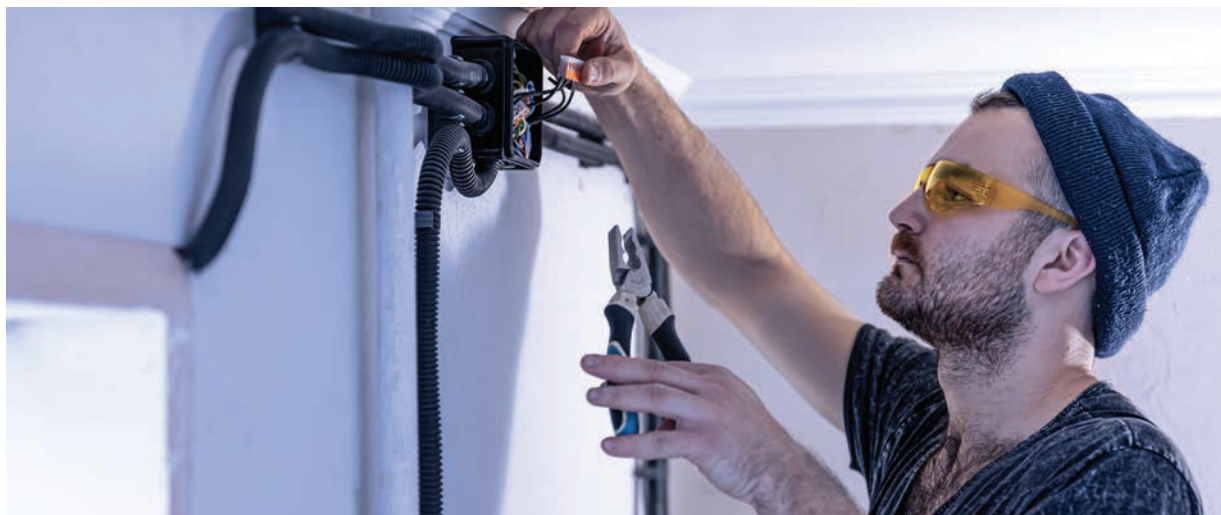
Ongoing refinement is critical to maintaining best practice across our asset and tenancy management systems. Here is a snapshot of our work in this area over the last 12 months.





Community common room provided to tenants in the Roselands property.





Critical maintenance and repair work during COVID-19.

## MAINTENANCE AND REPAIRS

In what has been an extraordinarily challenging year, Evolve Housing has continued our program of critical maintenance and repair work. COVID-19 restrictions, material and labour shortages and two extreme and damaging weather events made for an unusually complex operating environment over the last 12 months.

Our robust, performance-based maintenance contract system kept work disruptions to a minimum to ensure continuity of service throughout the year. A star rating system, where residents are prompted to submit a review by SMS after maintenance work is completed, is being created.

This is expected to launch in the second half of the 2022-23 financial year. It will ensure that residents' needs are being met and Evolve Housing is getting the best value for money from maintenance contractors.

## MAINTENANCE ADVISORY GROUP

In early 2022 we established a Maintenance Advisory Group (MAG) to give tenants a voice on the delivery and future direction of our maintenance and repair program.

With 15 members comprising staff and residents, the MAG meets monthly to provide feedback and ideas on how we can do maintenance better and increase tenant satisfaction through improved practices and procedures.

## OUTSOURCED MAINTENANCE PROGRAM

This year, Evolve Housing was contracted to deliver repairs and maintenance on behalf of the NSW Department of Communities and Justice (DCJ) at 54 of its crisis refuges across Sydney. Using a \$3 million grant, one aspect of these contracts was to provide weekly COVID-19 cleans and monthly deep cleans during the lockdown. We have also been given funding to upgrade the lighting in residences which house vulnerable people. This contract represents a vote of confidence in our ability to deliver a quality maintenance service and further strengthens the relationship with one of our key stakeholders.

## DEVITT ST LOCKDOWN SUPPORT

During the height of the pandemic, a 50-unit apartment complex in Blacktown was the first social housing building to be ordered into a 14-day lockdown under a Public Health Order. Over the following two weeks, Evolve Housing worked 24/7 with NSW Health and NSW



Volunteer staff supporting tenants of Devitt Street, Blacktown.

Police to support our residents living in this apartment complex after six residents tested positive to COVID-19.

Immediately responding to the order, we activated our COVID-19 Response plan and deployed our Care and Response Team. With support from our Community Engagement team, 20 staff worked together to ensure tenants in the complex were looked after.

Support included daily text messages and phone calls to check-in on the tenants' wellbeing, group Zoom chats, activities for children and even Friday night contactless takeaway delivery.

Many local businesses and community members also helped us support tenants, donating household items, meals, children's activity sets, day and night. Our thanks go to Woolworths Group, Hilton Foods Australia, Beak & Johnston, Ingham Enterprises, Foodbank Australia Glendenning, OzHarvest, McDonalds Blacktown, Gurdwara Sahib Glenwood, Mamalove Connect, MacKillop Family Services, Goodstart Early Learning, Pizza Alfresco, Sri Gavatri Group, Waratah Group Services and all the local businesses and community members who helped us.

Leftover items were distributed to local homelessness services and other Evolve Housing residents who were facing challenging times due to COVID-19.

## BIRRIBEE HOUSING

As part of our ongoing partnership with Birribee, Evolve Housing continues to provide maintenance and repairs on its growing portfolio of 130 properties for a management fee. This is an important and valuable partnership with an Indigenous Community Housing Provider that is based on a respected and mutual learning and capacity building for both organisations.

It is another example of building a strong relationship with a key stakeholder through the efficient and reliable delivery of quality support services.

## HEAT RESILIENCE PROGRAM

Evolve Housing worked together with Penrith and Hawkesbury City Councils as well as other Western Sydney based CHPs on the Heat and Social Housing in Western Sydney project.

Recognising that tenants living in the region were particularly vulnerable to soaring temperatures in summer, the project delivered resources and tips to help tenants to find cost-effective ways of staying safe and cool in cases of extreme heat. This year, Evolve Housing took this important work to the next stage through the *Shelter, Don't Swelter* initiative. Under this program, we installed

air conditioners and fans in properties across the Penrith Local Government Area which we own and manage on behalf of the Land and Housing Corporation (LAHC), and will continue to do so in future.

## HAWKESBURY NEPEAN FLOOD STRATEGY

Evolve Housing supported this important NSW Government initiative to educate residents in Western Sydney about the risks posed by flooding and how to mitigate those risks. As part of the Community Resilience Program component of the strategy, Evolve Housing residents in the area were provided with tools, information and strategies that meant they were better prepared to respond and evacuate during recent flood events.

## TOGETHER HOME

Evolve Housing is delivering the NSW Government's Together Home program in South West Sydney, Western Sydney and the Nepean Blue Mountains. Funded by DCJ, this program supports people who are experiencing homelessness to access accommodation through the private rental market, while receiving wraparound support for two years. Evolve Housing has opted for an in-house model for delivery of the support component.

With Together Home funding, we have been able to support more than 80 people who were previously sleeping rough. In Tranche 2, which rolled out during the 2021 lockdown, we received 45 allocations. Then, in Tranche 3, in early 2022, Evolve Housing was allocated an additional 35 packages.

All participants in the Together Home project are assigned an Evolve Housing case manager who identifies their

## HANDY-PERSON PROGRAM

In 2021–22, Evolve Housing piloted a program in the Western Sydney region to provide handy-person services to our elderly and disadvantaged tenants, and those with disabilities who struggle to complete small maintenance jobs like changing light bulbs and tap washers. Based on the success of the program so far, the pilot will be continued for the 2022–23 financial year, with a possibility of rolling it out across the organisation in the following financial year.



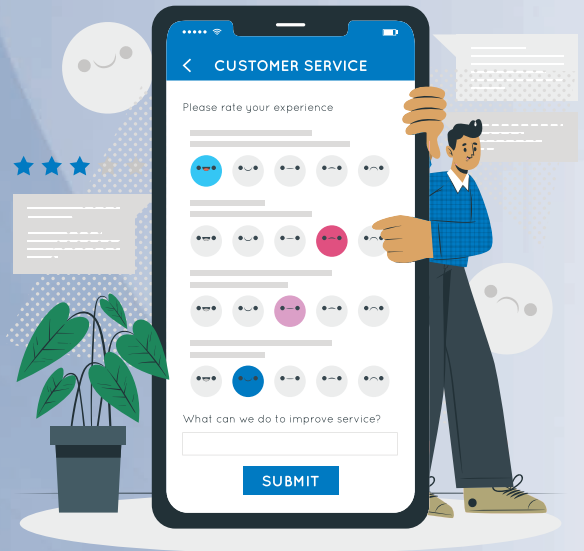
housing needs and provides access to the wraparound support services they need to sustain their tenancies. Working under Housing First principles, case managers advocate on behalf of their clients, identify potential barriers and monitor progress towards independence.

Acknowledging that Together Home is not a long-term, permanent housing solution for participants, this financial year the Government introduced the Together Home Transition Program, an initiative aimed to deliver 250 new social housing properties to prevent rough sleepers from returning to the streets. In a competitive tender process, Evolve Housing won a \$4.25 million grant under this new program. By adding \$2 million of our own funding, Evolve Housing was able to access \$6.25 million—enough funding to provide permanent housing for 25 Together Home clients. In July 2022, Evolve Housing used the funds to purchase a block of 17 new-generation boarding house units in Bankstown, which will be used to provide long-term housing.

