

ANNUAL
REPORT

2011



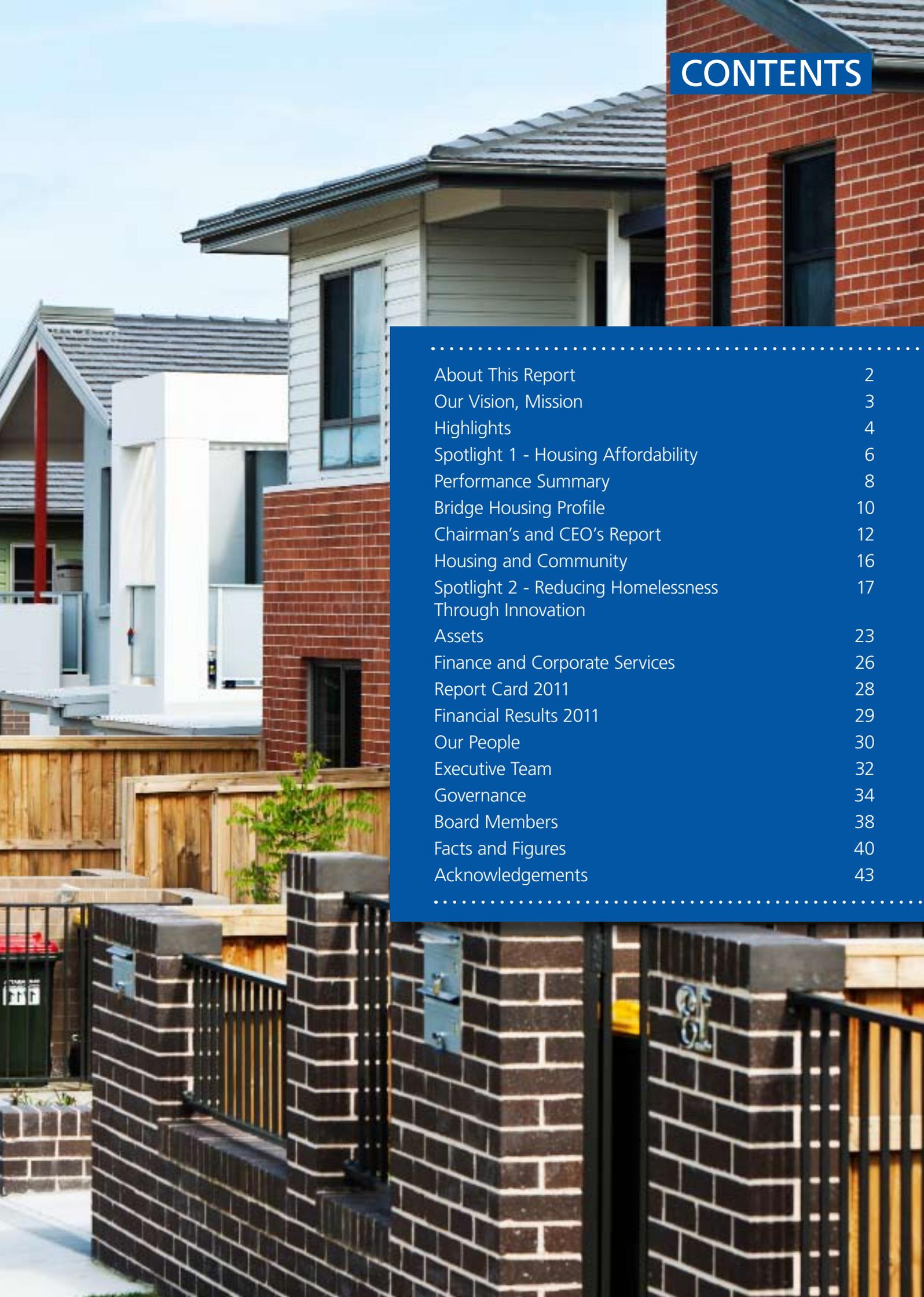
Bridge Housing Limited
provide quality, affordable
housing solutions to households
on low to moderate incomes –
to link them with better
futures and build sustainable
communities in some of the
highest cost suburbs
in Australia.

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ELBOW ROOM AND JOHN NICOLADES

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CONTACT BRIDGE HOUSING LIMITED ON 02-9699-6055 OR EMAIL RECEPTION@BRIDGEHOUSING.ORG.AU



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ABOUT THIS REPORT

We report to our community and stakeholders in a number of ways.

This Annual Report focuses on the financial and operational performance of Bridge Housing Limited in 2010/11, documenting our performance against our Business Plan 2010/11 and Strategic Plan 2009/12.

The report includes a snapshot of our performance (both highlights and challenges) and an overview of our outlook for the future. This includes our plans to ensure the sustainability of our organisation, and the communities we serve.

AUDIENCE FOR THIS REPORT

This report is intended to provide important information to a broad range of stakeholders including Bridge Housing tenants, applicants, our support partner agencies, non government organisations, government departments and agencies - principally Housing NSW and the private sector.

It also provides our staff with information on our performance over the year how their efforts have contributed to achieving our vision and what to expect in the coming year.

ACKNOWLEDGEMENT

Bridge Housing Limited acknowledges the Gadigal and Boromedegal clan of the Eora Nation as the traditional custodians of the land over which we operate.

BRIDGE HOUSING LIMITED

Street Address:
Level 9, Tower 1,
1 Lawson Square,
Redfern, NSW 2016

Postal Address:
PO Box 1835,
Strawberry Hills,
NSW 2012

Telephone: (02) 9699-6055
Facsimile: (02) 9699-7055
Website: www.bridgehousing.org.au
Email: reception@bridgehousing.org.au

ABN 55 760 055 094
ACN 135 570 955



OUR VISION

To be one of Australia's pre-eminent non profit providers of quality, affordable housing.

OUR MISSION

To build sustainable communities through the provision of affordable housing for low to moderate income earners.

OUR STRATEGIC PLAN

We achieve our mission through a strategic approach to planning. Our three year Strategic Plan 2009/12 and annual Business Plans provide the strategic framework for us to achieve our vision and mission.

Our Strategic plan identifies 7 performance areas or critical success factors:

1. Strategic Portfolio Growth
2. Quality Service Delivery
3. Managing our Housing Assets
4. Effective Governance
5. Business Sustainability
6. Developing our People
7. Increasing our Profile and Reputation

A copy of our Strategic Plan 2009/12 and Business Plan 2011/12 is available on www.bridgehousing.org.au

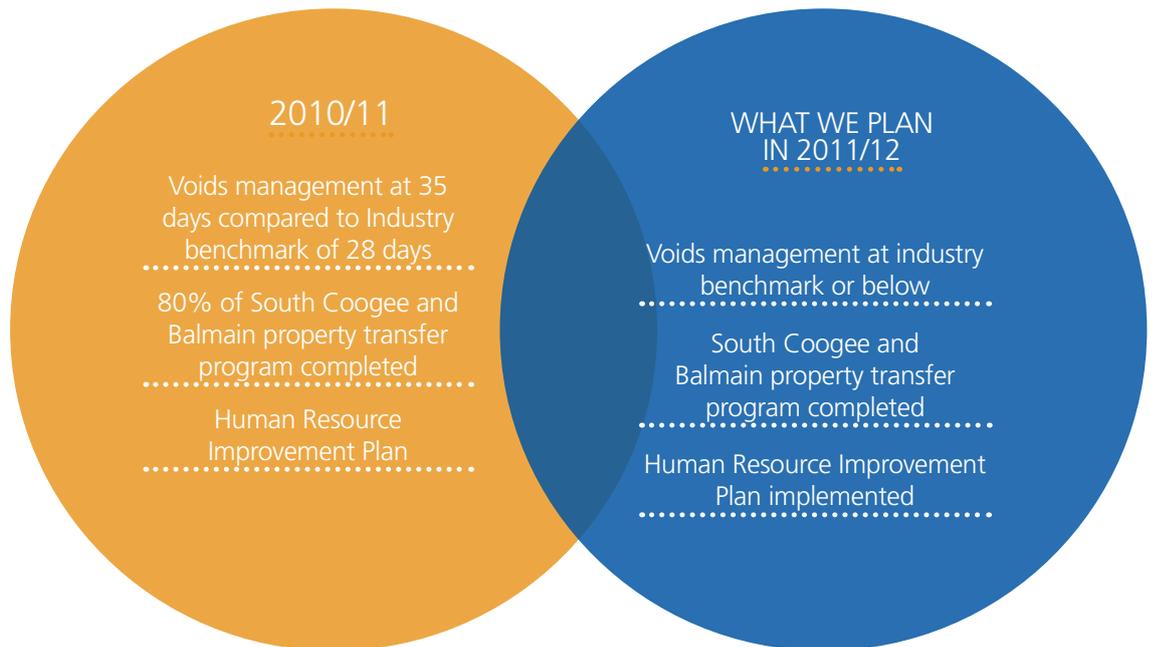


HIGHLIGHTS

Increased property portfolio from 1,280 to 1,473 through the Property Transfer Program and Nation Building Economic Stimulus Package (NBESP) properties.

- Vesting of title on 163 Nation Building Economic Stimulus Package (NBESP) properties.
- Successful tenderer for the redevelopment of Housing NSW site at Cowper St, Glebe to deliver 153 seniors units by 2014.
- Assisted 84 homeless people through the My Place, Homeless Intervention Program and NBESP using a Housing First approach.
- Secured \$2.8m funding to deliver Platform 70 to house 70 roughsleepers over 3 years.
- Record planned maintenance spend of \$1.6m with works completed on 232 homes.
- Secured Housing NSW contract of \$1.1m to upgrade 14 Crisis Accommodation Program properties (CAP).
- Balance sheet increased from \$8.5m to \$53.5m.
- Winner 2010 NSW Housing Federation Awards for Excellence in Community Housing across the three categories of:
 - Overall Excellence in Community Housing.
 - Creative Solutions for Bridging the Digital Divide Project.
 - Annual Reporting.

CHALLENGES



BRIDGING THE DIGITAL DIVIDE

CLAUDETTE WOODLEY

"I want to get more up to date with the eyes and ears of the world. There is so much to keep learning about and the opportunities are unending to keep improving one's knowledge and abilities. I have travelled widely in my career days and have many friends all over the world, including Australia and New Zealand, so being able to maintain my friendships means a lot to me.

My aims are high and the computer is helping me greatly to achieve them, I am very grateful to Bridge Housing and Work Ventures for all their wonderful support and help. It has been very economical and easy for me to achieve on my pension. This computer is changing my life.

Thank you so much."

.....

CLAUDETTE SAID: "THE BRIDGING THE DIGITAL DIVIDE PROJECT HAS BEEN A WONDERFUL HELP TOWARD REHABILITATING ME BACK TO WHERE I WAS BEFORE I EXPERIENCED CRISIS IN MY LIFE. AT THE MOMENT I AM PARTICIPATING IN 'LIFE IMPROVEMENT' COURSES, WHICH CAN BE DONE OVER THE INTERNET AT HOME, AS SOMETIMES I DO NOT WANT TO GO INTO THE CLASS ROOM."



SPOTLIGHT 1

HOUSING AFFORDABILITY ACROSS BRIDGE HOUSING'S OPERATING REGION

THE AFFORDABLE CITY

“In broad terms, liveable cities are healthy, safe, harmonious, attractive and affordable. They have high amenity, provide good accessibility and are environmentally sustainable. The features of cities that make them liveable include the quality of the design and amenity of the built and natural environment. Equally important is the degree of access to employment, education, health and community services; to social, cultural and recreational opportunities and facilities; to open space and natural landscapes. Other characteristics reflect qualities of urban communities, such as a diversity of people and activities that add vibrancy to places and enrich personal experiences. Essential to community wellbeing is social cohesion, which is the level of trust among people, and social inclusion, which is the extent to which all members of the community have access to the available opportunities and resources.”

STATE OF AUSTRALIAN CITIES 2011
WWW.INFRASTRUCTURE.GOV.AU

HOW DO WE MEASURE AFFORDABILITY

Housing is considered to be 'affordable' when it is priced so that other essential costs like food, clothing, transport and services can be adequately met. This is generally where housing costs are less than 30% of gross household income for low to moderate income households. There is a diverse and growing group who cannot access affordable and appropriate housing in their local area, these are:

- Very low income households with incomes less than \$33,400 (up to 50% of median income).
- Low income households with incomes from \$33,400-\$53,500 (50-80% of median income).
- Moderate income households with incomes from \$53,500-\$80,000 (80-120% of median household income).

Centre for Affordable Housing
www.housing.nsw.gov.au

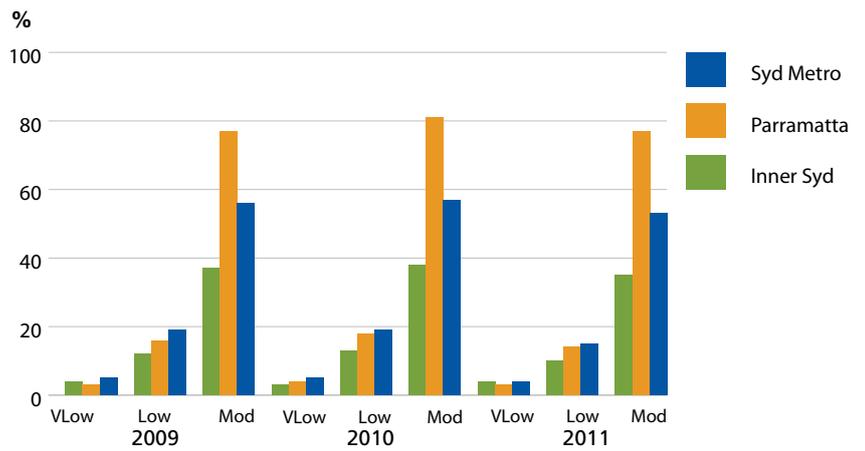
Bridge Housing operates across Sydney's inner and middle ring suburbs incorporating 13 Local Government Areas and a region with Australia's highest housing costs and with very low levels of rental and purchase affordability. Over the three year period 2009-2011 the supply of affordable rental properties has fallen for very low to moderate income households within Inner Sydney, a similar trend is evident for very low and low income households in the Parramatta Local Government Area (LGA).

The possibility of purchasing a home has also deteriorated significantly over the same period, with less than 10% of dwellings in Inner Sydney and 20% in Parramatta for moderate income households affordable, with the majority of very low and low income households locked out of purchasing.

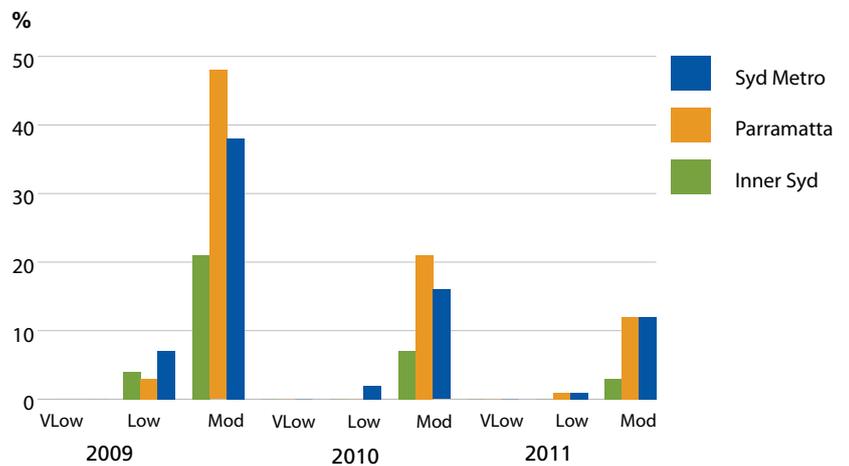
HOMELESSNESS

The shortage of affordable housing has a significant impact on homelessness. Bridge Housing operates in a region with the highest number of homeless households in the Sydney Metropolitan Area. The City of Sydney has the highest number of homeless households, followed by Marrickville, Parramatta, Auburn, Randwick and Holroyd Local Government Areas.

