



**THRIVING COMMUNITIES  
FOR ALL PEOPLE**  
ANNUAL REPORT 2015/16

# ABOUT THIS REPORT

The Evolve Housing (Evolve) annual report is a narrative breakdown of organisational activities over the 2015-16 period. The aim of this report is to communicate the Evolve story to stakeholders, so they may better understand the inner workings and successes of Evolve.

The goal of this report is to:

- Outline Evolve Housing's purpose and objectives, and how we are delivering on these objectives.
- Provide information on our performance.
- Share our future goals, strategy and expectations for the coming year.

This annual report has been designed and written for stakeholders, including:

- Residents, applicants and other recipients of our housing management services
- The communities in which we operate
- Federal, State and Local Governments
- Employees
- Volunteers
- Our partners
- Corporate sponsors
- Media

The Evolve Housing 2015-16 Annual Report is available in both print (text only and PDF versions) and digital format featuring high contrast colours, readable text, captioned video and images. This is to cater for readers with varying physical, educational and technological capabilities.

## ACKNOWLEDGEMENT

Evolve Housing would like to acknowledge the traditional custodians of the land on which we work. We pay our respects to elders, past, present and future.

## ENVIRONMENT

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

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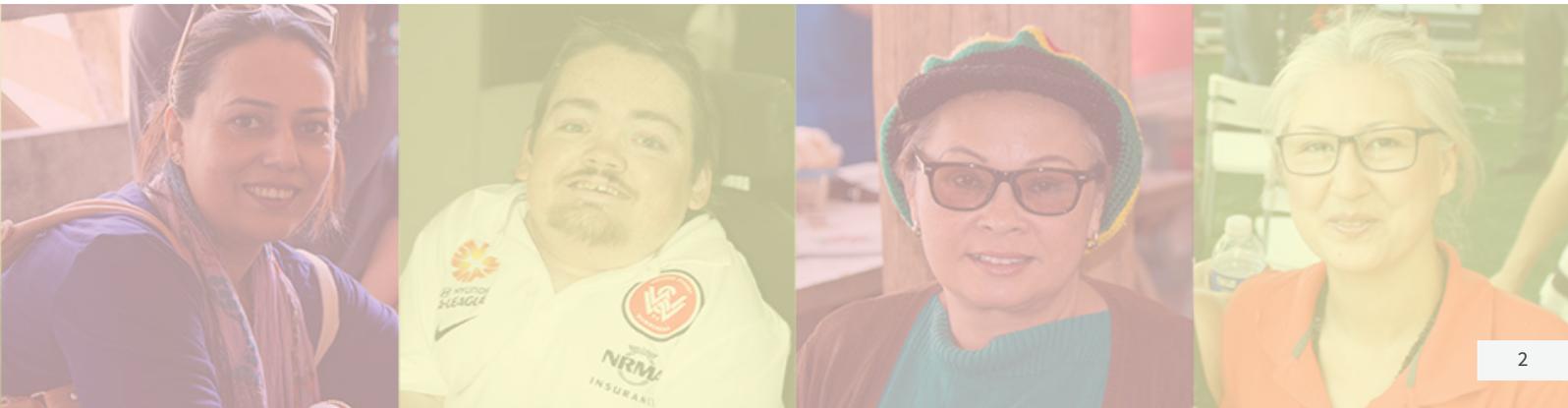
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# WHO WE ARE

## OUR VISION

Thriving communities for all people.

## OUR PURPOSE

To deliver housing solutions and services that empower people on their journey to greater independence.

We provide housing and support services that deliver:

- Safe, secure and affordable housing for people experiencing homelessness, at risk of homelessness or in housing stress
- Support and opportunities for residents to help them maintain their tenancies, improve their well-being and enhance their ability to participate within their community and the broader economy.

## OUR VALUES

- Inspiration - We approach opportunities and challenges with creativity and enthusiasm. We encourage those around us to imagine, learn, innovate and to do things better.
- Honesty & integrity - We are honest, fair and ethical in all interactions. We do the right things for the right reasons all the time.

- Empathy - We are aware of and sensitive to the feelings and perspectives of others and use that understanding to guide our actions.
- Accountability - We act with professionalism and take responsibility for our decisions and actions.
- Respect - We treat others how we would like to be treated. We value individuality and diversity.

## WHO WE ARE

Evolve Housing is one of the largest not-for-profit housing providers in Australia, with its base in NSW. We provide housing solutions to eligible people on low to moderate incomes who are unable to access appropriate housing in the private market. This includes social and affordable housing. Evolve Housing also has a presence in Tasmania through its joint venture with Evolve Centacare.

We do more than simply provide accommodation. Evolve Housing delivers support solutions that empower disadvantaged individuals to reach greater independence, and help communities thrive. Evolve Housing recognises its responsibility in supplying

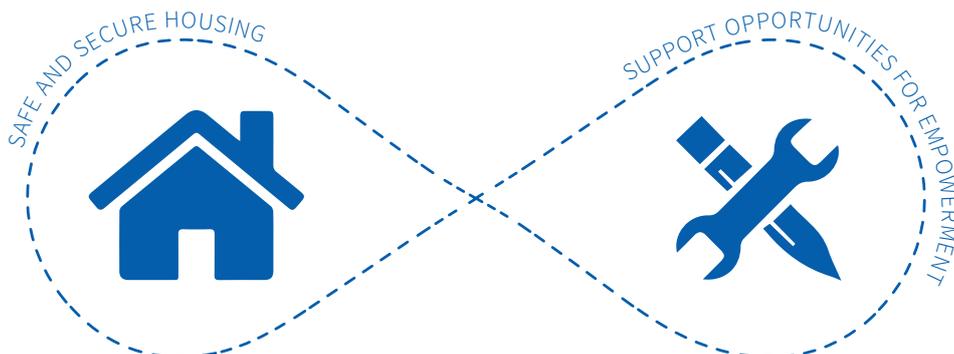
fit-for-purpose social and affordable housing, with the aim of increasing housing supply to match the diverse needs of households in housing stress.

## WHAT WE DO

At Evolve Housing, we believe in everyone's right to a home; somewhere people can feel safe and secure and engage with the community. We seek to reduce homelessness and housing stress and increase the well-being of our residents so they can live better lives, reach their full potential and contribute to and participate in their communities.

We do this by providing:

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





Residents enjoy the 2016 School Holiday Fun Day co-hosted by Mission Australia Housing.

# MESSAGES FROM THE CHAIR



Looking back on 2015-16, I feel a sense of pride in everything Evolve Housing has achieved. It was a challenging but rewarding year.

Evolve Housing continued to deliver quality services for our residents, growing our housing portfolio by 6.3 per cent and assisting 11,470 people who were homeless or in housing stress. We formed new partnerships to deliver tenders for new mixed tenure developments; and concentrated on expanding the supply of housing in NSW.

## OPERATIONAL AND FINANCIAL RESULTS

In FY2015-2016 Evolve Housing once again delivered strong results with a net surplus of \$47.44 million, and an operating surplus of \$10.40 million. Our year-end cash balance at 30 June 2016 was \$13.40 million. Although a decline of \$3.8 million from the year before, overall a total increase of \$9.9 million since FY2010.

These results reflect the directed efforts to streamline our financial processes, increase income from diversified revenue streams and improved operating efficiencies.

Although the company is classed as a 'not-for-profit (NFP) entity', we strive hard to generate a surplus each year. We do this by improving the efficiency with which we deliver our services and diversifying our revenue. Surpluses are then reinvested back into our business to provide new and improved housing and to help and support more families experiencing housing stress.

## SIGNIFICANT EVENTS FOR THE YEAR

As one of the largest community housing providers in Australia, Evolve Housing partners with other not-for-profits to provide housing assistance to eligible people on low incomes or who are unable to access appropriate housing in the private market. In 2015-16 we formed new partnerships to tender for a range of new mixed tenure developments and were chosen as the preferred provider of a mixed tenure development at Telopea to deliver an additional 155 apartments.

We are particularly proud of the significant number of awards our company received over the 2015/16 period. Evolve Housing was the recipient of eight industry-recognised awards for best practice (see page 36). Evolve Housing was thrilled and humbled to be the winner of the prestigious 2015 NSW Housing Federation Award for Overall Excellence in Community Housing. Our website also took out the Global Communicator Award, 2015.

We are particularly proud of our CEO Andrea Galloway, who won a prestigious Outstanding Achievement Award for Excellence in Social Housing at the Australasian Housing Awards for her leadership in the development and execution of Evolve Housing's long-term strategy, driven by a core mission of relieving housing stress and homelessness.

These awards are recognition of Evolve's continuing excellence in delivering its services, and our belief in thriving

communities for all people — that everyone has the fundamental right to have a place they call home. Evolve would not be able to achieve what it does without the support of the dedicated staff, Residents Council and volunteers and the Board thanks each person for their service.

## CORPORATE GOVERNANCE AND BOARD APPOINTMENTS

During 2015-16 the Board and staff renewed Evolve's 4-year strategy for 2016-2020, outlining our purpose for the organisation and our vision for the future of the company.

## OUTLOOK

The 2016-17 financial year has started out as a busy and exciting time with little expectation that things will slow down. There are significant changes afoot in government policy and strategy on homelessness and housing affordability, including for those people on low incomes and living with a disability. We are seeing ongoing growth in our delivery pipeline for social and affordable housing; and our service delivery for housing and support for all our residents continues to expand in many directions. In 2016 the NSW Government released the Future Directions paper which sets out the NSW Government's vision for social housing over the next 10 years. It is pleasing to see a direction that will guide social housing policy and help shape the role of the community housing sector.

The team at Evolve Housing is ready for the challenges in the year ahead and we are all looking forward to supporting more of our residents in their individual Journey Home.

A handwritten signature in black ink, appearing to read 'Paul Howlett', written in a cursive style.

Paul Howlett  
Evolve Housing Board Chair

## MESSAGES FROM THE CEO

While state and territory housing agencies have historically been the main providers of low income housing for vulnerable people, Government reform and a changing policy environment means not-for-profit community-housing providers are rapidly playing a more significant role in delivering social and affordable housing.

In 2015-16, Evolve Housing prepared for future growth, starting construction on 214 new social and affordable properties. We assisted close to 12,000 people who were homeless or in housing stress and increased our affordable housing portfolio by 29.7 per cent.

The Sydney property market is facing a number of challenges including a major under-supply of affordable housing, resulting in significant pressure on social housing, increasing homelessness and housing stress. We are also experiencing an ageing population and the impact of rapid advances in technology on employment, education and social inclusion (to name but a few issues).

A vital part of building strong communities is the ability to forge effective partnerships. Evolve Housing has a tremendous number of ongoing partnerships that allows us to deliver greater social outcomes for individuals and their communities. In 2015-16, we worked with a wide range of stakeholders and partners to deliver our objectives and to meet our residents' needs. This included establishing a commercial partnership with Payce in Penrith to deliver 268 units (134 for social and affordable housing), and a commercial social enterprise for residents.

Our communication channels continue to go from strength to strength. In our Tenant Satisfaction Survey last year, you told us to improve the way we communicated with you and to improve our repairs and maintenance service

levels. We listened. We now have a range of instructional 'how to' videos to make it easier for tenants to communicate with us, we improved our online forms and surveys and we reached an audience of 1.15 million people through our digital and social media channels, an increase of 53 per cent. We also produced our first Affordable Housing Survey, a qualitative survey which included measuring social outcomes. As a result, we have introduced 'health and wellbeing checks' to help empower individuals living in social and affordable housing. This is being supported by our work on a Social Outcomes Framework.

We continue to be recognised by our peers, winning a total of eight industry-recognised awards in 2015-16, including the NSW Federation Housing Award Winner for Overall Excellence in Community Housing and Communication.

In 2017, with a new 4-year strategic plan, we will embark on a new era of growth and an exciting period for Evolve. A changing operating environment and the challenges being faced by our sector and our clients will require us to be more agile and efficient than ever, in order to ensure that growth that does not disrupt our existing high performance.

I would like to acknowledge the Board of Directors for the expertise and knowledge they bring to assisting Evolve Housing's strategic direction and the support they show our staff. And, thank you to our staff and volunteers who bring passion, drive and commitment to the work they do, and help Evolve Housing create inclusive communities that empower people on their journey to greater independence.



**Andrea Galloway**  
Evolve Housing CEO



# HOW WE DO IT

## OUR PROPERTIES

We currently manage a portfolio of 3020 properties located across 26 local government areas in NSW, with 60 per cent of those properties located in the high needs area of Western Sydney in New South Wales, where the waiting time for social housing in some areas is 10+ years. We also support the management of a further 1058 properties through a joint venture in Tasmania, Evolve Centacare.

We undertake tenancy and property management on behalf of Government, the private sector and for properties we own; procure and develop affordable housing independently or in partnership with developers; source leasehold

properties in the private rental market and deliver housing and support services for young people through Evolve Housing's support services division, Evolve Housing for Youth.

One of Evolve Housing's key asset-development objectives is aimed at growing housing supply, with a particular focus on high population growth areas such as Metropolitan and Western Sydney.