## EVOLVING GREEN

Working in partnership with the NSW Department of Planning, Industry and Environment (DPIE), this year we retrofitted 50 Evolve Housing properties across six sites with solar panels. Part of our Evolving Green initiative, this important work has helped residents to reduce both their carbon footprints and power bills. Priority was given to tenants on the basis of need, including those living with a disability and older residents living in senior living complexes.

In one month alone, the solar panels saved residents \$12,000 in electricity costs. With sustainability playing an increasingly important role in successful tenders, initiatives like these will help set Evolve Housing up for future success.



## TENANT SATISFACTION SURVEY

Each year we invite our tenants to rate our services and provide feedback on areas where improvements can be made.

Our 2021 survey was conducted by Community Housing Industry Association (CHIA) in July and August, during the COVID-19 lockdown. We had a response rate of 31%, which is higher than previous years. Results from the survey showed that overall residents are happy with our services, despite the challenges of the pandemic and its impact on staff, services and the residents themselves.

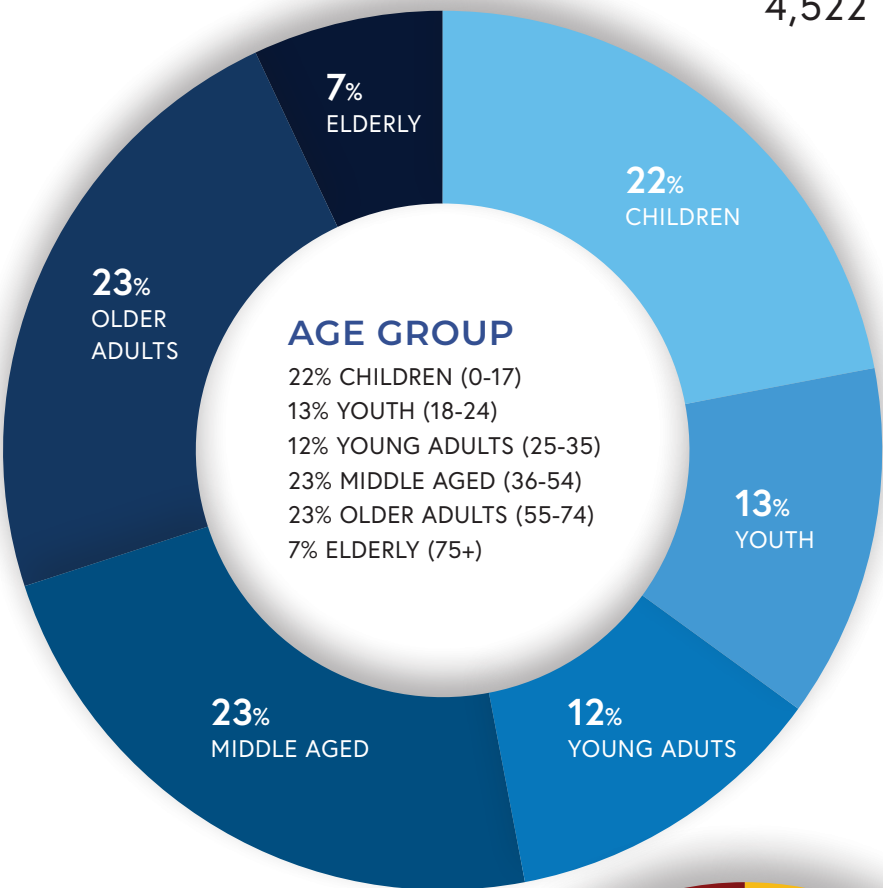
Respondents gave an overall satisfaction rate of 83% and we earned a rating of 75% or over across all categories, which included property condition, repairs and maintenance, information provision, communication and tenant involvement.

# OUR RESIDENTS

TENANT PROFILE 30 JUNE 2022

10,364 RESIDENTS

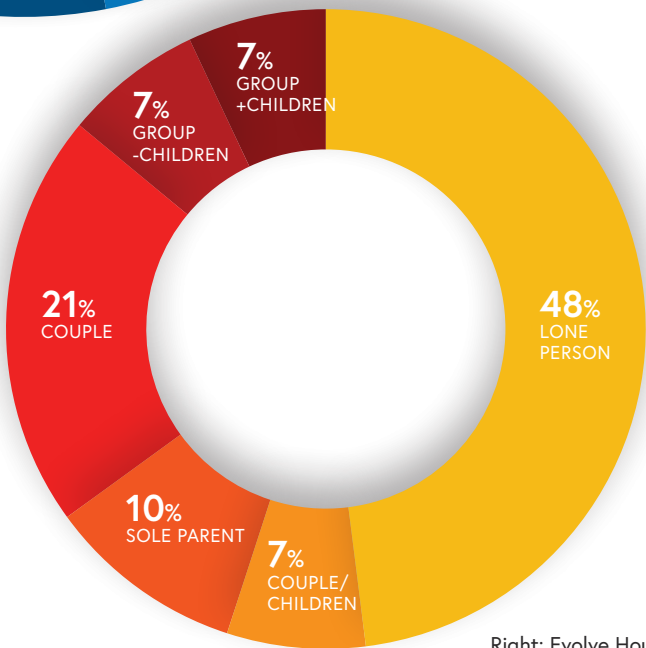
4,522 PROPERTIES



## HOUSEHOLD TYPES

- 48% LONE PERSON
- 7% COUPLE AND CHILDREN
- 10% SOLE PARENT
- 21% COUPLE
- 7% GROUP\* WITHOUT CHILDREN
- 7% GROUP\* WITH CHILDREN

\* 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: Figures are social housing residents.

Right: Evolve Housing residents.



## 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	Place-making and community safety initiatives for residents implemented	ACHIEVED
	3.1.2 Provide best practice tenancy management	Social housing residents visited	PARTIALLY ACHIEVED: Due to COVID-19 restrictions wellbeing checks were conducted via phone
	3.1.3 Improve early intervention services to assist our residents to sustain their tenancies	Maintain low level of non-rent arrears for Social Housing	ACHIEVED
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



## MARK RESIDENT STORY

“I SET MY PLACE UP WITH MY OWN  
BELONGINGS AND IT JUST FELT HOME.”

One of the many tenants who benefited from their time at the Arncliffe Community Hub is Mark, who came to the property from temporary accommodation for men experiencing homelessness.

For 30 years, Mark worked as a successful sales manager however when he lost his job, he could no longer afford the cost of his private rental.

In the three years prior to 2021, Mark had moved a total of nine times. One of these moves was to temporary homeless accommodation, which he said he was "so grateful for" as he didn't even have a car to live in at that point.

He was able to stay in that accommodation for a year, then he got referred to the Arncliffe Community Hub and became a tenant of Evolve Housing for 13 months.

During his time at Arncliffe, Mark said that he appreciated the strong support that was provided. "There was always assistance, they were only a phone call away," Mark said of Arncliffe's two on-site Evolve Housing staff Paea and Carrie Ann.

"It's just the little things, a loaf of bread on a Tuesday, them always checking in on my welfare—asking, am I

happy, do I feel safe, questions like that from time to time. That just made me feel happy, that someone cared." He also gained a new companion while living at Arncliffe—a beautiful, intelligent Kelpie named Sam. Mark became the owner of Sam in tragic circumstances, after the dog's original owner (also a tenant of Arncliffe) passed away.

As Mark was sitting outside when the Police came to investigate, he was asked to mind the dog temporarily, however he decided to adopt Sam permanently.

Mark and Sam have now been transitioned into a longer-term social housing property managed by Evolve Housing.

"Initially it was daunting but after I settled in, I was just so thankful and grateful that the accommodation was made available. I was able to move my belongings out of storage, they'd been in storage for three years, so that saved me money. I set my place up with my own belongings and it just felt like home." Mark said that his new apartment is bright, airy, clean and fresh looking.

"I set my place up with my own belongings and it just felt home," Mark said of the experience.



“THERE WAS ALWAYS ASSISTANCE,  
THEY WERE ONLY A PHONE CALL AWAY.”







Evolve Housing staff helping to supply food donations to tenants during COVID-19 lockdown.





Business Support Officer, Allana Kitchener.

## IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

Evolve Housing understands that providing a better future for our residents and clients involves more than helping them put a roof over their heads. That is why, in addition to delivering secure housing, we provide people with the support they need to engage with and contribute to their communities. This includes programs, events and activities which assist residents to develop life skills, pursue education and employment opportunities and maintain their health.

Our Pathways team is committed to creating communities that are inclusive, connected and resilient. Here is a snapshot of the work Evolve Housing has been doing over the last 12 months to build on this vision.



Evolve Housing residents attending the Imagine Robotics event.

## OPPORTUNITY PATHWAYS

Through this important program, we support people in social housing, many of whom are not Evolve Housing residents, to overcome barriers and take advantage of education and employment opportunities, with the goal of helping achieve long-term positive outcomes in their lives. In 2021–22, we delivered this program in South West Sydney and the Nepean Blue Mountains districts.

Participants, who must be 17 years or over, are assigned a case coordinator who helps them identify barriers to employment and training. Case coordinators provide practical support with resume writing and interview skills development. They also advocate for participants, often driving them to job interviews and reaching out to potential employers on their behalf.

Ongoing support is provided for up to 26 weeks to ensure participants stay in jobs. Where required, additional support is made available through a brokerage system to help cover the cost of things like transport or petrol to help the clients remain in their jobs.

Although the program has come to an end in its current format, we were selected to continue running the newly structured program in South West Sydney for another three years — a strong vote of confidence in

our capacity to deliver support services. We are one of only four providers chosen to continue the program, which from 1 July 2022, is funded through the NSW Government's new social impact investment model, based on outcomes achieved.

