

Centacare Evolve Housing

Evaluative

Social Return on Investment For
Bridgewater, Gagebrook, Herdsmans Cove
2014- 2019

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Centacare Evolve Housing

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Executive Summary

The purpose of this report is to present an interim evaluative social return on investment (SROI) for the Better Housing Futures Program (inclusive of the Stock Leverage Program) in Bridgewater, Gagebrook and Herdsmans Cove, Tasmania for the period 2014 to 2019.

Better Housing Futures

Better Housing Futures (BHF) was implemented through a place-based neighbourhood renewal policy involving the transfer of social housing property and tenancy management from the State Government to community housing providers. In 2014 the Department of Health and Human Services Housing Tasmania transferred management of social housing in Bridgewater, Gagebrook and Herdsmans Cove to Centacare Evolve Housing (CEH), a nationally accredited tier one community housing provider. In 2015 CEH undertook consultations with relevant local and state government bodies and the community to develop a Master Plan to guide a neighbourhood renewal program.

Housing is an important determinant of health, social, environmental and economic wellbeing of individuals and communities. The BHF reform agenda hopes to realise a number of outcomes:

- Improved physical housing condition through property upgrade and maintenance;
- Improved health through improved housing stability and easier access to housing and support services;
- Reduced social isolation through partnering with existing and new community initiatives and building community capacity; and

Reduced housing stress through provision of a range of housing options and opportunities for affordable rental or home ownership¹. In 2016, the Tasmanian Government introduced the Community Housing Stock Leverage Program which has extended the impact of the BHF Program. The program involves the transfer of titles of some existing dwellings to the community housing organisations, enabling them to use equity in the properties to secure financial support for additional buildings.

Social Return on Investment

Housing Tasmania introduced the SROI methodology as an analytical tool to help inform future public housing policy formulation by Housing Tasmania as well as improve reporting of results to State Parliament. Social Return on Investment (SROI) analysis seeks to measure the value of the social, environmental and economic impacts that has been created by an investment in monetary terms. Building on the Forecast SROI developed in 2017, this evaluative SROI presents progress to date for the CEH's BHF initiative. This evaluative SROI incorporates the Community Housing Stock Leverage Program; an initiative introduced in 2017 that is directly linked to the BHF initiative.

The report examines the creation of social value across four outcome areas:

1. Better housing and physical environment;
2. Improved health and wellbeing;
3. Reduced crime and improved safety and security; and
4. Stronger community.

The SROI is not intended to replace existing contract-related performance management tools nor would it be appropriate to do so because the methodology allows for a more expansive interpretation

¹ Better Housing Futures Phase 2 Request for Tender document

of “impact” than the contract and the data set of financial proxies available in Australia is still extremely limited.

Key Outcomes

The report presents the social value resulting from CEH’s delivery of the place-based neighbourhood renewal program. Since taking on the BHF contract for Bridgewater, Gagebrook and Herdsmans Cove, CEH has delivered:

- **Construction of 123 of the forecast 383 new houses;**
- **Refurbishment of 557 kitchens and 190 bathrooms;**
- **Installation of 839 efficient heating systems; and**
- **A responsive maintenance program costing \$15.81 million.**

In addition, CEH has also implemented a range of community development, engagement and wellbeing initiatives. CEH has partnered with the Brighton Council to successfully apply for state and federal government funds to undertake significant capital works, such as the upgrade of the pathway between Bridgewater and Herdsmans Cove and development of the local park in Bridgewater. These capital works are complemented by other initiatives, such as community and tenant advisory groups and community events that focus on reducing social isolation, strengthening community connections and improvements in individual, family and community wellbeing.

The outcomes and impact of the community development, engagement and wellbeing initiatives are not included in the economic model due to the limited data set of financial proxies. However, the report considers that these collaborative and participatory approaches represent key elements of the neighbourhood renewal approach and contribute to a higher net social rate of return on investment than estimated by the model.

The forecast estimate of the net social rate of return on investment for Better Housing Futures in Bridgewater, Gagebrook and Herdsmans Cove for the period 2014 to 2024 is in the range of 305% – 330% (a return on every dollar invested of \$4.05 – \$4.30). The forecast estimate is significantly above the benchmark social return on investment used to assess the feasibility of public investments.

The report shows that the highest social rate of return is likely to be expected for the installation of efficient heating systems (762%), followed by new housing (309%), followed by the refurbishment of kitchens and bathrooms (138%). The report forecasts that the increase in social value is likely primarily to reflect in an increase in the number of residents who consider themselves: to be ‘very or fairly satisfied with the accommodation’ (500+); to be ‘very or fairly satisfied with the neighbourhood’ (200+); and to report an improvement in mental health (300+).

While more than 95% of investment is directed towards improved housing, the report observes there are likely to be significant “spill over” benefits for other outcome areas. In addition to housing (40%), the physical environment (25%), improved health and wellbeing (25%), and improved safety (5%) and stronger communities (5%) will also see increases in social value arising from the program.

Conclusions and recommendations

The report presents Government and CEH decision-makers with a strong evidence base for:

1. The social value of a **place-based neighbourhood renewal strategy**.

60% of the social return on investment is likely to be realised from social benefits relating to the physical environment, health and wellbeing, safety and community. Neighbourhood renewal is a multi-sectoral approach that requires commitment and resources from local, state and federal governments and other partners. The Master Plan is a critical document in guiding the implementation of CEH's collaboration with Brighton Council and relevant State Government departments. Continuing to access expertise in urban design is necessary to realise the neighbourhood renewal vision outlined in the Master Plan.

2. The social value of prioritising a reduction in **social disadvantage**.

The high net social returns from investments in new social housing (3.72) is driven by the high percentage of tenants at risk of fuel poverty and homelessness. By contrast, new housing built by CEH for the private sector has a significantly lower Net SROI (1.15). Increasing the private: social housing ratio by 5% through this program is a Housing Tasmania priority that may be achieved more cost-effectively by other, private sector, initiatives. Continuing to prioritise social housing provision will maximise social returns.

3. Prioritising **energy efficiency** increases the social return.

The very high net social returns from investments in new heat pumps (7.62) is driven by a strong fuel poverty effect (55%) and a carbon pollution effect (10%), as well as a general energy saving benefit (35%). With tenants prioritising thermal comfort and energy efficiency this will likely result in improvements to tenants' health and wellbeing. Consideration could be given to incorporating additional measures, such as installation of insulation to complement proposed refurbishment of some housing stock.

4. The value of investing in **community initiatives**.

Community projects have a very high net social return on investment, particularly if the projects selected contribute to residents' satisfaction with the neighbourhood, improved mental health and sense of community belonging. Community projects account for just 3.5% of total capital expenditure, yet are likely to contribute greatly to the 60% of added social value linked to neighbourhood and community wellbeing. CEH also plays a very important role 'crowding in' Commonwealth, state and local government funding for community projects by giving a 'voice' to residents. Undertaking a review of community focussed initiatives to date and developing a 5 year plan, in consultation with the community would strengthen this work.

5. The case for concessional **finance**

The cost of capital has a strong effect on the social return on investment. Housing Tasmania's Stock Leverage Program acts as a form of concessional finance that has so far reduced the effective cost of capital from 4% to 2.3%. Future stock transfers will reduce the effective cost of capital further. The first best option from a public finance perspective for financing a public investment program such as social housing is through Treasury bonds. At the present Australian Government 10 Year Bond yield of 1.08%, a historic low, the social return on investment would increase from 3.05 to 3.50.

In summary, this SROI shows a positive social return on investment for the BHF and SLP initiatives undertaken by CEH in Bridgewater, Gagebrook and Herdsmans Cove.

Glossary: Housing Terms

Public housing: government owned and government managed, rent is calculated as a percentage of income (usually 25%).

Community housing: government or community [non-government organisation] owned, community managed, rent calculated as a percentage of income (usually 25-30%). Tenants are eligible for Commonwealth Rent Assistance.

Affordable housing: usually community owned, community managed, rent is calculated as a percentage of market rent (usually no more than 80% of market).

Social housing: umbrella term for public and community housing.

Eligibility criteria for housing assistance

- live in Tasmania, not another state or territory
- be an Australian Citizen or Permanent Resident
- be 16 years or older
- be a low income earner who is eligible for a Commonwealth Health Care Card
- not own land or a home of your own
- not have financial assets worth more than \$35,000 (includes shares, property and cash)

Section One: Background and Scope

The purpose of this report is to present findings from an evaluative social return on investment analysis for the community housing provider Centacare Evolve Housing (CEH) for the period 2014 - 2019. The analysis focuses on the implementation of the Tasmanian Government's Better Housing Futures (BHF) program and the Community Housing Stock Leverage Program (SLP) by CEH in Bridgewater, Gagebrook and Herdsmans Cove between 2014 and 2019.

Centacare Evolve Housing

Centacare Evolve Housing is a company limited by guarantee formed for charitable purposes in 2012. CEH was formed through a partnership between Centacare Tasmania (now CatholicCare Tasmania) and Evolve Housing Limited, a NSW based community housing provider. CEH's vision is to play a pivotal role in the continued growth of a vibrant, sustainable community. CEH sees its purpose to alleviate housing stress by delivering attainable homes as a starting point and to contribute to individual, family and community wellbeing.

CEH exists solely to serve the communities in which we operate and will strive to work with and enhance those communities²

CEH was successful in the Tasmanian State Government's Department of Health and Human Services BHF (BHF) tender, a place-based tenant and property management services to support the state-wide rollout of a Tasmanian social housing transfer program (outlined on page 10 in more detail). In 2014 CEH took management control of 1,065 tenancies in Bridgewater, Gagebrook and Herdsmans Cove, in the South of Tasmania.

The CEH vision for the Bridgewater, Gagebrook and Herdsmans Cove area is to:

- Renew the community as a thriving, inclusive and sustainable place to live and work;
- Restore links between private/public and community sectors;
- Revitalise partnership between support providers and housing groups;
- Regenerate opportunities for education /training/jobs and development; and
- Revive aspirations of community.

In managing this social housing portfolio, CEH is responsible for tenancy management, property management and land development in these three suburbs. The land development strategy includes building new properties and removing redundant dwellings to realign stock to better meet residents' needs and enhance housing diversity. Transfer of social housing leases from government to a community housing provider means CEH tenants are eligible for Commonwealth Rent Assistance (CRA). This allows CEH to increase rent revenue. CEH re-invests this increase in rent revenue in property upgrades; responding to the backlog of maintenance; timely response to new maintenance requests and investing in community development and wellbeing initiatives.

² Centacare Evolve Housing Annual report 2017-2018

As part of the BHF initiative CEH has undertaken:

- Refurbishment of existing housing stock including new kitchens, new bathrooms and installation of heat pumps;
- Maintenance on existing housing stock;
- Building new housing; and
- Community development, engagement and wellbeing initiatives

In keeping with the place-based ethos, CEH established a local office in Bridgewater in 2014 to improve access to housing management, tenancy services and broader support services.³ Furthermore, CEH has a strong commitment to enhancing the wellbeing of their tenants and the communities in which they work. This work is informed by the local community through the Tenancy Advisory Group and Community Development and Engagement Reference Group and is inspired by the Social Impact Program (outlined on page 20)⁴. This community development work is commonly delivered in partnership with other local community service organisations, such the local Brighton council (see Section Five Case Studies, page 45).

³Better Housing Futures- Request for Tender Phase 2

⁴ Centacare Evolve Housing Annual Report 2017-2018

Better Housing Futures for Bridgewater, Gagebrook, Herdsmans Cove

Better Housing Futures and the Community Stock Leverage Program Summary

Better Housing Futures is a major policy framework for social housing reform in Tasmania to establish more accessible and responsive services for tenants. The initiative involves the transfer of tenancy and property management of public housing stock from the State Government to Community Housing Providers (CHPs). Housing Tasmania, a division of the Department of Communities, Tasmanian State Government is responsible for the implementation of the BHF policy agenda. Housing Tasmania saw the potential for the BHF programs to pursue a neighbourhood renewal or 'place-based' approach because each of the priority regions have high concentrations of social housing and systemic social disadvantage.

To date, Housing Tasmania has transferred almost 4,000 properties or 40% of social housing stock to be managed by community housing providers⁵.