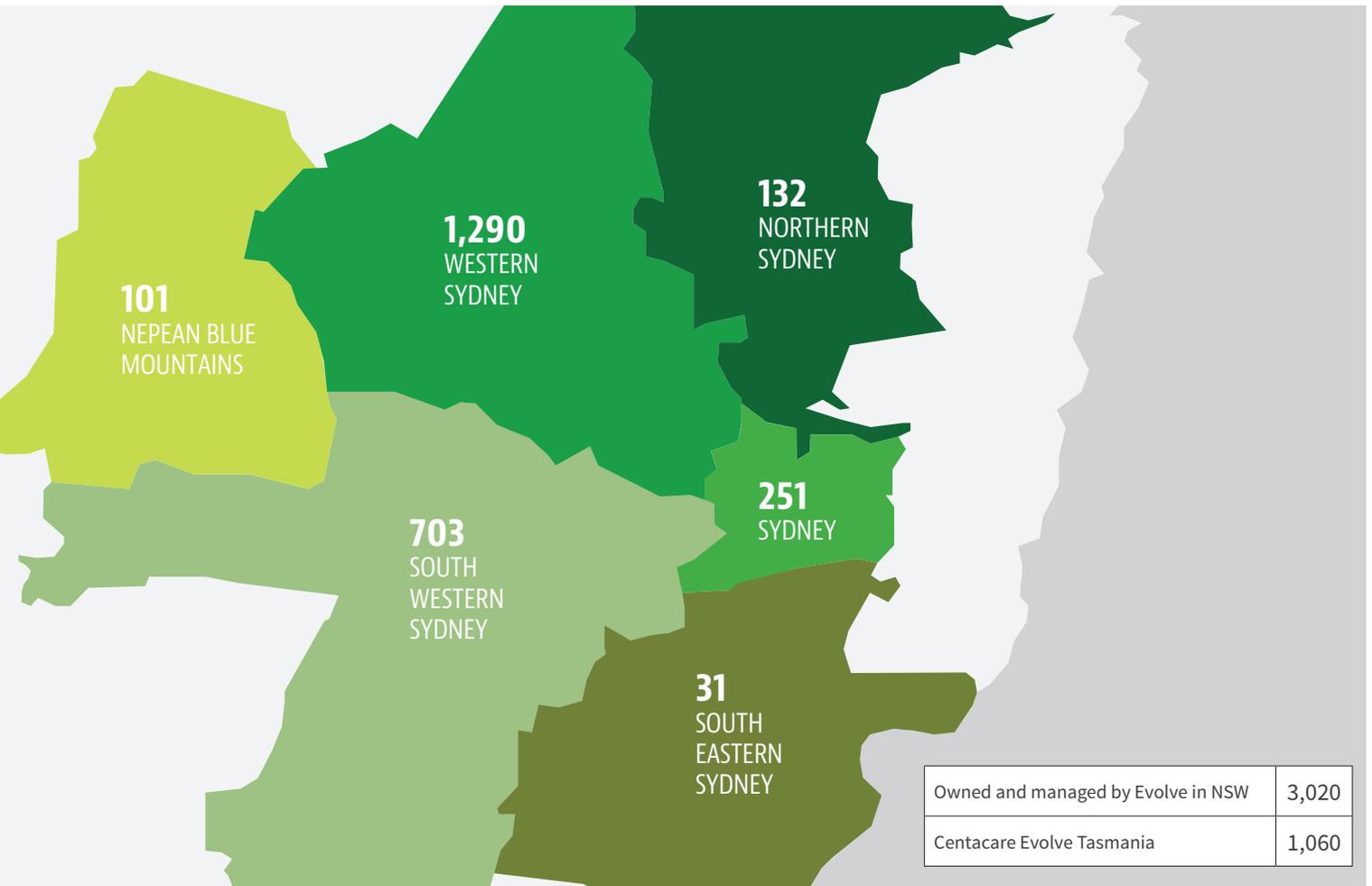
## SOCIAL HOUSING PROPERTIES

Social housing is housing for very low to low income eligible households. Evolve Housing leases and manages capital properties on behalf of the NSW Department of Family and

Community Services, private landlords and for properties we own Evolve Housing is responsible for intake (including assessing applicants' eligibility and allocating housing from the Housing Pathways housing register ([www.housingpathways.nsw.gov.au](http://www.housingpathways.nsw.gov.au)); tenancy management and property management (including responsive and planned maintenance).

## AFFORDABLE PROPERTIES

Affordable housing is housing for people on low to moderate incomes. Evolve Housing manages affordable properties on behalf of property owners under a fee for service arrangement, as well as managing the affordable housing properties it owns.



Evolve Housing properties by FACS regions



*Evolve Housing residents attend the end of year celebration.*

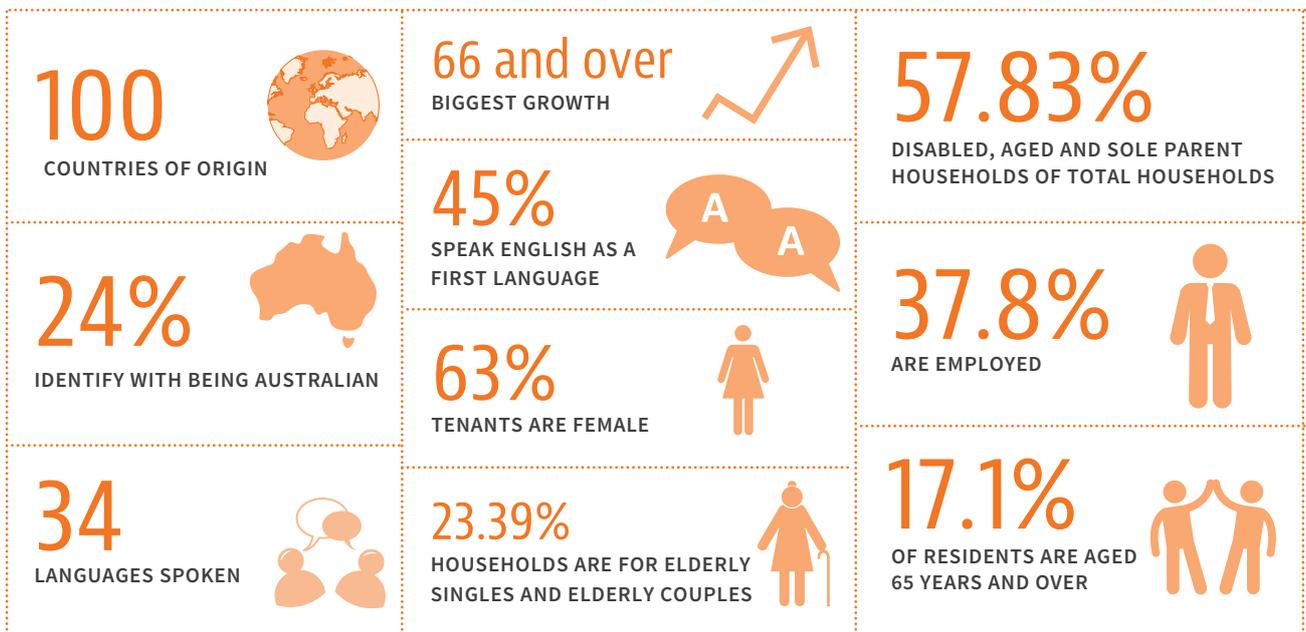
# OUR TENANTS

Our tenants are our core business. They are some of the most disadvantaged and vulnerable people in our community. Providing safe, secure and affordable housing is the first step to supporting these individuals and households to greater economic independence. We engage with our residents through our Resident Engagement Strategy. Our

residents help to shape Evolve Housing's services through their participation in advisory Resident Councils and groups, surveys and other feedback mechanisms. These mechanisms help shape and reform our services, ensuring continuous improvement. Delivering housing outcomes for vulnerable people is Evolve Housing's

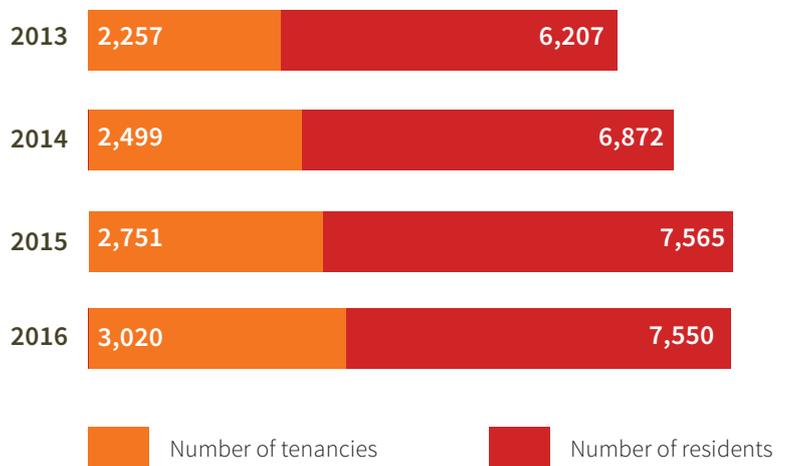
key purpose. There is a growth in demand for safe, secure and affordable housing for people with a range of different needs, and for support that helps our residents maintain their tenancy.

All data collected from our 2016 Annual Tenant Satisfaction Survey<sup>1</sup>.

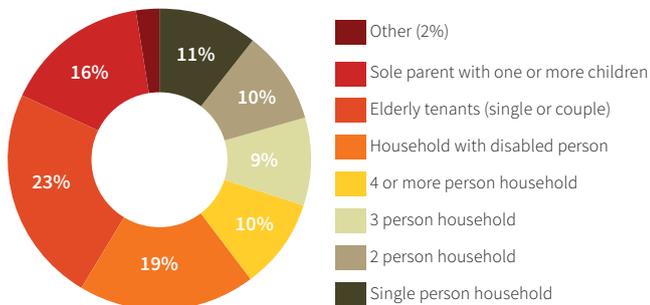


## RESIDENTS AND THEIR HOMES

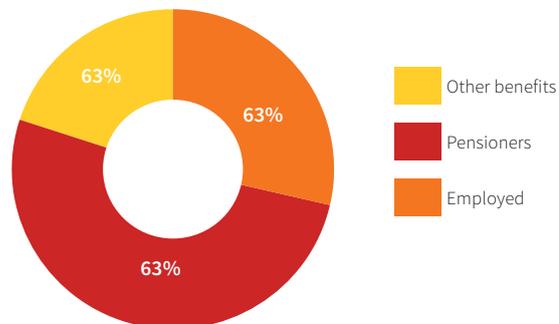
There has been a 9.8% increase in our housing portfolio since 2014-2015. This increase has been driven by the 23.2% growth in our affordable housing properties. Affordable housing now represents 20% of our total housing portfolio a 3.1% share increase since 2014-2015, demonstrating the growing need for appropriate and affordable housing for low to moderate income earners.



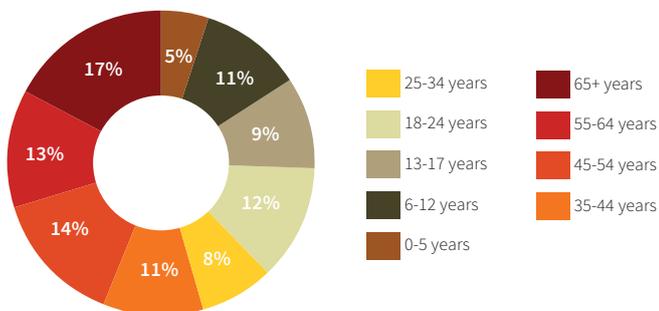
### HOUSEHOLD TYPE



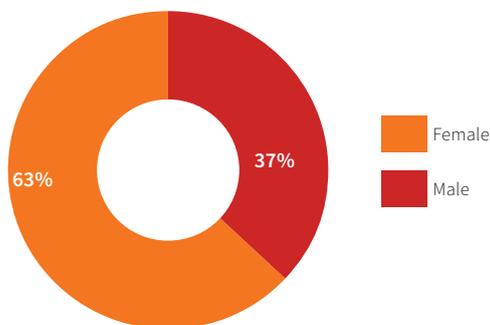
### EMPLOYMENT (%)



### AGES



### GENDER



Matching household type to tenant housing need is critical so that housing is both appropriate and affordable for the tenant. The charts above illustrate that we are experiencing an increase in tenants 65 years and over, as well as younger tenants aged 18-34 years. In response to this, in 2015/16 we have grown the supply of elderly and single person household types to meet the need.

For the past 2 years 29% of all our tenants have been employed which is consistent with the growth in the number of our affordable housing properties. Since 2014-15 there has been a decline in male tenants (as seen in the graph above) and an increase in female tenants which aligns with the trend of older woman experiencing homelessness and housing stress.



“ I’M GRATEFUL FOR WHAT EVOLVE HOUSING HAS PROVIDED FOR ME. I WAS UNDER A GREAT DEAL OF STRESS, MY HEALTH WAS DETERIORATING, AND I WASN’T COPING VERY WELL AS A SINGLE MUM. NOW IN MY NEW PLACE I’M FEELING SECURE AND A LOT MORE AT EASE. THIS NEW CHANGE HAS HELPED ME TO COPE A LOT BETTER WITH EVERYDAY LIFE.” - EVOLVE HOUSING RESIDENT<sup>1</sup>



CHAMPIONS  
OF HOLIDAY  
FUN DAY

Evolve Housing and Mission Australia Housing co-host School Holiday Fun Day in April 2016.

# OUR PARTNERSHIPS

We work with a wide range of key stakeholders and partners to deliver our objectives and meet our residents' needs. We take a 'collective impact' approach to business, on the basis that large-scale progress can be achieved through establishing and fostering partnerships with other organisations to meet common objectives. We do this by partnering with government, financiers, developers, councils, support service providers and other community-based organisations. Collectively we are able to deliver greater housing and social outcomes for individuals and their communities.



