

EVOLVEHOUSING

STRATEGIC PLAN 2020–2023







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.

THE ARTWORK

In 2019, Evolve Housing commissioned Indigenous artist Sal Lavalée to create an artwork. "Land, River, Home" has been displayed in our Parramatta head office and included in a range of print and online publications.

The central blue design element, running from the top to the bottom of the artwork, represents water. Water is an important gathering point and source of food for Aboriginal communities. The water shape is open-ended and is a metaphor for the reconciliation process — an ongoing process that adapts according to the community's needs and Evolve Housing's reconciliation journey.

The top of the blue shape features a large circular element, representing Aboriginal communities coming together. Wrapped around this circle are icons of homes, representing the housing and support services provided by Evolve Housing. The outer ochre-coloured design signifies many different Countries and Nations, showing journeys and communities coming together. Sal hopes this part of the artwork reminds Evolve Housing staff that the organisation provides services and homes to people from many Nations.

THE ARTIST

Sal Lavalée hopes Aboriginal people seeing this work: "feel safe and a sense of connection, of being held within the community, and that there is cultural visibility". She hopes non-Aboriginal people feel: "a sense of curiosity and are intrigued to learn more about Aboriginal people's connection to the land".

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



A HOME

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

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 a 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

We offer grants to support secondary and tertiary students to complete their education. We also offer grants to support young people to access sporting and physical activities.

A GRANT OR FINANCIAL HELP



A VOICE

Our residents have the opportunity to advocate on behalf of their communities through the Resident Advisory Group, which provides input into Evolve Housing programs and initiatives.



Left, Paul Howlett, Chair, Evolve Housing and right, Lyall Gorman, CEO, Evolve Housing

MESSAGE FROM CHAIRPERSON & CEO

At Evolve Housing, we believe that everyone has the right to safe and secure housing, and we are constantly searching for opportunities to refine our services and further increase the number of social and affordable housing properties available to Australians.

While there has always been a great need for social and affordable housing, this need has been even more dramatically highlighted in recent times due to the global outbreak of Covid-19 and its flow on effects. Our 2020–23 Strategic Plan has been carefully designed to maximise our ability to increase housing supply, best support our residents and direct our resources in the most effective way possible.

Evolve Housing operates in a sector that is constantly changing so it is important that our strategies remain relevant, and that we are well placed to respond swiftly to opportunities. Strategic planning is a process of continuous improvement, and by refining our Plan, we can ensure that we are best placed to achieve our purpose to enable more people to live in quality homes in thriving, inclusive communities.

Over the past financial year, we provided housing for 7,424 people and our 2020–23 strategic roadmap will help us re-set our focus to increase this positive impact. By 2023, we want to provide housing assistance to over 10,000 residents.

To ensure that we are able to reach this target, we have created a clear pathway that will guide each and every one of our team members as they work to achieve the best possible outcomes for our residents.

Our plan is structured around four overarching goals that are vital to our mission:

1. Achieving sustainable growth
2. Enhancing business practice and capacity
3. Providing quality homes and services
4. Improving social outcomes for our clients.

These goals are supported by a number of objectives and actions, along with success measures so that we can track our performance, have a target to aspire to, and vary our strategy or practices where necessary to ensure we are on track to achieve them.

We are fortunate to have an incredible, passionate team who place our residents at the heart of everything they do, and this framework will help our whole organisation understand, share in and be a part of the vision we are working towards and to celebrate the difference we continue to make in the lives of many of the most vulnerable members in our community.

We look forward to working together with our residents and partners over the next three years as we challenge ourselves to raise the bar in every level of our business.



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 deliver solutions that empower people to reach their full potential, pursue their goals and feel connected to their community.

OUR VISION

Thriving communities for all people.

