

Business Plan 2016-17

bridge 
housing linking people
to a better future

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Introducing Bridge Housing

Who is Bridge Housing?

Bridge Housing is a not for profit community housing provider. We make a positive difference to the lives of people on low to moderate incomes by delivering secure affordable housing. We own and manage more than 1,700 dwellings and assist 2,800 residents across inner and middle Sydney.

Bridge Housing was formed in 2009 through the amalgamation of three inner metropolitan housing providers: the South West Inner Sydney Housing Cooperative, Burwood-Area Community Housing and the Eastern Suburbs Rental Housing Association. We currently operate in 18 local government areas in the Sydney metropolitan region. Since 2009, the business has successfully transformed from housing management to include property development financed through corporate debt.

We are a Class 1 provider under the National Regulatory System for Community Housing and a registered charity.

What do we mean by affordable housing?

When Bridge Housing refers to 'affordable housing', we mean the full spectrum of housing services and products for people on very low to moderate incomes.

This includes social housing, key worker housing, private rental housing and private market housing for purchase.

What properties do we manage?

The properties we manage include:

- » **Vested properties** owned by Bridge Housing, following transfer of property title from the NSW Government. These properties provide us with an asset base to secure private sector finance for investment in more housing.
- » **Capital properties** owned by the NSW Government, but leased and managed by Bridge Housing. Rental income from these properties is retained by Bridge Housing, and is set by the NSW Government at 25 per cent of assessable tenant income, plus 100 per cent of Commonwealth Rent Assistance.
- » **Leasehold properties** we source from the private rental market and sublet to eligible applicants. The NSW Government provides a management, rent and maintenance subsidy for these properties under its Community Housing Leasing Program.
- » **Fee-for-service properties** managed by Bridge Housing on behalf of external organisations through a management agreement or contract. The management fee varies depending on the level of housing and property management services we provide.

Who are our partners and stakeholders?

We work with a wide range of partners and stakeholders:

- » **Tenants:** We consider our tenants to be our key partners. We engage actively with our tenants through the Tenants Advisory Group, events, workshops, surveys and a wide range of other mechanisms. This includes engagement in the preparation of this plan

- » **Australian and NSW Government:** We work within the policy and regulatory frameworks set by the Australian and NSW Governments. These frameworks influence the opportunities to expand our property portfolio and delivery of affordable housing services. The Australian and NSW Governments also deliver funding and income support programs that impact on our services and tenants.
- » **Local government:** We deliver our property development activities within the planning and development frameworks set by councils for their area. Local councils also provide some of the community services accessed by our tenants.
- » **Private sector:** We engage with the private sector through leasehold programs and engage contractors to maintain our properties. We also commission project managers, architects and builders as part of our property development and procurement programs.
- » **Support partners:** We partner with support agencies to provide support for high needs groups to sustain their tenancies, as well as to strengthen communities and assist tenants to return to education and employment.
- » **Community and corporate partners:** We work with community housing industry peak bodies to advocate for a strong and diverse community housing sector. We source loans for development from financial institutions. Philanthropic and corporate engagement contributes to the delivery of programs such as Platform 70 and enables organisational capacity building.

About this plan

What was the process for preparing this plan?

This is the second of three business plans which will deliver the Strategic Plan 2015-18. This Business Plan was prepared as part of an integrated process ensuring ongoing alignment with the Strategic Plan. This year's process included:

- » staff workshops
- » workshops with the Executive and Team Leaders
- » review with the Board.

It also incorporated a review of:

- » our performance against the goals and targets in the Business Plan 2015-16
- » the changing external environment and its impact on both the Strategic Plan 2015-18 and Business Plan 2016-17
- » detailed financial analysis and modelling.