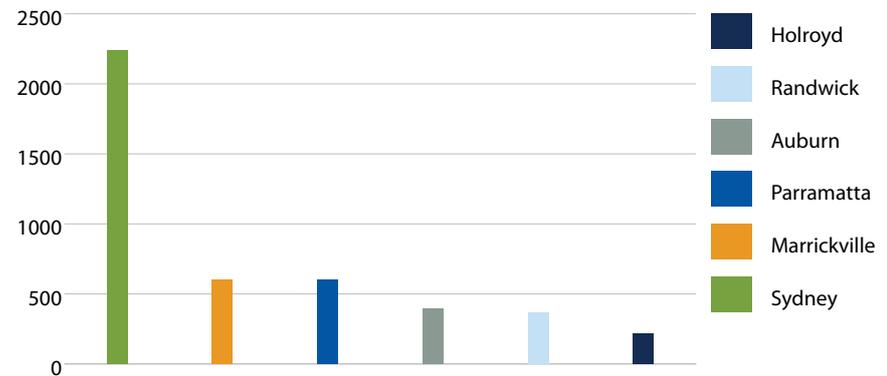
AFFORDABLE RENTAL BY INCOME 2009-2011



AFFORDABLE PURCHASE BY INCOME 2009-2011



HOMELESS HOUSEHOLDS BY LGAS, BRIDGE HOUSING REGION 2011



Source: Regional Homeless Action Plans 2010-2014
 Coastal Sydney and Greater Western Sydney

PERFORMANCE SUMMARY

In 2010/11 Bridge Housing worked across 7 performance areas to help achieve our mission to build sustainable communities through the delivery of affordable housing to low and moderate income households.

2010/11

2011/12

STRATEGIC PORTFOLIO GROWTH

Portfolio increased from 1,280 to 1,473 properties
 Completed transfer of NBESP Properties
 Successful tender for Housing NSW redevelopment at Cowper St to deliver 153 seniors units by 2014

Achieve target of 1900 properties through the following strategies:

- Completing strategic portfolio review to identify redevelopment potential of our existing property portfolio
- Securing a Housing NSW redevelopment site to deliver 150 units or more
- Securing a minimum of 200 properties through Property Transfer Program
- Secure financing to deliver our NBESP affordable housing delivery targets
- Management of Affordable Housing delivered through Affordable Housing State Environmental Planning Policy
- Delivery of 27 multi units dwellings at Camperdown

QUALITY SERVICE DELIVERY

Housing Management and Housing Pathways Team expanded and restructured
 Tenant Survey 2010 overall satisfaction rating of 88%
 Homeless Intervention Program provides housing for 34 households
 Secured \$2.8m for Platform 70 to house 70 inner city rough sleepers over 3 years

Tenant Survey 2011 over all satisfaction with Bridge Housing at 88% or higher
 Supported Housing program review completed
 Platform 70 implemented and Year 1 housing targets met

MANAGING OUR HOUSING ASSETS

Planned maintenance record spend \$1.6m with works on 232 homes completed
 Scopes and upgrade works on 113 properties on South Coogee and Balmain estate completed
 Secured contract of \$1.1m to upgrade Crisis Accommodation Properties (CAP)

Revise Bridge Housing's Asset Management Strategy to align with NBESP affordable housing and other tender commitments
 Implementation of Asset Maintenance Plan 2011/12
 Re-tender contracts for responsive and cyclical maintenance
 Responsive maintenance management system to measure quality, contractors performance and timeliness
 Upgrade of CAP completed within time frame

2010/11

2011/12

EFFECTIVE GOVERNANCE

Class 1 Registration maintained
Risk Management Plan 2011-2012 approved
Tender for Internal Audit services completed
Fraud Control, Whistle Blower and Gift policies and procedures implemented
No significant and material compliance breaches
Board Governance Review undertaken

Class 1 Registration maintained
Strategic Plan 2013/16 and Business Plan 2012/13 approved
Risk Management Plan 2012/13 approved and meets AS 31000:2009
Internal Audit Program 2011/12 completed
Bridge Housing Board Governance Review recommendations implemented

This substantially delivers our Business Plan 2010/11 performance objectives and means we are on track to deliver our three year Strategic Plan 2009/2012 to achieve our corporate mission.

BUSINESS SUSTAINABILITY

Tender for Integrated Management System (IMS) to replace existing Tenant Management System
Arrears, Vacancies at industry benchmark
Voids at 35 days above industry benchmark

Implementation of Integrated Management System
Outsource payroll and introduce self service leave management system
Implement enterprise wide compliance system to meet legal and regulatory requirements
Arrears, Vacancies and Voids at or below industry benchmark

DEVELOP OUR PEOPLE

Senior management structure approved
GM Housing and Community, Assets and Finance and Corporate Services positions filled

HR Improvement Plan completed
Staff satisfaction survey to establish satisfaction benchmark
Review remuneration and benefits policy
Implement performance management system
Develop training needs analysis and development plans for all staff aligned with strategic plan objectives

INCREASE OUR PROFILE

Won three awards in the NSW Federations 2010 Housing Excellence Awards: Overall Excellence, Annual Reporting and Creative Solutions

Communications strategy completed
Bridge Housing website redesigned to increase functionality

BRIDGE HOUSING PROFILE

Bridge Housing Limited provides quality, affordable housing solutions to households on low to moderate incomes.

Bridge Housing provides housing solutions to low and moderate income households in a region with the lowest levels of affordable housing in Australia. Bridge Housing Limited began as the South West Inner Sydney housing Cooperative (SWISH) in 1985. In 1993, SWISH absorbed the Inner West Housing Association, in 2001 acquired the Darlinghurst Area Community Housing Scheme and in 2008, Burwood Area Community Housing. Bridge Housing Limited was incorporated as a Company Limited by Guarantee in March 2009 and then amalgamated with the Eastern Suburbs Rental Housing Association in April 2009.

Our Strategic Plan 2006/09 drove and established sound foundations for growth. By 2009 our portfolio had increased from 650 to 1,100 in 18 months.

Our Strategic Plan 2009/12 builds on this foundation to strengthen and extend our procurement, development, community development capacity and increase our portfolio to 1,900 properties by 2012.

We are well on the way to meeting this target. In 2010/11 our portfolio grew to 1,473 properties through the transfer and vesting of 163 Nation Building Economic Stimulus Package (NBESP) properties and 80% of Property Transfer Program. Our portfolio is expected to increase through:

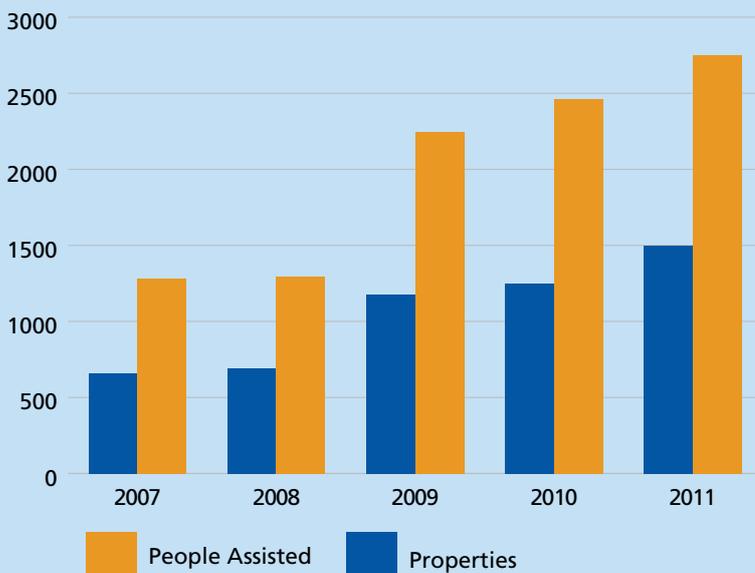
- Delivery of the NBESP affordable housing requirements.
- Successful tender for the redevelopment of public housing estate in the inner city to deliver 153 seniors units by 2014.
- Transfer of multi unit development at Camperdown to deliver 25 dwellings by January 2012.

We expanded our operating region from the City of Sydney to the Parramatta Local Government Area. We now operate across the following Local Government Areas: Ashfield, Auburn, Botany Bay, Burwood, Canada Bay, Canterbury, Leichhardt, Marrickville, Parramatta, Randwick, Strathfield, City of Sydney and Waverley.

Our organisational strength is evidenced by achieving two consecutive Class 1 Registrations under the community housing regulatory system through the Housing Act 2001 (NSW).

In 2010/11 we assisted 2,754 people through the provision of affordable housing, providing them with a pathway to a better future. Our staff, partners and board are committed to creating more housing opportunities in a region with low levels of affordable housing and high rates of homelessness. We work with government, private sector and other community housing providers to develop programs which increase the supply of affordable housing and community engagement.

PEOPLE ASSISTED & PROPERTIES, 30 JUNE 2007-2011



PROPERTY PORTFOLIO

As at 30 June 2011 Bridge Housing managed 1,473 properties

PROPERTIES BY PROGRAM	SOCIAL HOUSING	AFFORDABLE HOUSING	SUPPORTED HOUSING *
Vested	163	8	42
Part equity	3		
Social Housing Subsidy Program		27	
Community Housing Leasehold Program (CHLP)			
• Capital Program	562		65
• Private Rental	587		82
Leased HNSW (scheduled for redevelopment)	26		
Fee For Service			
• Local government	54	24	
• State government (JTAP/HPA)	5		
• Other community organisations	14		
TOTAL	1,414	59	189*

* Supported Housing is a subset of the total Social Housing dwellings, which means the total properties as 30 June 2011 is 1,473 dwellings

FEE FOR SERVICE PROGRAMS

As at 30 June 2011 we provided management services to the following organisations

ORGANISATION	TARGET GROUP	PROPERTIES
Waverley Council		
• Affordable Housing	Moderate income households in Waverley LGA, pay 75% of market rent	27
• Waverly Housing For Older Persons	Older people living in the Waverly LGA	51
• Waverly Community Living Program	People with mild intellectual disabilities living in the Waverly LGA	6
Settlement	Indigenous households	7
Aids Council of NSW	People with HIV AIDS	7
Department of Juvenile Justice	JTAP Young people leaving the juvenile justice system	3
Housing NSW	Home Purchase Assistance Program	2
Ningana Housing Co-operative	Provision of financial management services	53
TOTAL		159



PLEASINGLY, WE WERE ABLE TO HOUSE MORE PEOPLE, WITH THE NUMBER OF PEOPLE IN SECURE AFFORDABLE ACCOMMODATION UP BY 11% FROM 2,473 TO 2,754. THIS WAS ASSISTED THROUGH THE TRANSFER OF NATION BUILDING ECONOMIC STIMULUS PROPERTIES (NBESP).

CHAIRMAN'S AND CEO'S REPORT

This year has been a defining one for Bridge Housing Limited.

We delivered further growth, enhanced our organisational infrastructure and built an executive team which, together with the Board, will drive our future expansion and service delivery.

We are pleased to report we have met or surpassed our Year 2 targets of our three year Strategic Plan 2009/12. We were delighted to win three awards in the 2010 NSW Federation of Housing Associations Excellence Awards - Overall Excellence, Annual Reporting and Creative Solutions. These awards reflect the passion and commitment of Bridge Housing staff to service delivery and growing the organisation.

Pleasingly, we were able to house more people, with the number of people in secure affordable accommodation up by 11% from 2,473 to 2,754. This was assisted through the transfer of Nation Building Economic Stimulus Properties (NBESP).

Future growth in our property portfolio will be achieved through Housing NSW property transfers, property procurement and development. We will deliver additional properties through our NBESP affordable housing commitment and our successful tender for redevelopment of a Housing NSW site at Cowper Street to deliver 153 seniors units by 2014. The Cowper Street tender also secured our first National Rental Affordability Scheme (NRAS) bid in May 2011 and the first substantial allocation of NRAS funds to an inner metropolitan development in Sydney. The NRAS funds enable Bridge Housing to increase our borrowings on this project by 200% from \$3.0m to \$10.0m to contribute to this \$40.0m redevelopment.

We also tendered for the opportunity to redevelop one of four Housing NSW redevelopment sites in the Parramatta region. We are currently waiting on the outcome of this tender, which if successful, will add a further 160 properties by 2015/16.

As noted elsewhere in this Annual Report, the NBESP properties are important as it is the first time that the NSW government has agreed to vest title to community housing providers. The initial vesting of 163 properties occurred in April 2011. We look forward to the second tranche of vesting a further 79 NBESP properties by December 2011.

The NBESP properties increased our ability to meet the housing needs of homeless people and extended our existing innovative housing first approach. Over 65% of allocations were to homeless people. Of these, 20 rough sleepers were provided with secure accommodation through the provision of intensive support through Mission Australia's Michael Project. We were delighted to take up the offer of 'Platform 70' in late June 2011. This project will enable Bridge Housing, with support provided by NEAMI, to house or broker housing for 70 inner city rough sleeper over 3 years.

SERVICE DELIVERY

The Housing and Asset Team is to be congratulated for managing the smooth transfer of 163 Nation Building Economic Stimulus properties from Housing NSW to Bridge Housing. This involved allocating housing to 227 people and undertaking a similar number of property inspections prior to handover. We allocated properties in record time (10 days compared to the 14 day benchmark).

We added additional services to deliver improved maintenance services to our tenants, this included an afterhours maintenance service and centralising our responsive maintenance service to provide one point of contact for our tenants.

We further developed our communication with tenants through building the effectiveness of the Tenant Advisory Group and completed our innovative Bridging the Digital Divide project, providing computers and internet access to 80 households.

These service improvements resulted in Bridge Housing achieving an 88% overall satisfaction rating in our 2010 Tenant Survey, compared to 71% for public housing and 82% for the community housing sector.

CHAIRMAN'S AND CEO'S REPORT

MAINTAINING OUR ASSETS

This year we continued to improve the efficiency of our responsive and planned maintenance with the implementation of a new Asset Module (IT system) and spent a record amount to maintain our properties through our planned and cyclical maintenance program. This included completing all backlog and planned maintenance works on the South Coogee and Balmain properties. The team worked successfully with Housing NSW and the project managers to ensure that 163 NBESP dwellings were completed to the appropriate standard before being transferred to Bridge Housing's management and reduced the number of works required during the defect liability period.

We look forward to an increase in our property portfolio in future years through additions of Cowper St and a successful outcome on our tender for Housing NSW redevelopment sites in Seven Hills.

EFFECTIVE GOVERNANCE

Bridge Housing has a strong governance culture reflected in achieving our second Class 1 Registration. The board and management work closely to ensure we develop robust evaluation, assessment and monitoring systems with clear delegations, performance KPIs, reporting and independent review of management through establishing an internal audit program. We commissioned the Walton Group to undertake a comprehensive board evaluation and assessment. Their report highlighted a number of key governance strengths; the board's vision, strategic sense, and a clear understanding of the board's and management's roles and responsibilities.

The board and management is committed to continually enhancing our risk and compliance systems. Key improvements this year include:

- Risk Management Plan 2010/12 identifying new emerging risks and mitigation strategies as we take up property procurement and borrowing and strengthening our compliance systems to meet our legal and regulatory responsibilities.
- Strengthening our probity policies and procedures through the implementation of comprehensive Fraud Control, Whistle Blower and Gift policies and procedures.
- Internal Audit Policy and approval of a three year internal audit strategy.