Stage two of the Tasmanian Affordable Housing Action Plan 2019-2023 was released in 2019⁶ and reaffirms the ongoing commitment to BHF. *Community housing providers are a key and growing part of the Tasmanian social housing sector.*⁷ The plan outlines provision of new affordable homes for Tasmanians through constructing more homes, releasing more land close to services and employment, and providing supported accommodation for groups such as young people and people living with disabilities, ensuring all Tasmanians have better access to the housing and support they need.

Better Housing Futures provides subsidised rents equivalent to public housing at 25 per cent of income and a supportive tenancy management approach. Tenants are eligible for Commonwealth Rent Assistance, which is reinvested by BHF into property upgrades and new supply within the community. BHF also involves the transfer of vacant land with the aim to increase the supply of affordable homes and create a more balanced social mix in Tasmania's most disadvantaged communities.

The Community Housing Stock Leverage Program (SLP) encourages (CHPs such as CEH to construct and/or refurbish dwellings by leveraging equity provided by existing social housing stock. By transferring the titles of some existing dwellings to the community housing organisations this enables them to borrow against the equity in the assets in order to fund new buildings. Under this scheme CEH has committed to building 150 new or refurbished dwellings across Bridgewater, Gagebrook and Herdsmans Cove neighbourhoods.

New housing stock being built as part of BHF and the SLP are allocated to social housing (33%), affordable housing (33%) and private sale (34%). This allocation of housing is designed to facilitate development of a diverse community with a balanced social mix. Allocation of social housing occurs through the housing waitlist managed by the Tasmanian state government. Proceeds from private sales are reinvested in new developments, maintenance and debt reduction.

All new housing stock being built by CEH under the BHF and the SLP programs are being built to a seven-star energy rating target. The current minimum energy rating for new house in Australia is six stars. Homes with a higher star rating are considered more thermally comfortable and cheaper to run than homes with a lower star rating. The rating takes into consideration the location and orientation of the home, the layout of the home and glazing and construction materials.⁸ In addition to new builds, CEH has undertaken major refurbishments of some existing housing stock that was deemed suitable. These refurbishments have resulted in houses moving from a 1 star rating to 4 star rating.

⁵ Department of Health and Human Service Tasmania Annual Report 2017 – 2018

⁶ Tasmania's Affordable Housing Action Plan 2019-2023, March 2019

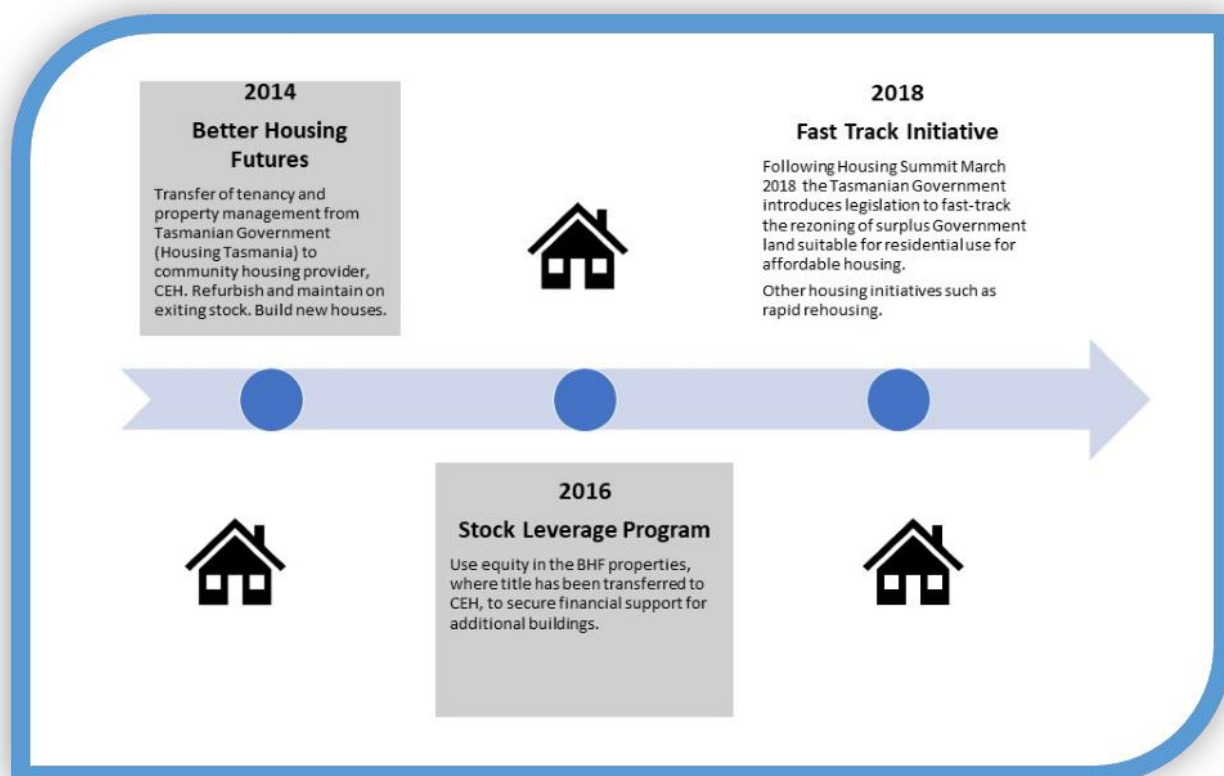
⁷ Ibid

⁸ Nationwide House Energy Rating Scheme, <http://www.nathers.gov.au/>

Other housing initiatives

Since BHF and SLP in 2016 the Tasmanian government has implemented additional initiatives to address housing needs in Tasmania. In 2018 the Fast Track program was announced following the Housing Summit held in Hobart in March 2018 and involved introduction of legislation to 'fast track' the re-zoning of government land to enable the building of more affordable homes in Tasmania. This initiative is considered out of scope for the purpose of this SROI.

Figure 1 Housing initiatives timeline, in scope initiatives for SROI shaded



Box 1: Place-Based Initiatives and Neighbourhood Urban Renewal

Place based initiatives (PBI) target a specific geographical location(s) and particular population group(s) in order to respond to complex social problems. In addition to spatial and social targeting, PBIs are characterised by flexible service delivery and funding models, engaging the local community in decision making and priority setting and have a model of integrated or 'joined-up' service provision. PBIs aim to respond to entrenched issues in communities by supporting collaborative action to address local needs and improve the wellbeing of particular population groups in specified geographic areas. PBIs operate in a range of policy areas including housing and urban regeneration.

In the housing arena, PBIs can focus on 'improving' the neighbourhood through improving physical stock and commercial quality of a neighbourhood along with a community development approach to planning and development. A more expansive 'transforming' the neighbourhood renewal approach focuses on changing the socio-economic mix of disadvantaged places and creating communities that are economically integrated and attractive to a broad range of households.⁹ Neighbourhood renewal requires inter-sectoral collaboration between government, residents, the community sector, local businesses and services.

In the Tasmanian context, the transfer to community housing providers sought to address a number of issues including:

- Upgrade existing housing stock , including maintenance backlog;
- Improve response to current maintenance of the housing stock;
- Increase home ownership through sales to low income households;
- The need for new affordable housing supply;
- The need to reconfigure the housing portfolio to better meet the range of housing needs in the community (e.g. older people, single person households, young people living independently, people living with a disability and families); and
- A more diverse community as a result of home ownership.

Ultimately the reforms aim to improve tenancy and property management for social housing clients and improve liveability through a sustainable place-based approach which integrates and coordinates services and builds on existing community development initiatives.

⁹ <https://aifs.gov.au/publications/commonwealth-place-based-service-delivery-initiatives/3-common-elements-international>

Box 2. Changing housing demands in Hobart

At the time of commencement of The BHF initiative in 2014 and the completion of the forecast SROI in 2016 the supply of new dwellings comfortably exceeded demand in Greater Hobart¹⁰. Since 2016 the population of Hobart has grown with a corresponding increase in demand for housing and in 2019 there is an estimated housing shortage in the Greater Hobart area. The Rental Affordability Index (RAI) is an indicator of the price of rents nationwide relative to household incomes. With a RAI of 101 the most recent report shows that Hobart is the least affordable Australian capital city to rent, with even moderate income working households paying 30% of their income to access rental¹¹. Reviews of rental accommodation show that the proportion of properties considered affordable and appropriate for young people, disability pensioners, single parents with one child, couples with two children on minimum wage and age pensioner couples are minimal.¹² The changing dynamics of housing in Hobart in recent years has placed additional demands on housing services.



¹⁰ Eccleston, R et al 2018 Tasmanian Housing Update.

https://www.utas.edu.au/__data/assets/pdf_file/0003/1138269/tasmanian-housing-update-august-2018-executive-summary.pdf

¹¹ SGS Economics and Planning, Rental Affordability Index November 2018

¹² Anglicare Australia 2018. 'Rental Affordability Snapshot 2018.' Anglicare Australia: Canberra.

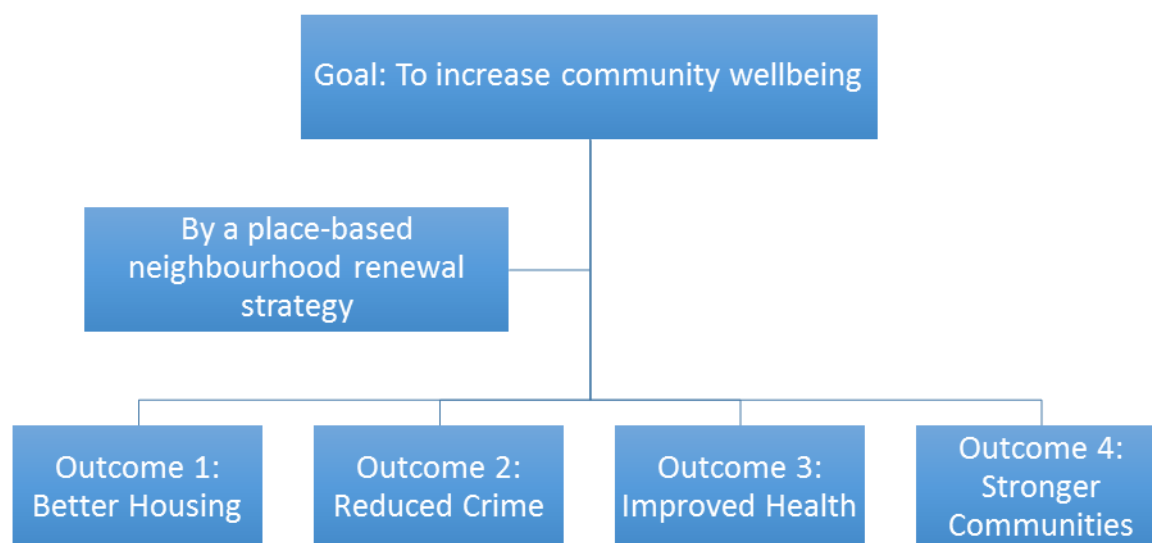
Theory of Change

Housing is an important determinant of health, social, environmental and economic wellbeing of individuals and communities. The BHF reform agenda hopes to realise a number of outcomes:

- Improved physical housing condition through property upgrade and maintenance;
- Improved health through improved housing stability and easier access to housing and support services;
- Reduced social isolation through partnering with existing and new community initiatives and building community capacity; and
- Reduced housing stress through provision of a range of housing options and opportunities for affordable rental or home ownership¹³.

Housing Tasmania sets out a clearly articulated program logic or theory of change in the BHF Request for Tender (April 2013). The agency notes that *“There is much research that provides evidence of the social, environmental and economic impact of housing on people’s wellbeing.”* A summary of the program logic is presented in the chart below.

Figure 2: Summary of Theory of Change for Better Housing Futures



¹³ Better housing Futures Phase 2 Request For Tender document

Box 4: Theory of Change

A 'theory of change' seeks to explain how an intervention makes a difference in the world. The purpose of public spending is, in general, to improve peoples' wellbeing and to promote the public good. There are many steps involved in the successful implementation of a program, and sometimes this relationship between inputs, outputs and outcomes is called a theory of change. An evaluation by the Australian Government of place-based initiatives highlighted the importance of a clearly *articulated* and *measured* theory of change that stipulates the program rationale and objectives as an essential factor contributing to a successful place-based initiative. All of the Commonwealth place-based initiatives reviewed were able to articulate a basic theory of change; however only one third of the evaluations were able to partly measure the extent to which they were achieved. This report has reflected on the lessons learned from the evaluation to inform its approach to the SROI.

