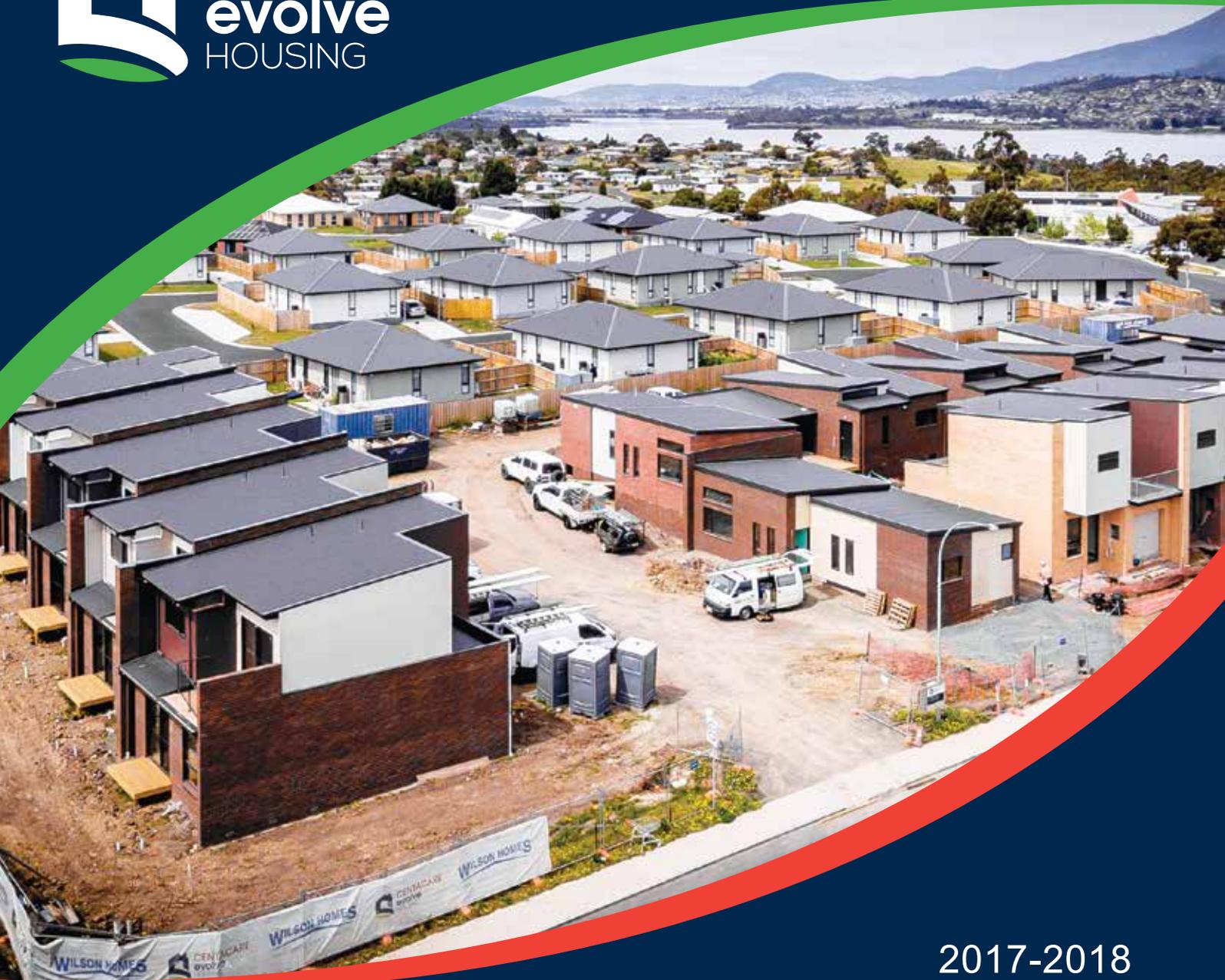




**CENTACARE**  
**evolve**  
HOUSING



2017-2018  
ANNUAL REPORT



CENTACAP  
PROUDLY

WILSON HOMES



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# SERVING OUR COMMUNITIES

## —ACHAT Chair, Ray Brown

This is the third Annual Report of Centacare Evolve Housing (CEH), which was formed in 2014 to provide safe, secure and stable social and affordable housing and to partner with the communities we serve to foster community spirit and provide facilities.

Our initial program involved a transfer from Housing Tasmania of the management of its houses in the Bridgewater, Gagebrook and Herdsmans Cove communities and the development of a Master Plan for those communities. We undertake repairs and maintenance, the refurbishing of kitchens and bathrooms and the installation of more efficient heating systems. The Master Plan has been formulated and is being acted upon and whilst it has taken a couple of years to get some momentum on this, there is now activity with the substantial upgrading of the walkway which traverses the Jordan River to link the communities. CEH is also building new houses and units in the area to increase the availability of social and affordable housing for the community.