## SUPPORT PARTNERS

We currently partner with a wide range of agencies to ensure our residents, where required, receive tailored support to sustain their tenancies, build their capacity to engage with and participate in their community and access education and employment opportunities.



## FEDERAL AND STATE GOVERNMENTS

As a not-for-profit community-housing provider regulated under the National Regulatory System for Community Housing (NRSCH), we work within the policy settings and regulatory frameworks that govern our operations. Evolve Housing seeks to influence policy settings in order to grow the sector and improve the effectiveness and capacity of its services. While diversifying our funding is a key

objective for our business, Federal and State governments continue to deliver funding and income support critical to our business and clients.



## REGISTRAR OF COMMUNITY HOUSING

We work with the Registrar of Community Housing to ensure our organisation meets our compliance and reporting requirements under the NRSCH. Establishing and maintaining effective governance, including accountability and transparency in our operations, is also critical to our ability to attract funding and grow our business.



## PRIVATE SECTOR

Working with the private sector enables us to achieve efficiencies, leverage resources and specialist capabilities, manage risk and collectively deliver greater outcomes. We interact with the private sector in a number of ways. We source services from other organisations under property maintenance contracts and our leasehold program (where we acquire rental properties from the private market to sub-let to our tenants). We also provide services to other organisations for a fee, such as the provision of tenancy and/or property management services. We have formed partnerships with private developers to develop and deliver new affordable and mixed tenure housing and will continue to do so to develop greater outcomes for our communities.



## COUNCILS AND GOVERNMENT AGENCIES

We engage with local government to assist them in meeting the housing needs of their electorates and to promote understanding of the need for social and affordable housing development. We also seek to ensure our developments are of good quality and promote integrated communities. We work with the Department of Planning, Greater Sydney Commission, and Urban Growth to advocate for the planning system to provide well-located development and redevelopment opportunities for affordable housing. We also work with other government departments including Family and Community Services (FACS), Health, Education, and Industry agencies to ensure our residents are effectively linked to available services and initiatives are aligned to best meet their needs.



## COMMUNITY AND CORPORATE

We source loans from financial institutions to fund new developments. We partner with corporate and philanthropic entities that provide social investment or in kind skills to facilitate the growth and capacity of the organisation, support residents to develop skills and access training or employment or develop social enterprises. We work with Community Housing peak bodies to advocate the growth of a strong and effective community housing sector.

# HOW WE EMPOWER ABILITY

Evolve Housing provides homes for people across a range of tenures and with a range of needs, including people with disability.

How do we help people with disability?

The National Disability Insurance Scheme (NDIS) reforms, rolled out from 1 July 2016, will result in a substantial improvement in the quality of life for thousands of people with disability.

Many people with disability say housing is the biggest barrier to living the life they want and access to suitable, stable and affordable housing is critical to the wellbeing of many NDIS participants.

The right of people with disability to attain adequate housing has been recognised in the United Nations (2006) Convention on the Rights of Persons with Disabilities (CRPD), to which Australia is a signatory. In the CRPD, the right to housing is integral to the right to independent living and full inclusion and participation in the community. It specifies that people with disability should have the opportunity to choose where they live and with whom, on an equal basis with others.

In Australia, the Council of Australian Governments (COAG) initiated the National Disability Strategy (2011) which complies with Federal and state government obligations under the CRPD and states that people with disability should have access to affordable and secure housing across all tenures.

While the NDIS will provide accommodation support for people with disability needing integrated housing and support, this is still a relatively small proportion of all NDIS participants (around 6-7 per cent) and leaves a significant 'housing' gap.



According to a report produced by the Disability Housing Futures Working Group in early 2016, an estimated 35,000 - 55,000 NDIS participants will fall into this gap and their housing needs will remain unmet after the NDIS has been fully rolled out.

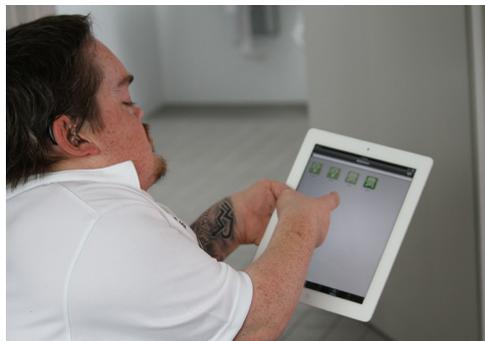
These are people with disability who are homeless; younger people living in aged care, parents' homes, group homes and private rentals; or people in housing stress or who are struggling in unacceptable housing situations.

Social housing providers have always played an important role in housing people with disability, with some 30 per cent of social housing tenants in NSW on a Disability Support Pension. According to the Australian Institute of Health and Welfare (2012) nearly 160,000 households nationally with a member with disability, live in social housing – or 40 per cent of all households.

As a community-housing provider, our purpose is to deliver housing solutions and services that empower people on their journey to greater independence. Evolve Housing strives to provide housing and housing support solutions that empower ability. We work in partnership with a range of organisations that specialise in disability service provision.

The infographic on the following page shows how we have engaged with the specialist disability service system, who we have partnered with, and how we have contributed to the improvement of the lives of people with disability.

Evolve Housing also has expertise in designing, developing and managing purpose-built disability housing for people likely to be eligible for NDIS accommodation support.



Left: Evolve Housing and Northcott's innovative development Merv Wright House, that provides accessible affordable supported accommodation units for people with disability.

Above: Innovative features of Merv Wright House include Assistive Technology Service (CATS), which assists people with disability to communicate and use household controls via an iPad, to maximise their independence.

Providing housing support for people with disability remains a key focus for Evolve. We look to work with a range of different stakeholders, not only to manage their housing, but to come up with innovative ways to increase the supply of accommodation that can be accessed by people receiving NDIS support.

We recognise the need for people with disability to have a home, not just a place to live.

In our annual report we have featured a case study about Andy, one of an estimated 80 Australians living with a rare physical disability Morquio, who is now living independently for the first time thanks to a partnership between disability service provider Northcott and Evolve Housing.

## WE HAVE

- 10** ADAPTABLE HOUSING DEVELOPMENTS THAT ARE DISABILITY INCLUSIVE 
- 25** YEARS EXPERIENCE DESIGNING HOMES THAT INCREASE TENANT ABILITY 
- 6** PERSON-CENTRED DISABILITY SUPPORT PARTNERS\* 
- 4** DISABILITY HOUSING PARTNERS\* 
- 3** AWARD WINNING DESIGNS WITH PLATINUM LIVABLE COMPLIANCE\*\* 

## WE PROVIDE

- 745** HOMES TO TENANTS WITH DISABILITY 
- 218** PURPOSE USE HOMES TO DISABILITY TENANTS 

## WE ARE A

- TRUSTED PARTNER FOR DELIVERING PERSON CENTERED HOUSING AND HOUSING SUPPORT SOLUTIONS** 
- ALL OUR TENANTS ARE EMPOWERED ON THEIR JOURNEY TO GREATER INDEPENDENCE** 

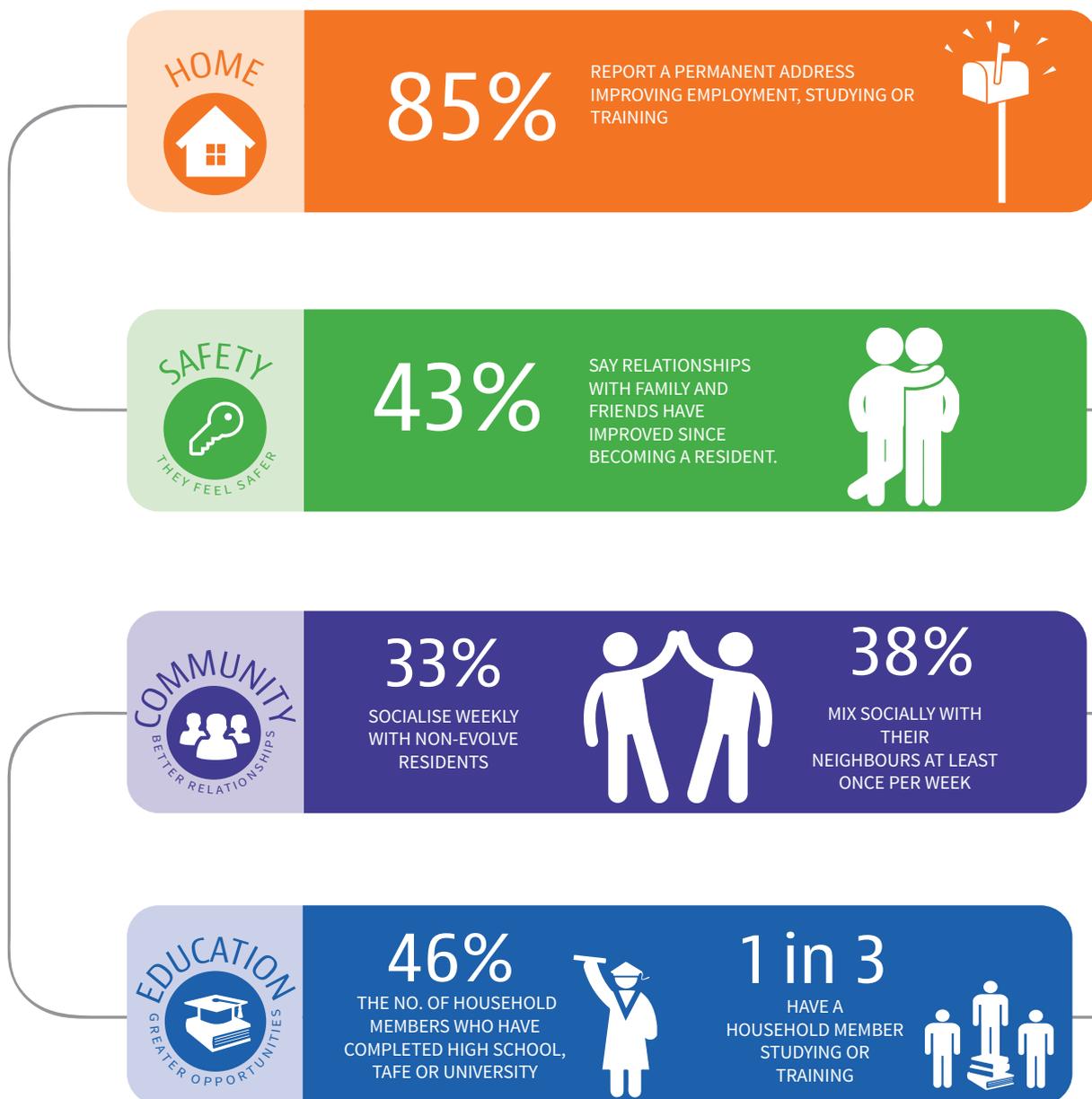
Source: Statistical data sourced from Evolve Housing Tech One CRM System September 2016. \*Cerebral Palsy Alliance, Royal Rehab, Northcott, Uniting Hope, Uniting Care, Lifetime Care. \*\*Merv Wright House, Grandview. Smalls Road, Ryde. Ermington.

# HEALTH AND WELLBEING CHECKS

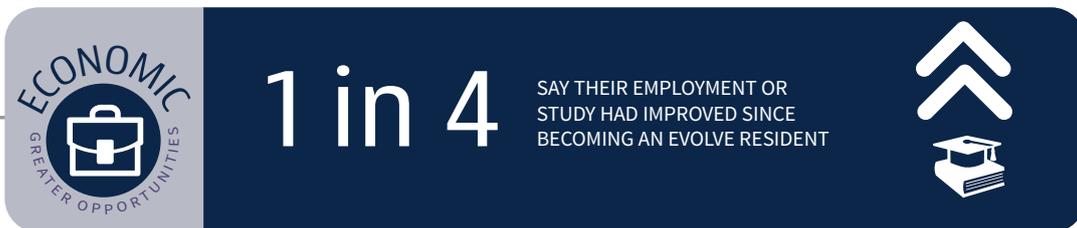
The Evolve Housing Health and Wellbeing Checks are a tool used to measure the health and wellbeing of tenants who responded to our Annual Tenant Satisfaction Survey. Using key social outcome indicators we gauge individuals satisfaction with their health, personal relationships, standard of living and sense of community. Health and Wellbeing Checks are

conducted for both social housing and affordable housing tenants allowing for a comparison of satisfaction levels. The results provide insight into tenants' current and future health and wellbeing needs, so that we can determine how best we can support and empower them on their journey to greater independence, provide feedback and plan new initiatives and

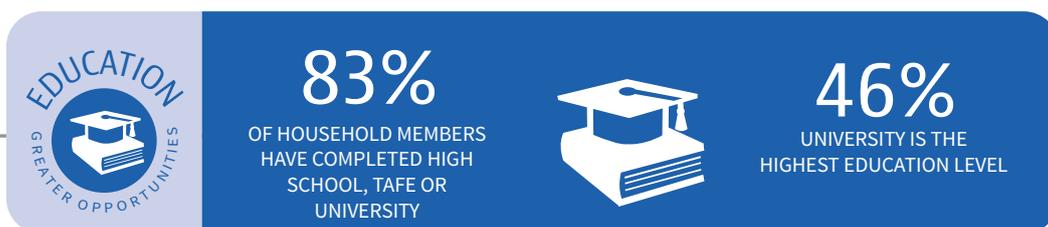
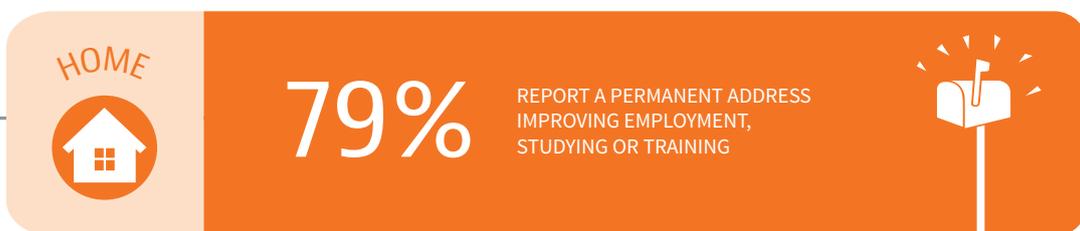
programs that will benefit all residents. The Residents' Council is supported by the Evolve Housing Community Engagement Team and is just one channel through which Evolve Housing engages with residents to improve its services and ensure the voices of all residents are heard.