Source: Australian Government (2015) *Commonwealth Place-Based Service Delivery initiatives: Key Learnings Project*, Department of Prime Minister and Cabinet: Australian Institute of Family Studies.

Bridgewater, Gagebrook and Herdsmans Cove

Bridgewater, Gagebrook and Herdsmans Cove are suburbs in the Brighton municipality in southern Tasmania. Brighton is a major satellite of greater Hobart and the population is the fastest growing Local Government Area in Tasmania with an average growth rate of 1.18 per annum¹⁴. This is almost 6 times the projected growth rate for the whole of Tasmania¹⁵. Bridgewater/Gagebrook has a high proportion of children and young people and a younger age profile than the rest of Tasmania with a median age of 34.3 compared with the Tasmanian median age of 42.2 years¹⁶. The area also has a higher proportion of people who identify as Aboriginal or Torres Strait Islander, with almost 1 in 5 people in Herdsmans Cove and Gagebrook identifying as Aboriginal or Torres Strait Islander compared to 4.6% Tasmania overall¹⁷. The number of young children identifying as Aboriginal and Torres Strait Islander in the Brighton municipality rose from 11.7% in 2011 to 21% in 2018.¹⁸

Single parent families with children comprise almost 40% of households in Bridgewater, 50% in Gagebrook and 46% in Herdsmans Cove. This is 2.5 times the rate in greater Hobart. The vast majority (>80%) of these single parent households are headed by a female. Average household sizes in Herdsmans Cove (2.7 persons), Gagebrook (2.6 persons) and Bridgewater (2.5 persons) are higher than the average for greater Hobart and Tasmania (2.4 persons). A range of household sizes requires a range of dwellings with 1-2 or 3+ bedrooms to meet the different needs.¹⁹

The Brighton local government area and the Bridgewater/ Gagebrook local statistical area consistently score in the bottom decile of relative socioeconomic disadvantage for Australia as measured by Socioeconomic Index for Areas (SEIFA)²⁰. Residents in Gagebrook, Bridgewater and Herdsmans Cove experience particular challenges on important social determinants of health and wellbeing including educational attainment, income and employment status. Of the population aged over 15 years 29% have completed year 12 compared to 53% of all Tasmanians²¹. Unemployment in Bridgewater-Gagebrook in 2019 is 27.9%, compared with 6.2% for Tasmania as a whole²². Household income is 37% lower than that of greater Hobart and 30% lower than Tasmania as a whole and more than double the number of households in the area (14.9 – 18.4%) report no car ownership compared to the Tasmania as a whole (6.9% no car ownership).²³ These factors combine to impact on residents' capacity to access services, supports and employment opportunities.

¹⁴ Denny L, Pisanu N. 2019 https://www.utas.edu.au/__data/assets/pdf_file/0009/1236348/ISC-UTAS-Insight-Nine-Regional-Population-Trends-in-Tasmania.pdf

¹⁵ <https://www.treasury.tas.gov.au/economy/economic-data/2019-population-projections-for-tasmania-and-its-local-government-areas>

¹⁶ ABS census 2016. quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/036

¹⁷ Ibid

¹⁸ Australian Early Development Census Community Profile 2018 Brighton, TAS

¹⁹ Ibid

²⁰ Ibid

²¹ Ibid

²² Small Area Labour Markets publication, Small Area Labour Markets publication March Quarter 2019.

²³ ABS census 2016

Centacare Evolve Housing's Bridgewater, Gagebrook and Herdsmans Cove Master Plan

The CEH Master Plan for Bridgewater and Gagebrook outlines the proposed neighbourhood renewal process. As part of its 'Master Planning' process undertaken in 2015 with Stephen Holmes and Helen Dyer of Holmes Dyer®, CEH identified a number of stakeholders with a strong interest in the outcomes of the transfer of social housing in Bridgewater, Gagebrook, and Herdsmans Cove. These stakeholders included the Brighton Council, local community, neighbourhood houses, schools and other organisations in the area. The original Master Plan identified how land and housing would be developed to improve the physical and social environment. The Master Plan was updated in July 2017 to integrate the critical social elements of CEH's neighbourhood renewal program. In 2017 the CEH Bridgewater, Gagebrook and Herdsmans Cove Master Plan won the award for Excellence in Public Engagement and Community Planning at the Planning Institute of Australia awards.

CEH's vision for the area is:

*"To deliver land and housing products, and community capacity building initiatives, that contribute to an improved physical and social environment for residents and to contribute to the broader uplift of the community through streetscape, parkland and neighbourhood and community development, and design and safety improvements."*²⁴

In 2019 the Master Plan continues to guide the building and development program as well as social and community initiatives.

Master Plan Consultations

Initial consultations during development of the Master Plan with residents (25 people) and the Brighton Council, identified a range of priorities. These priorities remain relevant in 2019 and include:

Social Housing Residents

1. **Aesthetics;** drab and colourless built and natural landscape blighted by boarded up and burnt out housing and homogenous appearance of houses;
2. **Connectivity;** walking is the key mode of transport for many but paths have not been well maintained, are poorly lit and unsafe, particularly laneways and underpasses. Access to public transport is limited with the need to catch multiple buses to reach Hobart.
3. **Housing needs;** a range of dwelling types are required (number of bedrooms, size of gardens);
4. **Parks and public spaces;** too much open space with facilities and play equipment that are poorly maintained. The community would like more community gardens and common areas with BBQ facilities;
5. **Safety, vandalism and crime;** physical property and personal safety issues. Whilst crime statistics are improving there continues to be safety concerns, particularly for young people particularly; and
6. Inadequate activities for **youth**.

²⁴ Centacare Evolve Housing Master Plan 2016

Brighton Council

1. Improving spatial connections both within and external to the suburbs;
2. Reducing numbers of parks and open space but managing the remaining spaces to a higher standard; and
3. Incorporating alternative building forms incorporating smaller floor plates, two - three storeys and a variety of facades and dwelling forms.

There was conceptual agreement to Council's role going forward including with processes to:

- Upgrade key open space areas;
- Reconfigure roads and parks;
- Potential land swaps; and
- Align Council budgets and priorities with the Master Plan where possible.²⁵

Consultations for evaluative SROI 2019

The consultation process had ethics approval (H0018204) and all participants consented to be part of the process. Preliminary meetings were held with the General Manager Housing Operations, the Manager, Community Wellbeing and the Community Development Officer to refine the SROI scope. A site visit was organised for the team to Bridgewater, Gagebrook and Herdsmans Cove. Regular meetings have been held throughout the SROI process with the Manager, Community Wellbeing for CEH. Additional meetings with CEH management and finance team have been held as required.

One member of the assessment team attended a meeting of the Tenancy Advisory Group and the Community Development and Engagement Reference Group and spoke with community members. Staff from the Brighton Council were also included in the consultation process.

Table 1: Stakeholders

Stakeholder	How	Why
Centacare Evolve Housing	<i>Meetings</i>	<i>Co- development of SROI scope Manager Housing Program Delivery Manager Social Impact Programs</i>
Brighton Council Council staff	<i>Interviews</i> <i>Brighton Council consultation report in Centacare Evolve Housing Master Plan</i>	<i>Brighton Council delivers local government services in Bridgewater, Gagebrook and Herdsmans Cove.</i>
Community 1. Tenancy Advisory Group 2. Community Development and Engagement Reference Group	<i>Focus Groups/ Meeting Attendance</i> <i>Community consultation report in Centacare Evolve Housing Master Plan</i>	<i>Represent CEH clients, community and service providers</i>

²⁵ Centacare Evolve Housing Masterplan 2016

Box 3: Community concerns in Bridgewater, Gagebrook, Herdsmans Cove

In 2019 there are visible signs of housing development and growth throughout the Bridgewater, Gagebrook and Herdsmans Cove area and the Brighton municipality more generally. Brighton council reported CEH building approvals totalled 131 in the 2018-19 financial year, accounting for 1/3 of the 292 building approvals for the municipality²⁶. Discussion with community members for this SROI indicated widespread support for the building activity and growth in the area. There was awareness of the growing demand for affordable housing in the greater Hobart region *'they're building new places for people to have a roof over their heads.'*

However, as new houses were being completed and tenanted questions were being raised about how this would change the community: *'New people in the area. How is that going to change our community? How are they all going to interact in those areas together?'* While these questions are yet to be answered the growth and development was considered positive for the community:

'The community has a lot going on in it compared to before. Food festivals and other stuff in the community. Really positive. My sense of pride that all that stuff is happening. And people can connect if they want to.'

The population growth and the expansion of social housing in the area have raised some concerns. Primarily, all groups were concerned about the lack of infrastructure, particularly medical and social support services, to support anticipated growth and demand. *'Where's the money for the support services – doctors, public transport.'* Existing services were already struggling to meet demand (the local medical practice was not accepting new patients) and there was agreement that ongoing growth in social housing was only going to exacerbate this problem. *'Putting people in an area with no transport and services ... Who is responsible?'* While no one organisation was responsible for providing this infrastructure, CEH, the Brighton Council and the community considered they had a role in advocating for and supporting the investment in the infrastructure needs of the community through the various mechanisms available to them.

Other infrastructure concerns related to bus services, roads, public toilets, rubbish bins and power outages. This also extended to social amenities with community members noting there was *'Nowhere really to meet [a café] to catch up with friends in the local area.'*

The long-term nature of the Better Housing Future initiative and the corresponding commitment of CEH to the area was identified as positive as commonly *'services come and go – people mistrust services because they won't stay.'* The benefits of this long-term commitment were apparent across the building, tenancy and community initiatives undertaken by CEH and reflected in positive relationships between CEH and tenants captured in their annual surveys (90% tenants satisfied with services and staff support). CEH was considered to be responsive to the concerns of tenants and requests for maintenance, *'[it's] better now – 100%.* But there was encouragement *not to lose sight of aspirational things in the Master Plan – street trees, connectivity, open space.'*

The community initiatives were highly valued by the community but were noted to be *'less visible than the building and development work.'* Having a CEH staff member who was a local community member leading this work was identified as critical for facilitating engagement. There was encouragement for CEH to continue to prioritise this work and to remain committed to genuine community engagement across all levels of the organisation, ensuring tenants and community members had a voice in decision making on matters that directly affected them.

²⁶ Brighton Community News September 2019.

Building Houses, Creating Homes, Growing Communities - Centacare Evolve Housing's Approach to Community Engagement, Development and Wellbeing

Central to CEH's implementation of the BHF policy is community engagement and community development. As a community housing provider, CEH works to engage and partner with residents, tenants, other community groups and service providers in the local area. It seeks to maximise positive social impact for tenants and the wider community through place renewal and creating and amplifying opportunities that increase the wellbeing of individuals, families and the community.

CEH's community engagement, development and wellbeing initiatives are guided by a social impact approach and the principles of asset based community development. It works with others to build community capacity and strengthen connection between people and the places they share so that residents and the local environment have the opportunity to flourish.

Community engagement, development and wellbeing initiatives are inspired by the Master Plan and CEH Strategic Intents, which are to:

- Actively engage tenants and community to contribute to innovative service, planning delivery and evaluation;
- Strengthen collaboration and build positive relationships and partnerships; and
- Develop, deliver and support programs to enhance individual and community wellbeing.