CEH has also obtained a transfer from Housing Tasmania of houses in other areas including Warrane, Goodwood, Glenorchy and Chigwell and we are similarly refurbishing, attending to repairs and maintenance, and building new houses and units in those areas.

All funds generated are retained within CEH and reinvested into our housing and community programs.

## Community Voices

To provide a forum to encourage community input in the Bridgewater, Gagebrook and Herdsmans Cove areas, two groups have been formed,

- A Community Development and Engagement Reference Group which includes community members and service providers. The aim of this group is to provide direction and advice to CEH on community initiatives.
- A Tenants Advisory Group from whom we seek advice and direction on the needs and requirements of our tenants and the communities we serve.

I have attended meetings of each group and commend the participants on their involvement and contribution, without which we would not be able to assist in furthering the interests of their communities.

## Achievements

The Executive Director will detail our housing and management projects in his report, so I will simply note that we have achieved our objectives in the number of new and refurbished dwellings, and we are currently engaging further with Government to provide more dwellings.

In last year's report I referred to an initiative called Build Up Tassie, the aim of which is to provide pathways to employment and actual employment opportunities for the young people in the community. Whilst still in the formative stages, it has already facilitated employment for a number of young people and we remain intent on pursuing our aim that everyone deserves the opportunity to gain employment.

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There continues to be a strong and committed focus on housing, whether that is building new houses or renovating and repairing existing houses. CEH is also just as strongly committed to improving community facilities and encouraging the hopes and aspirations of the younger residents.

## Tenant Surveys

To better serve our community we conduct tenant surveys. The December 2017 survey was both hard copy and internet-based, with a great response rate of almost half of the 1050 tenants surveyed. The results showed that there was a high degree of satisfaction with the manner in which our staff assist our tenants.

The results showed up two areas we can improve, these being:

- More information for tenants about their rights to appeal a decision. We are now upgrading how we communicate this.
- We need to do more to improve neighbourhoods. We fully understand that much more needs to be done, and that improvement is and will be a gradual process, and we hope the work and input of the Community Development and Engagement Reference Group and the Tenants Advisory Group will assist us to achieve noticeable improvement.

We understand that surveys need to show that there has been improvement, and that matters of concern or dissatisfaction, such as those above, are addressed.

## Looking Forward

In the four years since we started we have set out to engage meaningfully with the community and our tenants. We are building new houses and units and there is an obvious and publicly recognised need that these are required urgently.

CEH exists solely to serve the communities in which we operate and will strive to work with and enhance those communities and importantly provide, wherever possible, opportunities for the younger members.

In conclusion, I would like to thank the Management team and Board members for the commitment shown by all as we strive to improve and enhance the liveability of the communities as a whole.

**“CEH exists solely to serve the communities in which we operate”**

—Ray Brown, Chair ACHAT Board

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# DEDICATION TO OUR CLIENTS

—CatholicCare Executive Director, Tim Gourlay

In our fourth year of operations our ongoing success during 2017–18 has largely been due to the wonderful dedication and commitment of the staff that work for Centacare Evolve Housing (CEH) and who serve the thousands of clients and residents in our communities.

Our strong financial position has allowed the organisation to continue to support community projects including the Bridgewater Parkland, the annual Bridgewater Christmas Parade and the walkways between Herdsmans Cove and Bridgewater. In addition to these projects, the organisation has been working with our residents to undertake quality repairs and maintenance upgrades to our properties.

On the back of the Stock Leverage Program (SLP)—a joint initiative between CEH and the Tasmanian Government as part of its affordable housing strategy—CEH is increasing the supply of social and affordable housing across the south of the State. As part of the arrangement, CEH is being transferred the titles to some 329 managed properties. By the end of 2019, CEH will have delivered 121 new dwellings and 29 refurbishments as part of this SLP program.

CEH has also expanded the ‘wrap-around’ services it delivers to tenants. These operate out of the office at 28 Green Point Road in Bridgewater, and include counselling, mental health support and financial support. We would like to grow this in future years, to further support the needs of our resident cohort.

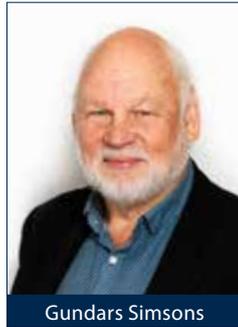
The Social Impact Program (SIP) has continued to grow. SIP is an agile response to address enmeshed and place-based disadvantage in the communities where we operate.