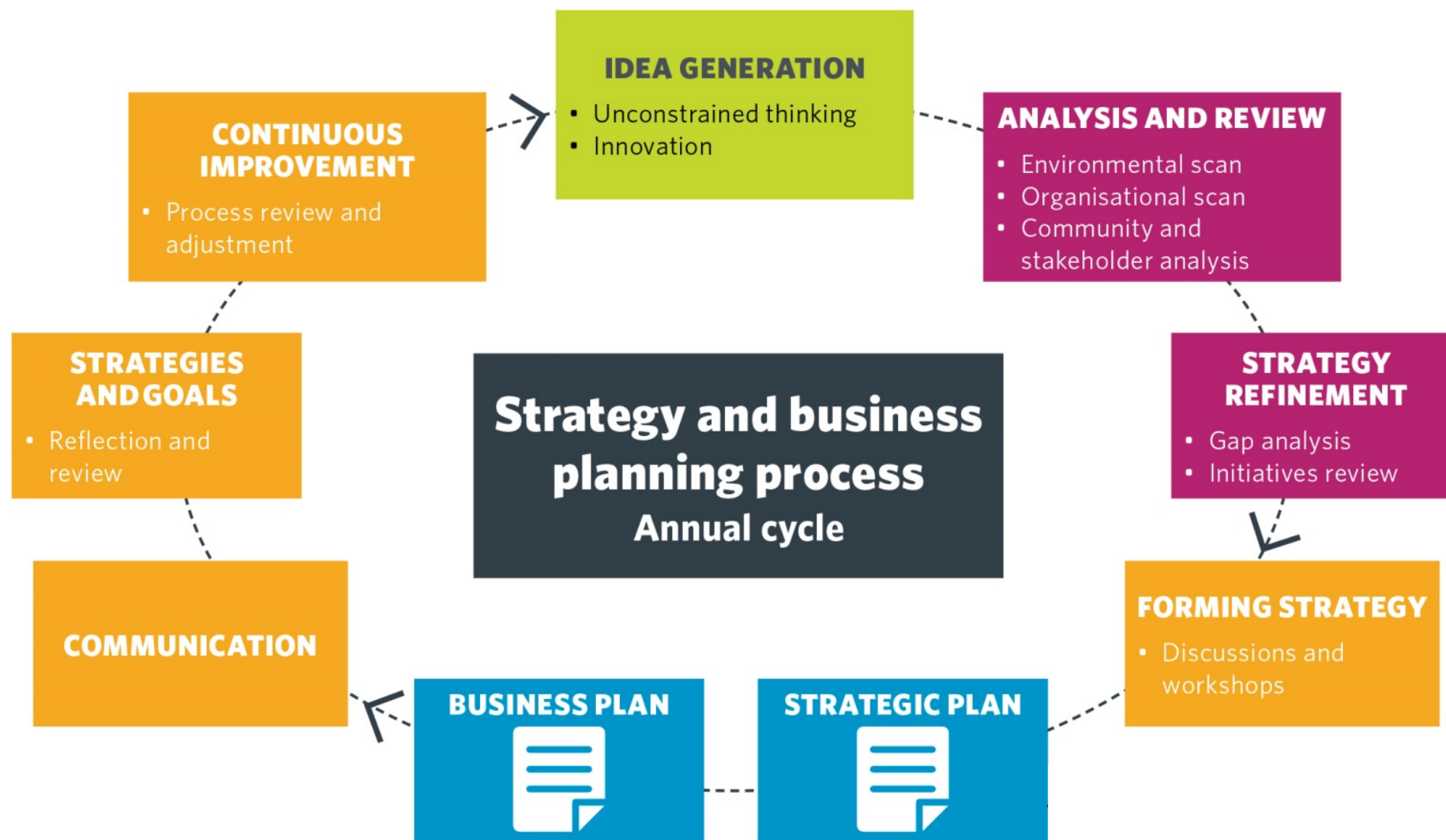
The integrated process for preparing the Strategic Plan 2015-18 and Business Plan 2016-17 is shown in **Figure 1** on the following page.

What is the structure of this plan?

This plan contains three main parts:

- » **Part 1** includes this introduction to Bridge Housing, as well the organisation's vision, mission and values. It also describes our key achievements in 2015-16 and an overview of challenges and opportunities for 2016-17.
- » **Part 2** contains our goals for 2016-17, aligned to the critical success factors and strategies in the Strategic Plan 2015-18. Timelines and responsibilities are also provided for each goal.
- » **Part 3** sets out the major drivers, key principles and highlights of our budget for 2016-17.

Figure 1 Bridge Housing's strategic and business planning process



Living our vision, mission and values

Our vision

To be a leading not for profit provider of quality affordable housing and valued support services.

Our mission

To improve lives and strengthen communities through the provision of housing and support for low to moderate income households



Our values

Our values	What do we mean by this?
Socially Responsible	We are a socially responsible organisation with a commitment to social inclusion and improving the lives of the people and communities we support.
People focussed	We are a people focused organisation. We keep our applicants and resident's needs at the core of all activity and decisions, empathise with their needs and deliver our services with fairness, respect and sensitivity. We value and support our employees to enable them to perform at their best and achieve their full potential.
Committed and passionate	We are committed and passionate and put our hearts and minds into our work. We value and encourage innovation and continually seek to improve our performance.
Build relationships	We build relationships based on trust and respect to create positive outcomes for the people and communities we serve.
Professionalism and integrity	We act with professionalism and integrity . We take responsibility for our decision and actions and provide a consistent high quality service. Our decisions are based on sound judgment and our culture engenders good governance, transparency and honesty.

Preparing for a new wave of growth - our challenges and opportunities

In our 2015-16 Business Plan we highlighted a welcome shift in housing policy, including the release of the Social Housing Discussion Paper and the Premier's Innovation Initiative, after a lengthy period that delivered few policy openings for our industry. We are pleased to find ourselves this year at a potentially seismic turning point in social and affordable housing in NSW.

This new stage in our industry is characterised by a re-focussing of government attention at both the Federal and State level. At a Federal level, the remit of the Affordable Housing Working Group, is investigating opportunities to improve the supply of affordable housing federally through mechanisms such as institutional investment and superannuation funds. This is welcomed progress following the discontinuation of the National Rental Affordability Scheme in mid 2014. We await the findings of the Affordable Housing Working Group's report on innovative financing models due in June 2016. Bridge Housing believes that this work will have broader housing policy implications including the potential to influence the National Affordable Housing Agreement and opportunities to enhance the role of the community housing sector in affordable and social housing delivery.