## BEFORE EVOLVE HOUSING, OUR SOCIAL HOUSING TENANTS WERE . . .



## BEFORE EVOLVE HOUSING, OUR AFFORDABLE HOUSING TENANTS WERE . . .





# ANDY'S STORY

## CASE STUDY

With the help of Evolve, Andy Waite is living independently for the first time in his life, in a state-of-the-art, \$2.3 million accommodation complex in Parramatta.

Andy never imagined he would move out of his parent's home. As one of an estimated 80 Australians living with the rare physical disability Morquio, Andy uses a wheelchair for mobility and has a range of physical characteristics that can make daily tasks difficult to manage.

Like an estimated 28,000 other Australians with disability, Andy was, until recently, held back in his quest to be fully independent by one major barrier – a shortage of appropriate accommodation.

Andy said because his family home was not wheelchair accessible, many of his friends were unable to visit and he was prevented from doing basic tasks such as cooking on his own.

Andy now has a new place he calls home: his own apartment in a modern, universally accessible North Parramatta complex, made possible thanks to a partnership between disability service provider Northcott and Evolve Housing, as part of the Australian Government's \$60 million Supported Accommodation Innovation Fund.

"Living here has given me a new lease on life," he says. "My life has improved in just being able to catch up with mates, and not having to always rely on my parents for help getting to places. I'm also closer to work which makes things easier."

Andy says being able to socialise with his friends more, cook for himself, hang out his own washing, and generally take care of himself, has improved



his confidence and given him the independence he was seeking.

"Not having to rely on my parents was a big thing," he says. "Where I lived [before] wasn't wheelchair accessible so I always had to rely on someone around to help me. The kitchen wasn't accessible so I couldn't cook for myself."

Since moving into his new accommodation, which features a small courtyard, Andy has been able to have his friends over more. "There's

enough room to fit a barbecue. I love to entertain when I've got mates over – to cook a steak while they're inside screaming at the TV because their team is either winning or not doing so well," he says.

"It took me a while to learn how not to make things charcoal, but I got there after a couple of months and things became edible!"

Unsurprisingly, Andy's relationship with his parents and sister has





“THE GREATEST ACHIEVEMENT FOR ME SO FAR, ASIDE FROM MOVING INTO HERE AND GAINING THAT MUCH MORE INDEPENDENCE WOULD BE WHEELCHAIR SPORTS AND PLAYING POWERCHAIR FOOTBALL FOR THE WANDERERS”  
-ANDY

Left: Andy in his home, at the opening of his home Merv Wright House in 2014. Above: Andy playing Powerchair Football.

improved drastically in the two and a half years he has been living on his own. “I’m getting on a lot better with my parents since I moved out of home,” he says.

“Mum’s there for me: I can call her if I need cooking advice, without her having to take over for me. I’ve also got dad who works close by so if I ever need help he can come over after work. I’m getting on a lot better with my sister now that we don’t see each other on a daily basis.”

Despite the extra obstacles Andy faces on a daily basis, the Information Technology worker has chosen not to let his disability stop him from living life like most other young men his age. Andy

has tattoos, likes hanging out with his mates, is a diehard fan of the Western Sydney Wanderers FC – and even captains its Powerchair Team.

“The greatest achievement for me so far, aside from moving into here and gaining that much more independence would be wheelchair sports and playing Powerchair football for the Wanderers,” he says. “We just won our first championship, which has been huge for us and something I’m really proud of.”

“We’ve got the World Cup coming up next year in Florida and hopefully on the backhand of what we’ve done this season we can push to get selected for the Australian team,” he says.

For Andy, the future is bright: there is much for him to look forward to. “I’m really looking forward to what the future holds,” he says. “With this place now it’s really broadened my horizons and shown me what I can do independently. I’d love to get a bigger house and really grow from there.”

 **WATCH ONLINE**  
[ANNUALREPORT.EVOLVEHOUSING.COM.AU](http://ANNUALREPORT.EVOLVEHOUSING.COM.AU)



Evolve Housing CEO and Guest Speaker complete mural for International Women's Day 2016.

# OUR STRATEGIC GOALS

At Evolve Housing, we have a clear purpose for our organisation and an ambitious vision. Our Strategic Plan provides a structure to set our priorities, focus our energy and resources, strengthen our operations, and establish agreement around the intended outcomes and results of our business. It is a tool we will use to assess and adjust the organisation's direction in response to a changing environment and helps to ensure that our employees, stakeholders and partners are working towards common goals.

The environment in which not for profit community organisations are operating is becoming increasingly complex and the sector is undergoing significant change as we grapple with challenges such as population growth, declining housing affordability, continuing demand for affordable housing and growth in social housing waiting lists from people excluded from the private rental market, and an ageing population.

Now at the tail end of our 2013/14 to 2015/16 four-year strategic plan, we are embarking on new focus areas, including further growth.

The 2016/17 to 2019/20 Strategic Plan will continue to be structured around four key goals, building on the successes of the previous strategic plan:



## STRATEGIC GOAL 1: GROW CAPACITY

Our four key strategic objectives to grow our capacity are:

- 1.1 Increase and diversify revenue streams
- 1.2 Build on our partnerships
- 1.3 Grow balance sheet

1.4 Increase and diversify our housing portfolio



## STRATEGIC GOAL 2: ENHANCE BUSINESS PRACTICES

Our four key strategic objectives to enhance business practices are:

- 2.1 Invest in our people
- 2.2 Be a governance leader
- 2.3 Drive efficiencies
- 2.4 Be business ready for opportunities



## STRATEGIC GOAL 3: SUSTAIN TENANCIES

Our four key strategic objectives to sustain tenancies are:

- 3.1 Respond effectively to resident's housing needs
- 3.2 Ensure housing and support services sustain tenancies
- 3.3 Support residents on their journey to independence
- 3.4 Influence housing policy to drive improved outcomes



## STRATEGIC GOAL 4: STRENGTHEN COMMUNITIES

Our four key strategic objectives to strengthen communities are:

- 4.1 Measure and maximise positive social outcomes
- 4.2 Enhance social and economic participation of our residents
- 4.3 Partner to optimise impact investment
- 4.4 Develop and participate in programs to deliver integrated communities

## BY 2020 WE WANT TO:

### Grow Capacity

- Grow our portfolio, to provide housing outcomes for more people
- Continue to increase our revenue to ensure we are a robust and viable organisation
- Enhance our Balance Sheet

### Enhance Business Practices

- Transform our business through our systems and practices
- Build on our partnerships to encourage investment in housing and housing outcomes
- Deliver good governance
- Be an employer of choice through delivery of our People and Culture Strategy

### Sustain Tenancies

- Deliver best practice tenancy and asset services
- Support our residents to sustain their tenancies
- Build resident capacity
- Influence housing policy and advocate with all our stakeholders for improved housing outcomes

### Strengthen Communities

- Deliver a social investment framework
- Diversify our revenue sources and encourage investment in our programs and services
- Increase resident engagement in study, training, employment and community activities



*Evolve Housing residents attend the 2015 Annual Nepean Belle Cruise.*



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## HOW WE PERFORMED

In the last 12 months Evolve Housing has consolidated its achievements to prepare for a new period of growth. The following pages identify how we delivered against these goals in the past 12 months.

# GROW CAPACITY

## KEY ACHIEVEMENTS:

- Grew housing portfolio by 6.3%
- 214 social and affordable properties under construction
- Preferred tenderer on mixed tenure development at Telopea to deliver an additional 155 apartments
- Formed partnerships to tender to deliver new mixed tenure developments for a range of locations in Western Sydney
- Grew the attendance at the Western Sydney Homeless Connect event by 50% and reduced costs by 50%
- Continued to invest in our

## GROWTH

We are committed to growing our capacity to deliver more appropriate and affordable homes. To successfully manage growth requires the careful use of company resources (such as finances and personnel), ensuring agile and scalable systems and processes are in place and ensuring our growth does not disrupt existing performance. It requires us to be driven by innovation, to be able to assess risk and benefits quickly and effectively, to develop new revenue streams and build on existing sources, attract potential customers, partners, and investors, create successful partnerships and access to funding, and participate in tenders/bids aligned to our investment strategy.

In 2015/16, Evolve increased its property portfolio from 3,820 to 4,171 including an increase of affordable housing from 465 to 635 properties. We are now assisting and providing homes to more than 11,470 people who were homeless or in housing stress in NSW.

The Private Market Housing division, which manages affordable housing under a fee for service arrangement, saw the most dramatic growth. This division provides much-needed housing relief, as well as an alternate revenue stream to further invest in additional social and affordable accommodation. Plans approved this year will see an expansion of this business in 2017.

The growth in the number of affordable housing properties under management has delivered surpluses that will be reinvested in the community, expanding access to properties and supports for vulnerable people who are in housing stress.

## PARTNERING FOR INVESTMENT

We were the preferred tenderer on a mixed tenure development at Telopea to deliver an additional 155 apartments in partnership with a private developer (Payce). Our contract to deliver maintenance services to Specialist Homelessness Services was extended by FACS, demonstrating our standing as a preferred community housing provider.

In 2015-16, we expanded our relationships with the private sector including large developers, multi-tier project managers, planners and architects, and actively pursued opportunities for residential developments, including partnering with construction service providers and consultants. We also formed partnerships to tender to deliver new mixed tenure developments in a range of locations in Western Sydney.

In 2015-16, we successfully pursued the following residential developments: **Harts Landing, Penrith** is a landmark

development that brings together the private and not-for-profit sectors in a large-scale development to address housing need. Developed alongside private developer, Payce, Harts Landing will house a street frontage commercial tenancy including a social enterprise café and a private market realty office to manage our (and other) rental properties. Harts Landing will provide 268 one and two bed apartments. Half (134) will be retained by Evolve consisting of 124 for affordable housing and 10 for social housing, and the remaining 134 for private market buyers. The development is expected to be completed in May 2018.

**Stimson Street, Guildford**, is a development comprising 23 studio apartments for social and affordable tenants, including four that are accessible for people with disability. This innovative development will utilise full modular off-site construction above ground level and integrate transformational furniture, installed during the off-site manufacture of the apartment modules. Construction is expected to commence on-site mid-2017.

**King Georges Road, Roselands**, will have 26 studio apartments for social and affordable tenants including two that are accessible for people with disability and eight that are adaptable for easy modification for people with disability. This project is being developed as part of Evolve Pacific Developments, a partnership between Evolve and Pacific Link Housing in Gosford. Construction is expected to commence on-site mid-2017.

**Chambers Place, Woy Woy**, another project being conducted as part of the Evolve Pacific Developments joint venture, consists of 31 studio





Evolve Housing developments. Top left: Chambers Place, Woy Woy. Bottom Left: Stimson Street, Guildford. Above: Hart's Landing, Penrith

apartments for social and affordable tenants including two that are accessible for people with disability and eight that are adaptable for easy modification for people with disability. This project is expected to be completed in April 2017.

**Kantara Road Canton Beach**, is our third project being developed under the Evolve Pacific Developments joint venture arrangements. It consists of 28 studio apartments for social and affordable tenants including two that are accessible for people with disability and eight that are adaptable for easy modification for people with disability. This project is expected to obtain planning approval by early 2018.

### HOMELESSNESS SERVICES

We grew attendance at the Western Sydney Homeless Connect event, of which Evolve was the lead partner and organiser, by 50 per cent. We also continued to focus on developing adaptable accommodation that is

accessible and appropriate to people with varying levels of disability.

### YOUTH SERVICES

Evolve continues to offer support services targeted specifically at young people.

Through our youth support services division, Evolve Housing for Youth, Evolve has tailored its case management support to meet the rapidly growing needs of this group. In 2015-16, we supported 142 young people, successfully moving 71 per cent of these on to a more independent/stable living situation. We secured three exit-housing properties and agreed to support extra properties through a partnership with My Foundations Youth Housing, a specialist not for profit community housing provider. This partnership has the potential to expand in the future. Our partnership with TAFE provides work experience for TAFE students and temporary accommodation for

young people living at our properties at Stimson St and Antwerp St, Parramatta.

### INVESTING IN OUR STAFF

Under the Government's Smart and Skilled program, we secured subsidised training for staff, valued at up to \$4,000 per participant, allowing our employees to gain a qualification relevant to their position and career aspirations. Some staff used this opportunity to enrol in a Certificate IV in Social Housing, facilitated by the NSW Federation of Housing Associations.