### 2021–22 OUTCOMES

It was another very successful year for our participants and case workers. We exceeded many of our KPIs across both districts and notably, we exceeded our target for employed clients remaining in work for 26 weeks or more by a staggering 200%.

In the Nepean Blue Mountains, we supported 101 participants:

- 47 participants were placed into employment
- 36 commenced training and education courses
- 25 completed their training.

In South West Sydney, we worked with 343 participants:

- 128 participants were placed into employment
- 130 commenced training and education courses
- 73 completed their training.

Across our two contracts, we supported participants to land jobs in areas including traffic control, warehousing, retail, pick packing, cleaning, disability support work, administration and labouring.



Evolve Housing residents.



School holiday program activities.

## RESIDENT ENGAGEMENT PROGRAM

This important initiative provides residents in need of assistance with financial support and skills development opportunities through grants, events and other activities.

Grant funding is provided to residents who are studying and might need help covering the cost of course fees, technology and textbooks.

Support is also provided to families who are struggling financially to cover the cost of their children's school uniforms and extra-curricular activities like school sport. Other engagement activities include workshops, support groups and programs for children.

We were pleased to be able to return to in-person events in 2022, following two years of disruptions to our event schedule. In 2021–22, the grant programs and activities offered were:

### MONEY MINDED WORKSHOP

Residents learnt how to manage their money and take control of finances. This workshop covered topics that include creating budgets, reducing debt, saving money, managing credit cards and more.

## IMAGINATE SCHOOL HOLIDAY PROGRAM

After not being able to run face-to-face programs for much of the last two years due to COVID restrictions, we were delighted to resume Holiday Fun activities for our young residents this year. In April 2022, we held a robotics and programming day of fun in Merrylands and Bankstown with 15 residents attending.

From sports and science shows to STEM learning by building robots, our Imagine series helps children explore the world of learning in a fun and creative way.

Special thanks go to the wonderful Pathways team members who went above and beyond to keep children active and engaged through the lockdowns with virtual activities like Lego-building and colouring-in.

### BANKSTOWN WOMEN'S GROUP

This year, Evolve Housing established a support group for women living in Bankstown who wish to be connected and supported by other women in their local community.

### GO! GRANTS

This program offers financial support to encourage children to get involved in sports and physical activity.

- 3 grants totalling \$1,050 were provided





Evolve Housing resident Amanda with the Vegepod garden.

### 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.

- 14 grants totalling \$16,550 were provided

### COMMUNITY GARDENS

In partnership with Community Greening, we help residents start community gardens. This has the dual benefit of encouraging social interaction and encouraging residents to build friendships, while also developing a sense of satisfaction from the joy of sharing home-grown fruit and vegetables within their community. This year we supported 10 residents to establish a community garden.

### FRIENDSHIP AGED NETWORK

We have continued to provide critical support to Evolve Housing's senior residents during what was a difficult year. Under this initiative, tenants volunteer to call vulnerable and isolated elderly residents once a week to check in and have a chat. It is an important strategy for keeping this cohort connected to the Evolve Housing and wider community.

- 22 regular participants and 1 volunteer

### NILS (NO INTEREST LOAN SCHEME)

Evolve Housing is a registered provider for the Good Shepherd Microfinance program that helps those on low incomes to purchase essential items (such as whitegoods, furniture, computers and educational supplies) on no interest credit.

- 5 applications completed

### PRIMARY SCHOOL HELP

We provide financial support to families with primary school-aged children to assist with educational costs such as school fees.

- 7 grants totalling \$3,970 were provided

### 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.

- 14 grants totalling \$16,117 were provided

### STREET LIBRARY

We have installed street libraries in some resident communities, helping to create a love of reading while also giving residents a place to take, leave and share books with their neighbours.

### CARETAKER PROGRAM

Under this successful initiative, Evolve Housing identifies Bin Caretakers in our housing complexes who are willing to help out by tidying up, cleaning and taking bins in and out. Participants in the program receive a rent credit for their efforts. They are a valuable set of eyes and ears on the ground who can advise the team when lawns need to be mowed and common areas haven't been cleaned properly.

- 10 Bin Caretakers across 10 properties

## RESIDENT ENGAGEMENT STRATEGY

Completed in 2021, our Resident Engagement Strategy (RES) was launched in a virtual event for staff and tenants in March 2022. We developed this strategy to create an organisation-wide culture where staff from all levels of the business seek feedback from residents when making decisions. Our aim is to ensure we are communicating with residents regularly and acting on their feedback to continually improve our tenancy management, support services programs and events. Residents, staff and Board members were consulted extensively in the development of this important guiding document.

This year we took significant steps towards embedding this strategy in our day-to-day practice. This has included a commitment from every person in the organisation — including members of the senior executive team — to attend at least one community event. Staff have already been enthusiastically embracing this commitment and making an important contribution to social events, Seniors Week activities, outings with tenants such as a Vivid Cruise, community gardening projects and school holiday fun days.

As part of the RES, each unit of the business must also demonstrate at least one initiative where they have consulted and received feedback from residents.

## RESIDENT ADVISORY GROUP

After two years of meeting virtually during the COVID-19 pandemic, the RAG was able to get together face-to-face again in 2022. Evolve Housing worked hard to provide RAG members with the technology support and training they needed to continue meeting online throughout the period of lockdowns and restrictions.

The RAG provides our residents with a voice on issues that impact on their lives. It is an inclusive forum where they can share ideas and experiences, provide feedback to the business and consult on policies and processes. Evolve Housing takes action to ensure the RAG is as diverse as possible in terms of gender, age, cultural background and geographic spread.

## COMMUNITY ENGAGEMENT COORDINATOR AT ARNCLIFFE

This year, generous funding from the Vincent Fairfax Family Foundation enabled Evolve Housing to employ a dedicated place-based Community Engagement Coordinator at our Arncliffe Community Hub. Their role was to establish and build networks within the community and work collaboratively with services to deliver positive outcomes for the 140 Arncliffe residents.

The Coordinator also created the Health Linkage Service, which was an initiative developed from the need to link in residents with local GPs, mental health, drug and alcohol,

family support and women's health services. Staff from the South Eastern Sydney Local Health District worked tirelessly alongside Evolve Housing staff to deliver information sessions, make referrals, advocate and promote services such as the South Eastern Sydney Recovery College, which delivers free mental wellness courses. Within a three-month period, over 50 residents engaged with the initiative. There were 17 GP referrals, 8 mental health referrals, 14 participants interested in finding out more about women's health and 34 participants classified as wanting to know more about 'other' health services. Furthermore, to increase social inclusion, activities such as the Community Roadshow, Cooking with George, an Easter gathering and End of Year celebration provided an opportunity for residents to come together in an informal environment and mingle with their neighbours. An average of 20–25 residents would participate in any given event.

The placed-based approach to delivering this comprehensive support was recognised on a state and national level in the Australasian Housing Institute's Brighter Future Awards, winning the 2022 award in the 'Leading Community Engagement Practice' category.

## SOCIAL SECTOR INNOVATION FUND

Through this \$130,000 government grant, Evolve Housing was able to provide additional support to households impacted by COVID-19. Additional support was provided by ALDI, which donated practical goods like fresh blankets to help vulnerable people through the difficult winter period.



## SUPPORT UNIT PROGRAM

Under this important service, Evolve Housing Support Unit Officers receive referrals from within the business, for new tenants who may need extra support to help them manage their tenancy. Our team does a needs assessment to identify issues the tenant may be having in terms of mental health, domestic violence or rent arrears. Support Unit Officers then identify and connect tenants with the appropriate supports they need to overcome the challenges they are facing and sustain their tenancies.

## 2021–22 OUTCOMES

We received 216 referrals, primarily from housing managers and the EchoRealty team. Of those, 154 residents received support. Some of the key supports offered to tenants included access to external financial assistance to help with rental arrears, food packages, vouchers and assistance with managing domestic violence and mental health issues. Our team also supported some clients who had tested positive to COVID-19 by making wellbeing phone calls and facilitating food drop-offs.

## 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 in which they can contribute to improvements in service delivery	Resident Advisory Group is effective	ACHIEVED
	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

## FRED RESIDENT STORY

**“I WORKED IN REAL ESTATE, AND [EVOLVE HOUSING] IS NOT YOUR TYPICAL AGENT, IT’S MORE OF A COMMUNITY.”**

While Evolve Housing is primarily a housing provider, we also aim to give our residents an opportunity to participate in a community and feel included.

One of our residents who has well and truly taken up that opportunity is Fred, who has been an Evolve Housing resident since 2018 and collaborated with us in multiple capacities this year.

Fred's first foray into working alongside Evolve Housing was taking up the role of caretaker at his western Sydney unit block. This role requires him to put the bins out and keep the common areas tidy, in exchange for a credit in his rent account each month.

While he was content to stick to that role for a few years, Fred decided to join our Resident Advisory Group (RAG) in early 2022 as a way to stay occupied in retirement.

Previously working in finance and real estate, Fred has plenty of valuable skills and insights to offer to the RAG, and said he enjoys connecting with the other members at monthly meetings. Evolve Housing staff were also fortunate enough to hear some of Fred's wisdom in June 2022, when he shared a speech with us as part of

our Diversity & Inclusion launch. Fred's perspective on diversity was invaluable, as both a client of our services, and due to his life experiences.

Born in Egypt to a French Syrian mother and Armenian Greek father, Fred speaks three languages (Arabic, French and English) and moved to Australia in 1966.

In his speech, Fred reflected on the diverse nature of his neighbours in his Evolve Housing property: "My block of units has Iraqis, Lebanese, Pakistanis, Nepalese, Somalis, Ethiopians, Italians, Australians, Turkish and Afghans. It demonstrates the diversity of our country. Guildford is a microcosm of all national descent. It is inspiring to connect with this multicultural Australia."