BUSINESS SUSTAINABILITY

We performed well across all our operational and financial KPIs with arrears and vacancies at or below industry benchmarks. Our voids management was above the industry benchmark and we are working to improve our performance in 2011/12. Our Report Card on page 31 provides further information on our performance.

The most significant change in our financial position was the increase in our balance sheet, through the vesting title of 163 NBESP properties. Vesting will enable us to embark on borrowings to increase the supply of affordable housing.

We commenced planning and tendering for substantial upgrade of our existing IT system to build an integrated Information Management System (IMS) for housing management, finance and asset management functions. We expect the new system to be in operation by June 2012. This will provide Bridge Housing with an improved business management system and reporting to further improve our service delivery and provide a robust platform for sustainable growth.

DEVELOPING OUR PEOPLE

Bridge Housing increased the depth of its management team through the recruitment into three new executive positions - General Manager Housing and Community, General Manager Assets and General Manager Finance and Corporate Services in late January 2011. The new executive team increases Bridge Housing's capacity and expertise to deliver excellent housing services, undertake property development and procurement and broaden our financial, human resources and IT capacity.

Our staff complement grew from 22 to 30 full time positions as our property portfolio increased. Over the next 12 months we will focus on improving our human resources capacity and policies. This will involve a clearer articulation of Bridge Housing organisational values and culture, improved recruitment and retention policies, and improved practice and performance development systems which will focus on building the capabilities of our staff.

A safe working environment for our staff is an essential element of a good workplace environment. We significantly upgraded and improved our OH&S controls and internal reporting and we are pleased to report that we maintained a clean OH&S record.

LOOKING FORWARD

This year represents a significant step change for Bridge Housing as it adds property procurement, property development and raising debt finance to its existing functions of housing and asset management. This Annual Report provides information on our key outcomes for 2011/12 the final year of our existing Strategic Plan 2009/12. Bridge Housing is well prepared to deliver the plan, grasp the opportunities and meet the challenges which lay ahead.

The external environment has undergone significant change over this year at both the state and federal level of government.

At the state government level this includes:

- NSW state government elected in March 2011.
- Housing portfolio responsibilities shared by two Ministers; the Minister for Finance and Services, Greg Pearce and the Minister for Family and Community Services, Pru Goward.
- Affordable Rental Housing State Environmental Planning Policy amendments.

At the federal level this includes:

- Housing portfolio responsibilities shared between two ministers; Minister for Social Housing and Homelessness, Mark Arbib and the Minister for Sustainability, Environment, Water, Population and Communities, Tony Burke.
- Introduction of national regulatory system for community housing providers.
- National Affordable Housing Agreement (NAHA) review.
- Establishment of the Australian Charities and Not for Profit Commission.

Bridge Housing will work with the new state government as it develops its policy and funding framework to grow the community housing sector and determines its housing delivery strategies.



We will work with the new state government as it develops its policy and funding framework to grow the community housing sector and determines its housing delivery strategies.

We will take an active interest in the review of the NAHA. The review will establish the basis for financing the social and community housing sector in a post NBESP environment and point to the future of NRAS. It provides an opportunity to examine the efficacy of the current institutional arrangements. Bridge Housing, with other Class 1 community housing providers are emerging as significant housing delivery vehicles. This requires policy and funding to be separated from the state housing authority to create a level playing field for community housing providers so funding is provided to the most efficient provider of housing delivery.

We thank Bridge Housing's staff for their commitment in achieving our positive results. We also acknowledge the work and contribution of the Bridge Housing Directors who give their time voluntarily to provide Bridge Housing with strong governance and stewardship.

Vicki Allen
Chairman

John Nicolades
Chief Executive Officer

HOUSING AND COMMUNITY

The Housing and Community Team is responsible for the delivery of our tenancy management, allocations and community development strategies.

HOUSING SERVICES

This year we demonstrated our on-going commitment to delivering high quality housing services, and to provide sustainable tenancies for people with a wide range of housing and support needs. We did this by looking at how we can continuously improve our services, as well as establishing partnerships with our other government and not for profit agencies. Bridge Housing wants to be recognised for delivering exceptional customer service and to keep improving and extending the range and quality of its services.

The 2010/11 highlights were:

- Restructuring and resourcing our housing teams to better focus on service delivery and perform in line or exceed performance benchmarks.
- Achieving high level of tenant satisfaction with our service delivery.
- Increasing our ability to deliver more homeless services and house more homeless people.
- Through our community development activities we created structures to support tenant involvement and participation and develop innovative programs.

RESTRUCTURING AND RESOURCING

We have looked at how the Housing Teams are set up to deliver its services. This led to a restructure of our portfolios, and the creation of an East and West Team. Our geographical focus will lead to efficient use of time and resources; an improved understanding of our tenant needs and the communities in which they live. We also increased our resourcing to the allocations team to enable a better service for Housing Pathways.

Bridge Housing continues to perform in line with the benchmarks set by the Community Housing Division for its arrears management and allocations functions.

CUSTOMER SATISFACTION

The Bridge Housing 2010 Tenant Survey gave a strong endorsement of the services we deliver with a high satisfaction rate as 88% of respondents said they were happy or satisfied with the overall service that Bridge Housing provides.

The survey is very important to Bridge Housing as it provides our tenants with a direct means of providing feedback on a whole range of issues. The feedback from the 2010 Tenant Survey resulted in over 40 recommendations to further improve the services that we provide, such as:

- Introduction of improved ID cards for all visiting staff and clear name badges for office use.
- Using the tenant survey to ask tenants what issues are present in their neighbourhoods so that we have a better understanding of the community development services we could be offering, for example, vandalism and graffiti.
- Launching a series of working groups to ask tenants for their views on specific policies or initiatives.
- Reviewing the Tenant Handbook.
- Looking at how we can contact tenants more effectively, for example via email and SMS.
- Revising the 2011 Tenant Survey to ensure we include more questions in relation to key service areas and develop a plan to increase response rates.

REDUCING HOMELESSNESS THROUGH INNOVATION

Bridge Housing provides stable and secure accommodation for 84 homeless people through its leasehold and capital program in partnership with support agencies using a housing first approach. This provides secure long term affordable housing and builds support services around the tenant's needs to ensure a secure tenancy. The implementation of Platform 70 will enable Bridge Housing to increase this to 150 households in 2011/12. Our homelessness programs enable our strong working relationships with support partners to be flexible and responsive to client need resulting in positive outcomes for the tenants. These include improvements in their physical and emotional health, social networks, confidence and self-esteem, the opportunity to develop new skills and make positive choices.

SPOTLIGHT 2

REDUCING HOMELESSNESS THROUGH INNOVATION

Bridge Housing operates across a region with 4,350 homeless households and the highest rate of homelessness in NSW and Australia. The City of Sydney Local Government Area has the highest rate of homelessness with 2,200 households followed by 600 in Marrickville, 599 in Parramatta, 350 in Randwick, 397 in Auburn and 200 in Holroyd. (Source: Regional Homelessness Action Plan 2010-2014 Coastal Sydney, Greater Western Sydney.)

Bridge Housing has been innovative through its deployment of a Housing First approach. Housing First moves the homeless individual or household immediately from the streets or homeless shelters into their own apartments.

Housing First approaches are based on the concept that a homeless individual or household's first and primary need is to obtain stable housing, and that other issues that may affect the household can and should be addressed once housing is obtained. Bridge Housing operates in a high housing cost region and has sourced properties from the private rental market and works with support agencies to provide the services required to sustain successful tenancies.

MY PLACE

The My Place program is an ongoing leasehold scheme which gives Bridge Housing funding for housing which is linked to outreach support for up to 20 homeless households. The program supports rough sleepers in Inner Sydney. Bridge Housing provides the housing, with housing support provided through The Salvation Army, St Vincent de Paul and the Wesley Mission, to ensure successful sustainable tenancies.

HOMELESSNESS INTERVENTION PROJECT (HIP)

The Homelessness Intervention Project (HIP) has assisted 34 people who were chronically homeless to secure housing through a 'housing first' model. We work with the Haymarket Foundation and Mission Australia to ensure that clients are supported to address their current needs and to ensure they have the skills to live independently in the community.

MICHAEL'S INTENSIVE SUPPORTING HOUSING ACCORD (MISHA)

Michael's Intensive Supporting Housing Accord (MISHA) is based in Parramatta and is a program for homeless men in Sydney's west. The program allocates 20 homes from Bridge Housing's capital portfolio to provide longterm stable accommodation with high level support being provided by Mission Australia.

Crisis Accommodation Program (CAP) is a program funded by Housing NSW and run by Bridge Housing to provide leasehold properties for specific target groups who are homeless or at risk of being homeless, for example young people exiting juvenile justice and young mothers.

THE MERCY ARMS

Bridge Housing and Mercy Arms Community Care (a service of Catholic Health Care) have worked in partnership in this transitional housing project for up to ten tenants since 2001 at Waterloo. Creating sustainable housing options for older people who are financially and socially disadvantaged, over 75% of the clients housed have successfully exited into long term housing and are maintaining tenancies.

PLATFORM 70

At the end of the year Housing NSW allocated \$2.8m to Bridge Housing to run Platform 70, a program to place 70 rough sleepers from the Woolloomooloo area into long term housing through the use of private rental tenancies. NEAMI, through its "Way to Home" service, will provide the support service in what is the most significant enhancement to the Housing First model in the Sydney area. The project also presents Bridge Housing with a new role. In addition to providing housing we will also allocate funding to other community housing providers to deliver housing.

This is a significant recognition of Bridge Housing's success in providing accommodation for homeless people and establishing and maintaining its relationships with support partners to ensure sustainable tenancies for one of our most vulnerable tenant groups.

NEAMI CEO, ARTHUR PAPAKOTSIAS:

"NEAMI is thrilled with the new partnership with Bridge Housing following the provision of significant funds from Housing NSW to provide homeless people with affordable housing in their area of choice. This initiative introduces responsiveness to housing access matched with wrap around supports that sees Woolloomooloo rough sleepers get the right housing and supports at the right time to permanently end their homelessness."



HOMELESSNESS INTERVENTION PROJECT (HIP)

WAYNE'S BATTLE WITH DRINKS AND DRUGS BEGAN IN HIS TEENAGE YEARS. WHEN WAYNE WAS ACCEPTED ONTO THE HIP PROGRAM, HE HAD BEEN STAYING IN MISSION AUSTRALIA, AND BEFORE THEN, HAD BEEN SQUATTING AND LIVING IN BOARDING HOUSES IN SYDNEY FOR 4 YEARS.



WAYNE SCHMIDT

Wayne fell into homelessness following the end of a 13 year relationship that Wayne reports ended in part due to his alcohol and drug abuse.

During Wayne's four years of homelessness, he led an unstable life of drinking, drugs, and fighting. While staying in boarding houses, he was often tempted to go to the pub, because of the lack of space/privacy of the boarding house environment. This led to drinking, which led to fighting. He explained that being housed in Bridge Housing's HIP program has led to feelings of stability, increased self confidence and a better ability to deal with anger and frustration. Now he has a place to call his own, he rarely feels the need to go out, and will happily stay in his unit and read, which Wayne now does a lot of.

Wayne said that the support workers at Mission Australia's HIP team, including Phillip, John and Maria, had made the move from Mission Australia to the unit so much easier, and had a "calming effect".

Since joining the HIP program, Wayne has started taking guitar lessons, computer classes, and art classes through the Mission Australia Centre. He has completed a Diploma in OH&S, also through Mission Australia, and is currently completing an Aboriginal Diploma through TAFE.

Wayne told us he feels positive about Bridge Housing as it takes the "worry factor" out of renting. Bridge Housing is a back up system should he need it, and considers Bridge to be a "major piece of support".

Wayne plans to continue to access his supports on a regular basis, such as AA, and his support worker David Foster at Mission Australia, as well as continuing his education and all the other pastimes he has taken up since being housed.

However, his main focus, above all else, is to develop a relationship with his three children who live in Orange, who he hasn't seen in four years. Wayne is determined to be a good father to them, and is very keen for them to visit regularly in the future.

Wayne commented that he began his journey to recovery for his children, but along the way, he has realised that as well as doing it for them, he is doing it for himself, too.



COMMUNITY ENGAGEMENT

Bridge Housing operates in a high housing cost region and has sourced properties from the private rental market and works with support agencies to provide the services required to sustain successful tenancies.

TENANTS ADVISORY GROUP:

Bridge Housing is committed to seeking feedback which can be used to improve and shape service delivery. The Tenants Advisory Group (TAG) plays a key role in providing a forum for this exchange to occur. In 2010/11 the TAG met 6 times, to discuss a range of topics which have been put forward by members, as well as meeting to give senior staff at Bridge Housing feedback on key services. Guest speakers this year have included representatives from the Fire Service and the Tenants Resource Services, as well as discussion groups led by the General Managers for Housing and Assets on their own service areas.

The Chair, Pamela Pryor, is the Bridge Housing representative on the state wide NSW Community Housing Tenant Representative Network where tenant representatives from other community housing providers meet to discuss ways to encourage tenant participation. Pamela is also a member of the NSW Registrar of Community Housing's Advisory Forum. This group comprising of community housing tenants and government representatives advise the Registrar on their strategic direction and regulatory approach.

TENANT PARTICIPATION

Bridge Housing aims to be a community housing provider which leads the sector in tenant involvement. Bridge Housing has begun to review its tenant participation structure to look at involving more of its tenants and stakeholders in the services it provides.

During 2010/11 Bridge Housing Newsletter become a quarterly publication. Regular monthly meetings were also held between the TAG Chair and the General Manager Housing and Community to discuss issues affecting tenant involvement at Bridge Housing and in the wider community housing sector.

The Bridge Housing Board also agreed to invite the Chair of TAG to biannual meetings to report on the progress of TAG.

Following the success of its block meetings at South Coogee, Bridge Housing has developed a program of similar events under the banner of Neighbourhood Audits. This program has been developed in conjunction with the Housing Teams. In 2011/12 block meetings will occur across targeted sections of our portfolios every month, giving the tenants the opportunity to highlight issues that affect them and their neighbourhoods.



TENANT ADVISORY GROUP

BARBARA HILL



BARBARA SAID

“THE MOST ENJOYABLE ASPECTS OF ATTENDING THE TAG GROUP ARE GAINING KNOWLEDGE OF OTHER TENANTS, ENJOYING THE COMPANIONSHIP OF OTHER TENANTS AND WORKING OUT INVENTIVE WAYS OF IMPROVING THE COMMUNICATION BETWEEN BRIDGE HOUSING AND ITS TENANTS.”

“I have been attending TAG for the last 2 years and have seen a real difference in the group over this time. The most enjoyable aspects of attending the TAG group are gaining knowledge of other tenants, enjoying the companionship of other tenants and working out inventive ways of improving the communication between Bridge Housing and its tenants. The theme and agenda of TAG is always really interesting and it seems that we really get down to the ‘nitty gritty’ with what concerns tenants most about issues that may arise.

I would love to see TAG engage with more Bridge Housing tenants through different tenant participation initiatives that TAG can help with, also it will be great to grow to include a wider geographical spread of Bridge properties.

I look forward to working with the TAG and Bridge Housing over the next 12 months.”

.....

COMMUNITY DEVELOPMENT

BRIDGING THE DIGITAL DIVIDE

Bridge Housing identified the low level of computer and internet access amongst its tenants and presented a proposal to Workventures, a social enterprise focused on community and economic development. Bridge Housing successfully applied for funding from the Trust Company's Philanthropic Services to supply 85 computer packages to households on low to moderate incomes and won the 2010 Australasian Housing Institute Professional Excellence in Housing Award for leading innovation.