SIP initiatives have included Families And Schools Together family support and community building program, and Build up Tassie employment readiness program. These two programs are helping to grow stronger families and to provide employment opportunities for those that have been long-term unemployed.

Another great achievement during the year has been the outcome of our annual Tenant Satisfaction Survey in which our tenants gave us a 94% satisfaction rating! This is an excellent result and a credit to the hard work of all our staff.

As you read through the pages of this Annual Report, I trust you will appreciate the hard work being undertaken by our CEH people and their dedication to the health and wellbeing of the Tasmanians we serve.

# ACHAT BOARD



Chair



Alternate Director

# MANAGEMENT TEAM



Executive Director



Director of Housing Services



Social Impact Director



General Manager Housing Operations



Housing Manager



Property Development and Asset Manager

# SOCIAL IMPACT PROGRAM

## Co-creating vibrant communities

The vision of the Social Impact Program (SIP) is to co-contribute to growing vibrant and hopeful communities that value the dignity and worth of each person.

SIP is an active ministry of the Catholic Church and it is founded on Catholic Social Teaching principles aimed at improving individual and community wellbeing through collaboration and co-creation. We use the term 'co-creation' to describe what we do because we are making things happen together through cooperation across previously separated areas of activity.

We know that improving wellbeing at the community level is a complex task. To address these complexities, SIP works across seven interconnected domains—education, housing, safety, economics, health, spirituality and community engagement—in specific places and at specific times. SIP's deep impact is measured by positive social and environmental changes in the community.

SIP is supported by a Steering Committee, chaired by Adriana Taylor. Members of this collective group of co-creators are from a range of industries and backgrounds and most of them have lived or worked in our SIP focus areas of Glenorchy, Derwent Valley and Brighton. While all members of the community are part of SIP, we give priority to children and young people aged up to 24 years, because we recognise that this group faces unprecedented uncertainty and risk, but also holds the greatest potential.

## Build Up Tassie

A key project for SIP this year has been Build Up Tassie which started in October, 2017. SIP and Centacare Evolve Housing (CEH) have been developing, co-creating and trialling this targeted employment and training program in Bridgewater for local young people aged 15 to 24, providing support to overcome their barriers to employment. Partners in Build Up Tassie include the local community, Wilson Homes, Southern Central Trade Training Centre and *yourtown*.

Build Up Tassie is a conduit linking young people to employment and training opportunities connected to CEH and CatholicCare's five-year building program. Project Officer, Valerie Farnell, successfully led Build Up Tassie, connecting 23 young people to job opportunities including five apprenticeships.

Build Up Tassie is leveraged on the numerous employment opportunities in the \$70M staged housing development which is part of the Master Plan for Bridgewater Gagebrook and Herdsmans Cove, which includes 400 new properties and the maintenance of over 1,000 others

Build Up Tassie partnered with industry, including our building partners, as well as local council and services to provide individualised pathways to employment for its participants. A critical partner has been *yourtown*, who worked alongside young people on a social enterprise that completes maintenance of CEH homes. This and other partnerships will support the co-design, delivery and evaluation of Build Up Tassie into the future.



# NEW CONSTRUCTION

## Finished houses and foundations for future years

New building during 2017-18 has focused on delivering the Stock Leverage Program (SLP) and ongoing delivery of Better Housing Futures (BHF) commitments. The year has seen the following outcomes:

- 27 units significantly refurbished and 15 new backyard units built at Warrane, Glenorchy, Goodwood and Chigwell—the first 42 of 150 houses required under SLP.
- 16 small-lot dwellings nearing completion at 2 Green Point Road, Stage 1.
- 11 one-bed units well underway at LaPerouse St, Warrane.
- 4 more dwellings nearing completion at Edinburgh Cres, Goodwood and Norman Cir, Glenorchy.
- 50 dwellings commenced at Gage Rd, Gagebrook.
- 23 additional dwellings receiving development approval at 2 Green Point Rd, Stage 1.
- 65 more dwelling approvals advanced at 20 Gunn St, 4 Bowden Dr and 1 Taylor Cres, Bridgewater.
- Concept planning started for Cheswick Cres, Bridgewater and 105 Fisher Dr, Herdsmans Cove representing around 120 more dwellings.

The units we refurbished were originally scheduled for demolition, but we have achieved remarkable outcomes such as energy ratings improved from 1.5 stars to just under 5 stars, and living areas converted to open plan with new kitchens, bathrooms, wall linings and floor coverings throughout. One tenancy officer likened the changes to the ‘reveals’ on renovation TV programs, and our tenants have told us how warm and welcoming these homes now are. The work we did will extend the life of these dwellings by at least 50 years, and it was achieved in collaboration with Wayston Building Services who have delivered excellent value for money.