Referring to his experience as a resident of Evolve Housing overall, Fred had similarly positive feedback to offer.

"It's been very positive to be honest and that's why I'm very happy, the people that I deal with at Evolve Housing are all wonderful," he said. "I know real estate, I worked in real estate, and this is not your typical agent, it's more of a community."



IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS







EchoRealty's Living magazine newsletter.

## ABOUT ECHOREALTY

EchoRealty is Evolve Housing's profit-for-purpose full service real estate business specialising in general property management and affordable housing management.

A separate division of Evolve Housing, EchoRealty aims to provide affordable, high-quality properties and supportive tenancy management services to residents and landlords, while also helping to increase the supply of affordable housing by partnering with developers and investors. Profits made by EchoRealty are reinvested to create more social and affordable housing stock and to fund programs to support positive outcomes for disadvantaged and vulnerable members of the community.

Evolve Housing has a long history in managing affordable housing properties, beginning with 40 affordable properties in 2009. Today, through EchoRealty, which launched in 2017, Evolve Housing manages more than 1,700 affordable properties. In 2020, EchoRealty expanded into Victoria\*, then in 2021, the business entered the ACT market.

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

“TODAY, ECHOREALTY MANAGES MORE  
THAN 1,700 AFFORDABLE PROPERTIES.”



Gadigal Avenue, Waterloo NSW.



EchoRealty's core business is managing affordable housing (owned by Evolve Housing, councils or a private landlord). On a fee-for-service basis, the team also provides management services for some privately-owned properties leased at market rent. Additionally, EchoRealty provides fee-for-service management for Essential Worker Housing, which is offered at below market rent to eligible applicants who are employed in frontline services such as aged care, health care, education, emergency services, childcare and law enforcement.

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

Read on to learn about EchoRealty's highlights and achievements for 2021-22.

Lachlan Street, Waterloo NSW.



## EXCEPTIONAL GROWTH

It was a hugely successful year for EchoRealty with the business growing by over 17%, with 1,452 properties (excluding properties owned by Evolve Housing) under management. This far exceeded the target of 3% growth, and was driven by new tenders and partnerships, and the outstanding work of our small team.

This year, we won the tender to manage Bayside Council's affordable housing properties, under its new Affordable Housing Program endorsed by Council in June 2021.

Under the agreement, EchoRealty will provide tenancy management services for the Council for a period of five years. The first five properties of an initial 45 dwellings were transferred to Bayside Council in November 2021, with the remainder being transferred over a further four tranches.

The agreement also includes partnering with Bayside Women's Shelter to prioritise tenancies for families escaping domestic violence. Bayside Council has plans to expand this program so we anticipate this partnership and the number of properties under our management will grow over time.

We have continued to manage the affordable housing portfolios of Parramatta City Council, Willoughby City

Council and the Sydney Olympic Park Authority, while further developing strong partnerships with these entities.

Our ongoing partnership with Altis Property Partners (and Aware Super) has continued strongly. We provide tenancy management services for Aware Super's key worker housing portfolio, through a partnership with Altis Property Partners. These properties are voluntarily offered at 20% below the market rate, with the subsidy coming at no cost to the community or government.

We are currently managing more than 300 properties in the key worker housing program, with an additional 1,500 in the pipeline for NSW, Victoria and the ACT.

## WEBSITE UPGRADE

In April, EchoRealty launched a new website with upgraded functionality and accessibility to create efficiencies and improve the user experience for tenants, landlords and our staff. A key feature of the new site is the tenant and landlord portal, providing users with direct access to their information at any time.

Through the portal, tenants and landlords can check their rent payments, request ledgers electronically, report repairs and maintenance and connect with the EchoRealty team seamlessly.

The website also provides the ability to search for EchoRealty managed properties across multiple states. Prospective tenants can search directly on EchoRealty's three websites for an affordable property that suits their needs. The new website has also contributed to growing awareness of the EchoRealty brand and services.

## IMPROVED EFFICIENCIES FOR OUR STAFF

We implemented new industry-leading software to better support our staff to provide the highest quality service to clients. This included introducing a new online application process (known as SNUG) and transitioning to new customer relationship management software.

We also implemented a new finance system, with greater automation capabilities, particularly in regard to recording rental payments. These new systems have led to efficiencies within the business and enabled our staff to better service their clients.

## INDUSTRY RECOGNITION

Our industry-leading partnership with Altis Property Partners and Aware Super, which provides affordable housing for essential workers, was recognised in the 2021 PowerHousing National Awards, taking out runner up in the *Business Partner* category. This award recognises a partner working with a PowerHousing member to develop projects, construction developments or services that result in measurable improvements for the nomination organisation and positively contribute to the housing sector.

## MOVING INTO THE ACT

Through our partnership with Altis Property Partners and Aware Super, we launched EchoRealty in the ACT in September 2021. Aware Super branched out to the ACT with 40 additional properties, which EchoRealty is managing as part of our commitment to the agreement and growing our services.

“...WITH ALTIS PROPERTY PARTNERS AND  
AWARE SUPER...RECOGNISED IN THE 2021  
POWERHOUSING NATIONAL AWARDS.”



Lachlan Street, Waterloo NSW.





Evolve Housing staff members.

## PEOPLE AND GOVERNANCE

Our ability to recruit and retain high-performing, passionate staff is crucial to Evolve Housing's success and demonstrates we are an employer of choice within the community sector. Through our dedicated workforce, we are able to provide the support and services our tenants and clients rely on to find and secure housing, maintain their tenancies and improve their lives.

Our ongoing commitment to pay above the Award, four extra days of leave per year on top of four weeks of annual leave, a Wellbeing Leave Day and our parental leave benefits are some of the ways we recognise the performance and skills of staff. We continually look for other benefits we can offer employees to ensure all of our team feel recognised, valued and respected. This section highlights some of the enhancements we made for staff in 2021–22.

### STAFF WELLBEING

We offer all staff a Wellbeing Leave Day as an additional leave day, covered by the organisation. This year, this was held in October to coincide with World Mental

Health Day. Our office was closed, ensuring all staff took the day as leave to do something special for themselves. See page 97 for other initiatives we held to promote positive wellbeing and support the welfare of our staff.

“OUR COMMITMENT TO PAY ABOVE THE AWARD, 4 EXTRA DAYS OF LEAVE PER YEAR ON TOP OF 4 WEEKS OF ANNUAL LEAVE, A WELLBEING LEAVE DAY AND PARENTAL LEAVE BENEFITS.”

#### STAFF GENDER

**82** (70%) FEMALE STAFF

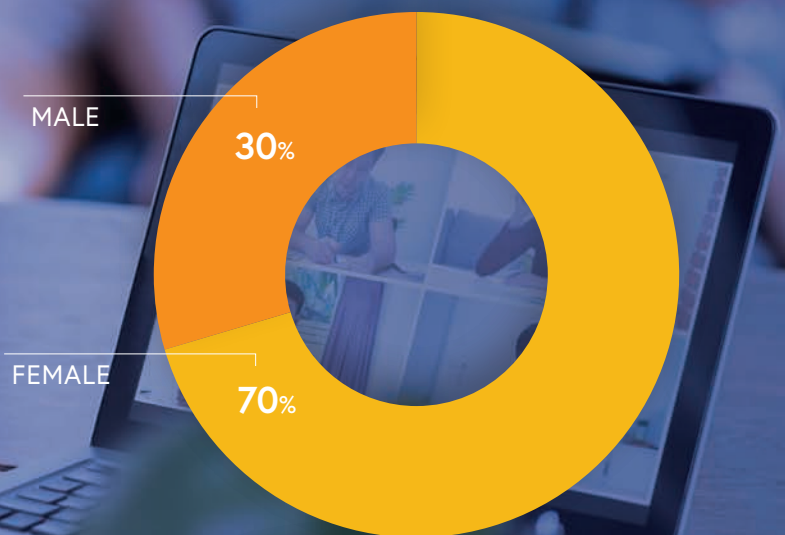
**35** (30%) MALE STAFF

#### BOARD AND EXECUTIVE AND MANAGEMENT

**15** FEMALES (58%)

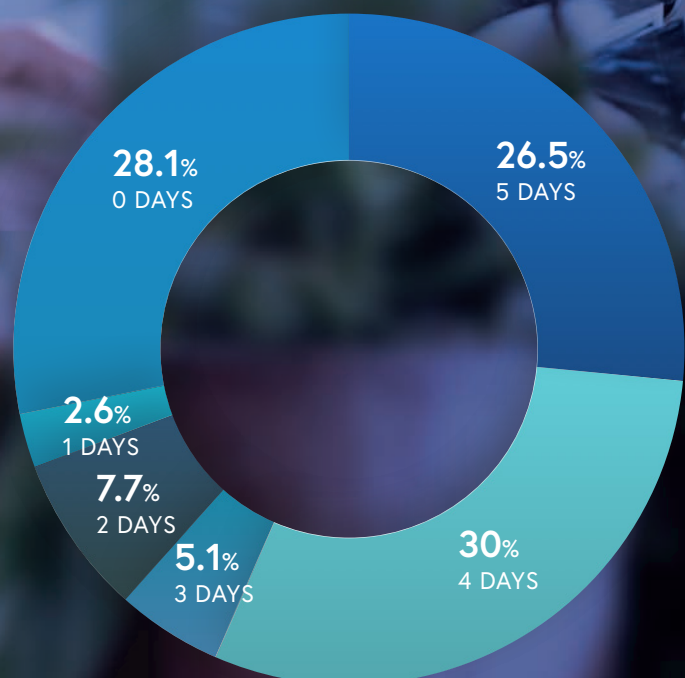
**5** FEMALE DIRECTORS (45%)