The success of this initiative has gained momentum in 2010/11 with 80 Bridge Housing tenants now enjoying access to a computer and the internet thanks to the program. Recognition for the project also continued as Bridge Housing was awarded the NSW Federation of Housing Associations 2010 Award for Excellence in Creative Solutions.

OUR 2011/12 OBJECTIVES

- Implement proactive tenant participation strategies to further encourage tenant involvement. Actions include reviewing and expanding the existing tenant participation structure.
- Launch a customer service charter setting out the standards that Bridge Housing will provide to ensure it delivers an excellent housing service.
- Review the team's policies and procedures to demonstrate that Bridge Housing continually improves.
- Redesign the 2011 Tenants Survey to maximize feedback and to lead the sector in how it consults with its customers.
- Develop our Housing & Community key performance indicators to ensure we are working as efficiently and effectively as possible.
- Become more involved in projects and initiatives that impact on the communities in which we work to make a positive difference to tenant's lives.
- We will build our existing community development program and continue to make valuable contributions to those projects that impact on the communities where we work, for example the Redfern and Waterloo redevelopment.



HOUSING AND COMMUNITY

SUPPORT PARTNERS

In addition to our homeless services, Bridge Housing works with over 40 partner agencies providing support to high needs tenants. We have formal support agreements with the following service providers to provide sustainable tenancies to:

PEOPLE WHO ARE HOMELESS OR AT RISK OF HOMELESSNESS

Homelessness Intervention Project (HIP) - Haymarket Foundation & Mission Australia

- Micheal Project – Mission Australia
- Platform 70 – NEAMI
- The Mercy Arms – Catholic Health care
- Norman Andrews House
- Matthew Talbot Hostel (St. Vincent de Paul)
- Jewish Care
- The Station
- Wesley Mission
- B Miles

YOUNG DISADVANTAGED PEOPLE WITH DIVERSE NEEDS

- Red Cross Young Parent's Program
- A.L.I.V.E. Program (Catholic Care)
- Bondi Youth Association
- OASIS (Salvation Army)
- Options Youth Housing
- THEBA

PEOPLE LIVING WITH HIV/AIDS

- Aids Council of NSW (ACON)
- Bobby Goldsmith Foundation (BGF)
- AIDS Dementia & HIV Psychiatry Service (ADAHPS)

WOMEN AND YOUNG CHILDREN ESCAPING DOMESTIC VIOLENCE

- Marian Centre (St Vincent de Paul)
- Deli Women & Children's Centre
- Pam's Place

INDIGENOUS PEOPLE WITH DIVERSE NEEDS, INCLUDING WOMEN ESCAPING DOMESTIC VIOLENCE, THOSE ON A VERY LOW INCOME AND OLDER PEOPLE EXPERIENCING HOMELESSNESS

- Wyanga
- Killara Women's Refuge
- The Settlement

YOUNG PEOPLE AND ADULTS EXITING PRISON & JUVENILE JUSTICE SYSTEMS

- Dept Juvenile Justice
- Catholic Care
- Community Restorative Centre

OLDER PEOPLE

- Waverley Housing for Older People (Waverley Council)
- Assistance with Care and Housing for the Aged (ACHA) Program

PEOPLE WITH INTELLECTUAL DISABILITIES

- Waverley Community Living Program (Waverley Council)
- Independent Community Living Association (ICLA)

YOUNG PEOPLE AT RISK OF HOMELESSNESS WITHIN THE GLBT COMMUNITY

- Twenty10

TRANSGENDER PEOPLE WITH HOUSING AND SUPPORT NEEDS

- Gender Centre

PEOPLE WITH PHYSICAL DISABILITIES

- Royal Rehabilitation Sydney

ASSETS

The Asset Team is responsible for the procurement, maintenance and disposal of Bridge Housing properties.

The Asset Team's role is to ensure we procure properties which meet the needs of our existing and future tenants and applicants and ensure the properties are well maintained to meet future housing need. This role includes responsibilities for planned, responsive and cyclical maintenance and property development acquisition and disposal. The coming years will see the need for all these areas of expertise as we strive to provide a high quality service that delivers the type of housing our tenants require.

Highlights of 2010/11 include:

- Restructure and expansion of the Asset Team.
- Improvements in our asset maintenance infrastructure.
- Record maintenance spend.
- Managing significant portfolio growth.

RESTRUCTURE AND EXPANSION OF THE ASSET TEAM

Our capacity was significantly expanded in 2010/11 through the appointment of the General Manager Assets who forms part of the executive management team at Bridge Housing and the restructure and expansion of the Asset Team. The restructure and growth are a reflection of the growth within the asset portfolio and the centralisation of the responsive maintenance function to the Asset Team. The Asset Team now consists of four full-time and one part-time staff with contract staff as required.

IMPROVEMENTS IN OUR ASSET MAINTENANCE INFRASTRUCTURE

We have made significant improvements during the year with our service provision and how we monitor and track our performance. These improvements include centralising responsive maintenance within the Asset Team and establishing a dedicated repairs phone line. We have also implemented a new asset planning IT module which allows for more detailed forecasting and analysis of planned maintenance. These changes enable a faster and better service to our tenants. In 2011/12 we expect to see further improvements through the implementation of the integrated IMS system.

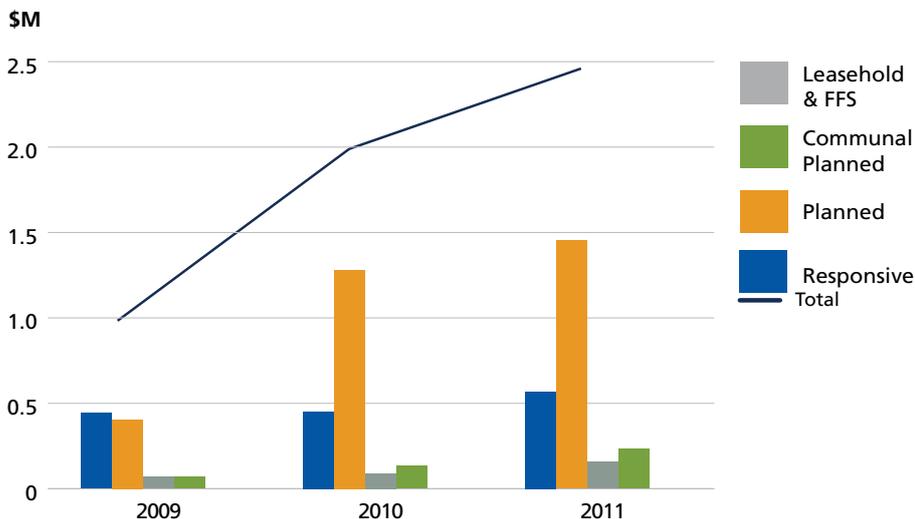
RECORD MAINTENANCE SPEND

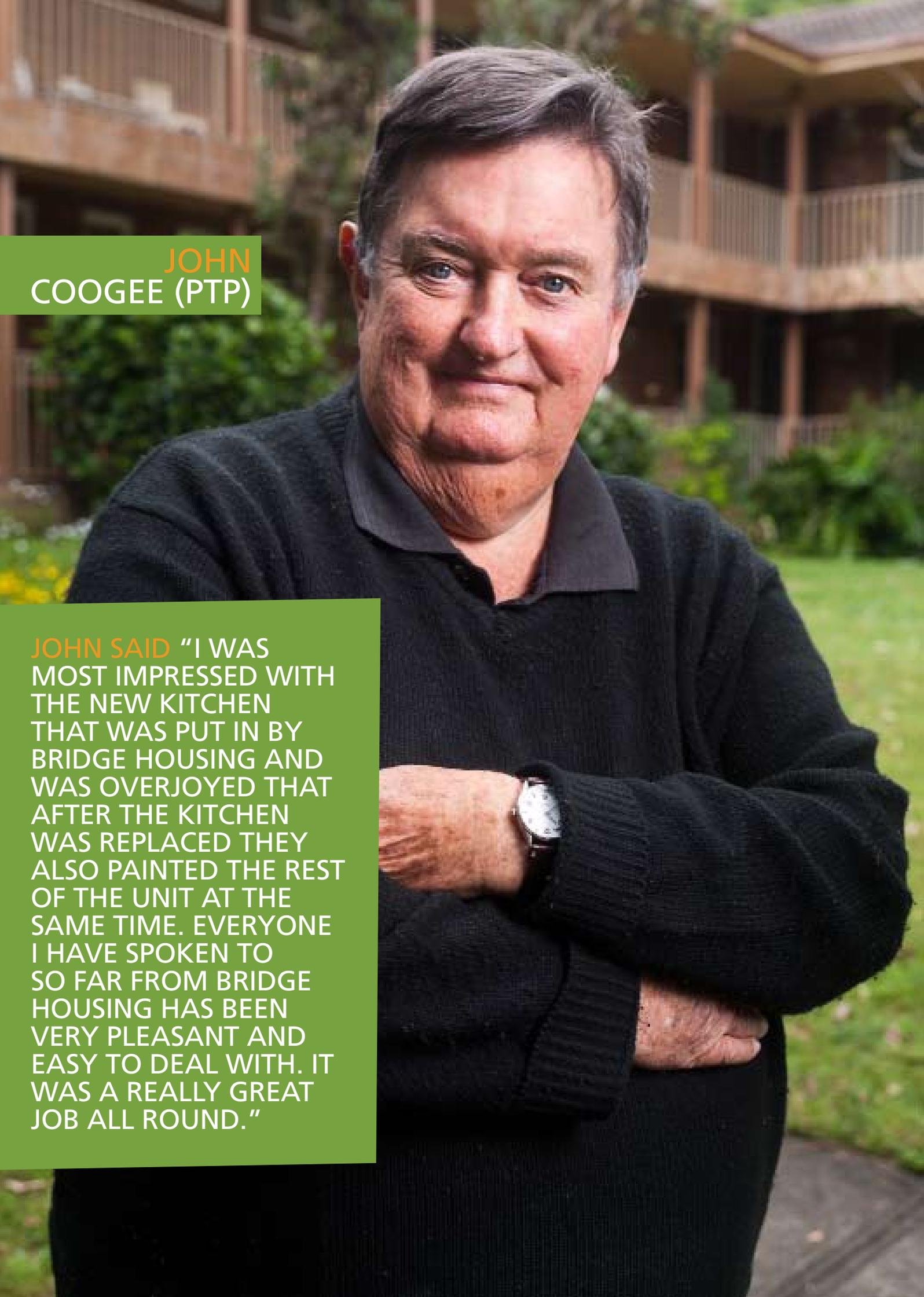
This year we completed our largest planned repairs and maintenance expenditure of \$2.4m (\$1.9m 2009/10), which included planned maintenance expenditure of \$1.6m (\$1.2m 2009/10) with the same staffing level as 2009/10. Maintenance works were completed on 232 properties including common area works. This included significant upgraded works to 113 dwellings in the property transfer program in Balmain and South Coogee. Bridge Housing anticipates in the coming year we will take over responsibility for the common areas. Our Planned Maintenance program for 2011/12 is \$1.9m with 353 properties identified for works.

A total of \$568k was spent on responsive maintenance, \$157k on cyclical maintenance; cleaning, gardening, pest and fire safety and lift inspections, and a further \$233k on leasehold and fee for service arrangements.

On the basis of our ability to deliver planned maintenance we secured, in late 2010/11, a Housing NSW contract of \$1.1m to upgrade 14 Crisis Accommodation Properties (CAP) to be completed by February 2012.

REPAIRS AND MAINTENANCE 2009-2011





JOHN
COOGEE (PTP)

JOHN SAID "I WAS MOST IMPRESSED WITH THE NEW KITCHEN THAT WAS PUT IN BY BRIDGE HOUSING AND WAS OVERJOYED THAT AFTER THE KITCHEN WAS REPLACED THEY ALSO PAINTED THE REST OF THE UNIT AT THE SAME TIME. EVERYONE I HAVE SPOKEN TO SO FAR FROM BRIDGE HOUSING HAS BEEN VERY PLEASANT AND EASY TO DEAL WITH. IT WAS A REALLY GREAT JOB ALL ROUND."

PORTFOLIO GROWTH

NATION BUILDING AND ECONOMIC STIMULUS PACKAGE PROPERTIES

We received 163 new Nation Building and Economic Stimulus (NBESP) properties, most of which are located in the Parramatta Local Government Area. These properties are new buildings and consist of 1 and 2 bedroom dwellings over two stories. The properties are of a high standard and provide significant growth to our property portfolio. Once the dwellings were completed we undertook comprehensive pre-handover inspections to identify building defects prior to tenants moving in, and defects found subsequent to handover are raised with Housing NSW and the builder. Some handovers were delayed due to performance issues with NBESP contractors and bad weather in the early half of 2011.

HOUSING PROJECTS

The year also saw progress in two key projects at Camperdown and Glebe. The Camperdown project will deliver 27 dwellings located on Parramatta Road with completion due in early 2012. The Glebe project involves redeveloping the Cowper St public housing estate, to deliver homes for 153 seniors in partnership with Housing NSW and City West Housing. During the year significant planning approvals were achieved and demolition of the existing buildings commenced. The Glebe project is due for completion in 2014. Bridge Housing will contribute \$10.0m, through borrowings, to the \$40.0m project and is expected to secure title on all 153 units once completed.

Bridge Housing also tendered for one of the four Housing NSW redevelopment sites in the middle ring suburbs. This included an NRAS application, and if successful the site will yield 160 properties with Bridge Housing contributing \$14.9m towards the \$56.0m project.

AFFORDABLE RENTAL HOUSING STATE ENVIRONMENTAL PLANNING POLICY

The Affordable Rental Housing State Environmental Planning Policy (ARHSEPP) provides a number of opportunities for Bridge Housing. The first is management opportunities where developers use the SEPP to maximise site yield but are required by law to have a Community Housing Provider manage the properties for 10 years. The second is the ability to increase the yield of any site Bridge Housing may develop in its own right in the future. Take up of this planning policy has been slow as it was introduced during the global financial crisis and the NSW state government has made a number of changes to the policy following its election in March 2011. Now with some increased certainty, Bridge Housing is seeing an increase in developers approaching Bridge Housing to consider management opportunities.

OUR 2011/12 OBJECTIVES

- Revise our Asset Management Strategy to provide an integrated and costed approach to how we will procure, maintain and dispose of our properties.
- Complete a strategic asset review of our property portfolio to determine the best use of our portfolio to provide more affordable housing.
- Secure an additional Housing NSW redevelopment site and NRAS funds.
- Leverage off the vesting of NBESP properties which are valued at \$43.4m to borrow funds to procure affordable housing to meet our NBESP affordable housing targets.
- Pursue affordable housing management opportunities with the private developers through the Affordable Rental Housing State Environmental Planning Policy.

SHIRLEY PETERSHAM

"I'm very happy with the work that has been carried out. The new kitchen even included a pantry which has made a big difference. The builder was very friendly and there was very little inconvenience to myself."

MICHAEL SOUTH WENTWORTHVILLE (NBESP)

"I'm really loving my brand new apartment. There is a really good community feel around here and it's great to finally have somewhere I can call home."

FINANCE AND CORPORATE SERVICES

The Finance and Corporate Services Team is responsible for ensuring Bridge Housing's financial performance, information technology, human resources and occupational health and safety requirements are met.

Highlights of 2010/11 include:

- Surplus of \$1.6m and strengthening of Bridge Housing's balance sheet through the vesting of NBESP properties.
- Key financial ratios and metrics were within benchmark.
- Development and tendering of the internal audit program.
- Completion of valuations of 163 NBESP properties following vesting, valuing our portfolio at \$43.4m.