Our ‘small lot’ houses at 2 Green Point Rd Stage 1 have generated significant community interest with their architectural distinctiveness. Five of these will be sold to owner-occupiers and have already generated a waiting list without advertising. We have heard that our new building activity has generated an uplift in property values, and our experience on this site will convey benefits to future sites in terms of design. Together with Wilson Homes, we aim to deliver contemporary affordable homes with outstanding build quality.

Next year and beyond, we will be constructing more homes in Bridgewater, Herdsmans Cove and Gagebrook. The entire community will see and feel the effects of the SLP and BHF programs. This work has, and will continue to, generate significant employment for a variety of building consultants, trades people and associated supply chain. Our partners and people who work with us continue to show a tangible commitment to the success of our new build program, often putting in additional effort over and above expectations to deliver on time and to the highest quality possible.

Our construction and design work is supported by ongoing community consultation, collaboration with a variety of stakeholders and commitment to the CEH Master Plan. The excellent communication between the CEH Team, Brighton Council and Housing Tasmania drives improved built outcomes and it is establishing a strong foundation for future years.



# SUPPORTING OUR TENANTS

## We are more than just a housing provider

Through both its social and affordable housing streams, Centacare Evolve Housing (CEH) owns or manages approximately 1,500 houses and provides tenancy support to over 3,000 Tasmanians across the State.

CEH is one of the largest community housing providers in Tasmania. It is a Better Housing Futures participant in partnership with Housing Tasmania, and it owns or manages nearly 1,100 properties that are tenanted through a social housing model—with most located in the Brighton area. CEH also prioritises housing for individuals experiencing family violence or people exiting the prison system through its support of the government's Rapid Rehousing initiatives.

CatholicCare Tasmania is the major stakeholder in CEH, and is a significant affordable housing provider which owns approximately 400 properties statewide. These homes are managed through CEH and are rented to families on low incomes through affordable rental agreements that are considerably discounted to the market.

Despite our big housing numbers, we believe our business is about much more than managing and building properties. So, as well as providing a comprehensive and responsive tenancy management service, we have a strong social commitment to enhancing the wellbeing of our tenants and the communities in which we work. We are a major supporter of CatholicCare's Social Impact Program and we facilitate a Community Development and Engagement Reference Group and a Tenants Advisory Group which both help direct and implement our many community initiatives. We partner with residents, councils and other organisations to run community

programs and hold community events like the Christmas Parade which lit up Bridgewater last December.

Much of our work is guided by our award winning Master Plan, prepared by Holmes Dyer Planners, which ensures our significant capital investment is applied to best effect.

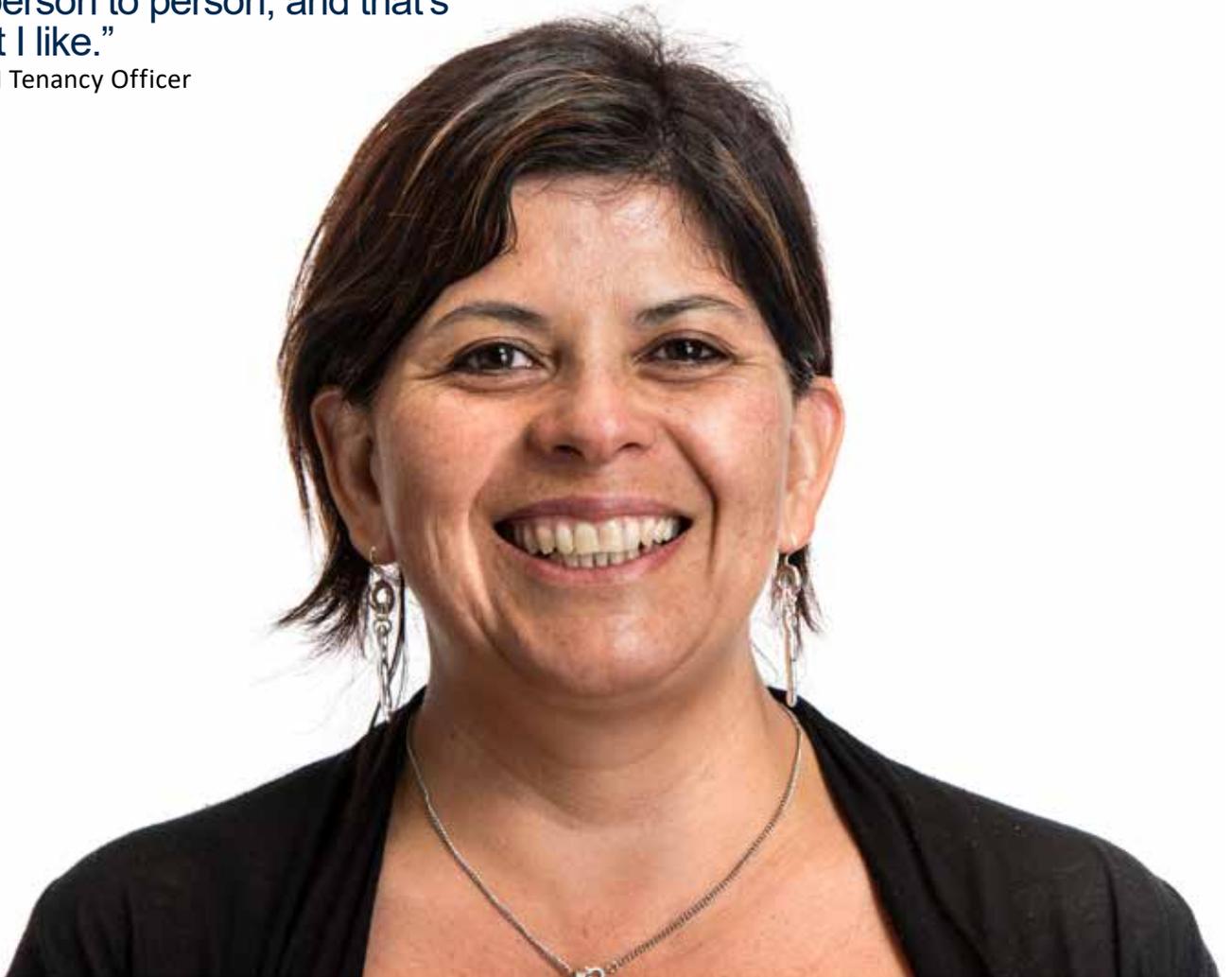
The CEH team is based at our office in Bridgewater where it provides best possible access to the large number of tenants we have in the area. Our tenancy, maintenance, and community development teams are regularly out and about in the local area and across the state ensuring we continue to support our tenants, partner with our communities, and increase the availability of affordable housing options for Tasmanians.