#### 117 EMPLOYEES



#### FULL WORKFORCE (117):

28.1% CHOOSE TO WORK FROM THE OFFICE  
 26.5% WORK FROM HOME 5 DAYS/FORTNIGHT  
 30% WORK FROM HOME 4 DAYS/FORTNIGHT  
 5.1% WORK FROM HOME 3 DAYS/FORTNIGHT  
 7.7% WORK FROM HOME 2 DAYS/FORTNIGHT  
 2.6% WORK FROM HOME 1 DAY/FORTNIGHT





100%

OF THE WORKFORCE  
LEVERAGED SOME FORM OF  
**FLEXIBLE WORKING OPTION**



27.3%

OF THE WORKFORCE WORKED A  
**COMPRESSED WORKING WEEK  
OR FORTNIGHT**



7.7%

OF THE WORKFORCE  
**WORKED PART-TIME**



72%

OF THE STAFF OPTED  
IN SOME CAPACITY TO  
**WORK FROM HOME**



## FLEXIBLE WORKING

We revised our formal Flexible Working policy (launched in 2020) this year by providing more options for alternative working and leave arrangements. Staff can now choose to work part-time, remotely, or to adopt a compressed working week or fortnight where they cover their hours over fewer days. Flexi-leave and purchasing additional

annual leave are other benefits available to staff. With our workforce required to formally return to the office in some capacity in April 2022, we also revised working from home arrangements. Staff can now choose to work from home up to five days over a fortnight (50%), an enhancement from our prior option of one day per week (20%).



## PEOPLE AND CULTURE ACHIEVEMENTS

### WORKING THROUGH COVID-19

We are immensely proud of the way our staff have continued to provide high quality, timely services and supports to tenants and clients — even through some very strict and trying times during the COVID-19 pandemic.

With measures taken to ensure staff had the tools and training they needed to work efficiently in a hybrid model, we were able to maintain a productive and efficient workforce. Key to this were initiatives across the year aimed at promoting employee engagement and building a strong culture – despite our teams not physically being together.

### COVID-19 VACCINATION POLICY

We are committed to providing a COVID-safe environment for our staff and the people we support. A major project in the past year has been to develop and implement an ongoing COVID-19 safety management plan and vaccination policy that enabled us to manage risk and assist with maintaining the health and safety of our staff and clients.

To ensure we were collaborative and heard the views and perspectives of our staff, we surveyed and engaged with employees along all stages of the journey, asking what was important to them and keeping them informed. Once the policy was implemented, we continued to actively

engage with staff, particularly those who were not able or willing to be vaccinated due to health reasons or belief systems. This high level of engagement allowed us to work with individuals to provide alternative working solutions where necessary and achieve positive outcomes for both the organisation and impacted staff.

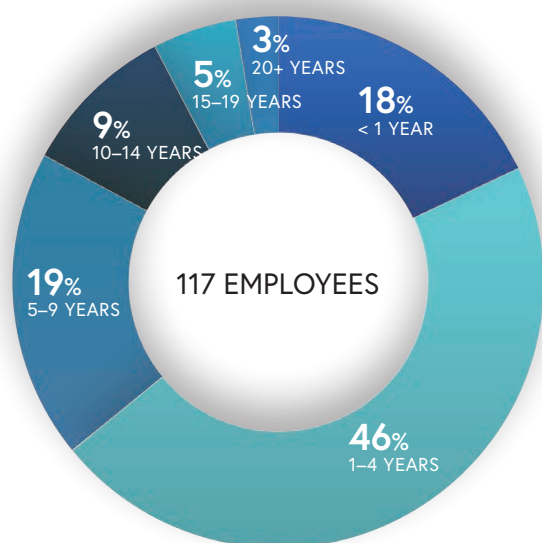
### DIVERSITY AND INCLUSION

Cultural diversity is extensive within Evolve Housing with 23 languages spoken by employees. To ensure we are meeting the needs of this diverse community, this year we formed a Diversity and Inclusion Working Group and began developing the organisation's first Diversity and Inclusion Strategy.

Through this strategy, we aim to increase education and awareness around diversity and inclusive practices, while also recognising and celebrating the diversity we have within our organisation.

In developing the strategy, we conducted a survey to better understand how staff felt about inclusion within Evolve Housing and to identify areas of improvement. The survey, which had a completion rate of 89%, was extremely positive. Some keys findings were:

- 75% agreed or strongly agreed that Evolve Housing's culture was very inclusive.



## STAFF TENURE



A third (36%) of our workforce have been employed with Evolve Housing for more than four years. We seek to achieve strong retention, balanced with engaging new employees, to ensure we can create an innovative, motivated and fresh-thinking culture.

- 83% agreed or strongly agreed that taking diversity and inclusion seriously is part of our culture.
- 85% agreed or strongly agreed that Evolve Housing employees are understanding and accepting of the cultural differences of individuals within our workforce.

While the survey results were positive and show Evolve Housing to be both inclusive and supportive of a diverse culture, we are committed to continual improvement in this area. As such, we have made a commitment to increase our focus in several specific areas including:

- Increasing awareness of mental health and increasing our capability to support employees with mental health issues.
- Reviewing our policies and benefits, such as our parental leave policy, to further support the 44% of employees who have carer responsibilities.
- Further expanding our gender diversity through increasing participation of males and non-binary individuals when hiring new employees.

## RECONCILIATION ACTION PLAN

We began our reconciliation journey with the Board and Executive team endorsing a plan to develop Evolve Housing's first Reconciliation Action Plan (RAP). To

support this work, an external consultant has been engaged to assist and guide a new Working Group, which will be formed in the coming financial year.

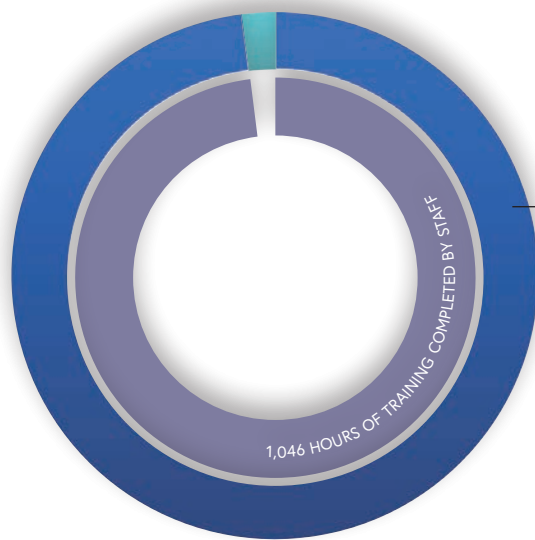
Although we are in the very early stages of this work, we are already increasing our engagement activities and participation among Indigenous communities, and with our staff who identify as Indigenous and Torres Strait Islander. Our goal is to submit the RAP to Reconciliation Australia within six months.

As part of our diversity and inclusion work, and in alignment with our reconciliation activities, we held a National Sorry Day event in our office with staff and clients to acknowledge and show our respect to the Stolen Generations.

## LEADERSHIP DEVELOPMENT

During 2021-22, we concluded the first year of our newly created Leadership Program, aimed at building the competencies and capabilities of management and leadership team members. A significant focus of the program has been enhancing our organisational culture and building cohesive and effective teams.

The program has enabled participants to develop deep self-awareness of our leadership purpose and behaviours,



## 98% COMPLETED TRAINING

- 1,046 hours of training completed by staff
- 98% of staff completed compliance training
- 2% partially completed

while increasing their capabilities in mentoring, coaching and providing support to their staff. Other positive outcomes included enhanced collaboration and cross-team interactions and increased awareness about psychological safety within the work environment.

By engaging with our managers and leaders around Evolve Housing's internal culture, we have been able to drive accountability, model and address positive behaviours and demonstrate ways to encourage continuous improvement, agility and adaptability.

Forty-two staff members are now participating in the program, representing 36% of our total workforce. Through our Talent and Succession Framework, an additional 14 employees who are identified as showing strong potential have been invited to participate in the Leadership Program in the next financial year.

## TRAINING AND DEVELOPMENT

Evolve Housing is committed to supporting all staff to increase their capabilities and competencies. To ensure continual improvement, employees are encouraged to establish formal development goals with their managers. Additionally, through our Continued Education Policy we offer up to \$5,000 each year to staff who wish to pursue external tertiary education. This year, all

employees nominated development goals and 13% of the workforce applied for our Continued Education funding. This funding enabled staff to undertake tertiary studies in many different competencies including Mental Health and Psychology, Counselling, Accounting, Building Management and Real Estate and Property Management.

A major focus this year has been to build the project management skills and competencies of staff. Almost a third of employees (27%) completed specialised training in this area, facilitated by Project Management Networks Consulting. We also supported our Social Community Housing team to gain further tertiary qualifications and academic knowledge, with 23% of this team commencing a Certificate IV in Housing during the year.

In recognition of the challenging times our workforce was facing, especially during Government-enforced lockdown periods both at work and at home, we offered a series of masterclasses on maintaining productivity, engaging remotely and supporting positive wellbeing. Topics included building resilience, mindfulness, personal organisation when working remotely and survival strategies for parents during lockdown.

Additionally, People & Culture supported the IT team with training staff to be able to efficiently and effectively use new technology and IT systems implemented to support the hybrid working model.