Finally the Federal Government's Cities Agenda, with its focus on housing affordability, strengthening the link between housing and jobs and investigating the role of value capture also increases the space to place affordable housing of developing productive, efficient and equitable cities.

More notably, there has been a significant level of interest in community housing at the State Government level. We have seen Future Directions for Social Housing in NSW, a long awaited policy framework, announced early this year. This included a commitment to transfer up to 35 percent of public housing to the community housing sector. With up to 23,000 properties to be transferred, this has the potential for exponential growth of the community housing sector generally and Bridge Housing specifically.

A significant departure in Future Directions from previous government policy positions is its distinction between the 'safety net group' and the 'opportunity group' of social housing residents, with those in the 'opportunity group'

eventually to be transitioned out of social housing and into the private rental market. Building Bridges our Community Building and Engagement Strategy will provide a firm foundation for our community engagement work in the context of property transfer opportunities. We will continue to pursue opportunities to strengthen our practice in the context of growth.

In 2015/16, Bridge Housing joined the Plenary Consortium and was one of the nine successful proposals to go into the Request for Tender Stage under the NSW Social and Affordable Housing Fund (SAHF).

A further recently announced NSW opportunity is Communities Plus, a public housing redevelopment program, which will include a mix of large and small scale redevelopment sites. Redevelopment sites include a large site at Ivanhoe Estate at Macquarie Park, where the target will be 1,800 private market, 556 social and 128 affordable housing units. Communities Plus also includes smaller neighbourhood projects. The initial site releases are in Seven Hills, Telopea, Liverpool, Gosford, Newcastle, and Tweed Heads, however, new sites will be announced every 6 months. The EOI for the Ivanhoe Estate is currently open.

Growth opportunities such as these have been anticipated in Bridge Housing's strategic planning processes. Our Strategic Plan 2015-18 explicitly identifies securing properties through any property transfer programs and improving tenant outcomes as critical success factors.

These State and Federal announcements come within the context of a continuing decline in housing affordability across Australia.

The NSW Government initiatives are significant but will not be enough to meet our current and future housing need. Part of the challenge for Bridge Housing will be to continue in our advocacy role in our own right and with our industry peak and other partners to government to meet the affordable housing shortfall, including for planning system reforms.

Accelerating our preparations

To prepare us to respond to growth opportunities in 2015-16 we have already:

- » Refined our management structure, and added new members to our Executive Team to increase capacity
- » Upgraded our IT software to achieve a more integrated and robust system
- » Focussed on our customer service standards and embedded these across the organisation, a move which aligns well with the Future Directions for Social Housing in NSW focus on high quality customer service
- » Developed a range of new policies and procedures to ensure quality, proactive tenancy management and to support clear, consistent decision making
- » Continued to improve our risk management and compliance practices.
- » Rebuilt our website and focussed on our wider communications activities, including increasing our social media presence.

In addition to these steps in early 2016 we commissioned a specific piece of work to accelerate our preparations for significant growth. This included holding growth scenario workshops at the leadership level to focus on five key areas: people, business culture, property development, maintenance and tenant engagement.

Findings from this work are being implemented through a range of ongoing activities, including many goals embedded throughout the Business Plan for 2016-17.

Our primary challenge in 2016-17 will be ensuring that we successfully take advantage of the opportunities presented to us, while maintaining quality service provision to our existing tenants and maintaining Bridge Housing's culture.

Industry-wide challenges

AHURI research into the strategies of Australia's not for profit housing providers led by Associate Professor Vivienne Milligan (2015, p. 70) found that key challenges facing housing providers are:

- » the terms under which providers will participate in public housing transfers
- » how much additional affordable housing supply can be achieved through leveraging
- » whether future revenue streams are secure
- » optimising organisational potential.

The research team also flagged that governments in Australia and across the globe are increasingly relying on the not-for-profit sector to deliver social services – including “housing management services to those whose needs cannot be met by the market” (2015: 1).

The findings of this research are looking increasingly prescient in the context of recent NSW Government announcements.

Building on success

This section describes our key achievements in 2015-16, establishing the foundation and context for the Business Plan 2016-17. The achievements in this section align to the Critical Success Factors in the Strategic Plan 2015-18 and associated Business Plan 2015-16.

Meeting affordable housing need by increasing our property portfolio

Our portfolio increased from 1,722 properties in June 2015 to 1,776 properties by June 2016. This modest portfolio growth was slightly below our plan (1,830), as a result of the delay in the delivery of the Parramatta project and some of the Bunya properties slipping into July 2016 as a result of Council delays in registering the sub division plans.