Our team talks about the satisfaction they get from interacting with so many people who benefit from the housing and community services we provide. Supporting families to maintain safe, secure and affordable housing is about people, however delivering and maintaining the bricks and mortar is also critical. Combining both elements is exciting, rewarding, and fundamental to the wellbeing of thousands of families throughout the State.

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“We’re dedicated to our tenants.  
It’s person to person, and that’s  
what I like.”

— CEH Tenancy Officer



# COMMUNITY LIFE

## Building capacity and celebrating connections with others

Over the past year the results of our community development work has become more evident, with two great examples of this being the Bridgewater Parkland and the upgrade to the walkway between Bridgewater and Herdsmans Cove. Centacare Evolve Housing (CEH) contributed to both of these developments from the early stages of writing funding submissions and by providing financial assistance. Both of these projects are already having an impact and improving community life in the municipality.

Every community relies on the generous contributions of volunteers, who often work in the background but make a whole lot of difference to the community. CEH recognises the importance that volunteers make to this community and have developed the Brighton Neighbourhood Leadership Program to help build skills and capacity for these community leaders. This program received funding from the Community Support Levy for the 2017-18 program. It brought ten existing and emerging volunteer leaders together from a range of local services over the course of 11 months to build capacity, develop relationships, identify common issues and ideas and to share learning opportunities, in order to enhance their capacity to drive positive community change at the local level.

The training provided in the leadership program covered a range of topics such as grant writing, communication skills, social media, research and developing ideas as well as financial management and meeting fundamentals.

Towards the end of the program, participants were asked to plan and activate projects in the local area to address identified needs with up to \$5,000 of seed funding provided.

The group worked on three projects together: a youth forum, a recycling bin for the local community as a pilot project, and sports equipment for young people to use after church services.

The eight participants who completed the Brighton Neighbourhood Leadership Program are now all busy putting their new skills and knowledge to use in many ways for the community, and will continue to do so for many years to come.

The annual Christmas Parade through the streets of Bridgewater is fast becoming a 'must-do' event with around 20 floats participating and a growing number of people watching the parade go by. It is a colourful event and there is much competition for the best float trophy. CEH is the lead agency in planning this annual Christmas community event.

As you can see, while our community development work is very varied, it has one thing in common and that is that it cannot be done in isolation. CEH partners with many organisations in our work and we thank them for their willingness to work with us, and for the energy and ideas they bring and for their commitment to improving this wonderful community.



# LISTENING TO OUR TENANTS

## New ways of surveying community views

The 2017-18 financial year saw the introduction of an expanded and modernised approach to ensuring our tenants get to have their say.