### STAFF AGE

<b>1</b>	(<1%)	<20 YEARS
<b>12</b>	(10%)	20-29 YEARS
<b>34</b>	(29%)	30-39 YEARS
<b>26</b>	(22%)	40-49 YEARS
<b>29</b>	(26%)	50-59 YEARS
<b>15</b>	(13%)	60+ YEARS

### 117 TEAM MEMBERS

During 2021-22, Evolve Housing had a workforce of 117 team members, slightly lower than the previous year. 60% of our employees were frontline workers who directly support our clients.

### RETENTION

Our employee staff retention remains high with a rolling average of 97.92%.

### CULTURAL BACKGROUND

- 24% of staff primarily speak a language other than English at home.
- 38% of staff identify with another ethnicity other than Australian.

Stephanie Genovese, Case Coordinator Resident Services.

## PERFORMANCE

Evolve Housing is a performance-based organisation. Our employees set performance goals which are aligned to our Strategic Business Plan. This ensures, as a whole, the organisation is working towards achieving our strategic outcomes.

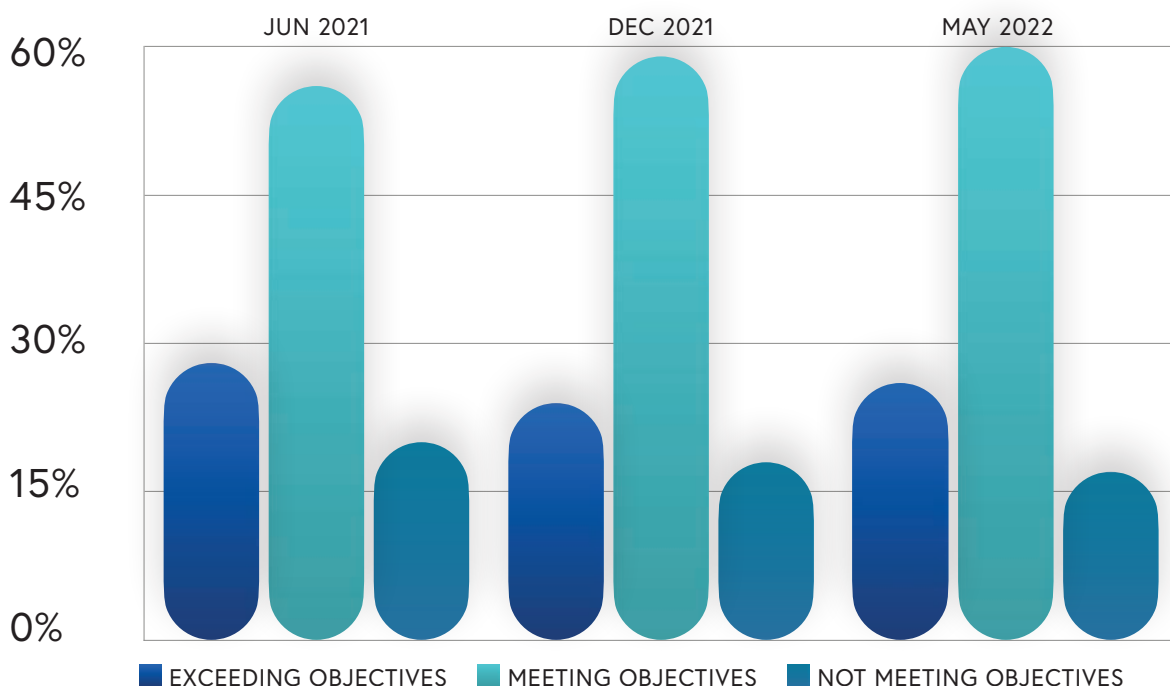
Over the past year, we have been working towards improving our organisation-wide performance against the goals set. The graph below shows an increase in staff meeting their objectives.

## SUPPORTING THE WELLBEING AND WELFARE OF STAFF

Developing an organisational culture which promotes positive mental health and wellbeing is important to Evolve Housing. This financial year, People & Culture hosted a range of virtual and in-person initiatives aimed to supporting staff through tough times and looking after their welfare. We also focused on providing opportunities

for staff to engage with each other through fun activities, even when we couldn't meet face-to-face. A few highlight events were:

- Bring your pet to a virtual meeting — August 2021: This fun activity encouraged staff to include their furry friends in a meeting with their peers.
- World Gratitude Day, September 2021: Staff participated in a virtual peer recognition and gratitude session where good news stories were shared and celebrated.
- RU OK Day: A virtual mental health awareness event was held for all staff.
- We conducted an Employee Pulse Survey in October 2021 to gauge how staff were feeling about returning to the office and engagement with their peers.
- In May 2022, we hosted Wellness Month. Staff were invited to participate in activities such as massages and guided meditation. We also assisted staff to access flu vaccinations at this time.
- We also ran an all-staff trivia event as well as interactive live and virtual cooking classes with celebrity chef Manu Feildel.



## BOARD OF DIRECTORS



**PAUL HOWLETT**

CHAIRPERSON

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



**RHONDA HAWKINS** AM, FAICD

DEPUTY CHAIR

**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 ZAMMIT** AM, FAICD

DIRECTOR

**ALAN** has had an executive career spanning over 50 years in urban, regional and community development. He has extensive experience as a professional non-executive director, Board chair and chair and/or member of Finance, Audit and Risk Committees spanning multiple sectors including property, funds management, education, health, government and not-for-profit. 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.



**DAVID BORGER**

DIRECTOR

**DAVID** is the Executive Director of Business Western Sydney, a not-for-profit business group representing the region's largest organisations in government, industry and community. It advocates for public and private sector investment that will make the region a better place to live, work, play and learn. David has also served as a NSW Government Minister for Roads, Housing, and Western Sydney. David 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 Airways, Virgin Australia Airlines and GWA Group Limited. She is a former Director of CARE Australia and former Chair of Keep Australia Beautiful NSW. Her current appointments include Director of ASPECT Studios, GNS Ltd and Local Land Services and an independent committee member at APA. Kay's key areas of expertise are organisational transformation, change leadership, commercial distribution and revenue management.



**NAREEN** is one of Australia's leading workplace diversity practitioners, and a champion for social justice. Her work is influenced by her Indigenous and culturally diverse heritages. Nareen received the Westpac 100 Women of Influence honour for Diversity. Nareen sits on the boards of Diversity Arts Australia, Souths Cares and Per Capita. Nareen was Director and Employment Lead at PwC's Indigenous Consulting and is currently Industry Professor at Jumbunna Institute of Education and Research at UTS.



**DAVINA** is a property professional with a passion for sustainability, and has led the Green Building Council of Australia since 2019. A qualified engineer, Davina worked on large-scale construction projects in Sydney and London, and helped build an award-winning school in the Himalayas. Her work at Stockland culminated in its recognition as the world's most sustainable property company, and she has received multiple industry awards. Davina is on the Board of the Australian Sustainable Built Environment Council.



**GEORGINA** has more than 25 years' experience in the financial services and property industry with significant global experience in corporate transactions, capital raisings, initial public offerings, funds management, corporate strategy, and acquisitions and divestments. Georgina has extensive executive and board experience — notably, she is the Chair of Cbus Property, which is one of Australia's leading integrated property developers. In addition, Georgina is on the Boards of Waypoint REIT and Tassal Group.

## BOARD OF DIRECTORS



**DR ROBERT LANG**

DIRECTOR

**ROBERT** brings deep knowledge and passion for Western Sydney, a previous CEO of Parramatta City Council, the Sydney Harbour Foreshore Authority and Pacific Power. He is an Adjunct Professor at the University of Western Sydney School of Business, and sits on the Boards of Ability Options, Sydney Festival and Greater Sydney Parklands. His expertise includes urban planning, placemaking, strategic repositioning, restructuring, corporate governance, finance, technology, risk management, and human resources.



**TIM REGAN**

DIRECTOR

**TIM** is an experienced executive and non-executive director with expertise in the health, property and services industries. He is the Chief Operating Officer of The George Institute for Global Health and has previously worked in senior and executive roles at Mirvac Group, TJS Services, Sydney Organising Committee for the Olympic Games, and PricewaterhouseCoopers. Tim has numerous Board positions at commercial and not-for-profit companies including the Australia China Business Council NSW and the Australia India Business Council NSW.

## BOARD-COMMITTEE MEETINGS

Evolve Housing has a skills-based Board of ten 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 our vision, mission, and strategy, while remaining accountable and transparent in our dealings. There were seven Board meetings in 2021-2022 (excluding Board subcommittee meetings). The Board has established various committees comprising Directors and non-Director 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 (FRAC) is responsible for overseeing risk management and internal audit and ensuring the integrity of financial reporting. FRAC provides advice to the Board and assists Evolve Housing in fulfilling its responsibilities in respect of financial affairs, external audit functions, internal audit functions, risk management and control frameworks. FRAC's 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.

The FRAC's members are: Alan Zammit (Chair to 22 August 2022), Tim Regan (Chair from 22 August 2022), Paul

Howlett, Robert Lang, Georgina Lynch. There were five FRAC meetings in 2021–22.

### TRANSACTIONS REVIEW COMMITTEE

Evolve Housing established the Transactions Review Committee (TRC) to provide independent advice to the Board in respect of significant transactions which align to the purpose, strategy and values of Evolve Housing. The TRC also provides assurance to the Board that the risks associated with these transactions (which can include projects, tenders or purchases), are assessed and managed in an appropriate manner. The TRC's members are: Paul Howlett, Alan Zammit, Chris Eccles (non-Director member), Davina Rooney, Robert Lang. There was one TRC meeting in 2021–22.

### GOVERNANCE, NOMINATION AND PEOPLE COMMITTEE

The Governance, Nomination and People Committee (GNPC), 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 performance, CEO performance, management structure, delegations of authority and reporting to the Board, and the selection, appointment, remuneration and retention policies for the Board and CEO.