A social impact approach

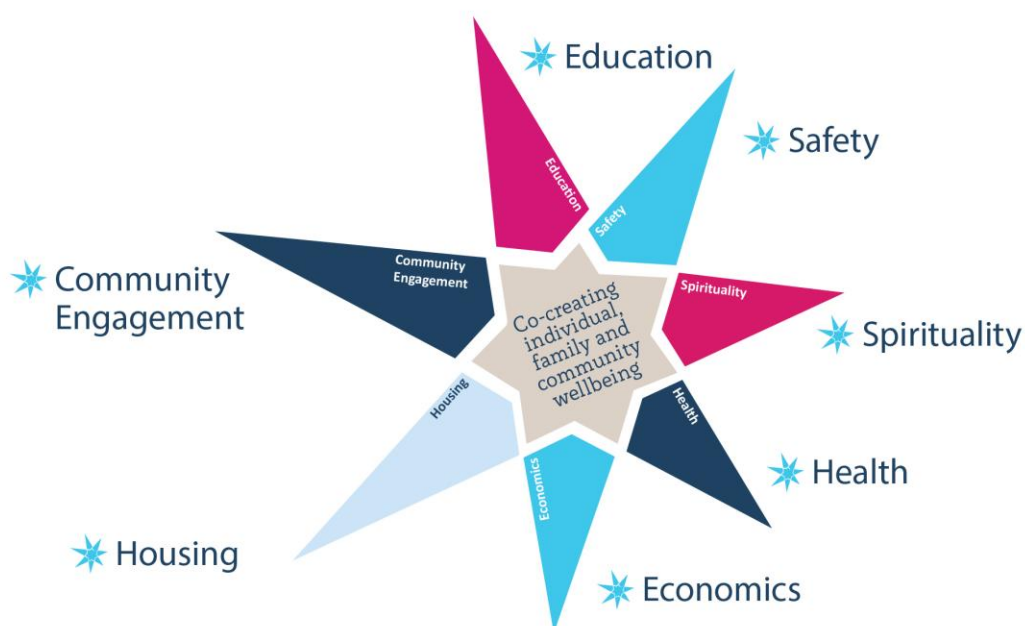
In 2015, CatholicCare and CEH generated a collaborative initiative, the Social Impact Program (SIP)²⁷. The vision of SIP is for vibrant and hope-filled communities that value the dignity and worth of each person and where all people have the opportunity to flourish. The approach aims to:

- Co-contribute to increased wellbeing of all members of the community.
- Amplify existing individual, family and community assets through more effective linkages.
- Co-create new innovations that drive positive change and strengthen individual, family and community wellbeing.
- Gather and share evidence of what is working with all partners.
- Advocate for policy and structural change to further enhance positive social change.

To create deep and long term impact, activities guided by the social impact program approach, work in place and time with community. They take into account the impact of the environment on people and their wellbeing. Within this broader context, initiatives work across seven interconnected social impact domains, illustrated in Figure 3 Seven social impact domains.

²⁷ <https://www.hobartsip.org/>. After a review in September 2019, SIP has been renamed Social Impact Partners

Figure 3 Seven social impact domains

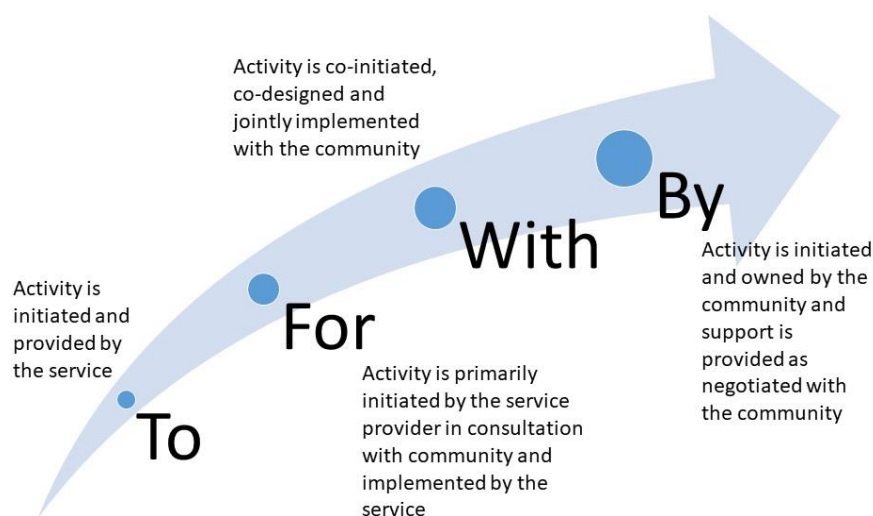


An asset based community development approach

CEH's community development work is underpinned by Asset Based Community Development practice²⁸ which has a strengths-based approach rather than a deficit focus. CEH's work acknowledges and works with existing assets including people, social, natural/ built environment and economic assets. Relationships and trust are central. This approach values community knowledge, wisdom and what has worked in the past. CEH's role is to help discover and support the power that comes through being in relationship as an essential driver of effective community change. CEH's community development work builds on opportunities identified by the community and has a focus on the wider community. From this basis CEH designs and develops programs and practices that support and strengthen the community and mobilize the residents to enhance social capital.

²⁸ Kretzmann J and John L. McKnight, J (1993) Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets, Evanston, IL: Institute for Policy Research

Figure 4 Centacare Evolve Housing's Community Development Approach



Community Development Activities in Bridgewater, Gagebrook and Herdsmans Cove

CEH understands its contribution to community development in the Bridgewater, Gagebrook and Herdsmans Cove areas to be as a facilitator and supporter of initiatives and activities that strengthen the capacity of the community. Community development activities aim to shift the power imbalance from being a service provider that does this to and for people to creating spaces with community for members to achieve goals that they identify are necessary to build their community. This approach is illustrated in Figure 4. Case study examples of community development initiatives are included in Section Five of this report.

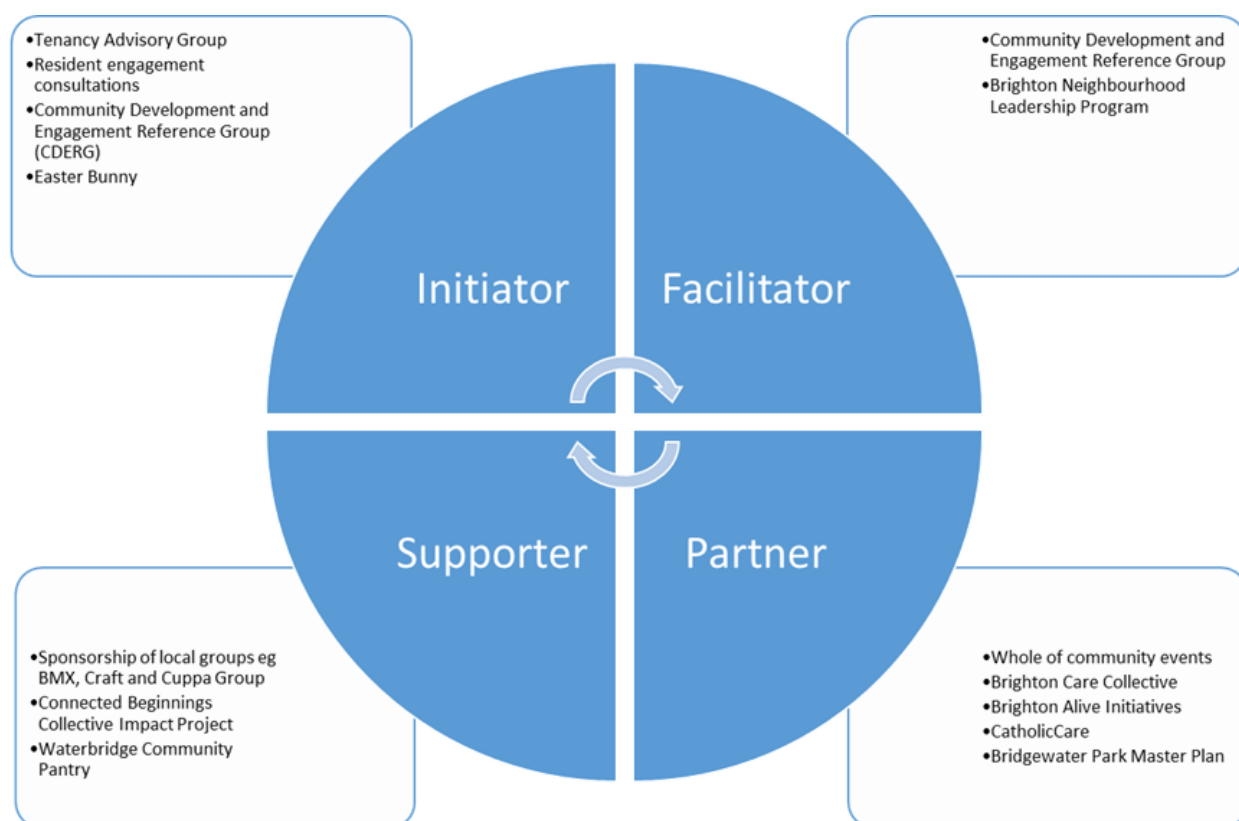
Community Engagement Activities

The principles that guide CEH's community engagement strategies are:

1. Informing people
2. Listening to people
3. Bringing people together
4. Working with people
5. Empowering people
6. Building capacity to contribute

CEH's community engagement activities connect tenants and others to involve them in local renewal. CEH is an initiator, a facilitator, a partner and a supporter of others who work together for the benefit of the local community. Depending on the goal of the activity, CEH will take more or less of a direct role. **Figure 5** shows these roles and the various community engagement activities that CEH has been involved in.

Figure 5 Community engagement activities CEH and underpinning principles



Community Wellbeing Bridgewater, Gagebrook and Herdsmans Cove

As part of its role in the community, CEH seeks to contribute to growing a vibrant and hopeful place that values the dignity and worth of each person. Improving individual, family and community wellbeing is complex and requires a holistic approach that addresses all aspects of life. CEH's social impact approach embeds the Social Impact Program framework and describes these inter-related aspects as seven social impact domains (see Figure Three).

Through its community engagement and development work, CEH responds to identified community wellbeing needs. It does this by:

- Proactively referring tenants to supports through a tenancy engagement role.
- Linking with services provided by other organisations and making them available on-site, for example counselling and emergency relief.
- Self-funding activities where there are community identified gaps in initiatives to meet the need. A key project is Build Up Tassie which works alongside young people to link them to employment and training opportunities.

Case study examples of CEH's wellbeing initiatives are included in Section Five of this report.

Social Return on Investment Analysis

A Social Return on Investment (SROI) analysis seeks to measure the value of the social, environmental and economic impact that has been created by an investment in monetary terms. Money is simply a common unit and as such is a useful and widely accepted way of conveying value. It is important to emphasise here that the SROI is not a substitute for the other project monitoring and evaluation tools used by the project. Rather, the purpose of this and the other SROIs undertaken as part of BHF is to contribute to the State Government's policy formulation process and to help Housing Tasmania and its implementing partners reflect upon and learn from the most effective ways to achieve the objective of neighbourhood renewal in socially and economically deprived communities in Tasmania.

As the UK Cabinet Office expressed it:

"SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value. In the same way that a business plan contains much more information than the financial projections, SROI is much more than just a number. It is a story about change, on which to base decisions, that includes case studies and qualitative, quantitative and financial information."²⁹

SROI reports are of two types: they can either evaluate what has already taken place or forecast what will take place in future. This report is an evaluative report: it builds on the forecast SROI and covers the period 2014 to 2019. A final evaluation report will be prepared in 2024 following the completion of the first BHF contract period.

The scope of this report is to provide an evaluation of the change in social value arising from the investment in social housing in the suburbs of Bridgewater, Gagebrook and Herdsmans Cove from 2014 to 2019 under BHF and the SLP. It was considered important that this evaluative SROI capture, where possible, the social initiatives being undertaken in the community as well as the housing, maintenance and land management activities as these are integral to a neighbourhood renewal program as compared to a social building initiative. It was decided that it was not possible for this SROI to capture the broader economic development occurring in the Bridgewater, Gagebrook and Herdsmans Cove areas nor the Fast Track housing initiative.

The findings of this SROI can be used:

- as a tool for strategic planning and improving
- for communicating impact and attracting investment
- for making investment decisions

Four key outcome areas have been identified: 1) better housing, 2) improved safety and reduced crime, 3) improved health and wellbeing and 4) stronger communities.

²⁹ A Guide to Social Return on Investment www.thesroinetwork.org/sroi-analysis/the-sroi-guide

Section Two: Outcomes and Evidence

Goal, Outcomes, Outputs

The goal of the program is to increase community wellbeing by implementing a place-based approach to neighbourhood renewal.

The outcomes of the program are to deliver positive impacts in the four key result areas of housing, health, crime, and community.

Outcome 1: Better Housing and Physical Environment

Better Housing Futures seeks “to improve housing conditions by delivering more property upgrades and maintenance works.” It also seeks “to reduce housing stress by offering greater diversity of housing types and more opportunities for social and affordable rental or home ownership.”

Outcome 2: Improved Health and Wellbeing

Better Housing Futures seeks “to support healthier lifestyles and improved housing stability for people needing assistance by providing easier access to housing and support services.”