FINANCIAL POSITION

Bridge Housing produced a surplus of \$1.6m (\$0.98m 2009/10) for 2011.

The main revenue driver was increased rental income through our 6 monthly rent review and portfolio growth through the Property Transfer Program and Nation Building Economic Stimulus Programs.

Expenses increased through an expanded planned maintenance program of \$1.6m (\$1.2m 2009/10) and increased staff costs \$2.0m (\$1.5m 2009/10) through our expanded staff complement and recruitment of the Executive Team.

Our balance sheet strengthened considerably with total assets growing to \$59.5m (\$12.0m 2009/10). This was attributable to the vesting of 163 NBESP properties in April 2011. The other drivers were:

- Cash increased by \$3.7m to \$11.4m (\$7.7m 2009/10).
- Equity increased by 500% from \$8.5m (2009/10) to \$53.5m through Housing NSW vesting title to 163 NBESP properties to Bridge Housing in April 2011. An independent valuation valued the properties at \$43.4m.

A five year comparative analysis of our financial performance including our 2011 results is at page 31.

This is an extract from our audited Financial Report 2011. The report is available on www.bridgehousing.org.au or through the Bridge Housing office on 9699-6055 reception@bridgehousing.org.au

OUR REPORT CARD

Our Report Card on page 30 provides a five year trend of Bridge Housing's key financial ratios and operational KPIs to 2011. The trend analysis shows that we performed well against our financial and non-financial KPIs. The only significant variation is staff cost as a proportion of income, due to our increased staff complement and commencement of the senior management team in January 2011. Bridge Housing's practice is to bring staff on before the commencement of major projects such as the property transfer program or Nation Building Economic Stimulus Program. Delivery of both were delayed as Housing NSW has not yet completed the transfer of properties at South Coogee and delays the completion of NBESP properties. Scheduled to be completed by December 2010 many were not completed until June 2011.

INTERNAL AUDIT PROGRAM

The development of an internal audit program is a critical element in using an independent and transparent process to review the strengths and weaknesses of Bridge Housing's internal operating systems. This is to ensure that they are robust, maintain integrity and are compliant with policy and procedures. RMS Bird Cameron were appointed by the Board to develop and run a three year internal audit program which will commence in 2011/12.

The aim of this program is to:

- Implement the annual Internal Audit Program and report to the Finance, Audit and Risk Committee on an agreed basis.
- Review the control environment and risk management practices of Bridge Housing in discharging its duties and functions.
- Report to Finance, Audit and Risk Committee any areas or issues of significance or concern and make recommendations for improvements.

INFORMATION MANAGEMENT SYSTEM

Bridge Housing commenced its procurement of an Information Management System (IMS) to replace our existing tenant management system. We are seeking an IT system which integrates tenancy, asset and financial management to ensure we have an improved business management and reporting system that supports our growth. The tender was launched through Bridge Housing's new online tendering management system in late June 2011 and we expected the new system will be implemented by the end of 2011/12.

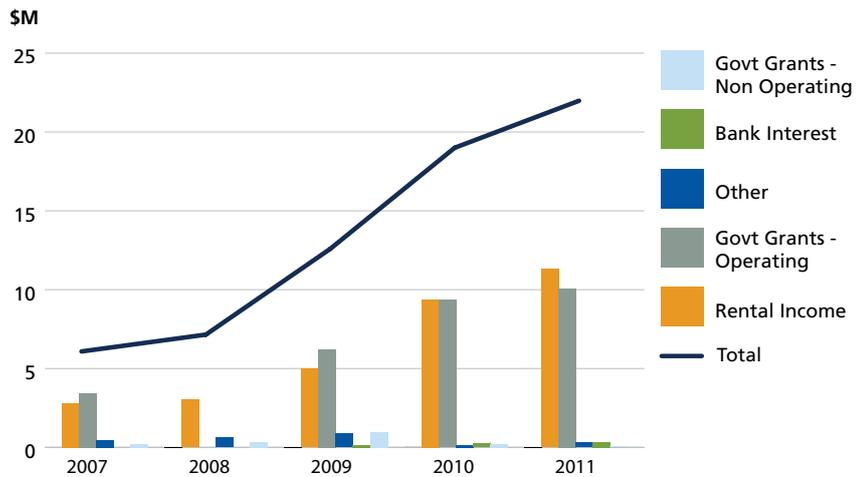
HUMAN RESOURCES AND OCCUPATIONAL HEALTH AND SAFETY

Our ability to deliver quality services is based on the skills, capacity and passion of our staff. As an expanding organisation, we are focussed on improving our human resources platform to enable Bridge Housing to attract, retain and develop staff. A critical element is that we provide our staff with a safe work environment. Our 2010/11 activities are further detailed in the 'Our People' section on page 30 of this Annual Report.

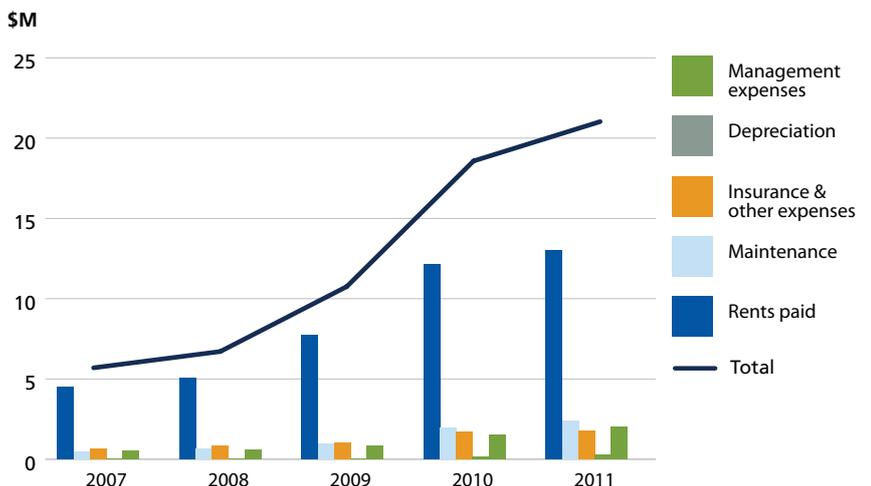
OUR 2011/12 OBJECTIVES

- Select and implement a new Information Management System (IMS) by June 2012.
- Introduce an online payroll processing system.
- Secure competitive finance to deliver the first year NBESP affordable housing requirements for 18 units.
- Commence Bridge Housing Human Resource Improvement Strategy.
- Complete Year 1 of our three year internal audit program 2011/13.
- Increase our equity position through Housing NSW vesting a further 79 NBESP properties.

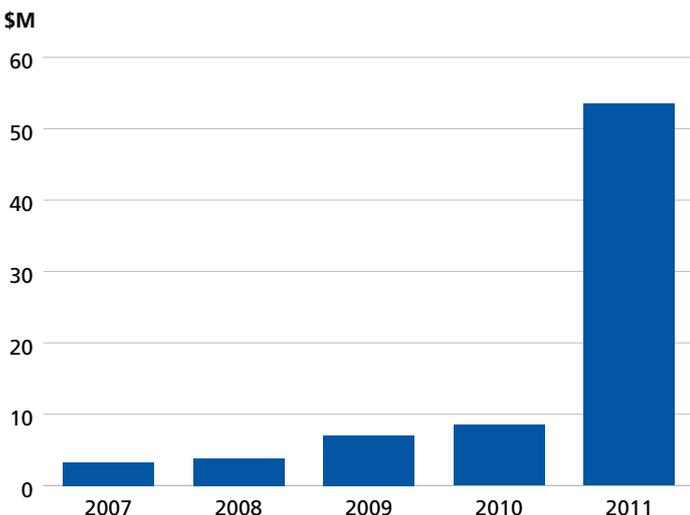
REVENUE 2007-2011



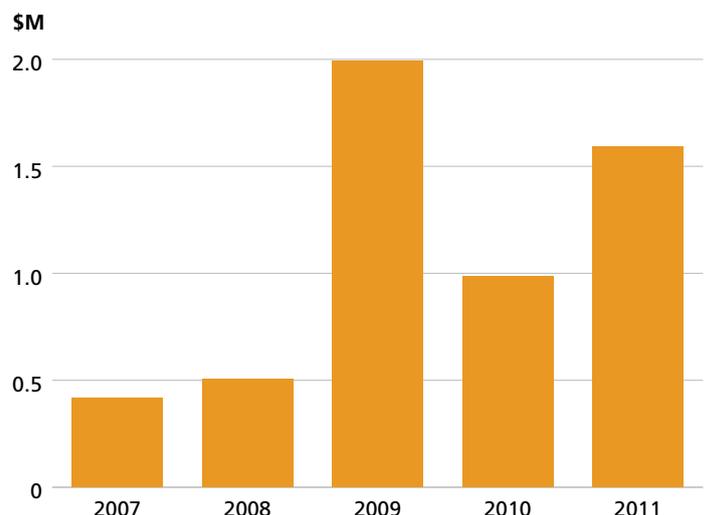
EXPENDITURE 2007-2011



TOTAL EQUITY 2007-2011



TOTAL SURPLUS 2007-2011



REPORT CARD

KEY PERFORMANCE INDICATORS	2011	2010	2009	2008	2007
TENANT SATISFACTION					
Overall satisfaction with the organisation (%)	88	N/A	96	86	87
SERVICE DEVELOPMENT					
Total housing properties	1,473	1,280	1,144	663	627
FINANCE MANAGEMENT					
Staff Cost as % of Total Revenue (%)	9	8	7	7	8
Property Costs as % of Total Revenue (%)	79	84	85	83	83
Administration Cost as % of Total Revenue (%)	5	4	3	3	3
Profitability Ratio - EBITDA/Operating Revenue (%)	7	5	15	4	4
Liquidity Ratio - Current Assets/ Current Liabilities	3	3	9	8	9
Cash Flow Ratio - Operating cash inflows / operating cash outflows	1.2	1.1	1.2	1.0	1.0
Interest Cover Ratio - EBITDA/Interest Expense	54	30	126	1	1
Return On Assets -EBITDA/ Assets (%)	3	8	24	12	11
Cash at end of year (\$m)	11.4	7.7	4.6	3.1	2.7
Net Profit (\$m)	1.6	1	2	0.5	0.4
Reserve for future planned maintenance (\$m)	2.2	2.2	2.2	1	0.7
Retained Profit (\$m)	49	4	3	0.5	0.3
· Includes NBESP fair value of \$43.4m					
HOUSING MANAGEMENT					
Arrears (%)	1.8	1.4	1.3	0.7	0.4
Market rent loss via void (%)	1.2	0.7	0.6	0.7	0.5
Market rent loss via vacancy (%)	1.4	0.7	1.3	1	0.6
Void Days (BM 28 days)	35	24	17	24	19
Vacant Days (BM 14 days)	15	11	17	10	9
Number of tenants exiting the service because of Possession Order enforcement	6	8	10	3	9
HUMAN RESOURCES					
Ratio of staff to lettable properties	1:49	1:57	1:70	1:66	1:62
Number of full time equivalent staff	30	22	16	10	10

FINANCE AND CORPORATE SERVICES

FIVE-YEAR FINANCIAL RESULTS AT A GLANCE (IN AUD)		2011	2010	2009	2008	2007
HOW MUCH WE...	WHERE DOES ALL THE MONEY COME FROM?	\$	\$	\$	\$	\$
... Charged tenants for living in the properties	Rents	11,313,833	9,364,960	4,976,248	3,015,899	2,800,856
... Received from government	Non - Operating Grants received such as Sepp 10, Capital Grants	54,555	190,866	973,413	341,235	206,946
... Received from government	Operating Grants received	10,072,866	9,331,129	6,230,898	3,868,198	3,432,037
... Received from investment of surplus funds	Interest	328,293	240,071	130,214	199,958	125,310
... Received from other activities	Fees for service, water usage recharge, tenant reimbursement	315,062	132,626	876,897	608,533	458,366
... Received from government	Other Contribution - Properties Vested	43,400,000				
TOTAL REVENUE (EXCLUDING OTHER CONTRIBUTION)		22,084,609	19,259,652	13,187,670	8,033,823	7,023,515
	WHERE DOES ALL THE MONEY GO?					
... Spent renting properties	Rents paid	-13,011,627	-12,162,616	-7,731,288	-5,041,079	-4,523,616
... Spent on property rates & utilities	Rates and utilities	-1,017,297	-769,608	-562,610	-384,693	-402,614
... Spent on maintaining the properties	Maintenance	-2,409,567	-1,955,814	-985,221	-640,175	-453,437
... Spent on other property & overheads	Insurance & other office running expenses	-1,750,829	-1,715,960	-1,030,399	-824,317	-669,421
... Allocated on other property expenses	Depreciation	-279,203	-135,881	-34,227	-20,288	-13,567
... Spent providing services to tenants	Management expenses	-2,023,830	-1,532,390	-848,944	-616,730	-545,990
TOTAL EXPENDITURE		-20,492,353	-18,272,269	-11,192,689	-7,527,282	-6,608,645
... HAVE KEPT TO HELP WITH FUTURE ACTIVITY	SURPLUS FOR THE YEAR	1,592,256	987,383	1,994,981	506,541	414,870
... Have retained of previous years' surpluses	Retained profits brought forward	51,911,384	7,524,001	4,994,617	3,278,128	2,863,255
... Have transferred to Reserve for PMP	Transfer to Reserve for Planned maintenance program	-2,232,856	-2,232,856	-2,232,856	-1,060,394	-719,159
... Have transferred to Reserve for property development	Transfer to Other Reserve for property development	-2,098,422	-2,060,867	-1,870,002	-2,232,859	-2,232,856
... Have retained to help with future activity	Retained profits carried forward	49,172,362	4,217,661	2,886,740	491,416	326,110
	BALANCE SHEET					
... Were owed by our tenants and others	Debtors	2,662,687	2,136,779	1,803,010	976,009	652,806
... Had in the bank	Cash assets	11,436,818	7,746,993	4,619,417	3,111,754	2,759,683
... Had paid for property , furniture and equipment	Property, plant and equipment	45,393,630	2,175,745	1,896,695	234,603	241,513
... Owed to members & others	Liabilities	-5,989,494	-3,548,133	-1,329,523	-537,700	-375,877
	Net Assets	53,503,641	8,511,384	6,989,599	3,784,666	3,278,125
... Have retained to provide for future planned maintenance program	Reserve	2,232,856	2,232,856	2,232,856	1,060,394	719,159
... Have retained to provide for future property development	Other Reserve	2,098,422	2,060,867	1,870,002	2,232,859	2,232,856
... Have retained for future activities	Retained profits	49,172,362	4,217,661	2,886,740	491,416	326,110
	Total Equity	53,503,640	8,511,384	6,989,598	3,784,669	3,278,125
	TOTAL EQUITY	53,503,640	8,511,384	6,989,598	3,784,669	3,278,125

This is an extract from our audited Financial Report 2011. The report is available on www.bridgehousing.org.au or through the Bridge Housing office on 9699-6055 reception@bridgehousing.org.au

OUR PEOPLE

Our employees and their commitment to delivering high quality services are Bridge Housing's most important resource.

In line with the 2010/11 Business Plan, Bridge Housing implemented a new organisational structure, filled the newly created senior management positions and increased the staff complement across the organisation to manage the growing portfolio and build further organisational capacity.

