



A BRIDGE TO SUPPORT

Collaborating to sustain tenancies

Our purpose

Bridge provides housing to some of the most vulnerable people in NSW.

We focus on supporting tenants to make positive change in their lives and do this by working in partnership with specialist organisations who hold the expertise and provide services best placed to help individuals achieve their goals.

Sustaining tenancies is central to achieving our purpose of changing lives. This practice framework outlines the types of support our tenants need and explains our collaborative approach, including our aspirations and the formal agreements that guide our partnerships.

We believe that it is in the tenant's best interest to separate the role of landlord and support service.

Our practice approach is to build strong, mutually beneficial relationships between Bridge and our support partners.

This framework is particularly focused on how we can work together to support people whose tenancies are at greatest risk. **By fostering open communication and shared responsibility, we can create supportive environments where tenants can thrive.**



**Together
we amplify
our impact**

Through our partnerships we will:

- ⇒ Help tenants identify and **achieve their goals**
- ⇒ **Sustain 98% tenancies** in the first year
- ⇒ **Reduce arrears** through practical assistance, education and early support
- ⇒ **Reduce isolation** and facilitate networks of support and connection
- ⇒ **Prioritise the safety** of people experiencing family and domestic violence
- ⇒ Provide **culturally safe services**
- ⇒ Support our tenants to **respond to life challenges**
- ⇒ Connect our tenants with **support as they grow older**



Partnership objectives

Our support partnerships aim to deliver the assistance tenants need to sustain their housing. These objectives guide our collaborative approach:

A strong partnership network – We work to build a reliable and high-quality network of support partners in all areas in which we operate. We focus on building new partnerships in growth areas.

Service curation – We aim to ensure our tenants receive the right support to sustain their housing through connecting to the right support partner.

Service targeting – We may seek new partnerships in areas where our tenants' needs change – for example as tenants age, or in line with operations in new service locations.

Service efficiency – We seek to strengthen the systems, processes and coordination that enable support partnerships to operate effectively and reduce unnecessary administrative burden.

Early action – We invest time in strengthening early intervention capacity with our partners to prevent tenancy breakdown.

Impact analysis – We are committed to measuring our effort and outcomes and seek to improve how we capture, analyse and communicate our impact in sustaining tenancies.



Partnership in practice

Our commitment

Our support partnerships are grounded in the belief that collaboration will lead to better outcomes for tenants. These principles guide how we work with our partners:

We know that good partnerships don't just happen. They are built on shared intent and mutual care for the people we support, and each other. Reciprocity means we work hard to meet the housing needs of our support partners and will be clear and transparent about what we can achieve.



Client centred

We base every partnership decision primarily on the needs and wellbeing of tenants.



Transparent

We communicate clearly about our capacity, constraints and decision-making processes.



Accountable

We do what we say we will do and hold ourselves and our partners to shared commitments.



Reciprocal

We recognise the value of partners and aim to return equal value over the long-term.



Worthwhile

We focus our time, resources and relationships where they deliver meaningful and strategic value.



Adaptive

We stay open to feedback and change, and will adjust partnerships as needs, resources or goals evolve.



We seek partners with shared values

Bridge seeks to partner with organisations that share our commitment to tenant outcomes above all else.

We prioritise partnerships with organisations that:

- Are client-centred in both philosophy and practice.
- Provide reliable high-quality support to tenants.
- Value accountability, transparency and mutual respect.
- Are willing to invest in the partnership, not just accept referrals.
- Can adapt to changing tenant needs and service environments.

We value quality over quantity – seeking support partnerships that are deep, strategic and make a positive contribution to our ability to sustain tenancies.



Key client cohorts

Bridge's strategic framework has identified the following tenant groups as a key focus of our partnership work, meaning they are the priority populations for tenancy sustainment efforts.

They include people who need help with:

- **Domestic and family violence**
- **Mental or physical health**
- **The impacts of ageing**
- **Financial assistance**
- **Harm minimisation approach to addiction** (including drugs, alcohol or gambling)
- **Groups facing systemic barriers** (including people who were formerly sleeping rough, Aboriginal people, young people, people with disability and CALD communities)

These tenants often have more complex needs or experience structural disadvantage that contributes to housing instability. Our experience shows that they are most in need of, and most likely to benefit from, coordinated assistance through support partnerships.



The support our tenants need

Our experience shows that inclusion of appropriate support optimises tenancy sustainability outcomes. The supports most requested by our tenants include:



Practical Support

Assistance with food, clothing, transport, essential household items, and everyday living needs.