OUR PURPOSE

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

WHO WE ARE

Evolve Housing is an award-winning, Tier-1 nationally registered community housing provider (CHP). We are recognised as one of the most innovative, high performing CHPs in Australia. We are also a registered not-for-profit, with Deductible Gift Recipient and Public Benevolent Institution status. We are based in New South Wales, with offices in Parramatta and Penrith. We also have a presence in Tasmania through our membership of Centacare Evolve Housing, and we manage key worker housing in Victoria*.

WHAT WE DO

- 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 afford appropriate housing in the private market. We engage in partnerships with government, developers and investors to create new social and affordable 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 empower residents to participate in their communities, pursue their career goals and participate in the workforce. We also offer tailored support plans to improve physical and personal wellbeing. Our regular social activities bring people together, which helps residents to feel welcome and part of a local community.

We are committed to working with our key stakeholders and partners to reduce homelessness and housing stress.

* In association with Jens Veal Partners Pty Limited ABN 56 608 923 646 trading as EchoRealty in Victoria under licence from Evolve Housing Limited

OUR STAKEHOLDERS

We work with a wide range of stakeholders and partners to deliver projects for the benefit of our residents. By creating partnerships with other organisations and using a collaborative approach, we have been able to achieve major progress against our goals. We partner with government, financiers, property developers, councils, service providers, and other community based groups to achieve greater outcomes for the people we serve.

RESIDENTS

Our residents are the reason that we exist, and they are at the heart of everything we do. We collaborate with our residents when we are designing new programs or support services, and we seek their feedback through a variety of mechanisms including surveys, our Resident Engagement Strategy, and formal resident advisory groups. We regularly engage with our residents via social media, our website, and face-to-face contact. By working in this way, we are able to assess the quality of the services we deliver and continuously improve them.

SUPPORT PARTNERS

We partner with a diverse range of community groups and agencies to provide our residents with tailored support. This support allows our residents to enrich their lives, build new skills, and participate in their community. Our service providers include mental health services, disability support agencies, employment services, and training organisations.

FEDERAL, STATE AND LOCAL GOVERNMENT

As a Tier-1 CHP, we are regulated by the National Regulatory System for Community Housing and operate within their policy and regulatory framework. We also seek to work alongside government by tendering for community housing projects, applying for funding, and providing feedback on government policy relating to the housing sector.

REGISTRAR OF COMMUNITY HOUSING

We work closely with the Registrar to ensure organisational compliance and that we meet reporting obligations. We are dedicated to maintaining effective governance, accountability, and transparency in our operations.

PRIVATE SECTOR

We work proactively with property developers, real estate agents and financiers to develop our own social and affordable housing projects that will allow us to provide homes for more people in need. We also interact with the private sector by sourcing services from businesses under property maintenance contracts and a leasehold program (where we acquire rental properties from the private market to sub-let to our tenants). We also provide services, such as the provision of tenancy or property management for a fee, for private individuals or businesses.



OUR OPERATING ENVIRONMENT

Evolve Housing operates within a context that is constantly changing, with demand for our services continually growing. To ensure that we remain responsive and able to take advantage of all the opportunities that may arise, we have based our Strategic Plan on a thorough consideration of our operating environment.

HOUSING PRESSURES

Over the last year, the community housing sector has continued to face major challenges in addressing housing shortfalls. The affordability crisis is deepening, with many Australians continuing to experience housing stress and paying more towards rent than they can sustainably afford. Others are forced to live in overcrowded, insecure or poor-quality housing.

Particularly worrying is the continued growth of homelessness, with a 14% increase in the number of homeless Australians between the 2011 and 2016 Census.¹ In 2017, 50 people in every 10,000 were considered homeless.² A quarter of Australia's homeless people live in NSW, where the level of homelessness correlates to higher median rents and overall shortfalls in affordable private rental housing and social housing.³ In addition, 11% of Australian households were categorised as being in housing stress in 2017.

The supply of social housing is not keeping up with demand, with the NSW social housing waitlist

including over 51,000 applicants across the general and priority list as of June 2019. In Australia, there are over 189,000 applicants on the social housing waiting list. Researchers estimate that in order to meet current unmet and future needs in NSW, over the next 20 years two out of every 10 new homes built need to be social housing and one in 10 need to be affordable housing.⁴ This equates to a demand for around 12,000 new homes per year.