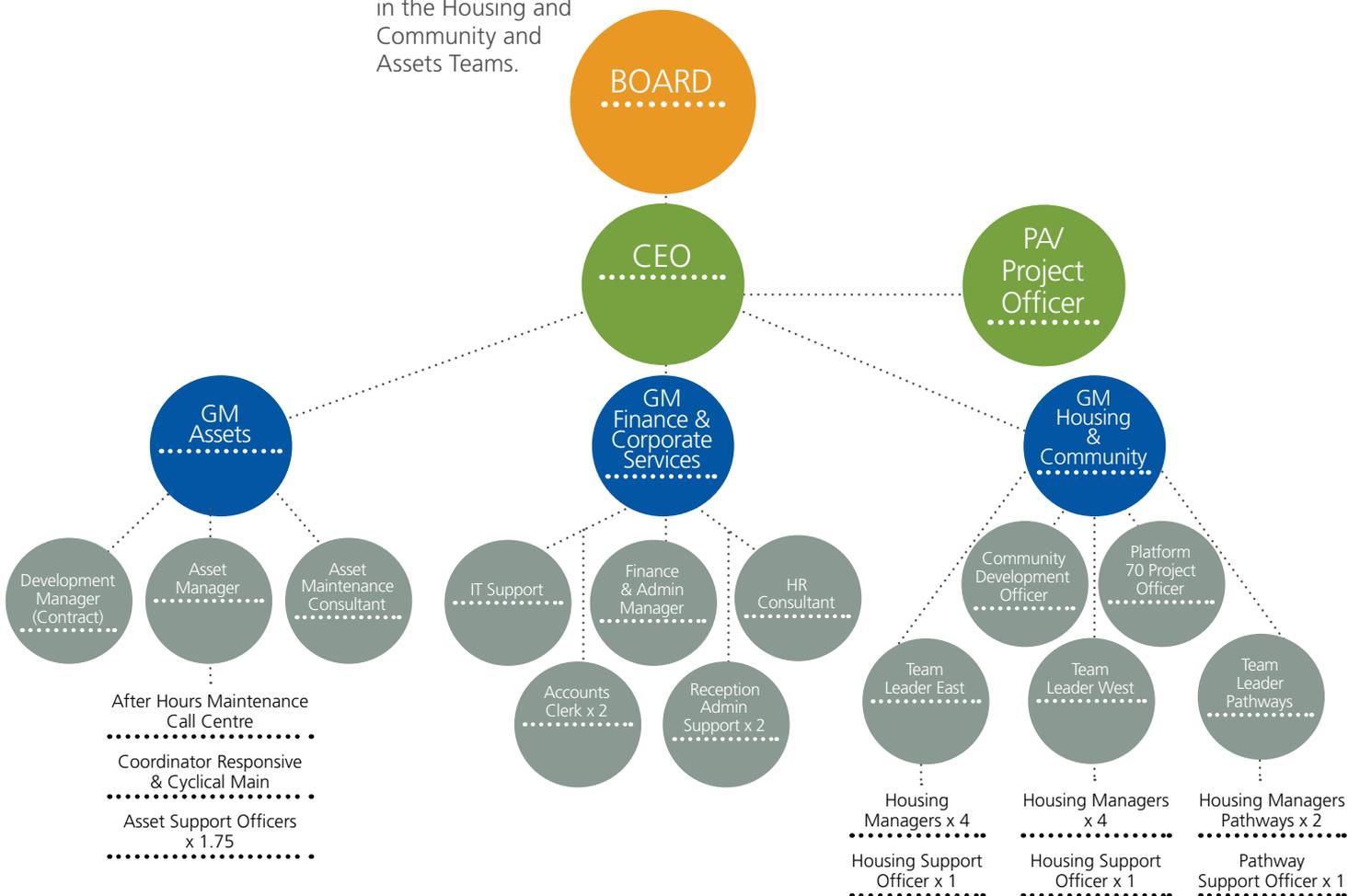
The senior management positions of General Managers Housing and Community; Assets; and Finance and Corporate Services were filled in January 2011 after an extensive recruitment process. These new positions will work with the CEO to form Bridge Housing's Executive Team to drive improvements in Bridge Housing's organisational capacity and performance.

Bridge Housing's staff complement grew from 22 to 30 over 2010/11 to ensure we maintained our high quality service delivery. Bridge Housing's approach is to bring staff on board prior to significant new initiatives to ensure we are adequately resourced to deliver a successful outcome. In addition to the senior positions staff growth occurred in the Housing and Community and Assets Teams.

OCCUPATIONAL HEALTH AND SAFETY

In 2010/11 Bridge Housing increased its Occupational Health and Safety (OH&S) commitment to maintain our good work safety record. Our Occupational Health and Safety Committee was revitalised, a comprehensive review of OH&S policy completed and compliance reporting to the Board and Executive improved.

Bridge Housing OH&S Committee consists of two management and employee representatives. All Committee members have taken accredited OH&S consultation courses. The Committee provides a forum to discuss and plan a safe working environment for our employees. Our quarterly work place safety assessments have not identified any significant safety concerns.



An independent review of existing occupational health and safety policy and critical safety risks was commissioned. Following the review, Bridge Housing has revised its fire evacuation plan, appointed fire wardens and is revising its lone worker policy.

Our OH&S reporting to the Executive and Board has improved and ensures we monitor significant OH&S risks. The monthly compliance reports provide information on the number of incidents, their nature and if systemic, what mitigation strategies are required. There was only one significant OHS workplace incident reported in 2010/11 which related to a journey to work incident.

An online OH&S system will be implemented in 2011/12 to further improve our management of OH&S risks and compliance. This will enable management to plan, track and monitor our performance, manage incidents and develop safety mitigation strategies. In addition, General Managers and Team Leaders will undertake OH&S training to improve their ability to identify and mitigate safety risks to staff as part of their management competency training.

EMPLOYEE ASSISTANCE PROGRAM

Bridge Housing has provided an Employee Assistance Program (EAP) since 2009. The program provides free and confidential counselling and advice to staff and their families on work related and personal matters.

HUMAN RESOURCES IMPROVEMENT PLAN

The Human Resource Improvement Plan will consist of a thorough review of our existing HR policies and practices. Our objective is to:

- Improve Bridge Housing's existing suite of Human Resource policies.
- Build better recruitment and retention practices.
- Reshape our position descriptions around capabilities.
- Develop a performance management framework to maintain good performance and develop learning and development goals for all staff which are consistent with strategic and business plan objectives.

The Human Resources Improvement Plan will incorporate an employee's satisfaction survey at its commencement to establish a benchmark for future Bridge Housing employee surveys.

TRAINING

Throughout the past year, staff have attended comprehensive courses on the following subjects:

- Occupational Health and Safety: OH&S Consultation, OH&S Practice in the Workplace, OH&S Legislation and First Aid.
- Housing and Tenancy Management: Hoarding management, Certificate IV in Social Housing, Engaging Your Community, Manage Rental Assistance, Housing Appeals and Committee Basic and Advanced Training and Residential Tenancy Reform.
- Assets: Asset Management.
- Project Management: Microsoft Project, Strategic Planning.
- Finance: Diploma in Accounting.
- Risk Management.

DIVERSITY

Bridge Housing is committed to developing a culture that supports employment equity and diversity principles. Bridge Housing embraces a culturally diverse workforce that reflects the breadth of diversity in our applicants and tenants.

Our staff speak Arabic, Bosnian, Cantonese, Croatian, French, German, Greek, Italian, Mandarin, Maori, Portuguese, Serbian and Spanish.

As an expanding organisation over 2011/12 we will undertake cultural diversity training for staff, ensure that all positions are advertised through Indigenous media, ensure that our agreements with recruitment specify that language skills are a desirable capability, and develop further links with Aboriginal employment agencies.



EXECUTIVE TEAM

1. JOHN NICOLADES

Chief Executive Officer

Bachelor of Arts, Bachelor Social Work, Graduate Diploma in Applied Finance and Investment (FINSIA).

John has led Bridge Housing since 2006 and has grown the organisation from 650 to 1,500 properties over this period. As CEO he is responsible for providing the strategic focus to build Bridge Housing as a pre-eminent provider of affordable housing.

Prior to joining Bridge Housing John held senior management positions in state government and the community services sector. He led affordable housing policy development in the NSW Department of Housing and Department of Planning, he was Community Services Manager with the Uniting Church Board for Social Responsibility. He has also advised federal and state governments on housing policy.

2. HAYLEY AUSTIN

General Manager Housing & Community

Bachelor of Social Science, Post Graduate Diploma Housing Studies

Hayley was appointed to the position of General Manager Housing and Community in January 2011. Hayley has over 15 years experience of working in social housing predominately with Somer Housing Group in the UK. Hayley has worked in a variety of operational roles including the management of such teams as Income Recovery, Voids and Lettings and Anti-Social Behaviour, as well as managing generic teams delivering a comprehensive housing management service.

Her last post in the UK was spent as a Development Manager sourcing land and building new homes for social housing. Hayley has spent the last 2 years working in the Australian housing sector leading on the delivery of the tenancy management service for Class 1 providers.

3. ANDREW RIOLO

General Manager Finance and Corporate Services

Bachelor of Agricultural Economics

Andrew was appointed to the position of General Manager Finance and Corporate services in January 2011 and is responsible for ensuring Bridge Housing's financial integrity, providing an efficient information technology system, delivering best practice human resource management and maintaining our occupational health and safety system.

From 2008 Andrew provided strategic and financial management advice to Bridge Housing assisting us to win tender bids for Nation Building Economic Stimulus Program and Cowper St, Glebe. Andrew has extensive experience in private and not for profit sector. He has been Chief Financial Officer for Body Corporate Services, one of Australia's largest strata management companies and St George Community Housing.

4. HUGH PHEMISTER

General Manager Assets

Bachelor of Commerce

Chartered Accountant (CA)

Hugh was appointed to the position of General Manager Assets in January 2011 to lead the asset team and provide a strategic focus to guide the growth of the portfolio. Hugh is a Chartered Accountant with considerable property development and finance expertise. Hugh has worked for PricewaterHouseCoopers, Macquarie Bank as well as privately held property development companies.

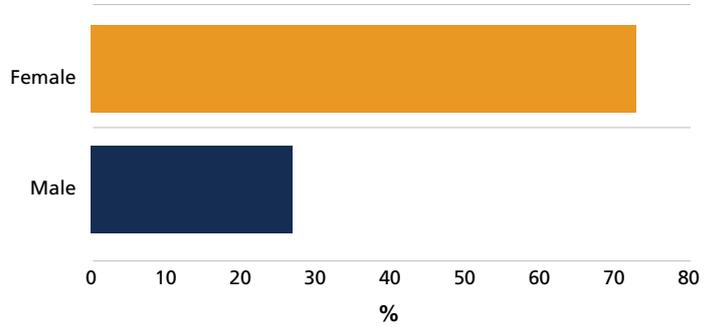
FROM LEFT TO RIGHT JOHN NICOLADES,
HAYLEY AUSTIN, HUGH PHEMISTER AND ANDREW RIOLO



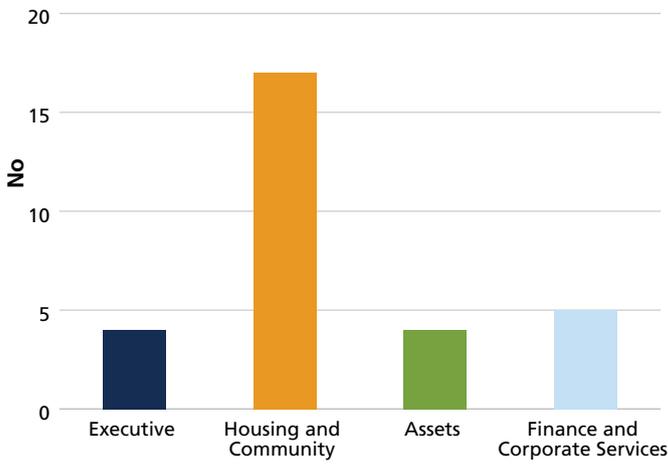
AS AT THE 30 JUNE 2011 BRIDGE HOUSING HAS 30 EMPLOYEES

OUR EMPLOYEES	NUMBER	%
Permanent F/T	29	97
Permanent P/T	1	3
TOTAL	30	100

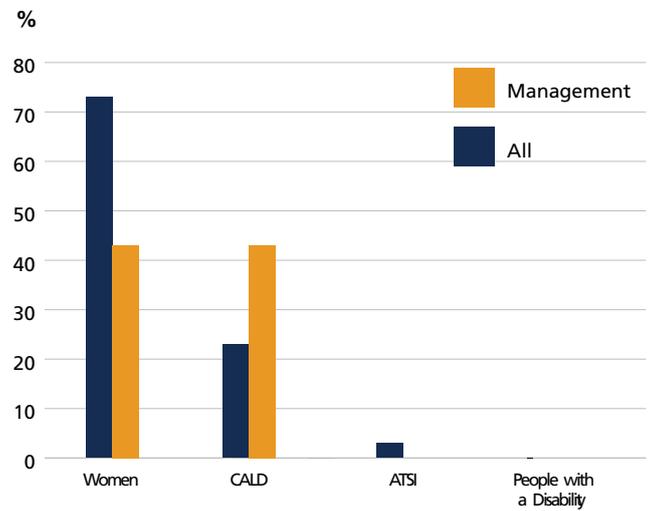
GENDER 2011



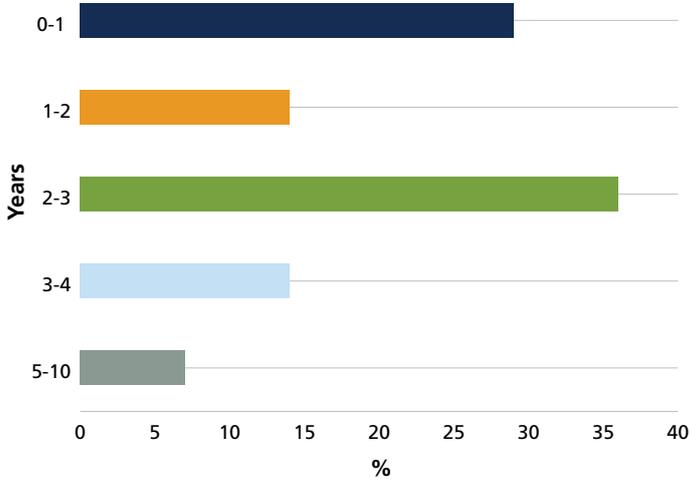
EMPLOYEES BY DEPARTMENT 2011



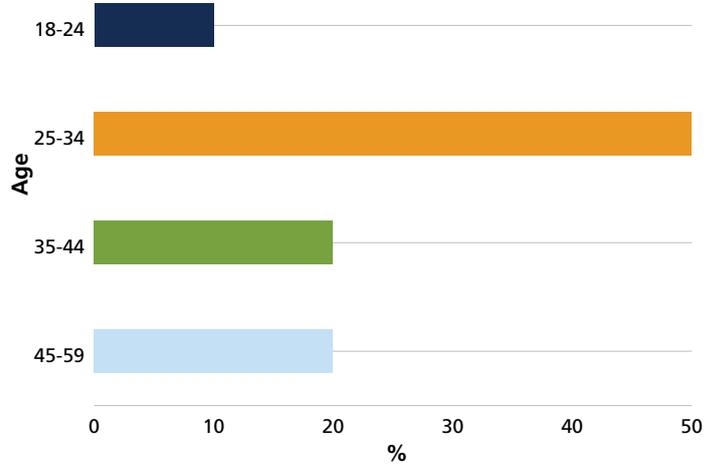
WORKFORCE DIVERSITY 2011



TENURE 2011



AGE DISTRIBUTION 2011



GOVERNANCE

Bridge Housing Limited (Bridge Housing) was incorporated as a Company Limited by Guarantee in March 2009.

Bridge Housing is regulated by the Australian Securities and Investment Commission (ASIC), subject to the Corporations Act 2001 and is managed by a seven member skills-based board. Bridge Housing's Board can have up to nine members.