In previous years, our tenant satisfaction survey was paper-based and targeted only a small percentage of tenants. This year we introduced an electronic survey with questions aligned to the National Regulatory System Community Housing (NRSCH) to allow benchmarking against other national housing providers. Approximately 1500 tenants were surveyed via text message and there was an overall response rate of 41%, exceeding our expectations and comparing favourably with the industry average of 35%. It confirmed that electronic distribution can provide richer information from a larger cohort of tenants, and also allowed easier data analysis and year-to-year benchmarking to track progress in areas identified as needing improvement.

These key areas of housing management were surveyed:

- Housing Services
- Complaints and Appeals
- Planned Upgrades
- Repairs and Maintenance
- Neighbourhood
- Communication

Key survey outcomes included:

- 92% overall satisfaction, well above the Better Housing Futures and NRSCH benchmarks of 80% and 75% respectively.
- 90% satisfaction with CEH response times and efficiency.
- 93% of tenants agree that their rights are upheld.

Areas of service delivery identified for improvement included:

- 34% of tenants were unaware or unclear about the complaints and appeals process.
- 20% of tenants were dissatisfied with the way CEH provides information.

Based on these outcomes, our response has been to implement change in the following areas:

## Complaints and Appeals

- A new feedback policy aligned to NRSCH guidelines.
- A new feedback and complaints procedure to provide a clear and transparent process.
- Inclusion of the complaints and appeals procedure on the CEH website and in the new Tenant Handbook to be distributed to all tenants.