Outcome 3: Reduced Crime and Increased Safety and Security.

Better Housing Futures seeks “to reduce social isolation by partnering with existing or new community initiatives.”

Outcome 4: Stronger Communities.

Better Housing Futures seeks “to involve residents in decisions about their community and helping each other.”

The outputs of the program, developed by CEH in its role as the implementing partner for Housing Tasmania, involve a program of activities that can be clustered in relation to each of the four key result areas.

Outcome 1: Better Housing and Physical Environment		
	2019 Actual	2024 Target
Suburbs reconfigured to post-Radburn model: - Bridgewater - Gagebrook - Herdsmans Cove	Nil to date	100%
New houses built	123	356
Housing options increased	N/A	+x% 1BR +y% 2BR -z% 3BR
New bathrooms / kitchens installed	190/557	243 / 744
New heating systems installed	839	1000
Park facilities improved	1 In partnership with Brighton Council	x
New footpaths constructed and/or sealed	1 3km in partnership with Brighton Council	
New trees planted	50 + landscaping for each new dwelling	x

Better housing and physical environment will see a substantial capital investment in existing properties, primarily focussed on upgrading bathrooms, kitchens and heating systems. A house building program will see about 356 new homes constructed, increasing the housing options available to social housing tenants. The Master Plan for Bridgewater, Gagebrook and Herdsmans Cove envisages a transition from a Radburn to a post-Radburn suburban model.³⁰ As part of the neighbourhood renewal program, better use of existing park facilities as well as investment in new footpaths and street lighting is envisaged. This process has begun with CEH partnering with the Brighton Council to receive funds to develop the local park in Bridgewater (see Figure 15, page 53)

³⁰ The Radburn model: for example see *Birch, E L. "Radburn and the American Planning Movement", Journal of the American Planning Association, 46 (4): 424–431, October 1980,*

Outcome 2: Improved Health and Wellbeing		
	2019 Actual	2024 Target
New bathrooms and kitchens installed	190/557	243 / 744
New heating systems installed	839	1000
New health information & service hub established	1 372 episodes of general practitioner and nurse practitioner care	1
Community facilities upgraded <ul style="list-style-type: none"> Albion Hall 	1	x
New footpaths constructed and / or sealed	1 in partnership with Brighton council 137 x 15m per dwelling = 2,055m	x km

Improved health and wellbeing is a prominent feature of the better housing program. New bathrooms, kitchens, and new heating systems have the potential to contribute greatly to improved health and wellbeing. In 2017, CEH in partnership with All Round Health Community Care and CatholicCare, ran an outreach health clinic offering bulk billed General Practice, Nurse Practitioner, psychology and counselling appointments. This initiative was a response to community consultations about the services that community members reported that they experienced difficulty accessing. The service provided 372 episodes of care to both tenants and residents. In December 2017, All Round Health and Community Care ceased offering place-based appointments as the local General Practice employed more General Practitioners and were able to offer greater access to services. CatholicCare continues to provide place-based specialist counselling services one day each week. From March 2019 when CatholicCare commenced place-based services for its Emergency Relief it has provided 81 instances of service.

Capital works programs also support these outcomes by facilitating community connectedness and supporting access but require partnerships with Brighton Council and the Tasmanian Government. For example, the community is highly reliant on walking as means to access shops and services; the upgrade of the pathway between Bridgewater and Herdsmans Cove has improved access for all community members (see Figure 13, page 51). The capital works program is complemented by a number of community events focussed on reducing social isolation, strengthening community connections and facilitating community engagement and input into planned initiatives in the area (see Figure 14, page 52).

Outcome 3: Reduced Crime and Increased Security		
	2019 Actual	2024 Target
Suburbs reconfigured to post-Radburn model: - Bridgewater - Gagebrook - Herdsmans Cove	Nil to date	100%
Burnt houses demolished	100% (8)	100%
New street lights installed	Nil to date	x
New footpaths constructed and / or sealed	1 Footpath connecting two suburbs 2.5m x 3,000m	x
Park facilities improved with seating, BBQs, water fountains	1	x

Reduced crime and increased security will feature as a prominent design principle within the physical environment works program. For example, the Radburn suburban model features a network of cul de sacs and laneways that can create opportunities for anti-social behaviour. As part of the neighbourhood renewal plan, Bridgewater, Gagebrook and Herdsmans Cove will move towards a new, post-Radburn suburban configuration. New paths and walkways will make walking safer, better street lighting will be installed, derelict and burned out houses demolished and facilities such as play equipment in parks installed. This work has commenced and is being undertaken in close collaboration with Brighton Council.

Outcome 4: Stronger Communities		
	2019 Actual	2024 Target
Community Reference Group established	100%	100%
Tenants Advisory Group established	100%	100%
Social diversity increased: private / social housing ratio	+1%	+5%³¹
Burnt houses demolished	100% (8)	100%
Park facilities improved with seating, BBQs, water fountains	1	x
Walls painted for colour and vibrancy	40	x

Building stronger communities is a result of community engagement, community identified priorities and solutions and community led governance. It is a cornerstone of place based policy approaches. The neighbourhood renewal approach will also feature an increase in social diversity and a number of community projects. This work is well under way with the establishment of advisory groups (see Figure 8 Case Study Tenants Advisory Group, page 46) and a number of community initiatives (see Section Five Case Studies Community Initiatives, page 45).

³¹ The three neighbourhoods comprise c.1900 houses. The 2024 target is 89 new private houses. As of 2019, 17 new houses have been sold.

Indicators and Data Sources

A number of indicators were proposed in the Forecast SROI in 2017 to monitor progress towards the targets relating to the four key outcome areas (Housing, Health, Security, Community), as well as track wider socio-economic changes that may independently impact on the four key outcome areas (Worklessness) (see Appendix A: Outcome indicators from forecast SROI, page 54). Not all indicators were available for this SROI.

Note: In many cases the available data pertains to the Brighton municipality and not specifically to the Bridgewater, Gagebrook and Herdsmans Cove areas. While these indicators may be similar it is important to note that they may not accurately reflect the experiences of those living in these three areas of the municipality. Where data has been collected via the CEH tenant satisfaction survey this is reflective of the experience of those living in these areas.

Outcome Area 1. Housing and Physical Environment

Housing and Physical Environment	CEH Tenant Survey 2018	National Housing Survey 2018		
	Bridgewater Gagebrook Herdsmans Cove		Tasmania	Australia
% satisfied with own house/amenities	76	Top three amenities rated as important by Tasmanians and % reporting amenities as meeting needs	Safety/security of home = 77.8 Thermal Comfort = 72.3 Energy Efficiency = 76.0	Safety/security of home = 86.5 Thermal Comfort = 68.5 Energy Efficiency = 80.0
% satisfied with neighbourhood	77.5	% feel safe & secure within neighbourhood	77.8	81.6
% satisfied with housing provider	90		77.4	79.9
Length of tenure	3 years, 5 months			
Vacancy rates, %	1			
Rate of tenant turnover	167/year			

Compared to tenants across Australia, Tasmanian community housing tenants are significantly more likely to report feeling part of the community (85.1% compared with 79.9%)

NHS 2018 satisfaction with services provided by community housing provider

Outcome Area 2. Health and Wellbeing

Health and Wellbeing ¹	Brighton LGA 2016 ¹	Tasmania 2016 ¹	Australia 2017-2018 ²
% current smokers	32.5	15.7	15.2
% inadequate physical activity	21.9	27.9	34.5
% harmful alcohol consumption, lifetime	18.2	38.5	16.1
% overweight and obese	74.5	60.0	67
% who rate own health as Poor/Fair	25.4	24.4	14.7
% high/very high psychological distress (Kessler scale)	18.8*	13.7	13.0

¹Source is the 2016 Tasmanian Health Survey

²Source is Australian Bureau of Statistics. 4364.0.55.001 Australian National Health Survey: First Results, 2017-18 4364.0.55.001

*Caution on data reliability, random standard error is > 25%. This figure is not statistically different to Tasmania overall

Outcome Area 3. Crime and Security

For this evaluative report there was no data available specifically on CEH tenants' perceptions of safety and security. The National Housing Survey undertaken in 2018 found that across Australia safety and security of the home is the number one priority for social housing tenants. However, safety of the home is not the same as perceptions of personal safety in the community. To gauge the perceived safety of residents, we recommend that CEH incorporates questions into their client survey on these elements of the tenants' experience in the Bridgewater, Gagebrook and Herdsmans Cove area.

Outcome Area 4. Stronger Communities.

In the 2017 CEH client survey 41% of CEH tenants indicated that they believed CEH had improved the neighbourhood. Currently no information is collected on whether clients report feeling that they have a say in their community or can ask for small favours from neighbours. CEH has established mechanisms such as the Tenancy Advisory Group (see Figure 8, page 46) that support this process. We recommend that CEH incorporate questions into their client survey that captures tenant's sense of involvement in the community. The 2016 Tasmanian Health Survey asked if respondents would raise \$2000 within 2 days in an emergency. Compared to the rest of Tasmania where 80% indicated that they could do this, 64.9% of people living in the Brighton local government area indicated that they could do this.

Inputs

The inputs for the program identified in this section are principally those managed by CEH that finance the new housing, kitchen and bathroom upgrades and new heating systems. Data on CEH community projects in Bridgewater, Gagebrook and Herdsmans Cove has been provided where available.

Brighton Council is an important participant in the program, and will be liaising with community associations representing residents of Bridgewater, Gagebrook and Herdsmans Cove to finance improvements to local government-managed infrastructure such as parks, footpaths and streetlights.

The State Government is directly involved in the program, primarily through Housing Tasmania. Other departments are also likely to participate directly in the program; the Department of State Growth, for example, is responsible for delivering certain types of community facilities.

In cases where targeted, discretionary spending by Brighton Council and the State Government can be directly attributed to the program and the advocacy roles played by CEH and the community associations representing residents, then it would be beneficial to reflect this in program outcomes.

In cases where spending by the State Government and the Commonwealth Government is universal and non-discretionary, this expenditure is not attributed to the program despite the important contribution of public infrastructure and services in areas such as health, education, employment and welfare to the achievement of the overarching program objective of neighbourhood renewal.

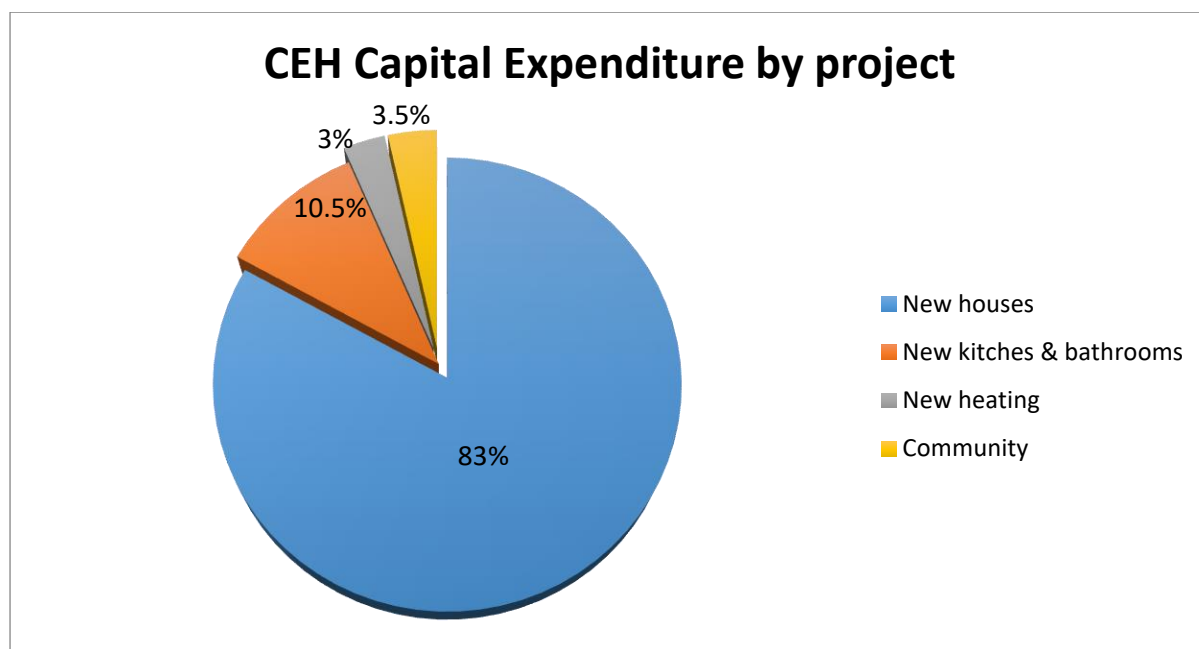
Table 2: Financial Inputs by Project Category

#	Projects	Capital Expenditure	Capital Budget (%)	Agency	Source
1	New house builds	\$64,627,551 (\$39,711,784)	83% (80%)	CEH	CatholiCare Finance Unit (Agreement)
2	Kitchen & bathroom upgrades	\$8,178,832 (\$ 7,805,000)	10.5% (16%)	CEH	CatholiCare Finance Unit (Agreement)
3	New heating systems	\$2,405,387 (\$ 2,100,000)	3% (4%)	CEH	CatholiCare Finance Unit (Agreement)
4	Suburbs reconfigured to post-Radburn model	No data		Brighton	Master Plan 2.1 – 2.4; 5.8
5	Community Development #, incl.: - Albion Hall upgrade - Park facilities improved - Tree plantings - Footpaths and pedestrian shelters - Street lighting	\$2,693,852 \$10,000 \$150,000 \$3,500 / house \$30,000 n.d.	3.5%		Master Plan 4.1 3.7; 5.1; 5.3 3.2; 3.5; 4.3 5.8
	TOTAL	\$77,905,622 (\$49,617,000)	100%		

Note: Community Development funds are estimated based on actual expenditures for 2014/15 – 2018/19 (\$1,346,926), and forecast expenditures from 2019/20 – 2023/24 projected pro rata (\$1,346,926).