Currently, just 4.4% of Australian housing stock is social housing, and the government's Australian Infrastructure Audit has identified the community housing sector as having an important role to play in creating affordable housing solutions that help address the needs of our most vulnerable communities. However, to be able to deliver much-needed housing, community housing providers such as Evolve Housing need ongoing government support through policy settings and funding, and to pursue mutually beneficial partnerships with private investors and corporations.

FUNDING AND PARTNERSHIP OPPORTUNITIES

NATIONAL HOUSING FINANCE AND INVESTMENT CORPORATION

Evolve Housing was one of the first community housing providers to receive a loan from the Australian Government's National Housing Finance and Investment Corporation (NHFIC). NHFIC was launched

1. Pawson, Parsell, Saunders, Hill and Liu (2018), Australian Homelessness Monitor 2018.

2. Infrastructure Australia (2019), An Assessment of Australia's Future Infrastructure Needs: The Australian Infrastructure Audit 2019, p. 451.

3. Parkinson, Batterham and Reynolds (2019), 'Homelessness soars in our biggest cities, driven by rising inequality since 2001', The Conversation.

4. Troy, Randolph and van den Nouwelant (2019), 'Build social and affordable housing to get us off the boom-and-bust roller coaster', The Conversation.

in 2018 with the aim to support investment in social and affordable housing to registered community housing providers. It provides low-cost, long-term financing to increase the viability of new housing projects and the community housing sector more broadly.

Evolve Housing applauds the Australian Government for this initiative, which has the potential to have a large positive impact on the financial sustainability of the community housing sector. NHFIC funding was used to refinance Harts Landing, a development that is home to more than 500 people in Penrith, refinance other existing debts at a lower interest rate, and to fund other development projects. We are exploring a number of other new projects to invest in over the coming years.

AFFORDABLE RENTAL HOUSING TARGETS

The NSW Government has maintained a focus on addressing housing affordability by increasing housing supply, through market mechanisms and planning system reforms, and setting modest affordable and social housing targets.

In 2018, the NSW Government formally adopted Affordable Rental Housing Targets (ARHT) for the Greater Sydney Metropolitan Region, which were proposed by the Greater Sydney Commission.

Under the ARHT, 5–10% of any new residential floor space created as a result of a change of planning controls will need to be dedicated to affordable housing.





We are pleased that the NSW Government has now allowed all metropolitan councils to utilise the provisions of the State Environmental Planning Policy 70, Affordable Housing (SEPP 70) to create affordable housing contribution schemes that can act as the legal mechanism to enforce the ARHT. Evolve Housing is working with a number of local councils to provide advice and input in relation to social and affordable housing in their housing strategies. Once fully implemented, the ARHT have the potential to produce between 6,860 and 16,210 new affordable dwellings in Sydney over ten years.⁵

COMMUNITIES PLUS

Communities Plus is a NSW Government initiative to increase social and affordable housing supply. It also aims to improve the experience of social housing residents through redeveloping key housing developments into mixed-tenure communities. We applaud the NSW Government for this program, as it will add critical supply to both social and affordable housing.

Evolve Housing is excited to be involved in this program, as a community housing provider partner for a number of sites across Sydney. Working with our strategic partners, we have projects in various stages of development.

PARTNERSHIPS WITH PRIVATE AND NOT-FOR-PROFIT ORGANISATIONS

We proactively seek out relationships with private investors, corporations and other not-for-profits, collaborating with them on affordable housing projects to boost the supply of housing in Australia and provide an income stream that can be channelled back into social housing. We currently manage key worker affordable housing programs for organisations including First State Super, Sydney Olympic Park Authority, Parramatta City Council and Willoughby City Council. We also provide tailored affordable housing management to the Aboriginal Housing Office.