Our Constitution requires Directors are appointed who have skills in one or more of the following categories; finance, accounting and risk management, law, asset management, community housing management, human resource management, community organisation management, social housing provision and property development.

Bridge Housing is a Public Benevolent Institution with Deductible Gift Recipient Status.

Bridge Housing's Corporate Governance Principles are based on the ASX (Australian Stock Exchange) Corporate Governance Council's *Principles of Good Corporate Governance* which ensure Directors address their corporate, legal, and financial and audit responsibilities and exercise reasonable care, skills and diligence in carrying out their duties. Bridge Housing is not a listed company and has no obligation to adopt these principles. However as a leading not for profit community housing provider it is committed to good corporate governance and follows the Australian Stock Exchange Good Governance Principals.

1: LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

Bridge Housing Directors are aware of their responsibilities under federal or state legislation and will ensure that Bridge Housing abides by its Constitution and obligations as a trading entity, an employer, a contractor and a responsible and ethical corporate citizen.

ROLE OF THE BOARD

The Board's primary responsibilities include:

- Establishing long term goals and approving strategic plans to achieve those goals.

- Ensuring there is an appropriate separation of powers and balance of responsibilities between the board and management.
- Selection and retention of the Chief Executive Officer, setting the conditions of service and monitoring performance.
- Review and approval of annual budgets, monitoring of management and financial performance and ensuring that the organisation has the skills, resources and support it needs.
- Identification of significant business risks and ensuring effective strategies are in place to manage these risks.
- Ensuring that there are adequate systems of internal control together with appropriate monitoring of compliance activities.
- Review and approval of major strategies, financial objectives and plans, including capital expenditures, acquisitions, developments and divestments.

The Board meets every second month and has established three subcommittees; Finance, Audit and Risk, Asset and Procurement and Human Resources, to assist the Board in its decision-making.

HOW DO WE DO THIS ?

In May 2011 the Board commissioned the Walton Group to undertake a review of the Board's performance. The review assessed performance across four categories:

- Governance structures.
- Governance processes.
- Strategy and performance.
- Monitoring, compliance and review.

The review indicated that Bridge Housing's strengths are its vision, delivering its strategic direction, financial integrity and clear understanding of board and management's respective roles. The review also identified areas for improvement. This included Director's induction and development, succession planning, determining risk appetite and improving internal board procedures. The Board and management will implement the key recommendation of the Walton Review over 2011/12.

2: STRUCTURE THE BOARD TO ADD VALUE

Bridge Housing has a skills-based board. Directors are chosen from candidates who have expertise and experience in one or more of the following areas; social housing management; finance; community welfare; property development and procurement; law; social policy development; accounting; asset management; information and technology; human resources management.

The Board will seek and appoint Directors who meet these skill categories to provide the effective governance and direction to Bridge Housing and who, between them, can reliably carry out all the necessary functions of the board.

HOW DO WE DO THIS?

Board members and subcommittee members receive written advice of the terms and conditions of their appointment and complete an induction program when first appointed. The skills experience and expertise of directors and executive are available on www.bridgehousing.org.au and in our Annual Report.

In 2011/12 we will introduce a new induction program, and Board Charter which will provide more comprehensive advice on terms and conditions of appointment, procedure for taking independent advice and access to education program to maintain their effectiveness as Directors.

3: PROMOTE ETHICAL AND RESPONSIBLE DECISION-MAKING

The Board will ensure that Bridge Housing conducts its business to the highest standards of honesty, integrity, respect and fairness when dealing with all its customers and employees. It adheres to the highest ethical principles and these are expressed in the following policies and documents;

- Fraud and Corruption
- Whistle Blower
- Gift
- Code of Ethics for Directors and Staff
- Code of Conduct for Directors
- Managing Conflict of Interest Policy
- Register of Interests
- Tenants Rights Statement

HOW DO WE DO THIS?

In light of Bridge Housing's rapid growth and increased staff complement, including a new executive team, the Board and management is undertaking a thorough refresh of Bridge Housing's culture and values. This is part of the 2011/12 Human Resource Implementation Plan. This will produce a new Values Statement, Code of Conduct and Statement of Business Ethics ensuring board members, executive and staff operate to the highest ethical standards.

4: SAFEGUARD INTEGRITY IN FINANCIAL REPORTING

The Board will ensure that Bridge Housing's financial statements present a true and fair view of Bridge Housing's financial condition and operational results in all material respects and in accordance with international accounting standards.

HOW DO WE DO THIS?

A Finance Audit and Risk Committee is established with a formal charter and its role includes:

- Maintaining an effective risk management framework including compliance and internal controls.
- Ensuring the integrity of financial statements and external financial communication.
- Effectiveness of the external and internal audit functions.
- Ensuring the adequacy of Bridge Housing's insurance coverage.

Management and the Board receive comprehensive financial reports which track our financial performance against comparative key financial and operational KPIs. Our Report Card on page 30 of this Annual Report measures our performance on critical KPIs.

Our internal audit program will commence in 2011/12 to review Bridge Housing's systems, policies, processes and procedures. Its independence is protected by a direct reporting line to the Chair of the Finance Audit and Risk Committee and the Board. We are also developing a Treasury Paper in 2011/12 which will guide Bridge Housing investment and financing policies and identify the Board's risk appetite as we undertake borrowing to deliver our affordable housing properties.

GOVERNANCE

5: MAKE TIMELY AND BALANCED DISCLOSURE

The Board will ensure information is made available in a timely manner to Bridge Housing's stakeholders, clients, support agencies, regulatory and funding bodies, members and staff and is factual, clear and objective.

HOW DO WE DO THIS?

Bridge Housing is not subject to the ASX Disclosure Rules but adopts its principles. We are subject to Regulatory Code in Schedule 1 to the Housing Regulation 2009. Performance Area 5: Standards of Probity Performance requirement 5.3: Reputation of Community housing sector. This requires community housing providers to notify the Registrar of Community Housing in a timely manner of any incident relating to its operations that damages, or may damage the reputation of the community housing sector. Bridge Housing's Notifiable Incidents Policy guides our practice in this area. Our Media Policy delegates media announcements to the CEO or Chairman.

6: RESPECT THE RIGHTS OF BRIDGE HOUSING MEMBERS

The Board will ensure Bridge Housing has policies, systems and procedures that promote the interests and rights of members and facilitates the effective exercise of those rights.

HOW DO WE DO THIS?

Bridge Housing does not have shareholders but does have members. We hold annual general meetings and our Annual Reports are made available to our members and other stakeholders through our website or by contacting the Bridge Housing office. Our external auditor attends our AGM and is available to answer member's questions about the finances of the organisation.

7: RECOGNISE AND MANAGE RISK

The Board will ensure that Bridge Housing has comprehensive risk management policies and sound risk management systems and procedures to ensure all risks are mitigated.

HOW DO WE DO THIS?

Bridge Housing has a comprehensive Risk Management Plan which identifies internal and external risks. It identifies and manages risks that may hinder or stop Bridge Housing from delivering our Strategic and Business Plan objectives.

Our current Risk Management Plan 2010/12 includes the following risk areas: Financial; Asset Maintenance and Procurement; Housing, Management; Human Resources; Occupational Health and Safety; IT; Corporate Governance; Regulatory and Compliance; Reputation and Business Continuity.

The Top 20 risks are identified for reporting to the board every quarter. Bridge Housing will enhance its enterprise risk management by ensuring its Risk Management Plan 2012/2013 complies with AS 31000:200.

The Board approved an Internal Audit Policy in 2010/11 and three year Internal Audit Program commencing 2011/12.

8: REMUNERATE FAIRLY AND RESPONSIBLY

The Board will ensure that Bridge Housing has remuneration and employment policies and practices in place that assist with retaining and attracting qualified and motivated staff, including its Chief Executive Officer.

HOW DO WE DO THIS?

Directors serve on a voluntary basis and do not receive payment for director services. Directors are reimbursed for expenses related to board activities including travel, meals and accommodation. Bridge Housing establishes executive salaries through market based remuneration reviews.

Bridge Housing's Constitution and Governance Principals are available from www.bridgehousing.org.au or by contacting the Bridge Housing office on 9699-6055.

SUBCOMMITTEES

To assist in the effective governance the Board has established two standing subcommittees: Finance, Audit and Risk and Asset and Procurement. Time limited Committees are established as required.

FINANCE, RISK AND AUDIT

The Finance, Risk & Audit Committee is responsible for overseeing the effective management of financial risks, reliable management and financial reporting compliance with laws and regulations and maintenance of an effective and efficient audit.

ASSET AND PROCUREMENT

The Asset and Procurement Committee is responsible for overseeing the effective development of Bridge Housing's Asset Management and Procurement strategies and provides high level advice to the board and management on Asset Strategies.

OTHER SUBCOMMITTEES ESTABLISHED IN 2010/11

A Human Resources Subcommittee was formed to assist in recruitment of the Executive Team. The Committee membership consists of Vicki Allen, Chairman and Dick Persson AM, Director. In light of Bridge Housing's growth the Board will establish the Human Resources Subcommittee as a standing Committee in 2011/12.

An Information Communications and Technology Subcommittee was established to assist with the implementation of Bridge Housing's integrated IT system. Committee membership consists of:

- Dick Persson AM, Chairman
- John Kell, Director
- Tim Fleming, Chief Information Officer Deloitte (co-opted)

COMPLIANCE

REGISTRATION

Community housing providers operating in NSW who receive financial assistance from Housing NSW must register with the Registrar of Community Housing. Bridge Housing achieved Class 1 Registration under the Housing Act 2001(NSW) in February 2010 and September 2011. This will involve ongoing compliance monitoring against the following eight performance areas:

1. Fairness and resident satisfaction
2. Sustainable tenancies and communities
3. Asset management
4. Sound governance
5. Standards of probity
6. Efficient and competitive delivery of Community Housing
7. Protection of government investment
8. Development projects

Further information on the regulatory regime can be found on the Registrar of Community Housing website www.rch.nsw.gov.au.

ACCREDITATION

As part of its quality assurance process Bridge Housing undergoes accreditation approximately every three years. Bridge Housing achieved accreditation in 2000, 2003 and 2006. We plan to consider accreditation in 2012/13, following the delivery of our Business Plan 2011/12.

The quality of our organisational policies, practices and processes are assessed against seven National Community Housing Standards:

1. Tenancy management
2. Asset management
3. Tenants rights and participation
4. Working with the community
5. Governance and organisational management
6. Management systems
7. Human resources management

Available from www.chfa.com.au

LEGISLATION

We are also governed by legislation covering business and employer obligations including:

- Corporations Act 2001
- Fair Work Act 2009
- Housing Act 2001 (NSW)
- Housing Regulations 2009
- Keep Them Safe Children Legislation (Wood Inquiry Recommendations) Act 2009
- NSW Anti-Discrimination Act 1977
- NSW Disability Services Act 1993
- NSW Workplace Surveillance Act 2005.
- Occupational Health and Safety Act 2000
- Privacy and Personal Information Protection Act 1998

BOARD MEMBERS



VICKI ALLEN
 BBus MBA DFP GAICD
 Chairman
 Director since 2007
 Chairman 2009
 Skill Area: Human Resources
 Member HR Committee

Vicki is an experienced senior executive in the financial services and property industries, including significant roles with The Trust Company, MLC and Lend Lease. Ms Allen was formerly Chairman of The Trust Company (Superannuation) Limited and Executive Director of The Trust Company (RE Services) Limited. She was formerly a member of the Executive Committee of Property Funds Association of Australia.



DICK PERSSON AM
 BA FAIM FAPI
 Director since 2009
 Skill Area: Housing Policy, Planning and Local Government; Capital Works procurement, Management and Government Administration; Mediation
 Member HR Committee

Dick is Chairman of the Sydney Harbour Foreshore Authority and the Special Adviser on Local Government to the NSW Independent Pricing and Regulatory Tribunal [IPART]. He is an experienced senior public servant having held Director General positions in Queensland and NSW [1989 and 2003] including Qld Department of Housing, Local Government and Planning, Qld Department of Health, and the NSW Department of Public Works and Services.



SHIRLEY LIEW
 BBus MBA Grad Dip Appl Finance. FCPA, FTIA, MIIA, GAICD
 Director since 2009
 Chair of Finance Audit and Risk Committee
 Skill Area: Financial and Risk Management
 Chair: Finance Audit and Risk Sub-Committee

Shirley is a director with Protiviti and leads the Financial Services Industry Advisory, internal, audit risk and business advisory practice. Shirley has also been a lead partner / director for Business Risks and advisory services at a major Chartered Accountancy firm for over 5 years.

Shirley has over 14 years with one of the world's leading accounting firms providing financial audits, corporate advisory, financial and business advisory to clients ranging from multi nationals and publicly listed to small medium enterprises and emerging companies and not for profits, particularly in aged care.



GARY SPRECKLEY
 BCom (Legal) BAcc Post Grad Dip Taxation.
 Full accreditation in Australian Taxation and Corporations Law
 Director since 2009
 Skill Area: Finance and Accounting
 Member Finance Audit and Risk Sub-Committee

Gary Spreckley is a qualified chartered accountant with over 20 years in finance at a senior level. Currently the Chief Financial Officer of the General Pants Group, he has extensive experience in both private and public companies in Australia and South Africa, with a particular focus in corporate finance and retail.

Gary has previously worked as a senior manager in corporate finance for Investec Bank in Australia and South Africa. Gary was instrumental in the merger of Bridge Housing and ESRHA.



GARY MILLIGAN

BSc BEng (Electrical) (Hons 1), Grad. Cert. Human Resource Development, MIVMA
 Director since 2007
 Re-elected 2010
 Chair Asset and Procurement Committee
 Skill Area: Asset Management

Gary has over 35 years experience in procurement and asset management of government buildings including schools, hospitals, courts, correctional centres, police stations and housing.

He has contributed to all aspects of procurement and asset management processes. In 2007, he completed the AICD Company Directors course.



JOHN KELL

BA LLB MEnvStud MAICD
 Director of Bridge Housing since 2009; of ESRHA from 2005 to 2009
 Skill Area: Law

John is a partner at Hunt & Hunt specialising in corporate and commercial law. In that capacity, he acts for a broad range of private and public sector clients.

John has been involved in community organisations for many years. Prior to the Bridge Housing Board, he was a director and later Chairman of Eastern Suburbs Rental Housing Association Limited (ESRHA).

He was instrumental in the merger between ESRHA and Bridge Housing.



HELEN WOOD

BSc (Hons) Psychology, MRICS MAHI
 Director since 2002
 Re-elected in 2005, 2010
 Skill Area: Social housing from the perspective of a provider; Property Development
 Member: Asset and Procurement Subcommittee

Helen is a chartered surveyor who has 25 years experience as a property professional specialising in social, affordable and aged housing in the UK and NSW. She was CEO of a charitable Housing Association in Central London. Helen has considerable experience in partnerships between the not for profit sector and the private sector.

She is currently Manager of Development and Innovation for UnitingCare Ageing NSW/ACT where she is responsible for developing aged care and seniors housing options.