# ENHANCE BUSINESS PRACTICE

## KEY ACHIEVEMENTS:

- Improved state and federal government compliance reporting
- Commenced the process of identifying accommodation opportunities for people living with disability in line with the NDIS and prepared accommodation and related agreements for 15 units of supported accommodation at Ryde
- Commenced the design of the organisation strategic procurement process and contracting teams for its outsourced maintenance contract.
- Introduced a responsive maintenance audit regime
- Implemented improvements to internal policies and procedures, including a review and update of current policies
- Achieved certification to NSW Disability Service Standards
- Commenced work on a People and Culture strategy to enhance staff engagement and delivery on the company's strategic objectives.



*Evolve Housing wins 2015 Australian Housing Institute Award for Excellence in Social Housing.*

Our changing operating environment and the challenges being faced by our sector and our clients requires us to be agile (so we can match continually changing conditions and appropriately scale our operations), efficiently use our resources, and attract and retain staff who share and contribute to our organisations vision and purpose. It requires us to embrace a culture of innovation and focus on best practice and continual improvement.

## BETTER COMMUNICATION WITH OUR TENANTS AND OTHER KEY STAKEHOLDERS

In 2015-16, we enhanced the way we communicate with our tenants by initiating SMS systems in the Private Market Housing area. This made communication with our tenants more efficient and allowed us to provide a greater lead-time for events.

We continue to maintain our award-winning website, [www.evolvehousing.com.au](http://www.evolvehousing.com.au), operating as a key platform for communicating with tenants. A

key accomplishment of the website is its ability to translate content into 57 languages, enabling Evolve to communicate with tenants from a diverse range of cultural backgrounds, many of whom speak English as a second language.

## IMPROVED REPORTING

Further advances in business practice include the introduction of enhanced digital technology for property managers to allow immediate reporting on property visits. All property managers now carry smartphones that provide them with the ability to update property and tenant information instantly and on site. We have also achieved 100 per cent compliance in government NRAS tenancy record reporting. We improved our rent statements; non-rent and arrears statements to better align with FACS reporting and made it easier for our tenants to access their information.

## ENHANCED SYSTEMS AND PROCESSES

In 2015-16, we made a number of



enhancements to our IT systems. We improved the Voids and Vacant Property management process by updating our technology and software, leading to quicker availability of properties. We also updated our internal reporting procedures to be better aligned to FACS requirements.

We improved our IT and business process mapping, including developing user guides and improved systems for staff and, in the process, ensuring a more consistent and positive customer experience. And we made improvements to the way we undertake maintenance resulting in better service for our tenants. By focussing on planned and cyclical maintenance we are better able to address maintenance issues when they first arise and help minimise the likelihood of emergency repairs.

In 2015-16 a rental amnesty was declared, allowing Evolve tenants to declare undisclosed income, assets or extra residents without having to back pay the amount. Moving forward from the amnesty, tenants are charged the correct amount which increased revenue by \$209,000.

We were a lead partner in the optional Housing NSW initiative, Application for Housing by Phone program that eliminates the need for applicants for housing to present paper applications in person.

### **RAISED OUR PROFILE TO ATTRACT PARTNERS AND INVESTMENT**

In 2015-16, we attended forums and networks to raise the profile of the youth division and create partnership opportunities. Evolve Housing for Youth was a lead agency in the Collaborative Youth Services

Partnership (CYSP) and is the current Chairperson of the Parramatta Regional Homelessness Interagency, raising a positive community profile.

In 2015-16, we won a number of awards for best practice, including:

- Finalist, Award for Excellence in Innovation, Western Sydney Awards for Business Excellence (WSABE), 2015
- Rising Star Award, Powerhousing Australia Awards, Charlie Souma, Private Market Housing for his leadership in the development and growth of the fee for service business, 2015
- Outstanding Achievement Award, Andrea Galloway; Excellence in Social Housing Award; Highly Commended – Leading Innovation, Evolve Housing Website, Australasian Housing Institute (AHI) Awards, 2015
- Silver in the Global W<sup>3</sup> Awards
- Australian Growth Company Awards, Special Recognition Award
- Winner, Overall Excellence in Community Housing and Communication; Highly Commended – Innovation, NSW Federation Housing Awards
- Finalist, Outstanding Use of Technology by a Not for Profit Organisation, Zest Awards, 2015
- Global Communicator Award for Evolve Housing website, 2015

Through our marketing and communications platforms, in 2015-16, we reached an audience of 1.15 million people, an increase of 55.3% on the previous year's audience reach. Our content was engaging, with 5,172 people on average each week connecting with our stories; more than double our audience engagement last year at 2,477 people.

Our content is resulting in tenant and stakeholder engagement that is above industry benchmark levels:

- Email marketing engagement rate – 27.63% versus 19.9% industry norm
- Click through rate – 16.09% versus 14.7% industry norm
- Unsubscribe rate – 0.15%.
- E-newsletter had with a high open rate of 29.25%, higher than the average e-marketing open rate. (19.9% industry norm)
- Website engagement rate average page views per visit is 2.9 above the NGO industry norm of 1.87

### **STAFF WELLBEING**

The wellbeing and safety of staff remains a top priority, with a particular focus in 2015-16 on field safety and encouraging staff to take their leave and to access the Employee Assistance Program (EAP) where needed. In 2015-16, staff accessing the EAP increased by 400 per cent.

A two-day training workshop for client-facing staff taught us how to identify and respond to difficult, challenging and aggressive behaviour in the workplace. Staff learned how to identify and respond confidently to aggressive behaviour through a range of behavioural techniques including evasive self-defence. We re-designed our salary budget structure, reducing the need for repeated and regular reviews throughout the year and allowing us to incorporate anticipated legislated salary increase obligations.

Like many charities, we have been affected by the Federal Government's changes to salary sacrificing for not-for-profits and have actively sought alternative staff benefits to lessen the financial impact to staff pay, including partnering with a major retailer to offer substantial staff discounts.

# SUSTAIN TENANCIES

## KEY ACHIEVEMENTS:

- Achieved 95% of resident visits
- Reduced eviction numbers to less than 1 per month
- 55.3% increase in audience reach to 1,152,686. Our content was engaging with 5,172 people on average each week, more than doubling our audience engagement
- Achieved 34% response rate to Annual Tenant Satisfaction survey with 84% of respondents very satisfied or fairly satisfied with the services provided by Evolve Housing and 85% of respondents satisfied with their neighborhood
- 19 Starter Home packs provided to tenants
- Commenced work on Social Outcomes Framework
- Delivered a range of programs tailored to tenant needs

Secure, affordable housing plays a critical role in improving the lives and wellbeing of vulnerable Australians. For some, the provision of stable, affordable housing, improves their ability to engage with education, participate in training and employment opportunities and can assist in transitioning to a greater level of financial independence (and reduced reliance on government assistance). For others, particularly people living with a significant disability or older or frail people, transitioning from social housing into affordable or private rental may not be feasible. For those tenants, gaining stability and skills that increase social participation in their community, their ability to manage issues that may otherwise impact on their capacity to

maintain a tenancy and improving their health and well-being are more appropriate goals.

Building residents' capacity and assisting them to sustain their tenancies cannot be reduced to a single response but must include a range of initiatives. An essential element of our role in this regard is to identify resident's support needs and link them with appropriate support services before issues escalate.

## TENANT SATISFACTION

Delivering quality housing and tenancy and property services that meet the needs of our residents is a core service outcome for Evolve Housing.

In 2015/16 84 percent of respondents to our annual tenant satisfaction survey were satisfied with our services and 85 percent with the neighbourhood in which they lived.

## ENHANCING OUR COMMUNICATION

In our Tenant Satisfaction Survey last year, you told us to improve the way we communicated with you and to improve our repairs and maintenance service levels. We listened.

To improve communication, we produced a range of instructional 'how to' videos to help you with your tenancy and make it easier to communicate with us. We also made completing your Rental Rebate form easier, with it available as an online form. To improve repairs and maintenance levels, we produced an online feedback form that is available on our website, sent via SMS and email to all households who have had a repair.

In 2015-16, Evolve Housing improved its online form and surveys by:

- Increasing availability – clients

could access Evolve office hours at their convenience

- Improving accessibility – translatable online forms and videos including visual aids and audio removed barriers for Evolve Housing's diverse audience
- Targeting audience segments and customer needs in 14 surveys
- Producing 'How to' videos in-house to assist tenants to complete the annual tenant satisfaction survey, their rent review and the maintenance feedback survey.

This resulted in:

- Our average response rate for our resident surveys conducted was 31.25%, more than double the industry norm
- Our annual tenant satisfaction survey had a response rate of 34%, above our average and consistent with the 2014-15 result of 34%
- Improved data capture and validation
- Instant receipting of forms

In 2015-16, more than 37,000 SMS broadcasts were sent out to our tenants with information including training courses, resident events, and tenancy matters - an increase of 16% from the previous year.

*Left to right: Evolve Housing residents graduate from 'Training People for Life' with a Certificate III in Aged Care. Evolve Housing students receive 2015 Educational Financial Assistance grants.*



We commenced a review of customer communications, set to launch in 2017, which will help improve tenancy management services and client-facing engagement. And we will continue to monitor tenancy satisfaction levels and refine asset and tenancy management practices and policies to meet or exceed industry benchmarks.

## PROGRAMS TO SUPPORT OUR TENANTS

In 2015-16, we funded a range of programs to meet the demands of daily living. This included a Kickstart program, initially funded through a Parramatta City Council grant. The grant, which provided support to residents who have previously been homeless, proved so successful in helping residents kick start their journey to independence that we continued to independently fund it. So far the program has helped 57 tenants on their journey to independent living, providing \$15,000 worth of essential items including kitchen appliances, vacuum cleaners, cutlery, and pots and pans.

We provided social activities for residents on and off site, such as meet

and greets, lunch cruises, school holiday activities and events during Seniors Week, key to preventing isolation and decreasing the risk of health and mental health issues.

And we provided sport grants, education financial assistance grants, EvoLoans and Chemist Assist to assist tenants on their journey to greater independence.

In 2015-16, we invested in education and skills development to help tenants find employment. We partnered with Astute Training to provide English classes and Certificate courses in Community Service and Aged Care from our office in Parramatta. A TAFE partnership in painting provided an employment opportunity for TAFE students and residents, while also providing cost-effective painting services for Evolve properties.

In 2015-16, we continued to assist young people to maintain their tenancies through Evolve Housing for Youth. We introduced a number of strategies that included intensive case management support, and advice and training for group and individual living

skills and dealing effectively with potential conflict.

We also supported young people to sustain their tenancies by working with them to ensure properties were kept clean, addressing issues with other tenants during house meetings and encouraging rent to be paid on time through Centrepay or direct debit. We also attended house inspections where required.

## MEASURING OUR HOUSING OUTCOMES

In 2015-16, we produced our first Affordable Housing Survey using an extract of questions from our social housing tenants' Annual Tenants Satisfaction Survey. The social outcome measurements collected from these quantitative surveys has enabled us to produce 'health and wellbeing checks' that demonstrate the empowerment of individuals living in social and affordable housing. This will be enhanced in 2017 through the implementation of our new Social Outcomes Framework.



# STRENGTHEN COMMUNITIES

## KEY ACHIEVEMENTS:

- Increased Resident Council members from eight to nine
- Increase Local Resident Groups from five to 11
- Seven tenants completed Aged Care Certificate III courses and 14 tenants completed community Services Certificate IV training through our partner Astute Training
- 14 Physical Activity Sporting grants provided to tenants
- Volunteer project lead partner for WSHC.

Strong communities are socially inclusive communities. Building the capacity of people increases their potential to participate and contribute within their community and the broader economy. We do this by assisting our residents with life skills such as financial management, providing access to training and skills for employment, and increasing residents' capacity to engage with and contribute to their community.

## KEY FOCUS AREAS

- Improving health and wellbeing and enhancing life skills
- Facilitating opportunities for social interaction and belonging
- Proactively participating in opportunities with private sector partners to create additional social and affordable housing in mixed tenure, mixed income developments with good access to education and employment opportunities
- Using good design to facilitate interaction
- Exploring opportunities to create employment for our residents through delivery of our services and in social enterprise opportunities in our developments
- Supporting residents to access training, education and employment initiatives to meet their needs
- Using an evidence-based approach and outcomes measurement to determine which programs and initiatives have the greatest impact to best assist residents to effectively focus our resources.

## PARTNERING FOR BETTER OUTCOMES

A vital part of building strong communities is the ability to forge effective partnerships. Evolve has a



large number of ongoing partnerships that support delivery against the focus areas outlined above.

In addition to private partnerships, a range of other partners work with us to help deliver projects designed to address the distinct needs of targeted groups, for example our supported accommodation for people with mental health issues or disability.

## SOCIAL INCLUSION

Another important aspect of strengthening communities is facilitating programs that support residents social networks. We deliver healthy lifestyle activities to improve the quality of life of tenants and encourage interaction with other people in their community. This includes healthy cooking workshops, sporting activities, school holiday



programs, social events and the Friendship Aged Network for our senior residents. Local Resident Groups are located in 10 areas and are a resource for residents to connect with their local community and us, with each group also sending a representative to the Resident Council.

We also use design to facilitate interaction. For example we liaise with Crime Prevention Officers within the police force at Local Area Command centres to review the design and layout of proposed housing developments to ensure a safe environment for tenants that encourages community participation.