5. Phibbs and King (2018), Potential affordable dwelling yields from a NSW Inclusionary Zoning Scheme, Shelter NSW.

WHAT IS THE PURPOSE OF THIS PLAN?

The 2020–2023 Strategic Plan provides a clear structure to set our priorities, focus our resources, strengthen our operations, and establish alignment around the intended outcomes of our business. It is a tool we will use to adjust our direction in response to a changing environment, and helps to ensure that our employees, stakeholders, and partners are working towards common goals.

THE PLANNING PROCESS

When we create our Strategic Plan, we consider aspects of our internal and external operating environment. This document builds upon our 2018–2022 Strategic Plan and our strategic and business scenario planning sessions. The diagram on page 19 provides an overview of the strategic planning process that we undertake, and how it fits in with our organisation's operations.

It offers high-level direction for the next three financial years: 2020–2021 to 2022–2023. To ensure goals and objectives are achieved, the Strategic Plan is supported by annual business plans and a reporting and governance framework that actively measures business progress and outcomes.





STEP 02 BUSINESS SNAPSHOT

- Current business analysis
- What works well
- What needs improvement
- Strategic questions
- Critical business issues
- SWOT analysis (internal and external)



STEP 01 MARKET EVALUATIONS

- Environmental scan, industry trends and forces
- Policy reforms, new directions
- Stakeholder analysis
- Customer analysis/demographics
- Investment/funding opportunities



STEP 03 FORM AND ADJUST STRATEGY

- Review inputs & SWOT analysis
- Determine critical success factors
- Develop strategies to address SWOT



STEP 06 EVALUATION & IMPROVEMENT

- Performance evaluation and reporting (includes Outcomes Framework)
- Strategic project review
- Apply learnings to inform:
 - Change management & continuous improvement programs
 - Ongoing operational alignment to achieving results
- Employee recognition, development and training
- Communications



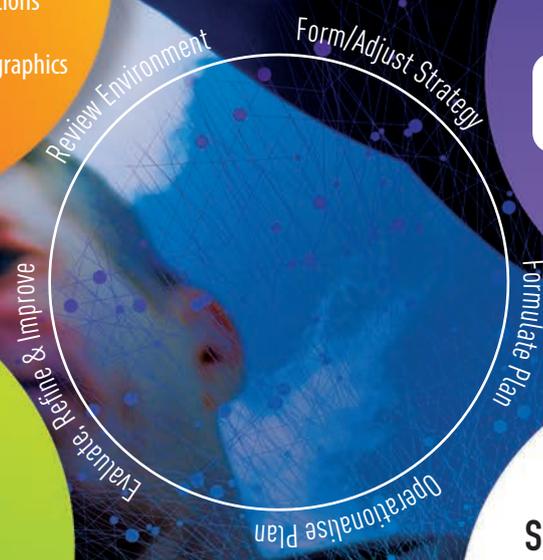
STEP 05 BUSINESS PLAN

- Operationalise action plan for each area of the business aligned to Strategic Plan



STEP 04 STRATEGIC PLAN

- Provides business direction
- Values/principles
- Vision & Purpose
- Business goals
- Long term (3–5yr) objectives



WE ARE HERE

STRATEGIC GOALS & OBJECTIVES

This strategic plan is directed towards four key goals: achieve sustainable growth, enhance business practice and capacity, provide quality homes and services and improve social outcomes for our clients.

These goals establish a framework and provide key indicators that mark our progress in the pursuit of our vision and purpose. They clearly summarise what success looks like for our organisation, and are critical factors for ongoing growth and achievement.

These objectives correspond with each goal and identify how they will be delivered over the next 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 intentions 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.

More detail on the four goals and associated strategic objectives follows, with an outline of how we intend to deliver on these objectives and success measures. Robust business review practices with governance measures are in place to ensure the appropriate levels of focus and activity are underway.