MEETINGS OF DIRECTORS 2010-2011

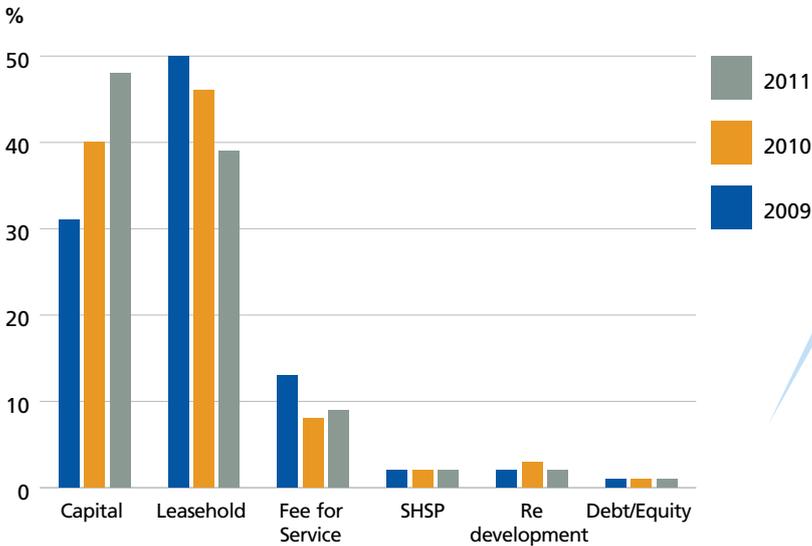
	BOARD MEETINGS		FINANCE AUDIT AND RISK COMMITTEE		ASSET AND PROCUREMENT		ICT COMMITTEE		HR	
	A	B	A	B	A	B	A	B	A	B
Gary Milligan	7	6			1	1				
Vicki Allen	7	7							2	2
Helen Wood	7	6			1	1				
Dick Persson AM	7	7					3	3	2	2
John Kell	7	7					3	2		
Gary Spreckley	7	4	6	3						
Shirley Liew	7	4	6	6						

A Number of meetings eligible to attend
 B Number of meetings attended

FACTS AND FIGURES

PROPERTIES

PROPERTIES BY PROGRAM, 2009-2011



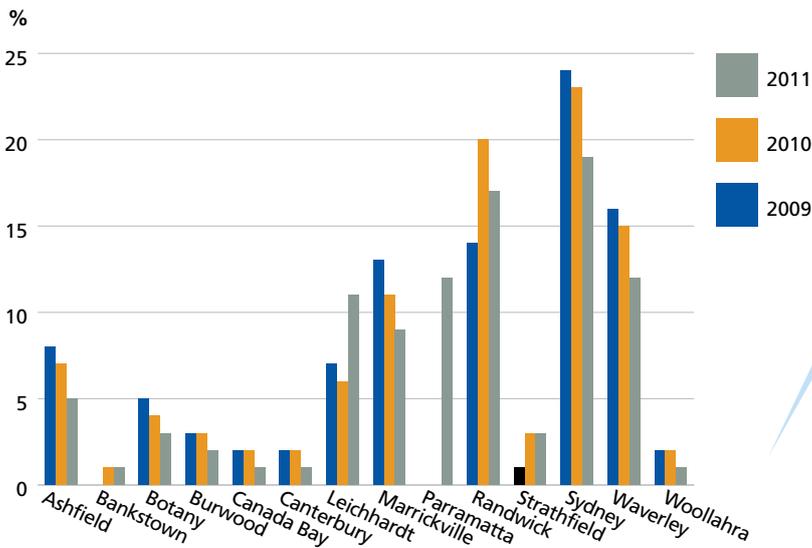
Bridge Housing's property portfolio increased from 1300 to 1473 properties through the property transfer program at South Coogee and Balmain and 163 NBESP properties. This increases the % of capital properties in the BHL portfolio.

Capital properties are leased from the Department of Housing on recurrent five year leases. This also includes the 163 vested NBESP properties.

Fee for Service properties are managed on behalf of other organisations for a fee.

Social Housing Subsidy Program properties are targeted to households earning moderate incomes.

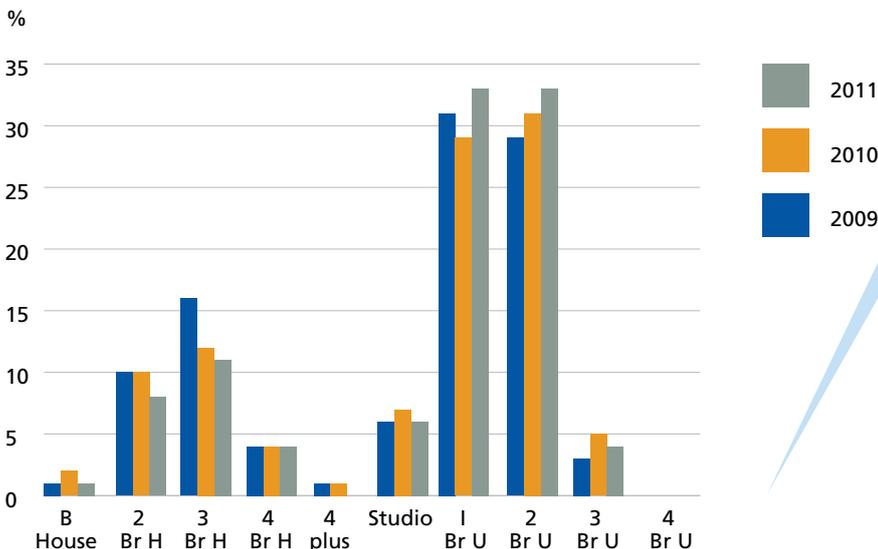
PROPERTIES BY LGA, 2009-2011



Our properties are now predominantly located in the inner metropolitan regions of City Of Sydney, Leichhardt, Marrickville, Randwick and Parramatta Local Government Areas.

The property increase in Parramatta is due to the transfer of 163 Nation Building Economic Stimulus Package properties over 2010/11.

PROPERTIES BY BEDROOM SIZE, 2009-2011

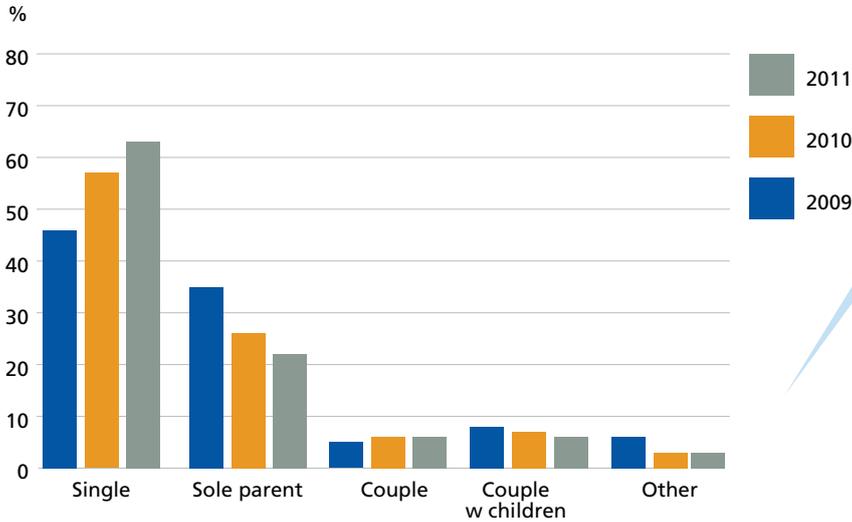


Our properties are predominantly one and two bedroom units in two, three and four-storey buildings and a smaller number of two and three bedroom houses.

We seek out properties that will best match the type and size of our tenant and applicant households.

TENANTS

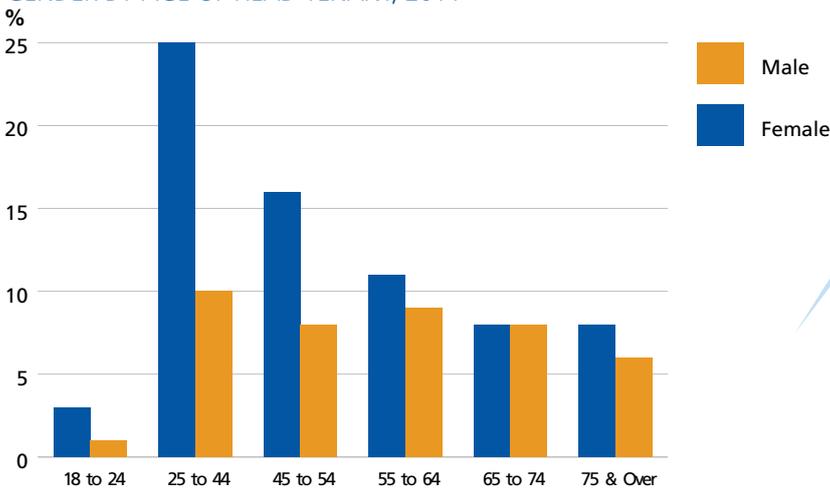
TENANT HOUSEHOLD TYPE, 2009-2011



The majority of our tenants are single-person households. The second largest tenant group is sole-parent households.

Couples with and without children make up less than 15% of the tenancies we manage.

GENDER BY AGE OF HEAD TENANT, 2011

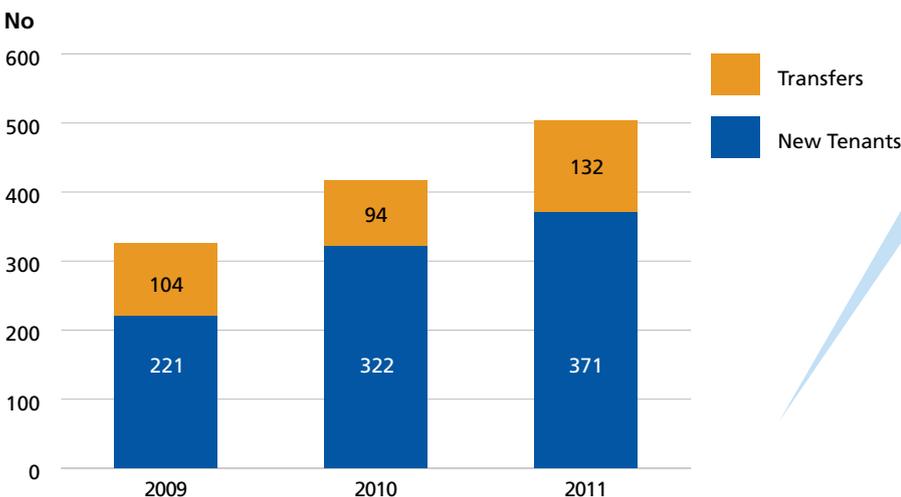


Tenant households are predominately headed by women between the ages of 25 and 54.

Where our heads of households are aged 55 years or more, the gender balance is almost equal.

NEW TENANCIES

NEW TENANCIES AND TRANSFERS 2009-2011



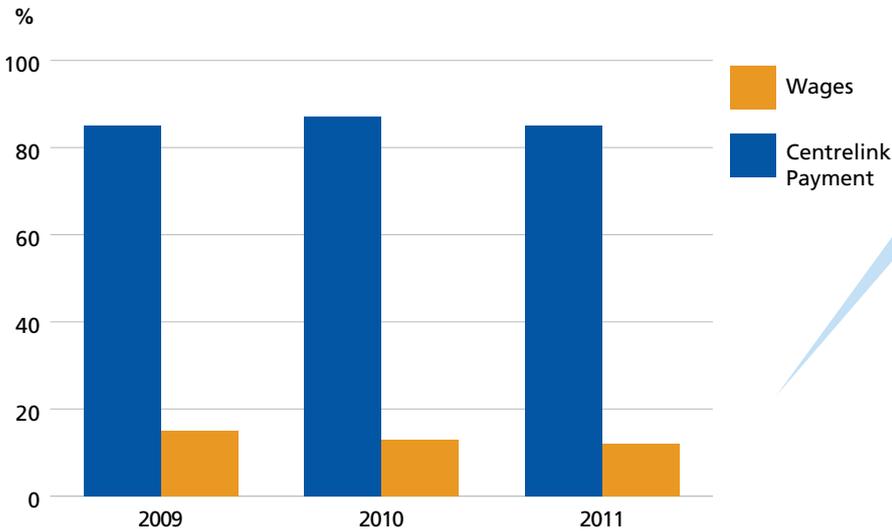
We accommodated 371 new tenants in 2010/11, and transferred 132 existing tenants in our property portfolio. Our increased property portfolio enabled the increase in new tenancies.

Internal transfers help us meet the changing housing needs of our tenants and makes accommodation available for applicants on our waiting list.

FACTS AND FIGURES

INCOME

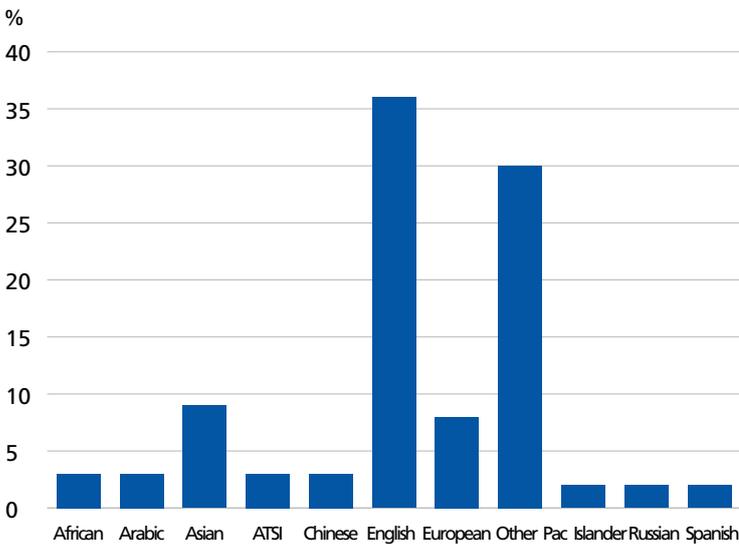
INCOME SOURCE TENANTS 2009-2011



Bridge Housing tenants are predominately Centrelink beneficiaries (85%). The main payment types are Aged Pension (20%), Disability Support Pension (26%), Newstart (13%), and Parenting Payment (14%).

15% of all Bridge Housing tenants are employed and receive wages as their main source of income.

LANGUAGE & CULTURAL IDENTIFICATION 2010-11



There is considerable diversity in cultural and linguistic backgrounds among Bridge Housing tenants and applicants. Bridge Housing tenants speak over 47 languages.

After English, the major languages represented are Vietnamese, Chinese and European languages which together make up almost 22% of all language groups who receive Bridge Housing support.

3% are from an Aboriginal and Torres Strait Islander (ATSI) background.

ACKNOWLEDGEMENTS

Bridge Housing Limited would like to acknowledge a number of individuals and organisations who have assisted our work over the past year.

The Community Housing Division in Housing NSW, Department of Family and Community Services for contracting housing services to Bridge Housing.

Lynden Esdaile, Chairperson and Yasmina Kovacevic, Registrar, Housing Appeals Committee for conducting workshops with Bridge Housing employees.

Dr Tony Gilmour, Elton Consulting, for assistance with our tender for the Housing NSW Seven Hills redevelopment site.

Emilio Ferrer for assistance with our tenders for Cowper St, Glebe and Housing NSW Seven Hills redevelopment site.

Joanne Edsor for assistance with our successful tender for Housing NSW redevelopment site at Cowper St, Glebe Tender.

Dr Jon Hall for assistance with Nation Building Economic Stimulus Package bids.

Tim Fleming, Chief Information Officer, Deloitte Australia for assistance with our Information Management System procurement process.

Work Ventures for our partnership to deliver the Bridging the Digital Divide project.

The Fred P Archer Charitable Trust managed by Trust Company Limited for the provision of philanthropic funding for Bridging the Digital Divide project.

Bridge Housing is a member of the NSW Federation of Housing Associations and PowerHousing Australia.





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Level 9 Tower 1, 1 Lawson Square, Redfern, NSW 2016
Phone: (02) 9699 6055 Fax: (02) 9699 7055
Email: reception@bridgehousing.org.au Web: www.bridgehousing.org.au