### **AWARENESS RAISING**

We strengthen communities through the power of digital and social

media, raising awareness about homelessness and housing stress. We have an average social media reach of more than 96,000 people each month.

Our youth services arm also strives to increase awareness of Evolve's range of services by actively participating in youth week and interagency meetings and continuing to promote homelessness awareness as we attend local community events (e.g. Youth Week, Western Sydney Homeless Connect) and speak at other community places like local high schools.

In 2015, we took on the role of lead organiser of the Western Sydney Homeless Connect event, growing the event from 1000 people to more than 1500, within a reduced budget envelope.



*Left: Evolve Housing residents at the Chinese Local Resident Group gathering. Top: Resident learns to cook a healthy dish with Taste Tours. Above: A guest receives a free haircut at the 2015 Western Sydney Homeless Connect.*





# OUR YEAR IN REVIEW



# OUR YEAR IN REVIEW

## HOW WE ENGAGED WITH OUR RESIDENTS

1,498

RESIDENTS ENGAGED WITH US



565

FAMILIES PARTICIPATED IN EVOLVE ACTIVITIES



9



NO INTEREST LOANS ALLOWED RESIDENTS TO PURCHASE ESSENTIAL WHITE GOODS



PARTNERSHIPS including co-hosted resident events with Mission Australia Housing and ongoing life skill training with Astute Training.

98



MEMBERS OF FAN including monthly Resident Council meetings and Local Resident Group gatherings.

11



LOCAL RESIDENT GROUPS ENCOURAGING RESIDENTS TO CONNECT IN THEIR NEIGHBOURHOOD

2,302



HOURS OF VOLUNTEERING BY RESIDENTS

144



RESIDENT MEETINGS including monthly Resident Council meetings and Local Resident Group gatherings.

## HOW WE REPAIRED AND MAINTAINED PROPERTIES

6,024



TOTAL REPORTED WORK ORDERS COMPLETED

98%



REPAIRS FIXED FIRST TIME

95%



REPAIRS ATTENDED WITHIN TIME FRAME

## HOW WE COMMUNICATE

1,152,686

TOTAL AUDIENCE REACH



1,667



TWITTER SUPPORTERS

4,123

FACEBOOK FOLLOWERS



## RESIDENT REPORT CARD

	2014	2015	2016
% repairs completed on time	●	●	●
Resident satisfaction with repairs	●	●	●
Percentage of emergency repairs completed on time	●	●	●
Number of properties at standard	●	●	●
Applications for housing and transfer processed within timeframe (days)	●	●	●
Resident visits by Resident Services	○	○	●
Complete building inspections by Resident Services	●	●	●
% of residents correspondence answered within timeframe	●	●	
% of cost per home of delivering resident engagement	●	●	
Number of local resident groups	○	●	●

## OUR AWARDS

<b>2015 Powerhousing Australia Awards: Rising Star Award</b>	Charlie Souma, Private Market Housing for his leadership in the fee for service business
<b>2015 Western Sydney Awards for Business Excellence (WSABE)</b>	Finalist, Award for Excellence in Innovation
<b>2015 Australasian Housing Institute (AHI) Awards</b>	Excellence in Social Housing Award
	Highly Commended – Leading Innovation, Evolve Housing Website
	Outstanding Achievement Award, Andrea Galloway
<b>Australian Growth Company Awards</b>	Special Recognition Award
<b>Global W<sup>3</sup> Awards</b>	Silver – Evolve Housing website
<b>2015 NSW Federation Housing Awards</b>	Winner, Overall Excellence in Community Housing and Communication
	Highly Commended – Innovation
<b>2015 Global Communicator Award</b>	Evolve Housing website

## HOW SATISFIED ARE OUR RESIDENTS

	2014	2015	2016
Housing Services	85%	80%	83%
Complaints and Appeals	53%	42%	50%
Repairs and Maintenance	80%	71%	75%
Neighbourhood	84%	81%	85%
Communication	83%	76%	79%
Tenant Engagment	81%	76%	78%
Tenant rights upheld	89%	84%	83%
Condition of their home	84%	77%	80%
Neighbourhood they live in	84%	81%	85%
Repairs and Maintenance	80%	71%	74%
Value for rent	78%	75%	83%
Information provision	88%	81%	81%



*Evolve Housing staff.*

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# OUR BOARD & OUR PEOPLE



# OUR BOARD OF DIRECTORS



**PAUL HOWLETT, CHAIR**

Paul has an engineering background and over 40 years' experience in executive management positions advising government, 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 and governance.



**RHONDA HAWKINS AM, DEPUTY CHAIR**

Rhonda brings to the Board over three decades of experience working to create better academic opportunities for youth in Western Sydney. She is a strong advocate for social justice and gender equity and in 2015 was awarded the Order of Australia (AM) for her significant service to higher education. She held the position of Deputy Vice-Chancellor (Corporate Strategy and Services) and University Provost at Western Sydney University from 1991 until her recent retirement.



**ALAN ZAMMIT AM**

Alan brings more than 45 years' experience in urban, regional and community development to the Board. He has extensive experience as a professional non-executive director, Board Chair and Chair and member of Finance, Audit and Risk Management Committees across a range of sectors including property, funds management, education, health, government and not-for-profits.



**PHILIP FROST**

Philip brings to the Board over 30 years' experience as a Chartered Accountant, working in corporate, project and structured finance and institutional banking and markets. He has extensive experience in the financing of social and affordable housing projects and expertise in financial and corporate advisory consulting services including acquisition due diligence and fundraising.



**DR ROBERT LANG**

Robert brings to the Board a deep knowledge of and passion for Western Sydney, having previously held the roles of CEO of Parramatta City Council and Adjunct Professor at the University of Western Sydney School of Business. He is a former CEO of Pacific Power and the Sydney Harbour Foreshore Authority and holds a number of Board positions in private industry, not-for-profits and government authorities. His expertise includes transformational change, strategic repositioning, restructuring, corporate governance, strategy, finance, technology, risk management, operations and human resources.



**DAVID BORGER**

David is director of the Western Sydney Business Chamber and has served as Minister for Western Sydney, Minister for Housing and Minister for Roads, as well as Assistant Minister for Transport in the NSW government. At 30, he became the youngest person to hold the office of Lord Mayor of Parramatta, where he served for three terms. As Housing Minister, he oversaw the construction of approximately 9,000 new social housing dwellings and championed major reforms to expand the community housing sector in NSW.



**KAYLEE VEITCH**

Kay brings more than 25 years' of experience in executive leadership at Qantas Airways, Virgin Australia Airlines, and at GWA Group Limited. Kay is a director of Keep NSW Beautiful and a former director of CARE Australia. Kay's key areas of expertise are in organisational transformation, change leadership, commercial distribution and revenue management.



**NATALIE WALKER**

Natalie has more than 15 years' experience across the government, not for profit, corporate and small business sectors in management and non-executive director roles. Natalie brings deep knowledge and expertise in social enterprise governance, leadership and operations, social policy design, impact investment and social impact creation. In 2012, Natalie was named as one of Australia's 100 Women of Influence. Natalie is the director of the Australian Indigenous Leadership Centre and is on the National Australia Bank's Indigenous Advisory Board.

# COMMITTEES OF THE BOARD

Evolve Housing has a skills-based Board of Directors with diverse experience across a broad range of industries and sectors .

There were 11 Board meetings in 2015-16 (excluding Board subcommittee meetings). There was no Board meeting in January 2016.

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

## FINANCE RISK AND AUDIT COMMITTEE

The Finance Risk and Audit Committee is responsible for overseeing risk management and controls and for ensuring the integrity of financial reporting. Its members are:

- Philip Frost (Chair)
- Paul Howlett
- Robert Lang

## STRATEGIC PROJECTS ASSESSMENT COMMITTEE

The Strategic Projects Assessment Committee is responsible for considering investment decisions, conducting risk assessments and making recommendations to the Board around strategic projects, including potential development acquisition and partnership opportunities. Its members are:

- Robert Lang (Chair)
- Paul Howlett
- Alan Zammit
- Philip Frost
- David Borger

## GOVERNANCE NOMINATION AND PEOPLE COMMITTEE

The Governance Nomination and People Committee is responsible for overseeing the organisation's governance framework and practices. It is also responsible for recommendations to the Board on the selection, appointment, remuneration and retention policies for the Board and CEO, succession planning and Board review. Its members are:

- Rhonda Hawkins (Chair)
- Paul Howlett
- Kaylee Veitch
- Natalie Walker

DIRECTOR	BOARD MEETINGS		FINANCE RISK AND AUDIT COMMITTEE		STRATEGIC PROJECTS ASSESSMENT COMMITTEE		GOVERNANCE NOMINATION AND PEOPLE COMMITTEE	
	E	A	E	A	E	A	E	A
Paul Frederick Howlett (Chair)	11	10	3	3	3	3	1	1
Rhonda Clare Hawkins AM (Deputy Chair)	11	9	-	-	2	2	-	-
Alan Joseph Zammit AM	11	10	-	-	-	-	1	1
Philip John Frost	11	10	3	3	-	-	1	1
David Lawrence Borger	11	7	-	-	-	-	1	1
Kaylee Merrilyn Veitch	11	10	-	-	3	3	-	-
Robert David Lang	11	11	3	2	-	-	1	1
Natalie Marie Walker	10	9	-	-	1	1	-	-

Key: E - Meetings eligible to attend, A - Meetings attended.

# OUR PEOPLE

Evolve Housing's strategic objective is to create a workforce that shares the organisational values and that can respond as the organisation grows in diversity, size and geography.

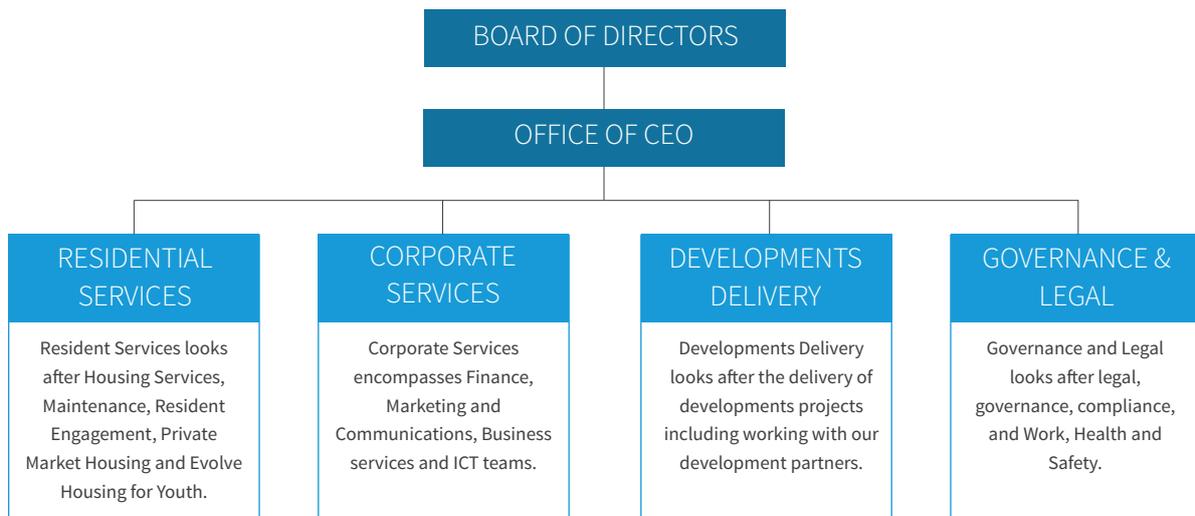
Evolve Housing attracts, nurtures and retains employees who share the belief that it's everyone's fundamental right to have a place they call home. Evolve Housing staff are passionate, driven and committed. They share common values of integrity, honesty, empathy, accountability and respect. Our staff

put people first, determined to create inclusive communities that empower people on their journey to greater independence.

A key focus for 2015-16 was the delivery of training opportunities to develop the skills and expertise of current staff and the recruitment of new staff to strengthen workplace capacity.

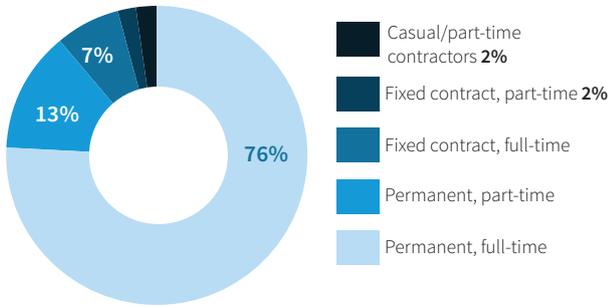
The Group Executive Team (GET) comprises the Chief Executive Officer and the General Managers of the

four business divisions. The GET collaborates with the Board of Directors to develop and lead Evolve Housing's strategic plan, as well as address key operational issues, monitor performance, outline progress made towards the achievement of strategic objectives and manage risks and compliance. The GET is accountable to the Board through transparent monthly reporting mechanisms and the delivery of formal performance updates against strategic objectives.

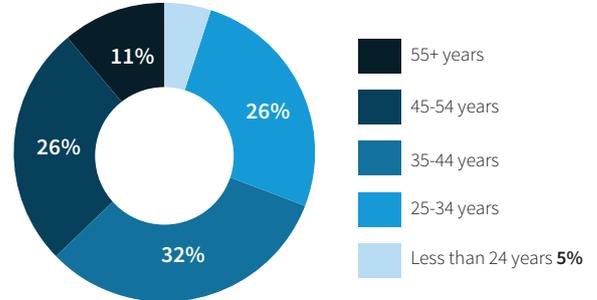


Our staff at Evolve Housing Community Engagement events.