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



STRATEGIC GOAL 1

ACHIEVE SUSTAINABLE GROWTH

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

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

KEY SUCCESS MEASURES:

- Growth of the Evolve Housing property portfolio, including both dwellings that we own and dwellings that we manage on behalf of others
- Developments in our growth pipeline are delivered on time and within budget
- New development and other growth opportunities lead to new supply of social and affordable housing to help us combat homelessness and housing stress
- Financial performance is optimised across key indicators
- Growth of revenue to support sustainable expansion of our housing portfolio and services

**OBJECTIVE 1.1
MEET HOUSING NEEDS
BY INCREASING
AND DIVERSIFYING
HOUSING SUPPLY**

**OBJECTIVE 1.2
OPTIMISE FINANCIAL
SUSTAINABILITY AND
PERFORMANCE**

**OBJECTIVE 1.3
DEVELOP AND
STRENGTHEN STRATEGIC
PARTNERSHIPS
AND STAKEHOLDER
ENGAGEMENT**

**OBJECTIVE 1.4
SEEK TO INFLUENCE
POLICY SETTINGS
FOR BETTER HOUSING
OUTCOMES**



HOW WE WILL DO THIS:

- Increase the supply of social, affordable and disability housing through development projects, redevelopment or acquisition
- Participate in tenders and strategic proposals to governments
- Seek and secure new housing opportunities in areas that build on current business activities and geographic footprint

HOW WE WILL DO THIS:

- Optimise performance across key financial measures
- Grow the portfolio of properties under Evolve Housing ownership and management
- Sustainably expand our complementary support service offering and seek to secure new funding for services
- Drive efficiencies in existing business assets, structure, systems and processes

HOW WE WILL DO THIS:

- Identify and cultivate a structured approach to managing strategic relationships
- Engage with and advocate our value proposition across government, non-government, and commercial sectors

HOW WE WILL DO THIS:

- Anticipate, monitor and respond to current and emerging policy issues
- Collaborate with other organisations and groups to achieve shared objectives

STRATEGIC GOAL 2

ENHANCE BUSINESS PRACTICE AND CAPACITY

Our ever-changing operating environment and the challenges faced by our sector require us to be adaptable and ready to scale our operations in response to any new opportunity or threat. To achieve this, we need to efficiently use resources and attract staff who contribute to our vision and purpose.

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

KEY SUCCESS MEASURES:

- A high performance environment is in place, with clear goals set for all staff to help us to achieve our strategic goals, and retention of our skilled workforce
- Critical roles are identified and fully staffed at all times with succession planning in place to ensure business continuity
- Consistent achievement against key compliance and industry benchmarks to ensure that we maintain our position as an industry leader
- Business planning effectively delivers new projects and business process improvements, with projects delivered on time and within budget that enable our business to grow or improve our business practices
- Investment in our business systems delivers efficiencies and service improvements, with systems optimised to support our workforce

**OBJECTIVE 2.1
CREATE A HIGH
PERFORMANCE
CULTURE THAT ENABLES
ALL TEAM MEMBERS
TO MAXIMISE THEIR
POTENTIAL**

**OBJECTIVE 2.2
IMPLEMENT BEST PRACTICE
GOVERNANCE SYSTEMS**

**OBJECTIVE 2.3
DEVELOP AND
IMPLEMENT BUSINESS
SYSTEMS THAT
IMPROVE OVERSIGHT
AND EFFECTIVENESS**



HOW WE WILL DO THIS:

- Foster a purpose led, high performance culture through reward and recognition and strong employee engagement
- Build capability across the business through succession planning and a framework for learning and development
- Be a great place to work that attracts, engages, and retains skilled and motivated team members
- Ensure fit-for-purpose organisational structure and resources to support growth
- Nurture wellbeing and safety and an inclusive and supportive work environment

HOW WE WILL DO THIS:

- Develop, review and roll out improved corporate and operational policies, procedures and reporting
- Establish a best practice risk management framework
- Maintain our position as an industry leader in demonstrating and exceeding key industry standards
- Maintain and enhance systems to ensure contractual understanding and compliance

HOW WE WILL DO THIS:

- Identify opportunities for continuous improvement and implement streamlined business processes and systems
- Implement a knowledge and information management system that delivers improved data governance, utilisation, and analytics to enable data-driven decision making
- Maintain responsive and effective business systems, including business infrastructure, support and facilities management
- Implement best practice financial reporting
- Use best practice analytical tools to improve business decision making and management

STRATEGIC GOAL 3

PROVIDE QUALITY HOMES AND SERVICES

Secure, affordable housing is critical to improving the lives and wellbeing of vulnerable Australians. At Evolve, we have a concept called The Journey Home®, which describes the pathway that we have created for our residents to transition to private housing or greater financial independence. We recognise that the steps needed to achieve this are different for everyone.

For some residents, having access to stable, affordable housing will improve their ability to participate in education, training, and employment opportunities that may lead to financial independence.

For others, particularly those with a significant disability or disadvantage, transitioning to private housing may be unfeasible. Our primary goal in relation to these residents is to help them gain skills that will improve their social participation, health, and ability to maintain a tenancy.

An essential part of our role is identifying the support needs of every new resident and linking them with appropriate services before issues escalate to an unmanageable level.

Delivering quality housing, tenancy, and property services to meet our residents' requirements is a core service outcome for Evolve. We will continue to monitor tenancy satisfaction levels and refine our asset and tenancy management practices with the aim of exceeding industry benchmarks.

**OBJECTIVE 3.1
IMPROVE OUR
RESIDENTS' HOUSING
EXPERIENCE AND
SUSTAIN TENANCIES**

**OBJECTIVE 3.2
ALIGN HOUSING TO
CLIENT NEEDS**

**OBJECTIVE 3.3
IMPROVE CLIENT
SATISFACTION THROUGH
HIGH QUALITY SERVICE
PROVISION**

HOW WE WILL DO THIS:

- Deliver programs, placemaking initiatives, and community engagement that improves residents' satisfaction with their neighbourhood and addresses community safety
- Provide best practice tenancy management
- Improve early intervention services to assist our residents to sustain their tenancies

HOW WE WILL DO THIS:

- Optimise dwelling allocation, utilisation and fit out to ensure residents are appropriately housed
- Ensure the design of newly developed dwellings aligns with client needs

HOW WE WILL DO THIS:

- Seek to better understand our clients' needs through feedback, consultation and research and incorporate their feedback into program and service delivery
- Improve client satisfaction with overall services through well-targeted service improvements
- Deliver our Strategic Asset Management Plan

KEY SUCCESS MEASURES:

- Increased resident satisfaction with services provided by Evolve Housing, including overall service provision, property condition and quality of repairs and maintenance
- Best practice tenancy management is provided and producing better outcomes for residents, including low levels of arrears and debts
- Measures are put in place to improve dwelling utilisation rates
- All properties are regularly inspected under our Planned Maintenance Program and are maintained to a high standard
- Ongoing review of property portfolio implemented to identify assets for disposal and replacement to improve overall dwelling quality
- Delivery of our Client Service Strategy with excellent customer service provided to our clients

STRATEGIC GOAL 4

IMPROVE SOCIAL OUTCOMES FOR OUR CLIENTS

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

In addition to providing secure housing, we assist our residents to build life skills, improve their health, pursue education, and access training opportunities in growth industries. This support increases their capacity to engage with and contribute to their community.