Its members are: Kay Veitch (Chair), Paul Howlett, Rhonda Hawkins, David Borger, Nareen Young, Natalie Walker (to August 2021). There were four GNPC meetings in 2021–22.

**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 20 October 2021 until 19 October 2022. 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.

### REGISTER OF MEETINGS ATTENDED BY BOARD MEMBERS

DIRECTOR	BOARD MEETINGS		FRAC		GNPC		TRC	
	E	A	E	A	E	A	E	A
Paul Howlett	7	7	5	5	4	4	1	1
Rhonda Hawkins	7	6	NA	NA	4	4	NA	NA
Alan Zammit	7	7	5	5	NA	NA	1	—
David Borger	7	7	NA	NA	4	4	NA	NA
Kay Veitch	7	7	NA	NA	4	4	NA	NA
Robert Lang	7	7	5	5	NA	NA	1	1
Lyall Gorman	7	7	5	5	4	4	1	1
Davina Rooney	4	4	NA	NA	NA	NA	1	1
Georgia Lynch	4	4	3	3	NA	NA	NA	NA
Tim Regan	4	3	3	3	NA	NA	NA	NA
Nareen Young	4	3	NA	NA	2	2	NA	NA
Natalie Walker	4	1	NA	NA	—	—	NA	NA
Christopher Eccles (non-Director TRC Member)	NA	NA	NA	NA	NA	NA	1	1

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



## EXECUTIVE TEAM



**LYALL GORMAN**

CHIEF EXECUTIVE OFFICER

**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 LENIC**

GENERAL MANAGER, RESIDENT SERVICES

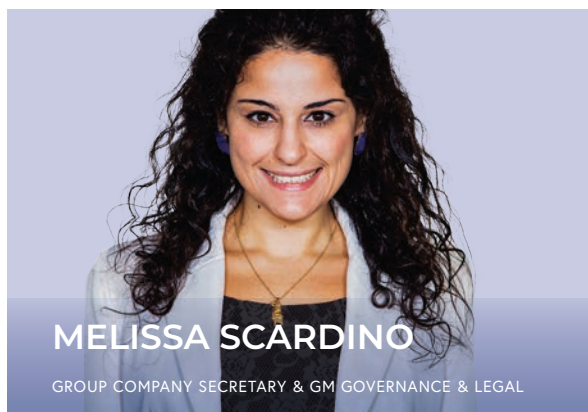
**MARK** has 30 years of experience in contract management, residential management and asset planning. Previously, Mark was the General Manager of the Housing NSW Contact Centre where he led a team of 230 staff who managed 125,000 properties and 1.5 million interactions through telephone, email and other channels, as well as handling over 350,000 work orders annually. Mark retired in June 2022.



**RAYLEE GOLDING**

GROUP COMPANY SECRETARY & GM GOVERNANCE & LEGAL

**RAYLEE** is an experienced senior legal counsel and risk and governance professional. She has held senior roles including financial and community services, aged care, and local government in Australia, Ireland and the UK. She holds a BCom, LLB (Hons), Grad Dip in Legal Practice, has undertaken additional tertiary studies in International Social Justice, and has an unrestricted NSW legal practising certificate. She is a graduate of AICD's company director course and a director of All Sustainable Futures Inc.



**MELISSA SCARDINO**

GROUP COMPANY SECRETARY & GM GOVERNANCE & LEGAL

**MELISSA** (currently on maternity leave) 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. Phil retired in July 2022.



**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 2021–2022

Financial Year 2021–2022 has been an extremely strong year for Evolve Housing with our business generating an operating surplus of \$29M. This result was underpinned by strong operating performance (\$10M) and gains on our property portfolio (\$19M). Despite a challenging external environment, we made good progress on our strategy to grow our property assets and added 54 new owned properties for our social housing cohorts and additional management of circa 250 properties in the social, affordable housing/key worker sectors. Whilst the debt markets have been quite volatile during the 2nd half of the financial Year, Evolve Housing has secured an additional \$100M funding facility through National Housing Finance and Investment Corporation (NHFIC) to support funding requirements for our future growth.

Our success in the service delivery and quality outcomes for high needs and intensive supported cohorts continued to attract capital grant funding via support from NSW Government. During the year Evolve Housing was successful in securing the following grants:

- \$5M towards the purchase of a dedicated property for women experiencing domestic family violence
- \$4.25M towards acquisition of properties under the Together Home program to support long-term housing options for people experiencing homelessness; and
- \$5M in Community Housing Innovation Funding grant to purpose build additional social and disability housing.

As the operating environment post COVID-19 is stabilising the increased demand for investment in technology and security of data and systems remains paramount and the business has dedicated significant resourcing in these areas.

Our balance sheet has continued to strengthen with net equity growth of \$25M driven by our property assets and very strong cashflows positioning the business 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



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### 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 2022, I declare that, to the best of my knowledge and belief, there have been:

1. 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.

A handwritten signature in black ink that reads 'E Rothwell'.

Elysia Rothwell  
Director

**BDO Audit Pty Ltd**  
Sydney, 24 October 2022

## AUDITOR'S REPORT

PAGE 1 OF 2



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Sydney NSW 2000  
Australia

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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 2022, 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:

- (i) Giving a true and fair view of the Group's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures 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.

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## PAGE 2 OF 2 : AUDITOR'S REPORT



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

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.

#### **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 - Simplified Disclosures 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](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf)

This description forms part of our auditor's report.

**BDO Audit Pty Ltd**

Elysia Rothwell

Director

Sydney, 24 October 2022

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# FINANCIAL

## SUMMARY REPORT

	2022	2021	2020	2019	2018
<b>Resident Satisfaction</b>					
Overall satisfaction with the organisation (%)	83	83	86	85 <sup>†</sup>	85
<b>Service Development</b>					
Total housing properties	4,522	4,270	4,054	3,478	3,241
<b>Finance Management</b>					
Staff costs as % of total revenue (%)	22%	21%	20%	19%	17%
Property costs as % of total revenue (%)	58%	60%	54%	58%	57%
Property costs inclusive amortised leased costs					
Administration costs as % of total revenue (%)	9%	7%	7%	8%	15%
Profitability Ratio <sup>§</sup> — EBITDA / Operating Revenue (%)	11%	11%	11%	18%	9%
Property costs inclusive amortised leased costs					
Liquidity Ratio — Current Assets/Current Liabilities	1.3	1.3	1.2 <sup>§</sup>	4.0	3.7
Current liabilities including lease liabilities					
Cash at end of year (\$m)	37.1	27.2	27.2	9.3	9.3
Net profit (\$m)	31.7	13.5	13.5	(10.7)	25.8
Operating Net profit (\$m)	4.1	4.2	4.2	5.3	3.5
Excludes Valuations gains/(loss) and one-off grants					
Retained profit (\$m)	307.9	278.8	278.8	259.7	271.6
Total Equity (\$m)	313.5	281.8	281.8	262.7	273.4
<b>Housing Management</b>					
Rent outstanding / arrears (BM 2.5%)	0.38	0.4	0.4	0.5	1.2
Rent forgone due to tenanted vacancies as a percentage of total potential rental income (BM 5%)	0.4	0.6	0.9	0.2	0.2
Average no. of days to house a tenant after an untenanted unit becomes vacant (BM 28 days)	31	19	17.8	5	15
Average no. of days to house a tenant after a tenanted unit becomes vacant (BM 14 days)	14	11	10.4	4	13
Number of tenants exiting the service because of a Possession Order enforcement	12	2	1	5	7
<b>Human Resources</b>					
Ratio of all staff to lettable properties	1:38	1:36	1:37	1:31	1:39
Number of full-time equivalent staff	117	120	114	108	96

§ Change to accounting standards in 2020 for treatment of leased assets.

\* BM, Benchmark

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 30 JUNE 2022

	2022	2021
<b>Revenue</b>	<b>68,556,169</b>	<b>64,787,276</b>
Other income	444,008	512,623
Employee benefits expense	(14,297,106)	(13,310,812)
Expected credit losses	(158,795)	(136,551)
Property expenses	(21,092,387)	(24,111,836)
Finance costs	(5,263,031)	(5,176,359)
Other expenses	(5,929,535)	(4,802,896)
<b>Surplus from operating activities</b>	<b>22,259,323</b>	<b>17,761,445</b>
Fair value gain /(loss) on investment property	19,941,555	9,278,038
Fair value loss on right of use asset classified as investment property	(13,156,663)	(13,557,799)
<b>Surplus for the year attributable to members</b>	<b>29,044,215</b>	<b>13,481,684</b>
Income tax expense	—	—
<b>Surplus after income tax expenses for the year attributable to members</b>	<b>29,044,215</b>	<b>13,481,684</b>
<b>Other comprehensive income</b>		
Revaluation of property, plant and equipment	2,627,693	—
<b>Total comprehensive income for the year</b>	<b>2,627,693</b>	<b>—</b>
<b>Total comprehensive income for the year attributable to members of Evolve Housing Limited</b>	<b>31,671,908</b>	<b>13,481,684</b>