The following chart shows capital expenditure by project. Most of the capital spending is allocated to new housing (83%), followed by refurbishment of kitchens and bathrooms (10.5%), followed by community projects (3.5%) and new efficient heating systems (3%).

Figure 6 Financial input by Project Category



Financial Proxies

This section seeks to assign monetary values to the social value of the non-traded goods and services that are created by the project, a methodology from economics known as “shadow pricing”.

The report makes use of “shadow pricing” data from the United Kingdom Government’s New Deal for Communities urban renewal program. The New Deal for Communities was one of the most significant place-based initiatives launched in England. The national program started in 1998, with funding of over £1.71bn across 39 localities to ‘reduce the gaps between some of the poorest neighbourhoods and the rest of the country’.³²

The “shadow prices” were constructed using the “contingent valuation” method that seeks to estimate the compensating change in income that would produce an equivalent change in quality of life as would change in a given outcome. The UK prices have been adjusted to reflect relative GDP per capita (PPP) and the change in GDP per capita over the last six years.

Whilst the UK study notes the ‘experimental’ nature of the methodology in relation to place-based approaches, it suggests that the findings are consistent with other studies. For example:

“in the case of a transition from not satisfied, to satisfied, with the area the expected increase in quality of life produced by this transition is equivalent to an increase in individual income of £59,600 per annum. The magnitude of this value represents the large positive influence that feeling satisfied with the local area has on an individual’s quality of life. Having such feelings are likely to reflect a wide

³² UK Government (2010) *The New Deal for Communities Evaluation Final Report* Department of Communities and Local Government.

range of place-related issues, such as safety, the quality and availability of local facilities, and having friendly neighbours, variables which themselves may have substantial monetary values although these are non-market goods. This finding is further reinforced by evidence from an exploration of hedonic pricing which found evidence that people are willing to pay a premium, in house prices, to live in areas with which people express greater satisfaction ... For instance, one study using data for 2003, estimated the value of feeling 'very' or 'fairly' unsafe walking alone in the local area after dark to be approximately £9,400 in household income. The equivalent NDC estimate for this is lower, even before accounting for changes in money values. Another study finds that an increase in the level of social involvements is worth up to an extra £85,000 per year in per capita household income.³³

Table 3: Financial Proxies for Key Outcomes

Housing and the Physical Environment	Unit Amount
Very / fairly satisfied with area	\$120,200#
Very / fairly satisfied with accommodation	\$82,700^
Trapped	- \$25,200
Want to move	- \$46,400
Health and Wellbeing	
Kessler Psychological distress scale, low score	\$67,600
Do no exercise for 20 minutes or more	- \$31,900
Smoke cigarettes	- \$11,900
Feel own health not good	- \$61,700
Very/fairly satisfied with family doctor/ GP	\$10,900
Safety and Security	
Feel a bit/very unsafe after dark	- \$12,300
Been a victim of any crime in last year	- \$19,000
Lawlessness and dereliction index, high score	- \$19,800
Community	
Feel part of the community a great deal / a fair amount	\$30,100
Neighbours look out for each other	- \$23,400
Can influence decisions that affect local area	- \$18,200

³³ Moore, S. (2006) The value of reducing fear: an analysis using the European Social Survey, *Applied Economics*, 38(1), 115-117; Powdthavee, N. (2008) Putting a price tag on friends, relatives and neighbours: Using surveys of life satisfaction to value social relationships, *The Journal of Socio-Economics*, 37, 1459-1480.

In the literature review undertaken for this report, it was apparent that the data set of financial proxies available to evaluate the outcomes of place-based approaches in Australia and elsewhere is limited.^{34 35}

Evaluative Outcomes

Table 4: Total Impact: Improvements by unit indicator, 2014 - 2024

SECTOR	Δ Units	Unit Value	Social Benefit
Housing and the Physical Environment			\$68,210,000
Very / fairly satisfied with area	218	\$120,200#	\$26,235,000
Very / fairly satisfied with accommodation	508	\$83,700^	\$41,975,000
Trapped		- \$25,200	
Want to move		- \$46,400	
Health and Wellbeing			\$26,235,000
Kessler Psychological distress scale, low score	311	\$67,600	\$20,988,000
Do no exercise for 20 minutes or more		- \$31,900	
Smoke cigarettes		- \$11,900	
Feel own health not good	-51	- \$61,700	\$3,148,000
Very/fairly satisfied with family doctor/ GP	193	\$10,900	\$2,099,000
Safety and Security			\$5,247,000
Feel a bit/very unsafe after dark		- \$12,300	
Been a victim of any crime in last year		- \$19,000	
Lawlessness and dereliction index, high score	- 265	- \$19,800	\$5,247,000
Community			\$5,247,000
Feel part of the community a great deal / a fair amount	52	\$30,100	\$1,574,000
Neighbours look out for each other	67	- \$23,400	\$1,574,000
Can influence decisions that affect local area	116	- \$18,200	\$2,099,000
TOTAL IMPACT			\$104,900,000

This indicator links to the place-perception indicators relating to crime and community. It is not therefore counted additionally.

^ This indicator links to the housing indicators relating to 'trapped' and 'want to move'.

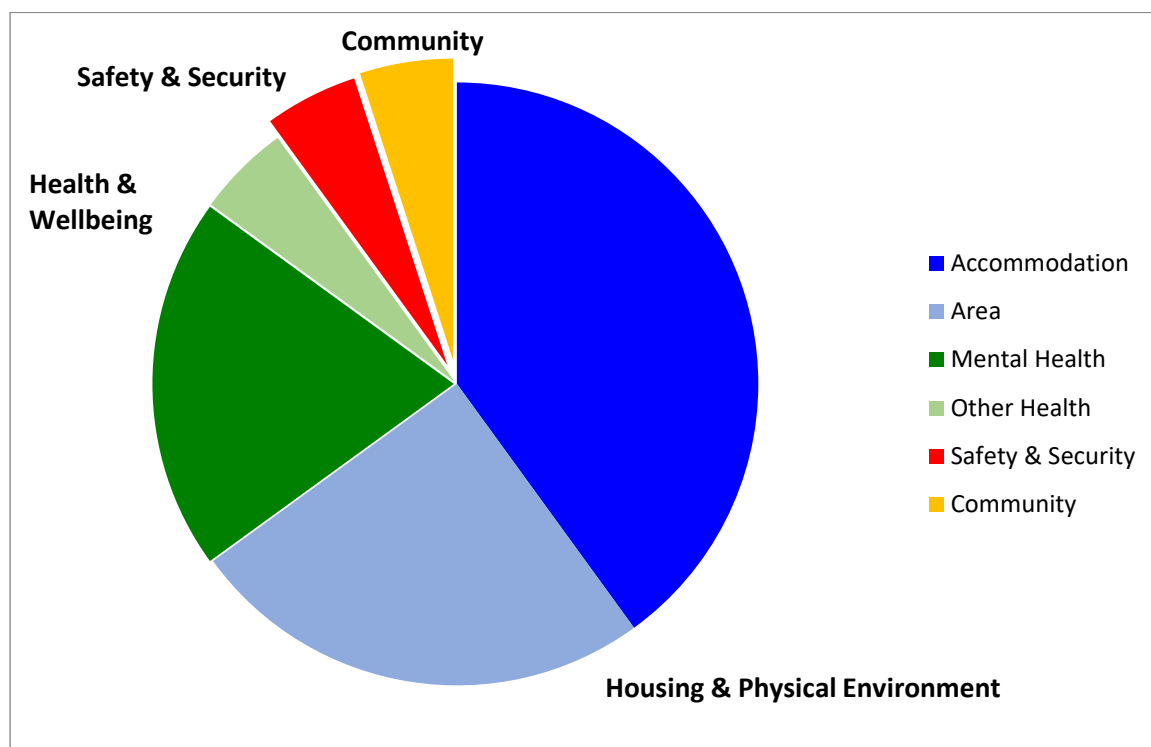
³⁴ Elisabeth Fenwick, Catriona Macdonald, Hilary Thomson (2013). 'Economic Analysis of the Health Impacts of Housing Improvement Studies: A Systematic Review' in the Journal of Epidemiology and Community Health. In relation to health, the authors note "The near absence of economic evaluation of housing improvements [which] cannot solely be explained by difficulties in collecting suitable data ..."

³⁵ Australian Institute of Criminology (2011) Kim Dossetor, 'Cost-benefit analysis and its application to crime prevention and criminal justice research' *AIC Reports: Technical and background paper 42*. In relation to crime, the author notes: "Very few CBAs and only a few CEAs have been completed in the Australian criminal justice field".

This section presents the likely distribution of outcomes across the four outcome areas. The distribution of outcomes reflects the experience of other international neighbourhood renewal programs, including the New Deal for Communities in the UK. It has also been adjusted to reflect the design of the BHF program for Bridgewater, Gagebrook and Herdsmans Cove, including the allocation of capital expenditure across the sectors.

For example, according to the table, \$41,975,000 of net social value is likely to be created as a result of an increase of 508 in the number of residents who now consider themselves 'very or fairly satisfied with their accommodation'. Given the average household consists of 2.6 people, this is the equivalent of nearly 200 households.

Figure 7 Forecast Social Value by Sector



Section Three: Interim Evaluation of Impact

The purpose of this section is to assess the extent to which the outcomes analysed can be attributed to the activities of the program.

Deadweight

Deadweight is a measure of the amount of outcome that would have happened even if the activity had not taken place.

We have selected the region of southern Tasmania as a benchmark comparator for the suburbs of Bridgewater, Gagebrook and Herdsmans Cove.

We do not recommend collecting any additional data in southern Tasmania by Client Survey for reasons of cost.

Instead we propose using existing data sources to establish any trend changes that are likely to correlate with other indicators in the data set.

We also propose to use 'worklessness' as a control indicator because significant changes in the levels of employment and income in Bridgewater, Gagebrook and Herdsmans Cove would impact positively or negatively on the other four outcomes.

The residents of the three suburbs can be considered a 'hard to reach' group who are unlikely, in the absence of the program, to experience change, especially in relation to housing and the physical environment. Other studies have shown that "Stable, homogeneous, peripheral, 'White' estates on the edge of non-core cities - often originally developed as single-tenure public sector schemes - are less well placed to achieve positive change"³⁶.

The deadweight will be measured as a percentage in the Evaluation Report for 2020 and then that percentage of the outcome deducted from the total quantity of the outcome.

Our evaluation is that the amount of change in the key outcomes, particularly the leading outcome area of Housing and Physical Environment, that will happen in the absence of the BHF initiative is likely to be low.