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

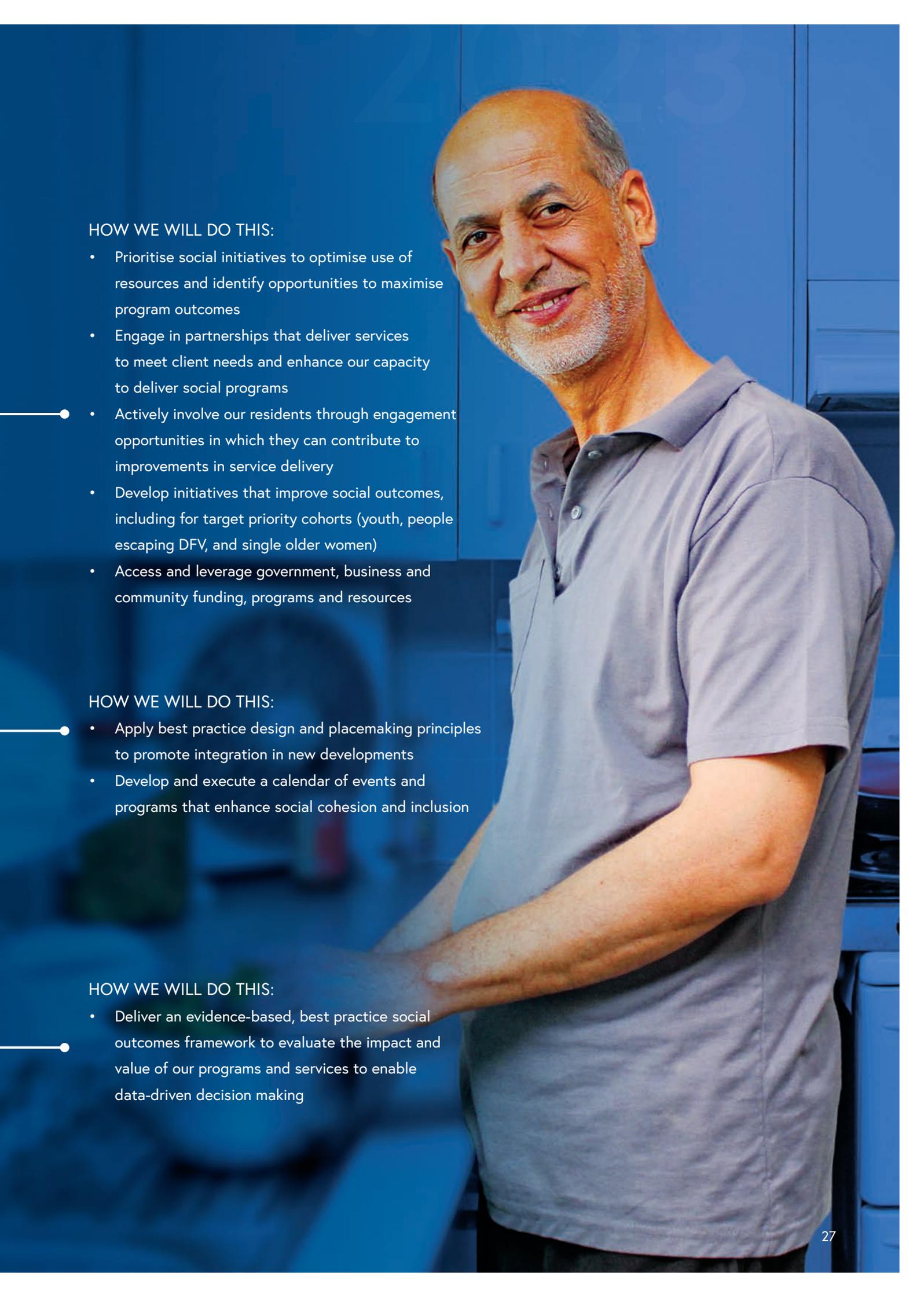
KEY SUCCESS MEASURES:

- Reduction in negative exits from housing, meaning more tenants successfully maintain their tenancies, or have positive exits such as moving from affordable housing into home ownership
- Programs are delivered to our clients that improve their general wellbeing and increase their social and economic opportunities
- Social Outcome Measurement Framework implemented, with regular reporting demonstrating the impact of our work

**OBJECTIVE 4.1
DELIVER PROGRAMS
AND SERVICES THAT
ENHANCE OUR CLIENTS'
HEALTH, WELLBEING AND
SOCIAL AND ECONOMIC
PARTICIPATION**

**OBJECTIVE 4.2
CREATE INTEGRATED AND
THRIVING COMMUNITIES**

**OBJECTIVE 4.3
IMPLEMENT AND
ENHANCE SYSTEMS
TO MEASURE AND
EVALUATE SOCIAL
OUTCOMES**

A photograph of a middle-aged man with a grey beard and balding head, smiling warmly. He is wearing a grey polo shirt and is standing in what appears to be a kitchen or a similar indoor setting with blue cabinetry in the background. The lighting is soft and even.