Case Management

Coordinated support to address multiple needs through planning, referrals, and regular check-ins.



Mental Health

Emotional wellbeing support, including counselling, crisis care, and access to psychological or psychiatric services.



Aged Care

Services supporting older people with health, mobility, independence, and daily living.



Property Care

Support to manage home upkeep, cleaning, repairs, and other related issues.

Collectively, these services account for ~90% of referrals made.

Other essential services

Family Support

Programs that strengthen family relationships, support parenting, and promote child wellbeing.

Legal Services

Help with legal issues including fines, family law, immigration, and justice system navigation.

Financial Counselling

Guidance on budgeting, debt management, financial rights, and accessing support during hardship.

Disability Services

Support for people with disability to access resources, live independently, and participate fully in life.

Drug and Alcohol Services

Help to address substance use through treatment, harm reduction, or recovery programs.

Domestic Violence Support

Crisis and ongoing support for people experiencing violence in their personal or family relationships.

Employment Services

Programs that assist with job readiness, training, applications, and employment placement.

Strong frameworks

Structuring our partnerships

We use a range of agreement processes to work with our service partners. These arrangements differ in formality, funding structure and strategic intent and may include one off projects or ongoing agreements for shared services.

Contracted Partnerships

Formal agreements where Bridge receives funding from an external organisation and then subcontracts support services to a support partner. These partnerships are deeply collaborative, formalised through contracts, and guided by shared performance expectations.

Contracted Programs

Formal agreements where an external organisation separately funds and contracts Bridge to provide housing and a support partner to provide services to the same cohort. While both parties serve the same clients, each operates under an independent agreement, requiring close coordination.

Fee for Service

Formal agreements where Bridge directly engages, funds and contracts a support partner with defined deliverables and timeframes. These are outcome-driven and assured through payment for service.

Service Level Agreements

Formal agreements between Bridge and a support partner that define roles, responsibilities and mutual expectations without financial exchange. SLAs stipulate service exchange, referral processes and nomination rights, but without guaranteed outcomes.

Referral Pathways

Informal relationships based on trust with no formal documentation or structured expectations. These allow ongoing referrals and broad collaboration where formalisation of a support partnership is not feasible. Often functioning as the early stage of a deeper partnership.

How support partnerships create value

Regardless of the type of partnership, our intent remains the same. We seek to work together to sustain tenancies.

In support partnerships involving a financial payment – **Contracted Partnerships**, **Contracted Programs** and **Fee for Service** – funding formalises the collaboration. The payment is simply the mechanism to enable service delivery and mutual impact, not the value exchange itself.

In **Service Level Agreements**, where no financial transfer occurs, the value exchange is structured around mutual opportunity. These support partnerships depend on alignment of purpose and commitment.

Nomination rights

Bridge provides housing access through **“nomination rights”**, assessed on a needs-first basis — access is not guaranteed. Limited stock and competing priorities restrict availability. Support partners may nominate clients for Bridge housing.

Referral acceptance

Partners provide services through **“referral acceptance”**. Bridge may refer tenants to support partners, but acceptance depends on partner capacity, remit and eligibility, so support isn’t guaranteed. Partners may also be asked to assist tenants in areas outside their core remit.

Referral Pathways

Referral pathways are informal and operate without agreements or obligations. In these relationships, Bridge and its support partners refer tenants through standard public channels. These arrangements rely on professional trust, with outcomes shaped by goodwill.



Shared expectations

We understand that different partnerships need unique arrangements to make sure they are successful and efficient.

Regardless of the type of arrangement, we will work together to ensure our shared goals and outcomes are at the centre of our work. We'll do this by being clear with what is and isn't covered in any agreement through agreed principles and a shared understanding of what each organisation expects. We'll be collaborative in identifying ways to mitigate risk and committed to working through challenges that may arise.

We are committed to developing long term, effective partnerships that support our current and future tenants.



Join us in delivering meaningful impact.

Reach out to explore partnership opportunities today.

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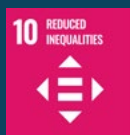
UN SDGs

This document contributes to the following United Nations Sustainable Development Goals (UN SDGs) in line with our Environmental, Social and Governance (ESG) Statement.



No poverty

- Financial counselling and assistance
- Practical support (food, transport, essential items)



Reduced inequalities

- Prioritising cohorts facing systemic disadvantage



Sustainable cities and communities

- Sustaining tenancies for vulnerable people
- Coordinated support to maintain housing stability
- Supporting people with complex needs to remain housed