We estimate a deadweight for the program of < 10%.

Attribution

Attribution is an assessment of how much of the outcome was caused by CEH relative to the contribution of other organisations or people.

The level of attribution of the outcomes can be assessed by asking residents through Client Surveys.

We know that the percentage of the population of Bridgewater, Gagebrook and Herdsmans Cove who are residents of social housing managed by CEH is very high (70+%). We can therefore expect changes to the Housing and Physical Environment outcome to be primarily the result of the interventions undertaken by BHF.

³⁶ Batty E et al 2010. The New Deal for Communities Experience: A final assessment. Available from <https://extra.shu.ac.uk/ndc/downloads/general/A%20final%20assessment.pdf>

We also know that the experience from other major neighbourhood renewal programs has shown that much of the measured benefit from interventions arises from impacts in relation to improvements in satisfaction with the area (two thirds) and mental health (one third).

In addition, a feature of the CEH program is the very high concentration of capital expenditure (95+%) on new housing, kitchen and bathroom upgrades and new heating systems. We can therefore anticipate that most of the change will occur in the outcomes for which BHF and SLP is the principal contributor.

Attribution will be measured as a percentage in the Evaluation Report for 2020 and then that percentage of the outcome multiplied by the total quantity of the outcome to leave the amount estimated to have been caused by the BHF initiative.

Our evaluation is that the amount of change in the key outcomes, particularly the leading outcome area of Housing and Physical Environment that will happen as a result of interventions of other organizations and people is likely to be low.

We estimate a level of attribution for the program of > 90%.

Drop Off

Drop Off refers to the tendency for outcomes to decline over time, either as a result of depreciation or the increasing likelihood that other factors come to have an influence on the outcome.

Drop Off is calculated by deducting a fixed percentage from the remaining level of outcome at the end of each year. For example an outcome of 100% that lasts for three years but drops off by 10% per annum would be 100 in the first year, 90 in the second (100 less 10%), and 81 in the third (90 less 10%).

Box 5: Responsive Maintenance Program

A key design feature of the BHF initiative is a Responsive Maintenance Program of \$18.431 million over 10 years.

This equates to an annual maintenance expenditure allocation of 1.19% of the total value of capital and represents good practice. Whilst this exceeds the benchmark housing maintenance to capital ratio estimate of 1%, it is justified given the age of the housing stock.

As a result of the renewal program, by 2024 25% of houses will be new or refurbished, requiring minimal maintenance; and 75% will be more than 30 years old, requiring substantial maintenance.

Due to the Responsive Maintenance Program, the rate of depreciation of fixed capital is likely to be relatively low.

Drop Off will be measured as a percentage in the Evaluation Report for 2020 and then that percentage of the outcome deducted from the total quantity of the outcome.

Our evaluation is that the amount of change in the key outcomes, particularly the leading outcome area of Housing and Physical Environment that will happen as a result of 'drop off' is likely to be low.

We estimate a level of drop off for the program of < 5%.

Estimation of Impact

We show the impact of BHF in Bridgewater, Gagebrook and Herdsmans Cove by the change in the amount of the various units for the period 2014 to 2019.

For example, we forecast that 508 people (net) will change from 'unsatisfied with accommodation' to 'very / fairly satisfied with accommodation' over the ten years, resulting in a social benefit of \$41,975,000. The forecast total outcome for social benefit across all units was \$104,938,000 (see Table 4: Total Impact: Improvements by unit indicator, 2014 - 2024).

We then deduct from the total outcomes the deadweight amount, less the adjustment for attribution, less the drop-off amount, to arrive at the value of total attributable impact for the period 2014 - 2024: forecast at \$85,000,000.

Total Outcomes = \$104,938,000

Less Deadweight $0.1 \times \$101,235,000$ = \$94,444,000

Less Attribution $0.1 \times \$107,871,000$ = \$85,000,000

Less Drop Off $0.0 \times \$97,084,000$ = \$85,000,000

Value of Total Impact = \$85,000,000

Section Four: Evaluative Estimate of Social Return

The evaluative estimate of the net social return on investment for Better Housing Futures in Bridgewater, Gagebrook and Herdsmans Cove for the period 2014 to 2024 is in the range of 305 – 330% (a return on every dollar invested of \$4.05 – \$4.30).

The lower range estimate of 305% is based upon a ‘bottom-up’ project level methodology.

The higher range estimate of 330% is based upon a ‘top-down’ sector-level methodology.

The forecast estimate is significantly above the benchmark social return on investment used to assess the feasibility of public investments.

Method 1: Project-Level Outcomes

Our first series of estimates are based upon project-level outcomes, calculated from the ‘bottom up’. The estimates rely upon a ‘shadow pricing’ methodology based upon market price comparators and cost-savings. As a result, the estimates tend to be conservative and ought to be considered the lower range estimate of social return.³⁷

Table 5: New Housing, Social Return³⁸

	Household per annum (2014 prices)
Cost of New Housing	\$ 9,505
Value of New Housing	\$44,881
Net Social Rate of Return	309%

Table 6: New Kitchen and Bathroom Upgrades, Social Return

	Household per annum (2014 prices)
Cost of New Kitchen and Bathroom Upgrades	\$ 848
Value of New Kitchen and Bathroom Upgrades	\$2,018
Net Social Rate of Return	138%

³⁷ For Method One, the deadweight and drop-off were estimated at < 5% and the attribution was estimated at > 95% because value has been estimated at the level of households directly benefitting from Better Housing Futures-related project investment. As a result, no adjustment is required.

³⁸ The Net SROI for new housing is a weighted average, calculated using the actual ratios of new builds versus refurbished houses (9:1) and social housing versus private sales (3:1). The Net SROI for private sales (1.15) is significantly less than the Net SROI for social housing (3.72) and the Net SROI for new builds (3.60) is significantly less than the Net SROI for refurbished houses (5.69). Excluding other policy objectives, the highest social return is achieved by refurbishing houses for social housing only.

Table 7: New Heating Systems, Social Return

	Household per annum (2014 prices)
Cost of New Heating Systems	\$ 248
Value of New Heating Systems	\$2,136
Net Social Rate of Return	762%

Table 8: Summary: Social Value by Project, Net Social Rate of Return from 2014 - 2019

	Cost	Net Social Benefit	Net Social Rate of Return
New Housing	\$1,929,491	\$5,822,309	309%
New Kitchen and Bathroom Upgrades	\$1,938,159	\$2,591,594	138%
New Heating Systems	\$696,042	\$5,278,031	762%
TOTAL	\$4,563,692	\$13,691,934	306%

Method 2: Sector-Level Outcomes

Our second series of estimates are based upon sector-level outcomes, calculated from the 'top down'. The estimates rely upon a 'shadow pricing' methodology based upon contingent valuations derived from UK data. The estimates assume a relatively significant 'spillover' of benefits as investments in housing and the physical environment contribute to improvements in health and wellbeing, safety and security and community. As a result, the estimates tend to be liberal and ought to be considered the upper range estimate of social return.

Table 9: Summary: Social Value by Sector, Social Return from 2014 - 2024

SECTOR	Social Value
Housing and the Physical Environment	\$68,210,000
Health and Wellbeing	\$26,235,000
Safety and Security	\$5,247,000
Community	\$5,247,000
TOTAL OUTCOME	\$104,938,000
- Less Deadweight, Attribution and Drop-Off	(\$19,938,000)
TOTAL IMPACT	\$85,000,000
INVESTMENT	\$19,813,000
NET SOCIAL RATE OF RETURN ON INVESTMENT	330%

Sensitivity Analysis

The purpose of the sensitivity analysis is to test how sensitive the result is to changes in assumptions.

The standard practice is to check by how much we need to change certain key assumptions in order for the social rate of return to fall to 1.0 (i.e. the 'breakeven' point, where a dollar invested returns a dollar in value).

We have reviewed our assumptions relating to:

- estimates of deadweight, attribution and drop-off;
- financial proxies;
- quantity of the outcome; and
- discount rate.

Deadweight, Attribution and Drop-Off

The sensitivity analysis in relation to deadweight, attribution and drop-off is based upon Method 2.

- Deadweight would have to be 84% rather than 10% for the social return to fall to 1.0.
- Attribution would have to be 18% rather than 90% for the social return to fall to 1.0.
- Drop-Off would have to be 80% rather than < 1% for the social return to fall to 1.0.

Financial Proxies

The sensitivity analysis in relation to financial proxies is based upon Method 1.

- If the imputed value of housing to clients is \$210 a week per household rather than \$310, the social return on investment is still greater than 1.0 (i.e. 2.49 rather than 3.05).
- If the imputed value of savings from homelessness is \$10,000 per person per year rather than \$29,450, the social return on investment is still greater than 1.0 (i.e. 2.55 rather than 3.05).
- If the imputed value of a reduction in fuel poverty was \$3 per person per day rather than \$5, the social return on investment is still greater than 1.0 (i.e. 2.75 rather than 3.05).
- If the imputed cost of capital is estimated at the Australian Government 10 Year Bond rate (1.09%) rather than the effective project rate (2.34%), the social return on investment increases substantially (i.e. 3.50 rather than 3.05).³⁹
- If the percentage of households at risk of homelessness is 70% rather than 35%, the social return on investment increases substantially (i.e. 3.82 rather than 3.05).
- If the percentage of households at risk of fuel poverty is 100% rather than 50%, the social return on investment increases substantially (i.e. 3.81 rather than 3.05).

Outcomes

The sensitivity analysis in relation to outcomes is based upon Method 2.

³⁹ The world economy is experiencing unprecedentedly low interest rates, which contributes significantly to relatively high SROIs. In the 2000s, real interest rates in Australia were about 2.5%: which would give a Net SROI of 2.55. In the 1990s, real interest rates were 5 - 10%: this would give a Net SROI of 1.12 to 1.94.

- If the increase in the number of people who are very or fairly satisfied with their accommodation is 169 rather than 508, the social return on investment is still greater than 1.0 (i.e. 3.1 rather than 4.3).
- If the increase in the number of people who are very or fairly satisfied with the area is 72 rather than 218, the social return on investment is still greater than 1.0 (i.e. 3.6 rather than 4.3).
- If the increase in the number of people who rate high on the mental health index is 103 rather than 311, the social return on investment is still greater than 1.0 (i.e. 3.7 rather than 4.3).
- If the outcomes for every sector are one third of the forecast, the social return on investment is still greater than 1.0 (i.e. 1.4).

Discount Rate

The sensitivity analysis in relation to the discount rate is based upon Method 1.

- If a discount rate of 3% is introduced, the social return on investment is still greater than 1.0 (i.e. 3.0).

Section Five Case Studies Community Initiatives



Figure 8 Case Study Tenants Advisory Group

Tenancy Advisory Group

Centacare Evolve Housing's Tenancy Advisory Group is open to all tenants and meets every two months. This group, along with the Community Development and Engagement Reference Group, was established to ensure the perspectives of tenants and the community were included in decision making by CEH. The group's convenor is a member of the local community which was considered important for facilitating engagement. Group members consider themselves a key link between tenants, the community and CEH.

We have an important role to play by giving our voice to the bigger picture of the community. ... We can inform them [the community] and we can hear their voices and bring their voices here as well as our own.

If someone had a problem with CEH or how it was affecting them I would feel responsible to bring to this group or to TAG, invite them to come to TAG. If they didn't want to come, I would feel like I need to speak for them to work out a solution.



In response to concerns about the lack of information available to tenants the TAG was involved in the development of a Tenancy Information Booklet.

A lot of feedback came from us [for the tenancy information booklet]. Things we felt were a problem. [Before] there wasn't enough information, people didn't understand what was going on.

The new Tenant Handbook provides information on a range of topics including; tenancy officer roles, bonds, smoke alarms, maintenance, property inspections, complaint processes and ending the tenancy.

I've love people to have the sense that their voice is important. I'd like to see more, other services in the area with community members. [But it is] hard to get community members involved.

Our voices are respected in the group. You feel that too from everybody. First time in my whole life that I've felt respect for having knowledge about my life. Usually nobody cares.

Figure 9 Case Study Build Up Tassie

Build Up Tassie

Build up Tassie is a partnership between CEH, business, the Southern Central Trade Training Centre, Skills Tas and community service organisations, including yourtown's local social enterprise program. The project provides training and employment opportunities for young people aged 15 – 24. The program's strong links with business and industry create employment opportunities for participants and ongoing support once employed.