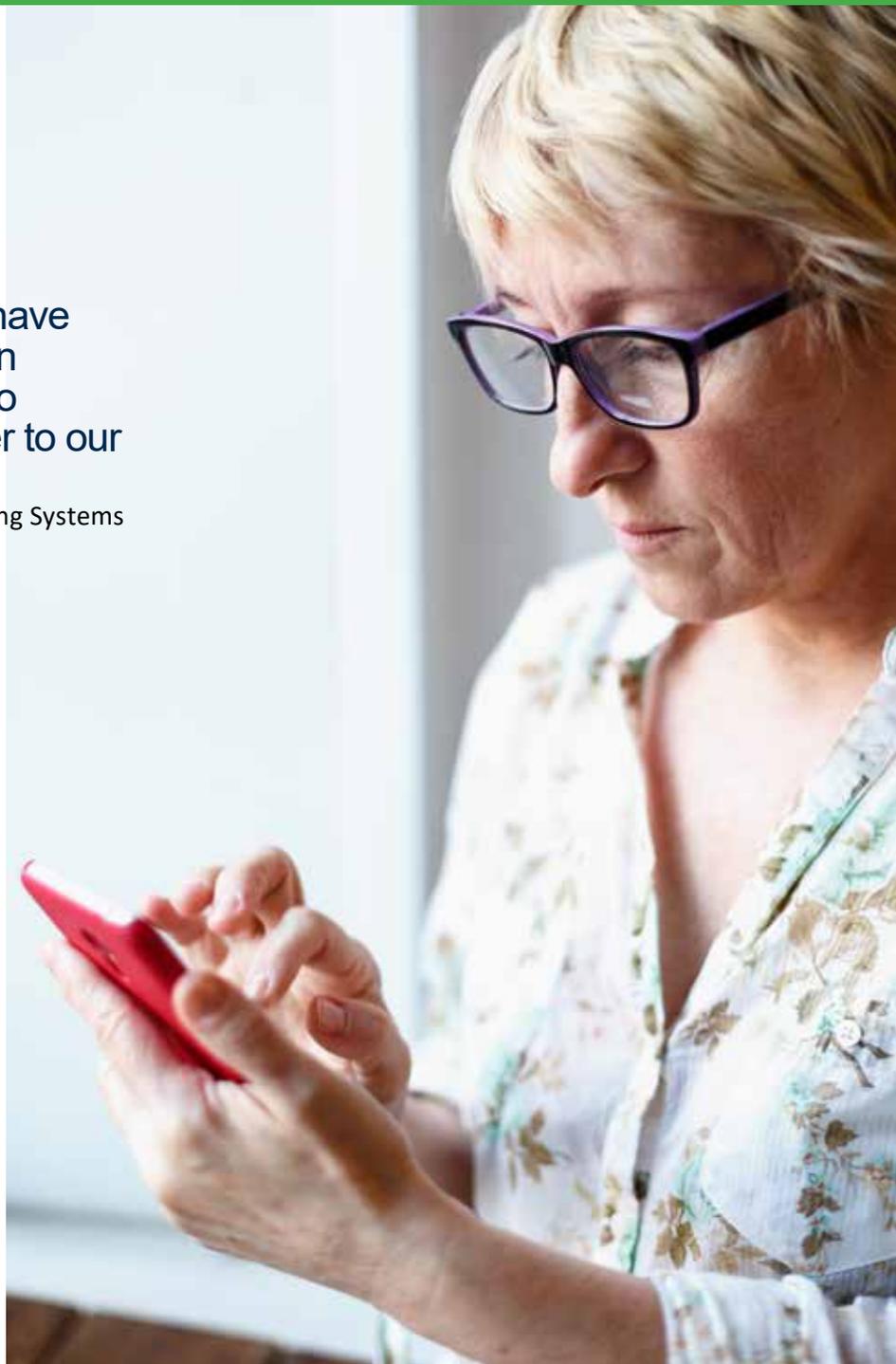
## Communications

- Increased marketing and communications budget for the 2018-19 Financial year.
- A new website to provide tenants with easy access to important information and the ability to log maintenance requests.
- New housing management software to standardise workflows and automate standard communications with tenants, ensuring they receive clear and consistent messaging and are automatically notified of upcoming events.

The Tenant Satisfaction Survey occurs every October/November, and it is a key component of our continuous quality improvement process. It is also a great opportunity for us to gauge how our services are received by the more than 3,000 people who live in the homes we manage.

**“The high response rate we have achieved ensures that we can effectively direct our energy to improve the things that matter to our tenants, which is fantastic.”**

—David Sakko, Manager Business Operating Systems



# THE BRIDGEWATER MASTER PLAN

## A practical and aspirational guide to our daily work

### And the winner is...

The Planning Institute of Australia (PIA) awards night doesn't rival the Oscars for glamour or the Brownlow for excitement, but for us it is a measure of planning excellence. At the 2017 PIA Tasmania awards night, the Centacare Evolve Housing (CEH) Bridgewater, Gagebrook and Herdsmans Cove Master Plan won the award for Excellence in Public Engagement and Community Planning, recognising a plan that is critical to CEH's vision for the area's future.

Stephen Holmes and Helen Dyer of Holmes Dyer Pty Ltd produced the Master Plan in consultation with CEH, and it is the blueprint for achieving our short, medium and long-term community-focused goals. The plan says "CEH does more than collect rent and manage housing—it plays an important role in the community" and it recognises "a real need, not only for a better physical environment, but for a considered program of social initiatives that target disadvantage and contribute to stronger and more resilient communities".

This is not just CEH's ambition, it is a shared project between CEH, the community and multiple stakeholders. Firstly, and most importantly, it relies on having a clear sense of community views and expectations. A thorough community engagement approach was fundamental to the plan's creation and remains core to its ongoing implementation. The Master Plan is not about CEH taking over the responsibilities of State or local government, or duplicating the work being done by other service providers, it emphasises a partnership and collaborative approach which involves working closely with council, State government, service providers and, of course, the community.

The Master Plan is 65 pages packed with ideas, statistics, designs, and strategy. It has multiple maps covered in all sorts of symbols, shapes and colours. For our service team it demonstrates what we are a part of, and provides a vision for what can be achieved. Critically, it mixes big picture, long-term, structural ideas with the 'quick wins' that have allowed us to get moving and start delivering.

Our Master Plan is in daily use and CEH Property Development and Asset Manager Andrew Goelst's copy shows the signs of a well-used and actively consulted document.

We are ticking things off as we go, we are revising plans as we learn, and we are constantly using this plan to guide communication with the community. To assist residents to see our goals and measure our progress, we have distributed a shortened version to residents.

This document is also aspirational; designed to emphasise that CEH, working in collaboration with many stakeholders, sees itself as a long-term member of the community. CEH is an organisation with a genuine desire to look beyond the negative stereotypes of the past and be part of an exciting and positive future.

We are proud that the Master Plan won such a prestigious award—it was well deserved. Now we must justify the praise through our ongoing commitment to delivering its goals.



# PLANNING FOR MORE HOUSES

## CEH is addressing Tasmania's need for affordable housing

It has been clear that over the past four years Centacare Evolve Housing (CEH) has grown from a standing start to become a leading community housing provider. The construction projects that CEH has underway and in the pipeline, makes CEH one of the largest developers of residential housing in Tasmania and the momentum that we have gained needs to continue. There is no doubt that the housing crisis in Tasmania is real, and that the waiting list is not reducing.

The 2019-2023 Affordable Housing Action Plan has opened for consultation with key stakeholders, including CEH.

The timing of this consultation phase could not have been better, given that CEH held a Strategic Planning day in July this year. The Board and Senior Managers of CEH met to discuss our future direction and opportunities for growth. It was clear from this workshop that the Board and Management have a united focus on growing the housing portfolio through additional management transfers, extensions of Better Housing Futures programs and significant new construction programs.