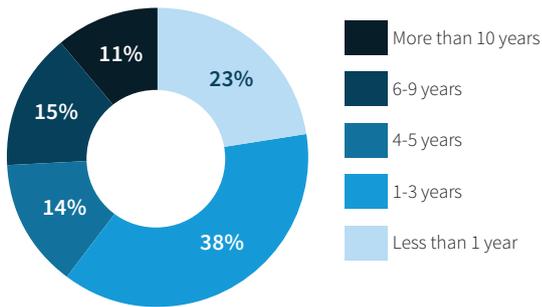
### EMPLOYMENT TYPE



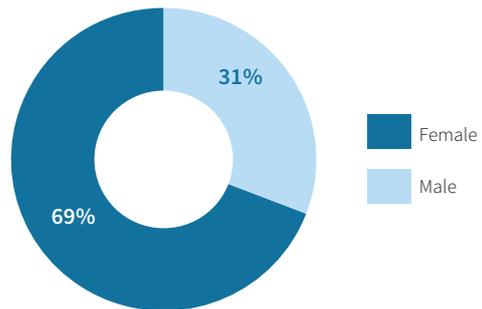
### STAFF BY AGE



### STAFF BY TENURE



### STAFF BY GENDER



### LANGUAGES SPOKEN AT HOME OTHER THAN ENGLISH

26% of our staff speak languages including Arabic, Cantonese, Samoan, Swahili, Italian, Portugese, Spanish, Tagalong, Vietnamese, Tongan, Hindi, Punjabi, Mandarin, Malayalam, Kannada, Gujarati.



# MASI'S STORY

## CASE STUDY

At just 22 years of age, Masi has been in situations most of us could not imagine. Living with the constant fear of persecution amid the atrocity of war in Afghanistan, at 14 Masi was forced to flee his home in search of a life of safety and peace.

Leaving his parents behind, Masi and his uncle fled in the night to Indonesia. From there they took a treacherous and life-threatening boat trip to Australia. Such was their desperation that the possibility of death at sea did not deter their quest for a life of freedom and hope.

Days into the trip, the boat was hit by an enormous wave and capsized. Twelve people died including Masi's uncle. Despite witnessing his uncle die, Masi used all his strength to cling to a floating log for 16 hours, until Indonesian

fisherman were able to pull him and three others to safety.

Masi was then detained for two years in an Indonesian detention facility where he experienced torture, isolation and constant pain. Feeling terribly alone and without any family around him, he tried to make sense of the situation at hand, while experiencing incredible loss and grief.

With no options left, he bravely made another boat journey to Australia, again risking his life for the chance of a better future. After numerous attempts he was picked up by Australian authorities and again held in detention, this time for 18 months on Christmas Island and in Darwin.

After 3 ½ long years, Masi's battle to live in Australia was over. At the age of 17, he was finally granted permanent

residency and, after years of uncertainty, some stability in his life. Through the support of organisations such as Evolve Housing for Youth (EHY) and Parramatta Mission, he has been able to work towards his goals.

With more resilience than most, Masi has overcome all odds to succeed in Australia. He has worked as a semi-professional soccer player, completed a Diploma in Sports and Development, become a certified Life Coach and gained employment as a life coach. He also acts as a representative through various youth speaking events.

Despite his family remaining in detention in Pakistan, away from their home, Masi maintains a deeply positive attitude. He dreams of being reunited with his family one day, in a safe place they can all call home.



“MY HOPE IS TO HAVE A BETTER LIFE, BETTER FUTURE WITH MY FAMILY AND TO BRING THEM TO AUSTRALIA SO THEY CAN LIVE JUST LIKE ORDINARY AUSTRALIANS”

— MASI



WATCH ONLINE

[ANNUALREPORT.EVOLVEHOUSING.COM.AU](https://annualreport.evolvehousing.com.au)

# OUR VOLUNTEERS

Evolve Housing values the support of its volunteers, who make a positive difference to people and communities in need. Volunteers are residents of Evolve Housing who generously donate their time by reaching out to our residents in a variety of ways, enabling Evolve Housing to strengthen communities, promote social inclusion and bring about a sense of belonging.

Our Resident Engagement Team ensures that volunteers are fully supported. In 2015/16, the 'Training people for life' program ensured that volunteers were fully supported. Volunteers are eligible for free training and are reimbursed for travel and lunch expenses.

In 2015-16, volunteers dedicated a total of 2,302 hours to Evolve Housing.

While there was a slight drop in volunteer hours in 2015-16, due to some programs no longer running, Evolve Housing saw an increase in local resident groups from 5 to 11.

Some of our volunteer contributions included:

- Acting as volunteer project lead on Western Sydney Homeless Connect
- Weekly phone calls in three different languages (English, Arabic and Chinese) to reach out to residents and check on wellbeing as part of the Friendship Aged Network
- Visiting residents in their homes to celebrate birthdays, assist with organising medical appointments and help prepare their home for new weather seasons
- Organising events to support Seniors' Week, International Women's Day, residents' Christmas parties and other significant events
- Holding Resident Council meetings
- Leading resident local groups
- Participating on the communication panel.

Evolve Housing also volunteered over 600 staff hours to the project and event management of Western Sydney Homeless Connect, including more than 10 staff attending the event on the day.

## THE RESIDENTS' COUNCIL

The Residents' Council is an independent volunteer group that works with Evolve Housing staff to ensure the needs of the residents are met. Meeting monthly, the Residents' Council enables residents to provide feedback and plan new initiatives and programs that will benefit all residents. The Residents' Council is supported by the Evolve Housing Community Engagement Team and is just one channel through which Evolve Housing engages with residents to improve its services and ensure the voices of all residents are heard.

In 2015-16, the Residents' Council reviewed policies and provided feedback on essential documents for the business and implemented improvements to address the largest concerns of residents. This included introducing a conversational English program, developing a new Chemist Assist Program and helping residents find affordable food in their area.



Resident Council Chair meets with the Evolve Housing Community Engagement Team.

# OUR FINANCIALS

In FY2015-2016 Evolve Housing once again delivered strong results with a documented net surplus of \$48.78 million, and an operating surplus of \$10.40 million.

These results reflect the strategic and directed efforts to streamline our financial processes, increased income from diversified revenue streams and improved operating efficiencies.

Documented net surplus of \$48.78 million includes fair value adjustments on investment properties of \$38.38 million and revaluation gain of \$1.34 million.

## REVENUE

Revenue from operating activities grew by \$4 million in FY2015-2016 a 10% on last year, ignoring the one-off grant and recoverable expenses. The increased rental income besides Social Housing related income came from an increase in the number of affordable housing properties and income derived from the rental management fees received from our growing Affordable Housing - NRAS management portfolio.

## EXPENSES

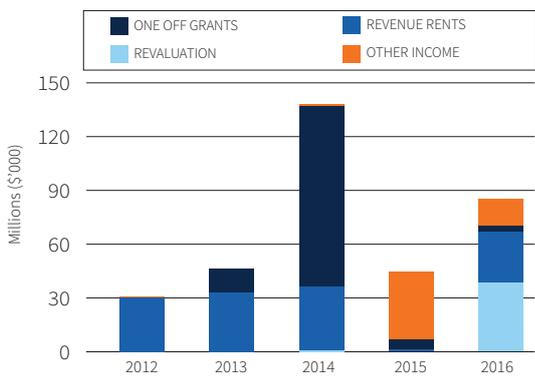
Expenses increased by 12% or \$4 million in FY2015-2016. This is due to higher rental payments on our leasehold portfolio, higher spend on repairs and maintenance in line with our strategic management budgets and higher staff costs.

## ASSETS

Non-current assets increased by \$46.16 million, from \$186.8 million in FY2014-2015 to \$232.96 million in FY2015-2016, due to:  
 Property revaluation value on the existing property portfolio  
 Investment in a joint venture with Pacific Link Housing to build more housing stock

## LIABILITIES

Total Liabilities decreased by \$5.16 million, from \$23.2 million in FY2014-2015 to \$18.04 million in FY2015-2016.



## REVENUE

A five-year comparative analysis of our revenue demonstrates increased number and growth in the revenue types and strong performance of traditional income types like rental proceeds and operational grants.

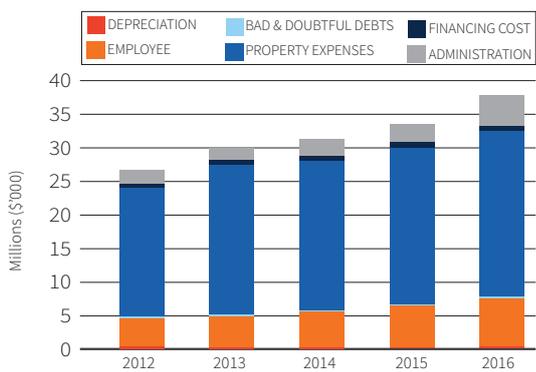


## EQUITY

The increase in accumulated equity is due to retention of healthy earnings each year and rise in restricted equity from transferred assets and revaluation reserves.

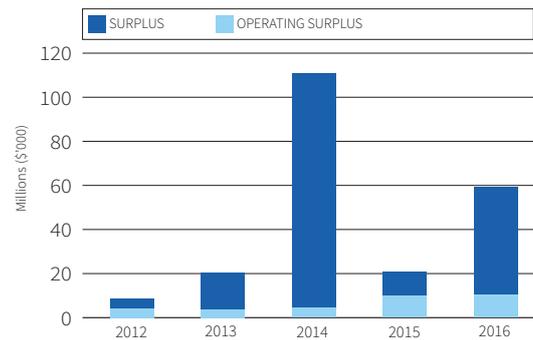


Harts Landing, Penrith is a large-scale landmark development that brings together the private and not-for-profit sectors to address housing need.



### EXPENSES

A five-year comparative analysis of our business expenses shows proportionate growth in each expense category against total expenses, indicating the use of a sustainable business model of operations by Evolve Housing.



### SURPLUS

Substantial growth in generated surpluses over the financial year is underpinned by steady operating surplus and supplemented by a number of capital grants from government, including the transfer of titles for 254 properties and small revaluation reserved on existing property portfolio.

# REPORT CARD

A report card provides a five-year trend of Evolve Housing's key financial and operational ratio and KPI's to 30 June 2016.

	2012	2013	2014	2015	2016
<b>TENANT SATISFACTION</b>					
Overall satisfaction with the organisation (%)	83	83	85	80	83
<b>SERVICE DEVELOPMENT</b>					
Total housing properties	2,236	2,276	2,285	2,751	3,020
<b>FINANCE MANAGEMENT</b>					
Staff costs as % of total revenue (%)	13%	13%	14%	14%	8%
Property costs as % of total revenue (%)	62%	67%	61%	53%	29%
Administration costs as % of total revenue (%)	7%	5%	7%	6%	5%
Profitability Ratio – EBITDA/Operating Revenue (%)	16%	14%	17%	27%	110%
Liquidity Ratio – Current Assets/Current Liabilities	1.6	3.3	1.5	2.7	4
Cash at end of year (\$m)	\$13.82	\$10.16	\$21.7	\$17.19	\$13.40
Net profit (\$m)	\$4.22	\$16.72	106.42	\$10.96	\$48.78
Operating Net profit (\$m)	\$4.22	\$3.75	\$4.41	\$9.9	\$10.40
Retained profit (\$m)	\$14.76	\$18.51	\$22.92	\$33.88	\$237.41
Total Equity	\$55.86	\$72.59	\$179.01	\$189.97	\$238.75
<b>HOUSING MANAGEMENT</b>					
Arrears (%) (BM 4%)***	1.8	2	1.9	1.69	1.94
Income loss Due to Void and Vacancy as a % of Total Rental Income (BM 1%)	0.8	0.7	0.7	0.65	0.3
Void days (BM 28 days)**	N/A	N/A	11	20	27
Vacant days (BM 14 days)**	N/A	10	14	11	13
Number of tenants exiting the service because of Possession Order enforcement	N/A	N/A	14	8	10
<b>HUMAN RESOURCES</b>					
Ratio of staff to lettable properties	1:44	1:37	1:32	1:32	
Number of full-time equivalent staff*	51	61	72	74	73



NSW COMMUNITY HOUSING  
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NSW AWARDS FOR EXCELLENCE IN COMMUNITY HOUSING

Evolve Housing  
Evolve Housing

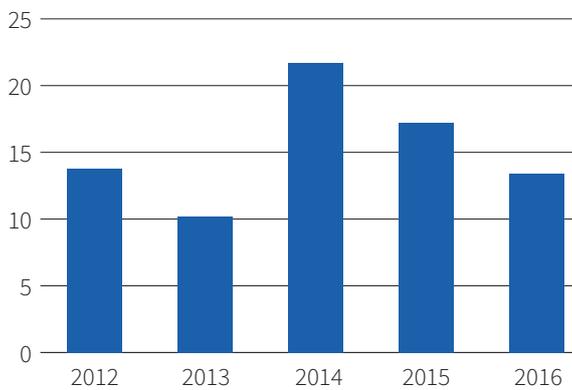
2015  
NSW Awards for Excellence  
in Community Housing  
  
Evolve Housing  
  
Highly Commended for  
Excellence in  
Innovation  
  
Award presented by  
HcH  
  
Family & Community Services  
Family & Community Services  
Office of Community Services

Evolve Housing wins Highly Commended for Excellence in Innovation at the 2015 NSW Awards for Excellence in Community Housing.