Participants take part in a work readiness orientation program. Build Up Tassie has a coaching model to enable crew members to feel more confident and ready to explore the world of work. Crew members are supported to prepare for learner driver tests; to access drivers lessons in the local area; to attain first aid, on-line safe food handling and other job ready training.

In the pilot phase in 2018, over 30 young people were able to access work opportunities or further training. 22 young job seekers participated in the orientation program and Build Up Tassie worked with 19 businesses to facilitate job opportunities for 18 of the Build Up Tassie participants, including six apprenticeships.

Build Up Tassie has expanded in 2019 and is currently supporting 16 young people to identify training and work placement pathways. Of this first crew, four have commenced traineeships with yourtown.

Contributions from the John Wallis Foundation and MyState enable scholarships and seed funding for community projects

I've told a friend of mine who is struggling about Build Up Tassie. I feel like he'd really benefit like I have.



I wouldn't be in this position without the support of the Build Up Tassie project officer

Figure 10 Case Study Colour Our World

Colour Our World Program

During community consultations held in the development of the Master Plan residents often commented on the lack of colour in the community. Many Housing Department houses built in the area in the 1970's were grey brick. The Colour our World project was developed in response to these comments.

The project provides pops of colour and vibrancy through the painting of front doors, letter boxes or touches of paint to the front of houses. The project enriches the lives of tenants and helps with skill building and empowerment.

Tenants self-nominate for the program and work side by side with the Community Development Officer to identify the area to be painted, choose a colour and then prepare the area and provide two coats of paint. Over the course of three visits the work is carried out, often with a week in between visits. Skills such as sanding of doors, loading a paint brush or roller and taping up are shared, resulting in tenant engagement in home beautification.

Almost forty tenants have taken part in this program over a 30 month period.



Before



After

This tenant was new and very keen to make some changes. She was able to balance painting while looking after the baby in the pram. After my first visit she had purchased new plants and had them planted. We painted the front door and railing.

The Colour our World project has contributed to the following benefits:

- **Increase in tenant pride in home.**
- **Enhancement of street scapes.**
- **Tenant empowerment.**
- **Skill building for tenants.**

Figure 11 Brighton Neighbourhood Leadership Program

Brighton Neighbourhood Leadership Program

Centacare Evolve Housing developed the Brighton Neighbourhood Leadership Program to bring interested community members who are already active in the local community together to build capacity, develop relationships, identify common issues, ideas and shared learning opportunities to drive positive community change at the local level.

The eight month program expands on the volunteer training provided by other local services and covers topics such as:

- Confidentiality, self-awareness and boundaries for volunteers;
- The how and why of research; and
- Team leadership, running meetings, communication, project management, grant writing, media, financial management and public speaking.

Participants learn about each other's passion for the place they volunteer at and also develop their own support networks. The program is practical with participants putting their ideas, new skills and knowledge into practice. Working in groups are provided with seed funding to develop solutions to identified needs in the area. So far two groups (11 participants) have completed the program.

Community projects undertaken:

- Youth Moving Forward Forum. The forum was attended by 46 members of the community and provided an opportunity for youth issues to be discussed. Recommendations were made to the local council.
- A pilot project of a rubbish bin and recycling bin for a public location. Evidence about the use of the bin is being gathered and will be presented to local council.
- A service provider expo to provide for information sharing between services and the community. The expo involved 36 service providers and was well attended by the local community.



Neighbourhood Leadership Program

Outcomes:

1. Community members identify as leaders
2. Skill and knowledge building
3. Networks developed
4. Willingness to take on new challenges. Local leaders identify and deliver local community projects

Figure 12 Case Study Reduce Crime and Safety

Reduce Crime and Increase Security

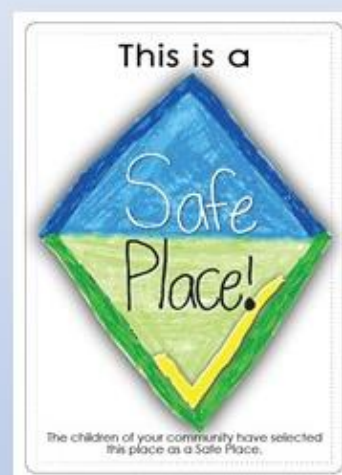
Everyone wants to feel safe, but sometimes knowing where it's safe is not obvious. For children this is especially true. Every two years, The Salvation Army – Communities for Children program asks children from Gagebrook, Herdsman's Cove and East Derwent Primary Schools to identify the areas in the community where they felt safe, unsafe or sometimes safe. In 2017, to build on the mapping exercise, Centacare Evolve Housing and the Salvation Army worked together on two projects to increase children's feeling of safety. The first project, safety signage, children designed signs to identify the places where they feel safe.

The safe signs project has contributed to:

Strengthening Partnerships. Centacare Evolve Housing and The Salvation Army – Communities for Children Program worked closely with schools in the area. Children from each Student Leadership Representative were involved in safety mapping and designing the safety signs. CatholicCare provided in-kind support for this program through sign development. The funding for the safety signs was provided by Calvary Community Grants Program.

Supporting children as change makers. Children led the change making and adults listened.

Improving community awareness of safety.



In the second project the children repainted the underpass in Bowden Road making it lighter, brighter with a refreshed mural to make it fun and colourful. Many children use this underpass every day to get to school. Children from East Derwent Primary School participated in the project. The children worked on the design, and raised funds for the paint. The Salvation Army and Bridgewater Community Centre assisted with food and accommodation for the day and an artist transferred the children's ideas onto the walls of the underpass.



Brighton Council cleaned the underpass in preparation for the painting and installed railings at the approaches. CEH contacted Wayston Building Services who kindly painted it white in preparation for the children.

Painting the underpass has:

- Increased community safety
- Empowered children
- Built partnerships
- Improved safety

Figure 13 Case Study Physical Environment: Pathway

Physical Environment: Pathway

The Jordan River separates the suburbs of Herdsmans Cove and Gagebrook from Bridgewater where many of the community facilities and services are situated. This lack of connectivity was identified as a significant issue by Brighton Council in the Brighton Municipal Area Open Space Strategy (Inspiring Place in 2012) and Centacare Evolve Housing in the Master Plan.

In 2017, Centacare Evolve Housing and Brighton Council partnered to secure funding from the State Infrastructure Fund to improve the existing track from Bridgewater to Herdsmans Cove. Centacare Evolve Housing contributed \$30,000 to the work which involved sealing and widening the path, realigning the gradient of both approaches to the Jordan River Bridge to improve access for residents, particularly those with disabilities and families with young children in prams. Shelters were also constructed along the pathway. The three kilometre pathway now connects the two suburbs, connecting residents to shops, the library and other community facilities.

The pathway project has contributed to the following benefits to the community:

Community Partnerships. The pathway upgrade was identified in the community engagement process. The successful funding application was a result of the strong partnership between Brighton Council and Centacare Evolve Housing.

Create cohesion between the town areas. People living on the southern side of the Jordan River (Gagebrook and Herdsmans Cove) rely on the services on the Bridgewater side. The pathway links the three suburbs, increasing access to services, businesses, open spaces, family and friends.

Improve access for disadvantaged members of the community. The upgrade is Disability Discrimination Act compliant increasing accessibility for wheelchairs and prams.

Increase access to businesses and local schools. The path improved the access the local high school and a number of primary schools located on the northern side of the Jordan River.

Increase pedestrian and cycling movements.

Increase in community pride and enhancement of public good. Enhancing public assets is well known to result in a stronger, thriving community. It encourages residents to stay in the area and increases the viability of the community. These benefits have a lasting effect on the sustainability of the community.



Old path



New path and rest stop

Figure 14 Case Study Building Stronger Communities: Christmas Parade

Building stronger communities. The Christmas Parade

Since 2016, Brighton Alive, the local network of service providers and community groups, has organised a traditional Christmas Parade focusing on strengthening community, reducing stigma and encouraging community-wide participation.

The Christmas Parade is one of the four events run by Brighton Alive and funded through the Brighton Council Community Grants Program (\$2000) each year. Sponsorship (around \$1000) is also secured for float trophies and the community BBQ. As the lead agency Centacare Evolve Housing invests staff time into arranging liaison with all stakeholders as well as organising floats on the day.

Each year the parade attracts hundreds of people from across the municipality. The parade ends with a community BBQ and space for children to have a photo with Santa. This is the only opportunity for such memory making in this community. The parade has received media coverage including WIN TV news, Brighton Community News and recognition at the Australia Day Awards as the Community Event of the Year 2016.

The Christmas Parade contributes the following benefits to the community:

Promote and improve social inclusion. Local service and community organisations, SES, Tas Police, Council, volunteer groups, business and residents take part. The Christmas Parade provides an opportunity for people from all suburbs and backgrounds to come together, promoting social inclusion.

Community participation. Around 650 people are involved in the parade. 30 volunteers are actively involved behind the scenes in planning and building floats. Two family services report that building their floats engages male participants (mostly dads).

Strengthens community and business networks. Community networks have been strengthened and awareness of the existence of services and business has grown.

Linking the commercial with the social hubs. The parade route links the commercial hubs in the community with community spaces such as the library and Civic Centre.

Increase in community pride. The Christmas Parade provides a time and place to celebrate together, building community pride is increased by a feeling of good will and that people can come together to create something bigger than their sum for others.



Figure 15 Case Study Health and Wellbeing: Partner in Bridgewater Park

Health and Wellbeing: Partner in the Bridgewater Park Stage One project

Managing the large areas of open space in the Bridgewater, Gagebrook and Herdsmans Cove areas has been an ongoing priority for the Brighton Council. The Bridgewater Parkland is a large area of accessible open space between the shopping precinct in Bridgewater and the Derwent River foreshore. Community consultation in 2015 for the development of the Bridgewater Parkland Master Plan undertaken by Playstreet on behalf of the Brighton Council revealed a strong desire for development to focus on creating amenity for children and adolescents.

Partnering with Centacare Evolve Housing, who contributed \$150,000 to the project, the Brighton Council was successful in securing a Federal government grant through the Building Better Regions Fund in 2017 to stage 1: a community playground. The park includes a new children's play area, open space, BBQ's and toilets and has accessible paths and equipment. This award winning park was opened in September 2018 and is the first phase in the Brighton Council's Bridgewater Parkland Master Plan.

The playground contributes to the community through:

Partnerships. Between Brighton Council, community groups, CEH and Play Street.

Improved access for all members of the community. The Community Playground is adjacent to a 'hub' of community facilities, including Bridgewater Library and the tagari lia Child and Family Centre.

Increased pedestrian and cycling movements. The central location ensures that residents and visitors can walk or cycle to the playground using foot and cycle paths.

Increased community pride and enhancement of public good. The playground and all the amenities are well used by children and families. The location invites a wide section of the community increasing the sense of safety. A local resident volunteers to clean the BBQ area.



Playing in the park



Swings in the park

Appendix A: Outcome indicators from forecast SROI

Key Outcome Area	Indicator	Source
Housing and Physical Environment	% satisfied with own house/ amenities % satisfied with neighbourhood % satisfied with housing provider	Client survey
	Length of tenure Vacancy rates Rate of tenant turnover	CEH administrative data
Health and Wellbeing	% smokers % inadequate physical activity % harmful alcohol consumption % overweight and obese % who rate own health as poor/average % feeling psychological stress (Kessler scale)	Tasmanian population health survey (by SEIFA decile) Note: Not available by suburb, but may be by LGA
	% children vulnerable on two or more domains	Australian Early Childhood Index
	% completing year 11 % truancy rates	MySchool
Safety and security	% who feel safe walking after dark % who rate their neighbourhood as dangerous % victim of crime in last year	Client survey
	Burglary rate /1000 Property damage rate /1000 Arson rate /1000 Assault rate/1000 Rate DV notifications Rate of Child welfare notifications	Tas Police stats
Stronger Community	% who believe they can ask small favours from neighbours % feel they have a say within community % who believe that CEH have improved the community	Client survey
	#/% Participation in CEH community events	Administrative data
Worklessness (and financial stress)	% unemployed % on disability benefits	ABS-census
	% workless households	HILDA survey
	% can raise \$2,000 within 2 days in an emergency	Tas pop health survey