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 2022

	2022	2021
<b>Assets</b>		
Cash and cash equivalents	37,094,137	27,208,592
Accounts receivable and other debtors	5,076,602	5,812,601
Other current assets	1,467,457	2,633,212
<b>Total current assets</b>	<b>43,638,196</b>	<b>35,654,405</b>
<b>Non-current assets</b>		
Property, plant and equipment	9,496,279	7,088,388
Right of use assets	104,044	107,385
Other non-current assets	2,300,071	1,821,321
Investment property	493,479,191	422,287,420
<b>Total non-current assets</b>	<b>505,379,585</b>	<b>422,180,035</b>
<b>Total assets</b>	<b>549,017,781</b>	<b>466,851,534</b>
<b>Liabilities</b>		
Accounts payable and other payables	15,335,432	11,486,051
Provisions	—	—
Employee benefits	2,183,142	1,851,466
Borrowings	—	—
Lease liability	16,119,800	13,898,755
<b>Total current liabilities</b>	<b>33,638,374</b>	<b>27,236,272</b>
<b>Non-current liabilities</b>		
Borrowings	126,349,178	74,318,580
Lease liability	75,576,932	83,515,293
<b>Total non-current liabilities</b>	<b>201,926,110</b>	<b>157,833,873</b>
<b>Total liabilities</b>	<b>235,564,484</b>	<b>185,070,145</b>
<b>Net assets</b>	<b>313,453,297</b>	<b>281,781,389</b>
<b>Equity</b>		
Reserves	5,546,810	2,919,117
Accumulated surplus	98,940,229	78,108,744
Accumulated surplus — restricted	208,966,258	200,753,528
<b>Total equity</b>	<b>313,453,297</b>	<b>281,781,389</b>

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 2022

	Reserves	Retained Surplus	Retained surplus restricted	Total accumulated funds
<b>Balance at 30 June 2020</b>	<b>2,919,117</b>	<b>72,025,142</b>	<b>193,355,446</b>	<b>268,299,705</b>
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
<b>Balance at 30 June 2021</b>	<b>2,919,117</b>	<b>78,108,744</b>	<b>200,753,528</b>	<b>281,781,389</b>
Balance at 1 July 2021	2,919,117	78,108,744	200,753,528	281,781,389
Surplus after income tax expenses for the year	—	20,831,485	8,212,730	29,044,215
Other comprehensive income for the year, net of tax	2,627,693	—	—	2,627,693
Total comprehensive income for the year	2,627,693	20,831,485	8,212,730	31,671,908
<b>Balance 30 June 2022</b>	<b>5,546,810</b>	<b>98,940,229</b>	<b>208,966,258</b>	<b>313,453,297</b>

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

CONSOLIDATED STATEMENT CASH FLOWS  
FOR THE YEAR ENDED 30 JUNE 2022

	2022	2021
<b>Cash flows from operating activities</b>		
Receipts from customers and grants received from government	77,420,915	68,611,107
Payments to suppliers and employees	(40,730,504)	(42,153,391)
Interest received	40,531	151,835
Interest paid on lease liability	(3,149,192)	(2,932,828)
Interest paid	(2,113,839)	(2,243,631)
<b>Net cash from /(used) in operating activities</b>	<b>31,467,911</b>	<b>21,433,092</b>
<b>Cash flows from investing activities</b>		
Payment from property, plant and equipment	(311,652)	(204,273)
Payment for investment properties	(57,106,271)	(6,128,409)
<b>Net cash used in investing activities</b>	<b>(57,417,923)</b>	<b>(6,332,682)</b>
<b>Cash flows from financing activities</b>		
Proceeds from borrowings	52,030,598	4,318,580
Repayment of borrowings	0	(616,888)
Repayment of finance leases	(16,195,041)	(16,380,737)
<b>Net cash from financing activities</b>	<b>35,835,557</b>	<b>(12,679,045)</b>
Net decrease in cash and cash equivalents	9,885,545	2,421,365
Cash and cash equivalents at beginning of year	27,208,592	24,787,227
<b>Cash and cash equivalents at end of year</b>	<b>37,094,137</b>	<b>27,208,592</b>

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

## GLOSSARY OF TERMS

**Affordable Housing:** Is for low-to-moderate income households and is priced so that residents can meet their other basic living costs such as food, clothing, transport, medical care, and education. Affordable housing residents pay between 75-80% of market rent or rent is capped at 30% of household income.

**Commonwealth Rent Assistance (CRA):** CRA is a rent supplement provided by the Commonwealth Government and paid to people on Centrelink payments to meet the cost of renting in the private market.

**Communities Plus:** Is a NSW government initiative to seek private, community housing and non-government sector involvement in partnerships to redevelop Land and Housing Corporation (LAHC) sites in NSW and design, fund and build affordable, social, and private housing.

**Community Housing:** Is secure, affordable rental housing for people on very low to moderate income. This housing is managed by Community Housing Providers (CHPs) who manage properties they own or may be owned by the government.

**Community Housing Innovation Fund (CHIF):** NSW Department of Communities and Justice (DCJ) is providing \$150M funding to expand social housing capacity by supporting the growth of Community Housing Providers —

owned portfolios. The CHIF is a co-contribution model which leverages government grants with additional resources from community housing providers (such as debt, capital, land, tax concessions and community connections).

**Community Housing Leasing Program (CHLP):** This innovative initiatives from NSW Department of Communities and Justice and provides funding to Community Housing Providers (CHPs) who lease properties in the private rental market which are then used to provide social housing. Leasing, rather than purchasing, properties allows increased flexibility to accommodate people in housing that suits their needs.

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

**Housing First:** The Housing First model focuses on providing safe and permanent housing as the first priority for people experiencing homelessness and should not be conditional on the individual's engagement in addressing health or well-being issues. Once housing is secured, individuals can have access to support services to help to avoid homelessness.



## GLOSSARY

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

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

**Maintenance Advisory Group (MAG):** Is a forum for tenants to provide feedback and suggestions on how Evolve Housing can improve maintenance services.

**National Housing and Homelessness Agreement (NHHA):**

This is an agreement between the Commonwealth Government (which provides funding to housing support and homelessness services) and the state and territory government (which make decisions about social and community housing) to ensure that all Australians have access to affordable, safe, and sustainable housing.

**National Housing Finance and Investment Corporation**

**(NHFIC):** Is an independent Commonwealth entity to provide low-cost, long-term financing to community housing providers to assist them to undertake large scale investment into social affordable housing assets.

**National Rental Affordability Scheme (NRAS):** The Scheme

was an Australian Government initiative to provide an annual incentive over a 10-year period to housing providers to stimulate the supply of new affordable rental dwellings priced at least 20% below private market rental rates.

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

**Resident Advisory Group:** A forum that offers residents the opportunity to provide their feedback to Evolve Housing on important matters including our policies, procedures, events and programs. The group comprises 15 volunteer members from different housing blocks and Local Government Areas who provide a voice for residents.

**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. Most social housing tenants pay rent which is around 25% of their income.

**Supported Housing:** Is a three-way partnership between Evolve Housing, Support Providers and the clients of the Support Providers. Evolve Housing offers the housing for clients on a short-term to medium-term basis while the agency working with the client provides for their support needs.

## PARTNERS

3Bridges Community Incorporated Ability Options	Gurdwara Sahib Glenwood	Parramatta City Council
Ability Options	Hawkesbury Council (Heat Resilience Program)	Parramatta Mission
Aboriginal Housing Office	High St Youth Health Centre	Participate Australia – SDA
Alkira Homes (SDA)	Hilton Foods	PAYCE
AccessPay	Hunter and Central Coast	Penrith City Council
Access EAP (Employee Assistance)	Independent Living Villages – SDA	Productivity Force
Altis Property Partners	Inghams Enterprises	Quality Health Care
Aruma – SDA	Interaction Disability Services, SDA	Rapid Relief
Australian Red Cross	Jesuit Refugee Service	Rehab Management
Barilla	Kingston Building – SDA	Royal Botanic Gardens
Barnardos	Kirinari	Royal Rehabilitation
Bayside Council	Land and Housing Corporation	Ryde Area Supported Accommodation
Beak and Johnston	Land Council	for Intellectually Disabled (RASAIID)
Billbergia	Landcom	Schizophrenia Fellowship
Birribee Housing	Lendlease	SR Constructions
Brighter Access – SDA	Lifetime Care and Support Authority	Stevens Group – SDA
Capella Capital	LikeMinds	Stockland
Catholic Care Social Services	Linking Hearts	Sydney Olympic Park Authority
Cerebral Palsy Alliance	MacKillop Family Services	Think Real Estate
Coffs Harbour Support Services – SDA	Macquarie Community College	Thrive365
Community Housing Industry Australia (CHIA)	Mamalove Connect	Traders in Purple
Community Migrant Resource Centre	Manu Fieldel – chef	Uniting
Connect Ability – SDA	Maple Community Services	Unlock my Potential (SDA)
Cumberland Council	Marist180	Vegepod – Growability Program
Darcy Street Project	MAX Solutions	Vincent Fairfax Family Foundation (VFFF)
Department of Communities and Justice	Maximus International	107.Vivo Care (SDA)
(formerly Family and Community Services)	Medimobile	Waratah Group Services
Department of Planning, Industry	Mission Australia	Western Sydney University
and Environment	Multitask – SDA	Willoughby City Council
Development Corporation	Muru Pathways – SDA	Willowdene Constructions
Disability Services Australia	My Foundations Youth Housing	Women's Community Shelters
DOOLEYS Lidcombe Catholic Club	Nala Properties – SDA	Woodville Alliance
DV NSW Service Management Flourish – HASI*	National Housing Finance and Investment	Woolworths
DV West Ltd	Corporation (NHFIC)	Yilabara Solutions
Fighting Chance – SDA	Nepean Community College	
Finding Yellow (Disability Services)	New Horizons	
Foodbank Australia	Nextt	
Foster Care Angels	Northcott	
Good Housing Ltd (SDA)	NSW Aboriginal Land Council Housing Limited	
Goodstart Learning	NSW Health (Sydney LHD)	
Guildford Leagues	Optus	
	OzHarvest	

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