Key highlights during the year include the substantial completion of our social and affordable housing developments:

- » 65 affordable housing dwellings in the Bunya estate, of which 31 dwellings have been retained by Bridge Housing. Thirty-four dwellings were sold to investors and will be managed by Bridge Housing for a minimum of 10 years.
- » Nine self contained studio apartments in Ashfield.
- » Planning approval delayed the completion of 38 units at Parramatta pushing the forecast completion into 2016-17.
- » The Cowper Street Glebe project was granted DA approval in June 2016. Construction formally commenced on 30 June 2016. The project is forecast to deliver 158 senior housing dwellings by June 2018.
- » Tenanted 24 units in the Sydney Olympic Park Authority's Affordable Housing program after winning the tender in December 2013.
- » Assuming management of 19 properties in partnership with Caretakers Cottage

The Property Transfer Program remained on hold through 2015-16. This program is the main growth driver for Bridge Housing and the community

housing sector. This has also delayed the transfer of the remaining 37 properties at the South Coogee and Balmain estates.

Delivering quality homes and housing services

Bridge Housing continued to deliver high quality services. To further improve our integrated service delivery Bridge Housing restructured its functional areas combining the Housing and Assets teams to form an integrated Operations Division.

Our voids and vacancies have been maintained at around National Regulatory Scheme KPI and arrears have been steadily improving throughout the year as a result of business process improvements and the allocation of a dedicated resource to focus on arrears management. See details in **Table 1**.

Table 1 Quality service delivery KPIs

Key Performance Indicator	2015-16	2014-15	2013-14	2012-13
Tenant satisfaction				
Overall satisfaction (%)	N/A	81	84	85
Maintenance satisfaction (%)	N/A	75	77	71
Housing management				
Arrears (2.5%)	1.3	1.9	3.0	2.3
Void days (28)	26	30	31	21
Vacant days (14)	18	17	16	18

Tenant Satisfaction Survey not undertaken in 2015-16.

In 2015-16, Bridge Housing continued its focus on continuous service improvement, through:

- » Continuing our rolling review and revision of housing and assets policies with all policies made available on the web, intranet and in summary form through fact sheets.
- » Established a Customer Service Leadership Group to assist us to embed our customer service approach. This year the group developed Customer Service Guidelines for staff that will be included in our annual professional development cycle.
- » Benchmarked our service delivery through mystery shopping and continued to achieve high levels of tenant satisfaction with our repairs and maintenance services. In 2015-16, 90% of tenants stated they were satisfied with the repairs and maintenance service that had been provided by Bridge Housing – this was up from 86% in 2014-15.
- » Implemented our new head contractor model for repairs and maintenance services.
- » Completed 3,697 responsive maintenance works at a cost of \$891,699, and managed a further 1,458 responsive maintenance work requests to the 610 properties we lease from the private rental market.
- » Completed planned maintenance works on 96 properties at a cost \$655,250
- » Completed vacant maintenance works on 88 properties at a cost \$657,984.
- » Completed cyclical maintenance works at a cost of \$1.1 million.

We have progressed well in delivering the second year of our three year Community Building Strategy, *Building Bridges*. This year we:

- » Developed and implemented our Tenant Wellbeing Checklist to guide our annual property inspection process.
- » Launched Hand Up, our innovative arrears management approach that supports tenants at risk of homelessness to undertake activities that will reduce their overall arrears and address the underlying causes of their debt.

- » Engaged 23 South Coogee tenants in a participatory budgeting approach to prioritise common area works. This resulted in an award of a \$50,000 grant to support the construction of bin bays by FACS.
- » Continued our Good Neighbours Workshop program to build capacity for tenants when dealing with neighbourhood issues including responding to mental health concerns. 28 tenants attended our Balmain estate workshop with 100% indicating that they felt the workshops improved their ability to deal with neighbourhood disputes.
- » In partnership with the Aboriginal Tenant Advisory Group, Bridge Housing began a series of workshops to develop our Reconciliation Action Plan.
- » To coincide with Harmony Day we organised Preguntale a Bridge (Ask Bridge), a forum to enable our tenants from culturally and linguistically diverse backgrounds to ask their questions about Bridge Housing policy and practice, with live translation into five languages. 69 tenants attended the event, including many that had never attended a Bridge Housing activity.
- » Orbit Young People's Engagement Day was held in the April School holidays. The event attracted 19 kids between the ages of 5 - 12 (6.5% of the target group), 14 parents. A further 8 teenagers got involved as part of an ongoing snapchat social media project. Parents and children provided input into the development of the Bridge Housing Scholarship program and snapchatters will provide an ongoing forum to engage with young people.
- » Commenced work on our Streets Ahead initiative including the development of Bridge Housing's Volunteer Policy and partnerships with training and employment providers to promote pathways to employment and study.
- » Established our Big Ideas Grants for tenants to develop local community projects with their neighbours with four projects funded to date.
- » Through our Tenants in Operations and Planning (TOP) initiative we have engaged tenants in our core business planning and governance structures. In 2015-16 we sponsored seven tenants to attend training in meeting skills and tenant engagement and conducted three workshops to enable tenants to have input into the development of key policy and procedures including our Estate Planning Guidelines.