# KEY FINANCIAL VIABILITY MEASURES

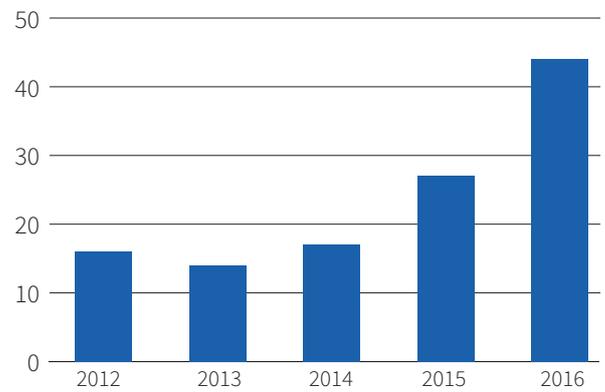
## CASH BALANCE

Our year-end cash balance at 30 June 2016 was \$13.40 million, a decline of \$3.8 million from 30 June 2015, however a total increase of \$9.9 million since FY2010. This is a result of capital acquisition in the year. Evolve Housing maintains a very strong cash position to deliver sustainable communities through the provision of affordable housing to low- to moderate-income earners.



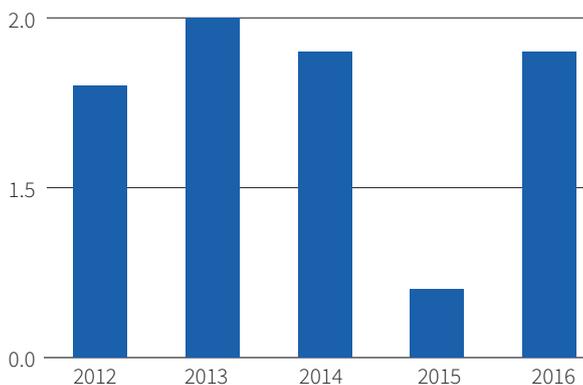
## PROFITABILITY RATIO

This ratio measures EBITDA as a percentage of operating revenue. Evolve Housing demonstrates consistent growth in profitability ratio compared to the previous financial years is primarily due to company growth underpinned by process improvements and savings due to scale.



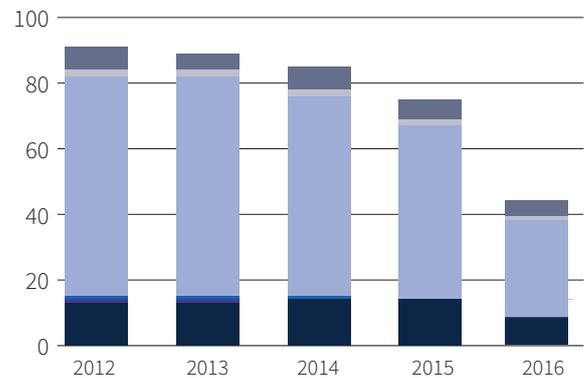
## ARREARS

This ratio measures our rental arrears as a percentage of operating revenue, which is well below the industry benchmark of 4%.



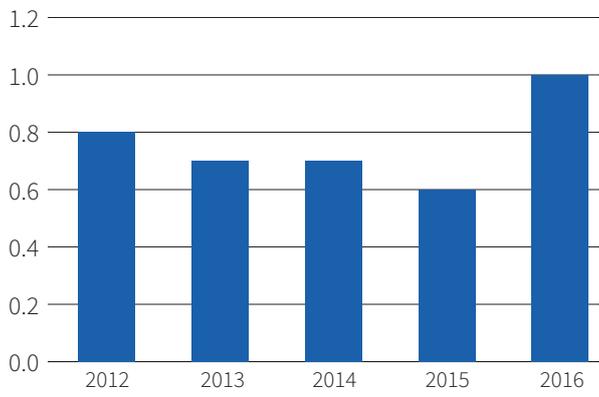
## COST STRUCTURE

Our staff costs as a percentage of revenue have been reduced from 14% to 8% and direct administration costs have decreased from 6% to 5% costs due to efficiencies achieved during the growth of the business.



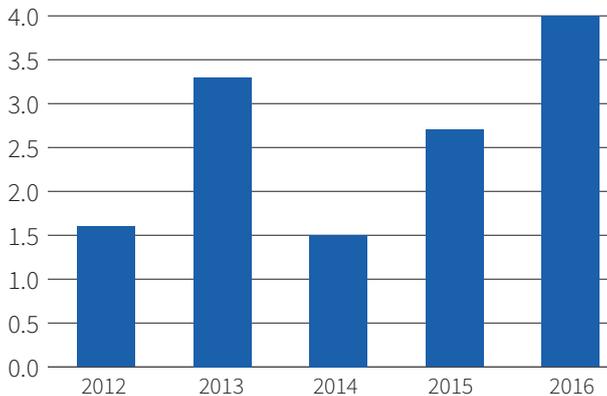
### VOIDS AND VACANTS

This percentage measures the combined void and vacancy rental income loss as a percentage of total rental income. Void and vacancy is derived from properties being unavailable for letting due to maintenance work requirements. This is within the industry benchmark of 1 per cent for voids and vacants.



### LIQUIDITY RATIO

The working capital (liquidity) ratio measures Evolve Housing’s ability to repay its short-term debt using short-term assets. The liquidity ratio has increased from 2.7 as of 30 June 2015 to 4 as of 30 June 2016 which indicates that Evolve Housing has a good capacity to meet its short-term financial commitments.



Evolve Housing properties in Caringbah and Guildford

# FIVE YEAR FINANCIAL RESULTS AT A GLANCE

This extract is produced from our audited Financial Report 2016, that is available at [www.annualreport.evolvehousing.com.au](http://www.annualreport.evolvehousing.com.au)

		2012	2013	2014	2015	2016
<b>REVENUE</b>						
<b>HOW MUCH WE...</b>	<b>WHERE DOES ALL THE MONEY COME FROM?</b>					
... Charged tenants for living in the properties	Rents Received	\$29,530,905.00	\$23,710,930.00	\$25,273,970.00	\$25,946,266.00	\$27,501,536.00
... Received from government	Grants such as NRAS	\$4,990,615.00	\$1,626,903.00	\$1,445,059.00	\$2,063,076.00	\$2,553,711.00
... Received from government	Operating Grants received	\$7,596,352.00	-\$1,536,353.00	\$8,480,334.00	\$8,639,871.00	\$9,460,290.00
... Received from investment of surplus funds	Interest collected	\$288,027.00	\$240,659.00	\$151,804.00	\$213,257.00	\$131,905.00
	Fees for service, water usage, tenant reimbursement	\$195,131.00	\$232,139.00	\$545,714.00	\$1,115,465.00	\$1,120,840.00
... Received from other activities	Other Government contribution / Capital Grants		\$12,975,238.00			\$2,800,000.00
	- properties vested	\$3,900,000.00		\$101,060,643.00		
Change in fair value of investment properties						
... Total Revenue (Excluding Other Contribution)		\$46,501,030.00	\$37,249,516.00	137,907,524.00	\$44,492,014.00	\$86,479,842.00
<b>EXPENDITURE</b>						
... Spent renting properties	Rents paid	-\$12,137,419.00	-\$13,411,920.00	-\$12,968,312.00	-\$13,353,636.00	-\$14,102,874.00
... Spent on property rates & utilities	Rates and utilities	-\$1,804,451.00	-\$3,286,882.00	-\$3,635,279.00	-\$3,832,442.00	-\$3,905,893.00
... Spent on maintaining the properties	Maintenance	-\$5,180,307.00	-\$5,732,750.00	-\$5,780,764.00	-\$5,719,048.00	-\$5,926,861.00
	Insurance, & other property expenses	-\$934,952.00	-\$950,353.00	-\$1,160,996.00	-\$642,431.00	-\$954,432.00
... Allocated on other property expenses	Depreciation	-\$278,450.00	-\$236,187.00	-\$160,095.00	-\$136,577.00	-\$234,408.00
... Spent on administration expenses	Administration and overhead expenses	-\$2,109,179.00	-\$1,789,770.00	-\$2,556,322.00	-\$3,584,913.00	-\$5,396,777.00
... Spent on salary and related costs	Management, Strategic development, Business Future Proofing etc. expenses	-\$4,060,086.00	-\$4,450,168.00	-\$5,224,365.00	-\$6,258,002.00	-\$7,179,285.00
Total Expenditure		-\$26,504,844.00	-\$29,858,030.00	-\$31,486,133.00	-\$33,527,049.00	-\$37,700,530.00

		2012	2013	2014	2015	2016
<b>BALANCE SHEET</b>						
<b>HOW MUCH WE...</b>	<b>WHERE DOES ALL THE MONEY COME FROM?</b>					
...Have kept to help with future activity	Surplus for the year	\$8,116,676.00	\$16,722,238.00	\$106,421,391.00	\$10,964,965.00	\$47,441,195.00
...Have retained of previous years' surpluses	Retained profits brought forward	\$47,746,194.00	\$55,862,870.00	\$71,635,108.00	177,945,006.00	\$189,971,464.00
...Have transferred to Reserve for property revaluations	Transfer to Assets revaluation reserve			\$950,000.00	\$1,061,493.00	\$1,338,117.00
...Have retained to help with future activity	Retained profits carried forward	\$55,862,870.00	\$72,585,108.00	\$179,006,499.00		238,750,776.00
...Were owed by our tenants and others	Debtors	\$1,612,067.00	\$2,592,066.00	\$2,256,233.00	\$5,123,839.00	\$6,572,717.00
...Had in the bank	Cash assets	\$13,824,186.00	\$10,163,444.00	\$21,701,059.00	\$16,366,381.00	\$13,396,359.00
...Had paid for property, furniture and equipment	Property, plant and equipment	\$58,494,260.00	\$71,149,565.00	\$180,373,857.00	185,856,386.00	\$231,923,939.00
	Other Assets	\$1,455,790.00	\$1,445,883.00	\$1,896,356.00	\$5,836,328.00	\$4,903,247.00
...Owed to members and others	Liabilities	-\$19,523,433.00	-\$12,765,850.00	-\$6,017,576.00	-\$23,211,472.00	-\$18,045,486.00
Net Assets		\$55,862,870.00	\$72,585,108.00	\$200,209,929.00		238,750,776.00
...Have retained to provide for Planned Maintenance Program	Reserve	\$41,098,677.00	\$54,073,915.00	\$156,084,558.00	160,646,051.00	\$198,158,785.00
...Have retained for future activities	Retained profits	\$14,764,193.00	\$18,511,193.00	\$22,921,941.00	\$29,325,413.00	\$39,253,874.00
Total Equity		\$55,862,870.00	\$72,585,108.00	179,006,499.00		238,750,776.00

## ECONOMIC DEPENDENCY NOTE

Evolve Housing is reliant on government subsidies, grants and resources, and income generated from our tenants' rent and tenancy charges. We do not rely on donations to fund our operations. Our major sources of revenue are identified in the revenue graph on page 45.

# GLOSSARY

**ACOSS** Australian Council of Social Service  
**ARHSEPP** Affordable Rental Housing State Environmental Planning Policy  
**AICD** Australian Institute of Company Directors  
**CALD** Cultural and Linguistic Diverse  
**CAPMH** Community and Private Market Housing Directorate  
**CDRG** Community Development Resources Grant  
**CHLP** Community Housing Leasing Program

**CHP** Community Housing Provider  
**CRA** Commonwealth Rent Assistance  
**CRPD** Convention on the Rights of Persons with Disabilities  
**ELT** Executive Leadership Team  
**FACS** Department of Family and Community Services  
**GESS** Evolve Housing's Strategic Plan  
**GET** General Executive Team  
**HASI** Housing Accommodation Support Initiative  
**ICT** Information Communication

Technology  
**LRG** Local Resident Group  
**KPI** Key Performance Indicator  
**NDIS** National Disability Insurance Scheme  
**NHSC** National Housing Supply Council  
**NRAS** National Rental Affordability Scheme  
**NRSCH** National Regulatory System for Community Housing Providers  
**RASAIID** Ryde Area Supported Accommodation for Intellectually Disabled

# REFERENCES

<sup>1</sup>**Annual Tenant Satisfaction**  
 Evolve Housing Annual Tenant Satisfaction Survey for Social Housing (July 2016)

<sup>2</sup>**Disability Housing Infographic**  
 Source: Statistical data sourced from evolve Housing Tech One CRM System September 2016

\*Cerebral Palsy Alliance, Royal Rehab,

Northcott, Uniting Hope, Uniting Care, Lifetime Care. \*\*Merv Wright House, Grandview. Smalls Road, Ryde. Ermington.

\*Merv Wright House, Grandview. Smalls Road, Ryde . Ermington.

<sup>3</sup>**Social Housing Health and Wellbeing Check**

Data: Evolve Housing Annual Tenant

Satisfaction Survey for Social Housing (July 2016). \*Sourced internal data: TechOne July 2016

<sup>4</sup>**Affordable Housing Health and Wellbeing Check**

Data: Evolve Housing Annual Tenant Satisfaction Survey for Social Housing (July 2016) and Affordable Housing (June 2016).



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