HOW WE WILL DO THIS:

- Prioritise social initiatives to optimise use of resources and identify opportunities to maximise program outcomes
- Engage in partnerships that deliver services to meet client needs and enhance our capacity to deliver social programs
- Actively involve our residents through engagement opportunities in which they can contribute to improvements in service delivery
- Develop initiatives that improve social outcomes, including for target priority cohorts (youth, people escaping DFV, and single older women)
- Access and leverage government, business and community funding, programs and resources

HOW WE WILL DO THIS:

- Apply best practice design and placemaking principles to promote integration in new developments
- Develop and execute a calendar of events and programs that enhance social cohesion and inclusion

HOW WE WILL DO THIS:

- Deliver an evidence-based, best practice social outcomes framework to evaluate the impact and value of our programs and services to enable data-driven decision making

THRIVING COMMUNITIES FOR ALL PEOPLE

AFGHANISTAN • ALGERIA • ARGENTINA • ARMENIA • AUSTRALIA • AUSTRIA • AZERBAIJAN • BAHRAIN • BANGLADESH • BOSNIA AND HERZEGOVINA • BRAZIL • BULGARIA • BURUNDI • CAMBODIA • CAYMAN ISLANDS • CHILE • CHINA • CONGO • CROATIA • CZECH REPUBLIC • EGYPT • EL SALVADOR • ETHIOPIA • FIJI • FRANCE • GERMANY • GHANA • GREECE • GUINEA • HONG KONG • HUNGARY • INDIA • INDONESIA • IRAN • IRAQ • IRELAND • ISRAEL • ITALY • JAPAN • JORDAN • KENYA • KOREA • KUWAIT • KYRGYZSTAN • LAOS • LEBANON • LESOTHO • LIBERIA • MACEDONIA • MALTA • MEXICO • MONTENEGRO • MOROCCO • MYANMAR • NETHERLANDS • ANTILLES • NEW ZEALAND • NICARAGUA • NIGERIA • NORTH SUDAN • PAKISTAN • PALESTINIAN TERRITORY • PAPUA NEW GUINEA • PERU • PHILIPPINES • POLAND • PORTUGAL • ROMANIA • RUSSIAN FEDERATION • RWANDA • SAUDI ARABIA • SERBIA • SIERRA LEONE • SOMALIA • SOUTH AFRICA • SOUTH SUDAN • SPAIN • SRI LANKA • SWITZERLAND • SYRIAN ARAB REPUBLIC • TAIWAN • THAILAND • TIMOR-LESTE • TONGA • TURKEY • TURKS AND CAICOS ISLANDS • UKRAINE • UNITED ARAB EMIRATES • UNITED KINGDOM • UNITED STATES • URUGUAY • UZBEKISTAN • VIETNAM • YEMEN • ZIMBABWE

CONTACT INFORMATION

Street Address: 9–13 Argyle Street,
Parramatta NSW 2150

Postal Address: PO BOX W124 Parramatta Westfield,
Parramatta NSW 2150

Telephone: 1800 myevolve (1800 693 865)

Website: evolvehousing.com.au

Email: info@evolvehousing.com.au
ABN 16 127 713 731
ACN 127 713 731

Social media:  @evolvehousing
 evolvehousing

COPYRIGHT

© Evolve Housing Limited. This material is copyrighted. Save as permitted under the Copyright Act 1968, you are not permitted to copy, print or reproduce this material or a substantial part of it or do any act which would amount to an infringement of the copyright in this material.

May, 2020