The transfer of management rights means that Commonwealth rental assistance funding becomes available, enabling CEH to construct much needed additional housing stock. These additional dwellings also enable us to increase our Social Impact Programs by engaging with the community through programs such as Build Up Tassie to increase employment opportunities for young people.

CEH also has the ability, desire and commitment to leverage tenancy management to construct more dwellings, improve the quality of our dwellings by

undertaking significant upgrades to tenant's properties, and to provide employment opportunities to our community members.

As we enter a new Affordable Housing Action Plan phase, CEH will be at the forefront of ideas to create the opportunities needed for the State Government to address the current housing crisis. The Board has committed to resourcing CEH to ensure that we are ready for further growth to increase our housing portfolio. Over the next four years there is a requirement to provide an additional 1,500 new affordable homes for Tasmanians and CEH is well equipped to be the main source of delivery of these properties.

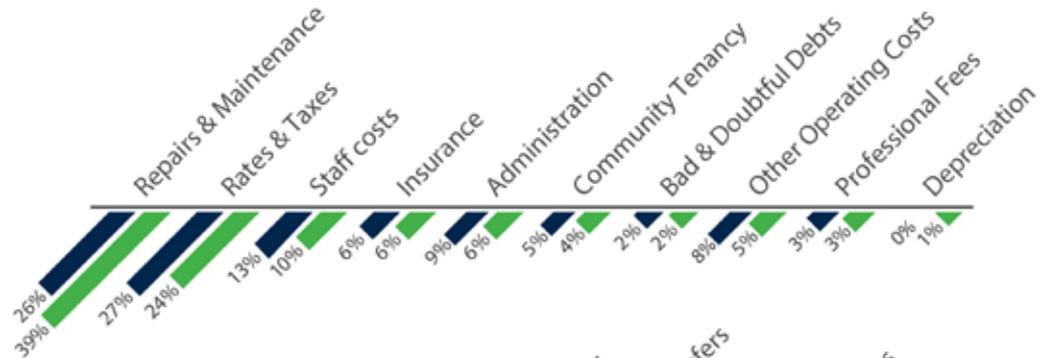
CEH has come a long way in four years and by December 2019 we will have played a part in delivering over 500 new homes in many regions throughout Tasmania. Our building programs will include over 150 dwellings under construction in 2019, and we will look to increase this to over 200 per year for the following four years on the back of initiatives derived from the 2019-2023 Affordable Housing Action Plan. Beyond 2023, the numbers of houses that CEH will manage and own will enable CEH to continue significant construction programs.



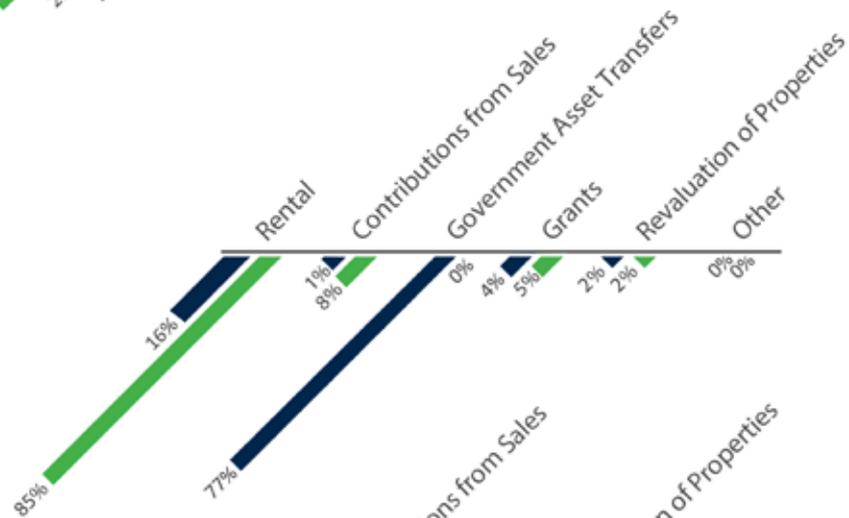
# CENTACARE EVOLVE HOUSING FINANCIAL SUMMARY

For the year ending June 30, 2018

## Use of Resources



## Income Sources



## Income Sources

(Excluding Government Asset Transfers)



# CENTACARE EVOLVE HOUSING IN 2017-18



**99.97%**  
OCCUPANCY RATE



**RENT  
ARREARS  
0.75%**

**NUMBER OF  
PROPERTIES  
1,422**

**AVERAGE LENGTH  
OF TENANCY  
3.6 YEARS**

**AVERAGE FAMILY SIZE  
2.2 PEOPLE**



**PEOPLE  
HOUSED  
3,193**

**FEMALE  
1,806**

**MALE  
1,372**

**CHILDREN  
1,056**



Building Houses  
Creating Homes  
Growing Communities

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