Governing effectively

Bridge Housing has developed a very strong governance culture and has sought to be a leader in the community housing and the not for profit sectors. This is reflected through the following outcomes in 2015-16. We:

- » Undertook an internal Board review which incorporated a peer review
- » Maintained our Tier 1 registration under the National Regulatory System after our second compliance assessment in December 2015.
- » Used our Risk Management Plan 2015-16 to continue to enable the effective management and mitigation of key risks including the additional risks associated with Property Development.
- » Tendered our Internal Audit services and appointed PKF as internal auditors with the establishment of a new three year internal audit plan.
- » Completed an internal audit on our financial forecasting, reporting and governance processes which showed our processes, systems and controls to be robust.
- » The transparency of and continuous improvement in our Annual Reporting was recognised again at the 2016 Australasian Reporting Awards. We secured our fourth consecutive Gold Award for our 2015 Annual Report
- » Appointment of a full time Compliance Officer to oversee compliance across all areas of the organisation.
- » Begun the implementation a trust accounting system (go live in July 2016) to better account for monies held on behalf of third party organisations.
- » Commenced the development of our Corporate Social Responsibility Strategy and engaged Net Balance to assist in delivering the strategy. This will be further developed in future plans.

Managing the business sustainably

Bridge Housing continued to develop systems and processes to improve its business sustainability. Key initiatives included:

Business systems

In 2015-16 we continued with our business platform enhancements, which included:

- » An upgrade to SDM, our enterprise ICT system, to the latest version addressing a number of issues and delivered a number of improvements
- » Implemented an integrated rent calculation module in SDM greatly increasing efficiency and effectiveness of our bi-annual rent review process
- » Continued the development of an Electronic Records Management System that will move into implementation phase in 2016-17
- » Began design and investigation of dashboard reporting tool
- » Launched our online rent statement, enabling our tenants to access near real time rent statements.

Debt funding

During 2015-16 Bridge Housing expanded its debt facilities to \$25m to fund additional property development activities. We also established an interest rate hedge to reduce interest rate risk through the establishment of a 10 year swap.

Business Continuity Plan

In 2013-14, with the assistance of Phoenix Consulting, we developed and implemented a Business Continuity Plan. During 2015-16 we have reviewed, updated and tested the plan to ensure ongoing relevance and effectiveness.

Financial performance

We continued our solid financial performance (see Understanding our Budget). Our 2015-16 financial performance is shown at **Table 2** which also provides information on our comparative five year financial performance¹.

¹ Bridge Housing has produced comparative financial performance data since its 2010 Annual Report. Go to Annual Report on www.bridgehousing.org.au

Table 2 Financial KPIs

Key Performance Indicators	2015-16	2014-15	2013-14	2012-13	2011-12
Finance Management					
Staff cost as % of total revenue	14	14	13	13	11
Property costs as % of total revenue	75	77	75	77	72
Administration cost as % of total revenue	6	6	5	6	5
Cash at end of year (\$ million)	8.3m	7.2m	11.3m	10.7m	10.6m
Operating EBITDA	1.1m	0.5m	1.1m	0.6m	1.2m
Retained Profit	77m	80m	82m	56m	52m
Ratio Analysis					
Operating EBITDA margin (%)	4	2	4	2	5
Loan to Value Ratio	15	5	0	0	0
Interest cover ratio (operating EBITDA/interest expense)	0	0	0	0	67
Operating cash inflows to operating cash outflows	1.2	1.0	1.1	1.0	1.1

Supporting our people and improving our workplace

Bride Housing has completed a major HR transformation program over the previous strategic planning period which delivered significant improvements in staff engagement and retention outcomes. This plateaued in 2014-15 and therefore the focus of our people and culture work in 2015-16 was addressing some of the items identified through our 2014-15 Staff Engagement surveys. We also developed a detailed HR Strategy to take the organisation forward into the next phase of its development.

During the year key initiatives and deliverables included

- » Developed a three year HR Strategy.
- » Reviewed and implemented a revised Recruitment and Selection policy
- » Commenced White Ribbon accreditation to highlight the issue of domestic violence as workplace and service issue
- » Introduction of corporate volunteer days which allowed staff to use their volunteering leave as well as work towards improved team building across the organisation
- » Enhanced our Total Rewards program through the addition of skin cancer checks and reflexology
- » Re-negotiated the extension of our office lease until June 2018 and undertook leasehold improvement works to improve office amenities
- » Continued to support our learning and development program and expanded the availability of online e-learning courses

Whilst our overall staff engagement scores remained relatively flat at 74% what is most pleasing is that there were increases in all but a few survey measures.

In particular the areas of focus from last years survey showed significant improvement;

- » Cross Unit Cooperation from 36% to 61%
- » Risk Management from 40% to 75%
- » Grievance Handling from 65% to 84%
- » Safety from 64% to 81%
- » Recruitment and Selection from 48% to 62%

Also pleasing is that we continue to score very strongly and above sector average in Organisational Commitment, Job Satisfaction and Mission and Values.

That being said, we have scored below sector average across many of the measures which reinforces the need to continue to drive continual improvement. A planning session is scheduled with all staff for August 2016 to not only feed back results but to develop an action plan to address areas of concern. This is in addition to a number of initiatives already identified in the 2016-17 Business Plan that will directly address concerns identified through survey results, including;

- » Various IT initiatives
- » Development of a long term accommodation plan
- » Focus on process and procedure improvement

We undertook a review of our induction process and procedure which identified a number of areas to streamline. Most importantly is the decision to allocate a full week to undertake induction before new staff take on their new role.

Our staff turnover in 2015-16 increased to 22%. Overall during the year 10 staff ceased employment; 50% due to career development, 40% due to family/personal reasons 10% due to contract end.

Our staff complement increased to 46 equivalent full-time positions and we maintained a zero reportable incident work health and safety record.

Table 3 People KPIs

Key Performance Indicators	2015-16	2014-15	2013-14	2012-13	2011-12
Staff engagement (%)	74	75	82	72	62
Staff turnover (%)	22	16	11	15	35
Number of FTE staff	46	44	42	40	39
Ratio of staff to lettable properties	1:38	1:39	1:39	1:41	1:46

Enhancing our communication and increasing our profile

Bridge Housing continued to increase its profile through building on the use of social media, enhancing our website, conference and seminar presentations and engagement with peak industry and policy bodies.

Communications and social media

Bridge Housing launched its new web site in February 2015 and in May 2015 commenced the use of social media through Twitter, Facebook, LinkedIn and You Tube to increase our communication platforms.

Through 2015-16 we increased our profile through a better understanding of how to use these social media channels. We use Twitter and LinkedIn to promote new program initiatives, community building activities, public policy and research on key housing issues such as affordability or tax policy and promoting community housing sector initiatives. Facebook is more directed at promoting our programs and initiatives to our tenant community. We now have 400 Twitter followers, an increase of 300 per cent since the start of the 2015-16 financial year.

We made more effective use of on line video presentations through You Tube, and launched Bridge TV. In 2015-16 we produced material on the launch of our affordable housing partnership with Sydney Olympic Park Authority (SOPA) and commentary on Federal and NSW government housing initiatives.

Bridge Business, our corporate e-newsletter, was launched in July 2015 to promote Bridges capabilities and corporate activities. The digital newsletter is mainly directed to government, private and industry stakeholders. We have released five issues with an average readership of 400 per issue.

Bridge Business complements our tenant newsletter, Our Place.

Our main stream media presence was around our affordable housing development at Bunya which was covered by the Blacktown Advocate.

- Affordable housing coming to Bunya Estate, Bungarribee, to give struggling families a place to rent, July 2015.
- Affordable housing complex completed in Bungarribee with plans for another in Blacktown, May 2016.

We undertook a review of the effectiveness of our Communication Strategy which we launched in 2014-15. This year we went back to the same stakeholders to assess our performance and received very positive feedback.

Awards

We secured our fourth successive Gold Award for our 2015 Annual Report at the 2016 Australasian Reporting Awards.

Bridge Housing secured its first national industry awards at Australasian Housing Institute Awards for Professional Excellence for:

- **Australasian Leading Tenant Engagement Practice Award** for our innovative *Building Bridges* Community Building and Engagement Strategy.
- **Australasian Leading Asset Management Award** for our Strategic Asset Management Plan.

Conferences and seminars

We increased our presence at state, national and international conferences

The CEO delivered the following presentations

- Attracting Institutional Finance @ [Financial Models for Affordable Housing](#) Conference February 2016
- 7th Affordable Housing Conference in Kuala Lumpur Malaysia in April 2016
- The Big Wave Community housing and Globalisation @ Australasian Housing Institute Affordable and Social Housing Professional Practice Seminar, June 2016.

The General Manager, Operations delivered the following presentations:

- Presentation to the Victorian Community Housing Association on the introduction of a common assessment process and waiting list in NSW
- Presentation on the cost implications of a Housing First model for community housing providers at the National Housing Conference
- Presentation on the delivery of housing first initiatives in the private rental market at the Criterion Conference
- Participant in the AHURI Affordable Housing Industry Capacity Study

Bridge Housing continued to play an active sponsorship role in the sector through:

- Silver level sponsorship for the Australasian Housing Institute's Tenant Participation Seminar.
- Conference partner sponsorship for the NSW Federation of Housing Associations.

Community and sector engagement

We play a significant role in key community housing industry and policy forums.

The CEO continues to be a director of the NSW Federation of Housing Associations, after standing down as Chair in June 2016. He is an inaugural Director of the newly formed Community Housing Industry Association and elected as NSW Branch Chair at the CHIA AGM on May 2016. We also continued to provide in kind support by providing meeting facilities for the NSW Committee of the Australasian Housing Institute and have participated in a number of industry research projects.

Bridge Housing's General Managers were active participants in various subcommittees of the NSW Federation of Housing Associations, Australasian Housing Institute and Powerhousing Australia.

We continued using our position as a relatively well resourced not for profit organisation to build community profile and engagement through support of local and broader community initiatives, including:

- » The Bridge Housing Harriers running team raised \$4,170 for Weave Youth and Community Services through the 2015 Blackmore's Bridge Run.
- » Staff volunteering days at RSPCA, Ronald McDonald House and the Exodus Foundation, where teams of staff volunteered a day at each of these charities.

Delivering our critical success factors

This Business Plan is the second of three which will collectively deliver the Strategic Plan 2015-18. The six critical success factors and associated strategies in this section align directly with the Strategic Plan. The goals and related timelines, responsibilities and targets will be reviewed annually, with progress against the goals monitored throughout the year.

Critical success factor 1: Meeting affordable housing need by increasing our property portfolio

Strategy	Goals 2016-17
1.1 Deliver existing affordable housing development pipeline to increase housing supply	1.1.1 Complete and tenant 38 new dwellings at Parramatta
	1.1.2 Work with Land and Housing Corporation to deliver Cowper Street Project
	1.1.3 Work in partnership with Waverley Council to deliver affordable housing dwelling project
1.2 Explore innovative solutions to expand the supply of affordable housing	1.2.1 Continue to work with partners on large scale Communities Plus opportunities, such as Ivanhoe and Waterloo
	1.2.2 Develop replicable models to be able to respond to Communities Plus opportunities on smaller sites
	1.2.3 Pursue opportunities from the Affordable Housing Infrastructure Fund
	1.2.4 Explore development opportunity using the financial interest in the SHSP
1.3 Seek and secure affordable housing opportunities in urban renewal areas	1.3.1 Influence Urban Renewal opportunities, for example Bays Precinct, Eveleigh to Central
	1.3.2 Engage with identified councils to build relationships to enhance affordable housing supply
1.4 Explore expansion of service provision in complementary areas to increase our affordable housing portfolio and enhance service provision	1.4.1 Develop a proposal to develop and implement a not for profit real estate service for Bridge Housing
1.5 Secure properties through any property transfer program and improve tenant outcomes	1.5.1 Develop a clear action plan to address the fit for growth recommendations
	1.5.2 Implement the Fit for Growth action plan and prepare and submit tender for PTP
1.6 Consider mergers to deliver economies of scale, increase affordable housing supply or expand service provision	1.6.1 Undertake due diligence to identify prospective merger opportunities that meet strategic objectives

Critical success factor 2: Delivering quality homes and housing services

Strategy	Goals 2016-17
2.1 Engage our residents and work to strengthen local communities	2.1.1 Continue to implement the Good Neighbours initiative to encourage positive neighbourhood relations through an improved sense of safety and belonging in the community
	2.1.2 Continue to implement the Our Place Green Space initiative to give tenants a say in the provision and maintenance of their housing
	2.1.3 Continue to implement the Bridge Housing in Communities initiative to celebrate and strengthen the connections across our diverse tenant community
	2.1.4 Continue to implement the Big Ideas Grants Program to provide resourcing for tenants that want to work to improve outcomes for the tenant community
	2.1.5 Develop a community regeneration approach to Estate Planning
2.2 Drive a customer service culture across our business	2.2.1 Undertake the 2016-17 Tenant Survey to determine actions for service delivery improvement
	2.2.2 Undertake CSBA benchmarking to externally evaluate our service delivery
	2.2.3 Embed the Customer Service Guidelines and checklist in staff development process across the organisation to ensure our services are delivered with fairness, respect and sensitivity.
2.3 Deliver quality, proactive tenancy management services	2.3.1 Develop a range of new Housing Policies and Procedures to support clear, transparent decision making and quality service delivery.
	2.3.2 Complete post implementation review of Hand Up arrears management initiative to support successful tenancies.

Critical success factor 2: Delivering quality homes and housing services

Strategy

Goals 2016-17

2.4 Deliver high quality asset services to ensure our properties are at standard and meet tenant need

2.4.1 Monitor and evaluate implementation of the maintenance contract for responsive and planned maintenance services so that our homes are maintained at standard, within budget and meet tenant needs

2.4.2 Implement the new lawns, grounds and cleaning head contractor model so that our homes and open spaces are maintained at standard, within budget and meet tenant needs

2.4.3 Implement new fire safety contract so that our homes are maintained at standard, within budget and meet tenant needs

2.4.4 Develop a range of new asset policies and procedures to support clear, transparent decision making and quality service delivery

2.4.5 Implement an auditing regime for all asset maintenance services to drive quality service delivery

2.5 Increase opportunities to connect tenants to the services they need

2.5.1 Review Housing and Support Partnerships Strategy to ensure we support sustainable tenancies for complex needs clients

2.5.2 Continue to implement the Streets Ahead Initiative to support tenants to improve their access to education, work experience and employment opportunities

2.5.3 Continue to implement the Local Links Initiative to reduce social isolation of tenants and improved connections with community services

Critical success factor 3: Governing effectively

Strategy	Goals 2016-17
3.1 Maintain strong corporate governance and organisational management	3.1.1 Undertake independent external review to ensure our Corporate governance meets best practice and continues to align to ASX Corporate Governance Principles
	3.1.2 Undertake Year 2 of 3 Year Internal Audit Plan
	3.1.3 Review Financial Delegations to support change in management structure and requirements for future growth
	3.1.4 Review costs/benefits of implementing electronic board papers
	3.1.5 Implement a trust accounting system and processes
	3.1.6 Develop a strong Contractual Management Framework
3.2 Meet our regulatory and compliance responsibilities	3.2.1 Implement new performance reporting and contract compliance requirements / framework
	3.2.2 Ensure adherence with NRAS reporting and compliance requirements
3.3 Maintain alignment between the Strategic Plan, Business Plan and associated reporting	3.3.1 Ensure Business Plan 2017-18 is approved and effectively communicated to staff and stakeholders
3.4 Develop a framework to measure the social impact of our service delivery to support the sustainability of the business and enhance community outcomes	3.4.1 Develop outcomes framework for the business in alignment with sector frameworks and FACS policy directions
3.5 Work closely with the tenants to ensure they have a real say in our operations and planning	3.5.1 Ensure involvement of tenants through the Tenants in Operations and Planning initiative

Critical success factor 4: Managing the business sustainably

Strategy	Goals 2016-17
4.1 Maintain strong financial management and operational performance	4.1.1 Maintain our financial viability by meeting budget projections
	4.1.2 Manage and expand debt facilities effectively to meet future funding requirements
	4.1.3 Continue to refine and develop the 20 year forecasting model to accommodate new structures of project delivery and business unit level accountability
	4.1.4 Develop a costing model and scenario planning to model the impact of the Property Transfer Program
	4.1.5 Review service costs and associated pricing
4.2 Continue a strategic whole of life approach to asset management	4.2.1 Update the Strategic Asset Management Plan to ensure it is still fit for purpose
	4.2.2 Develop a Community Housing Leasing Program Policy and Procedure to guide staff decision making that supports the provision of safe, secure and financially sustainable private market housing solutions for tenants
4.3 Implement and embed technologies that support customer service and organisational performance	4.3.1 Implement integrated SMS technology linking directly to SDM
	4.3.2 Implement changes to the rent review process to streamline administrative management and leverage system upgrade
	4.3.3 Develop a mobile platform for operational staff and review the most appropriate mobile technology
	4.3.4 Implement electronic document records management system
	4.3.5 Implement dashboard reporting for key operational KPIs and performance outcome metrics
	4.3.6 Develop an IT Strategy for the business
4.4 Undertake ongoing improvement to strategic risk management practices	4.4.1 Review the Risk Management Plan annually and report quarterly
	4.4.2 Finalise the work health and safety policy and auditing regime for contractors

Critical success factor 5: Supporting our people and improving our workplace

Strategy	Goals 2016-17
5.1 Ensure the right organisational structure and roles are in place to support strategic objectives	5.1.1 Review existing roles and responsibilities and realign organisational structure to meet long term business objectives
	5.1.2 Develop HR Strategy to support long term growth
5.2 Attract, recognise, reward and retain quality staff	5.2.1 Review remuneration model
	5.2.2 Continue to explore new opportunities to increase cross team collaboration through team building
	5.2.3 Investigate the development of a traineeship/intern/graduate recruitment program
	5.2.4 Review current recruitment methods, models and arrangements
	5.2.5 Develop and implement a formal staff recognition program that supports the organisation's values
5.3 Deliver training, development and performance management aligned to strategic objectives	5.3.1 Review the Learning and Development program to support staff and deliver business plan objectives
	5.3.2 Review KPIs and measurement effectiveness to refine the link between business plan objectives, performance management and remuneration
5.4 Create a more flexible, fit for purpose workplace	5.4.1 Develop long accommodation and accommodation relocation strategy
	5.4.2 Refresh Bridge Housing's commitment to celebrating diversity in its workforce
5.5 Build on our positive organisational culture as we grow and change	5.5.1 Develop and implement an action plan in response to the Staff Engagement Survey 2016
	5.5.2 Achieve White Ribbon Accreditation to highlight DV as a workplace and service issue

Critical success factor 6: Enhancing our communications and increasing our profile

Strategy	Goals 2016-17
6.1 Increase awareness of our value proposition and build on our strong brand and reputation	6.1.1 Undertake a digital marketing strategy review to enhance our social media presence
	6.1.2 Develop a marketing strategy and a capability statement
	6.1.3 Develop presentation skills training for senior executive position and require one outside presentation per annum.
6.2 Continue to improve communications with residents, partners and stakeholders	6.2.1 Broaden the understanding of social media amongst staff as a key communication tool for our tenants, stakeholders and community
	6.2.2 Implement an integrated SMS communications system to improve our tenant communications
	6.2.3 Develop a Social Media Policy
	6.2.4 Develop at least two promotional and instructional videos on housing policy.
	6.2.5 Promote tenant volunteers and tenants active in their communities through the newsletter, annual report and other promotional opportunities
6.3 Advocate strongly for affordable housing, including property transfers and funding frameworks	6.3.1 Undertake meetings with State and Federal government representatives in Bridge Housing's operating region
	6.3.2 Seek to speak at and attend conferences, seminars, cross sector forums
	6.3.3 Maintain membership of industry organisations - NSW Federation, Powerhousing and CHIA.
	6.3.4 Extend membership to key influencing industry bodies: Property Council of Australia, Urban Development Institute of Australia, Committee of Sydney