

2020-21

Business Plan



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Introducing Bridge Housing

Who is Bridge Housing?

Bridge Housing Limited 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. As at 30 June 2020 we own and manage 3,541 properties and assist 5,600 tenants 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 21 local government areas in the Sydney metropolitan region. Since 2009, Bridge Housing has successfully transformed from housing management to include property development financed through corporate debt.

We are a Tier 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:

- » **Owned properties**, which have been developed or purchased by Bridge Housing, or vested to us following transfer of property title from the NSW Government. Collectively, 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 through the Community Housing Agreement. 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** are sourced 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.
- » **Specialist disability accommodation** we are a registered accommodation provider under the National Disability Insurance Scheme (NDIS). Under the NDIS, Bridge Housing as the accommodation provider receives an annual contribution towards property costs and rental income stream to fund our service delivery.
- » **Fee-for-service properties** managed by Bridge Housing or our not-for-profit real estate agency, HomeGround Real Estate Sydney, on behalf of external organisations through a management agreement or contract. The management fee varies depending on the level of housing and the property management services negotiated.

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 initiatives such as HomeGround Real Estate Sydney and enables organisational capacity building.

About this plan

This is the last of three business plans to deliver the *Strategic Plan 2018-21*. The Business Plan was prepared as part of an integrated process ensuring alignment with the Strategic Plan. This year's plan is being prepared in the midst of the COVID-19 pandemic crisis and the uncertainty that creates in relation to Bridge Housing service delivery, government housing response and the broader economic implications. At the same time, there is a continuing focus on maintaining and improving our service delivery across our existing portfolio, as well as successfully positioning our organisation for growth opportunities that may eventuate from the response to the COVID-19 crisis.

The planning process also incorporated a review of:

- » our performance against the goals and targets in the *Business Plan 2019-20*
- » the changing external environment and its impact on both the *Strategic Plan 2018-21* and *Business Plan 2019-20*
- » a review of new initiatives and developments for 2020-21
- » detailed financial analysis and modelling.

The integrated process for preparing the *Strategic Plan 2018-21* (undertaken in 2017) and the *Business Plan 2020-21* is shown at **Figure 1**.

This plan contains three main parts:

- » **Part 1** includes introduction to Bridge Housing, as well as our vision, mission and values. It also describes our key achievements in 2019-20 and an overview of challenges and opportunities for 2020-21.
- » **Part 2** contains our goals and actions for 2020-21 aligned to the strategic objectives in the *Strategic Plan 2018-21*. Timelines and responsibilities are also provided for each goal.
- » **Part 3** sets out drivers, principles and highlights of our 2020-21 budget.

Figure 1 Strategic planning process



Living our vision, mission and values



Mission

Improving lives through affordable homes and quality services



Vision

A dynamic organisation, recognised for excellence in meeting housing need, improving resident wellbeing and governing responsibly

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 focused

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.

Our operating environment: Responding to unprecedented times

Bridge Housing uses the period of preparing our annual Business Plan to reflect on the year which has been. We also consider the operating environment in the year to come and the impact this may have on shaping our Business Plan and delivering our Strategic Plan. We enter 2020-21 following a period of unprecedented challenges in our operating environment. The two defining events are the catastrophic and environmentally devastating bushfires in 2019-20 and the COVID-19 pandemic. The effects of the pandemic are ongoing and incorporate the social and economic impacts, government responses and the implications for Bridge Housing's business, service delivery and residents.

Bushfires and Climate Change

The catastrophic 2019-20 bushfire season in NSW saw 5.3 million hectares of land burnt, more than 2,300 homes destroyed and 23 lives lost. While Bridge Housing was not directly affected, as we do not operate in the bushfire effected regions, it brought home the impacts of climate change on residents living in the city. This includes smoke from the bushfires which has caused frequent and more intense symptoms among people with respiratory and cardiovascular issues. The impact on food prices for low income households was another consequence of the bushfires felt by people living in the city. The human made climatic drivers of the bushfires and the devastating consequences on people and communities have made Bridge Housing more conscious of the contribution we can make towards mitigating the impacts of climate change. This will be reflected in the development of a longer term sustainability policy for the business.

COVID-19 pandemic and Federal and State Government responses

The reprieve from bushfires was short lived, as just as the smoke had begun to clear the COVID-19 pandemic struck. COVID-19 has now become the largest global health crisis since the Spanish Flu in 1919 and the most significant economic shock since the Great Depression in 1929. In February, the Prime Minister activated an Australian Health Sector Emergency Response Plan and

by late March, Australia was largely in lockdown to control the spread of the virus. Most Bridge Housing staff began working from home in late March 2020, with a skeleton staff operating our service centres in Brookvale and the Sydney CBD.

To help with the transition to working from home, upgrades were made to our IT platform to enhance mobile work. Due to our careful business planning and the agility and resilience of our staff, we achieved this move to home-based working swiftly with relatively few challenges. There has been little loss of productivity and the health of our staff and tenants has been maintained. Bridge Housing will draw on this experience to look at how we will organise our future working arrangements.

In Australia, the effects of the COVID-19 pandemic have created both increased unemployment and increased household debt. Treasury estimates that unemployment will climb to approximately 10%, and based on learnings from the 1990-91 recession we know that unemployment is fast to climb but very slow to fall. The worst effected industries are retail, accommodation and food services. Consequently, there will be a growing number of people who may never work again, due to their age and/or the closure of their employer due to the COVID-19 lockdown. Many of these households will add to the already high numbers of people in our community who require social and affordable housing, despite the unprecedented fiscal injections and policy responses of Federal and State Governments.

There were a range of Federal Government measures implemented to stabilise the economy in the early period of the pandemic. These included doubling Newstart under the Job Seeker program to pay unemployed people a liveable basic income. Another economic measure was the introduction of the Jobkeeper program to reduce job shedding by businesses under pressure. However, these measures exclude certain classes of workers, and are due to end in September 2020 when the economy will be experiencing the most severe impact of the downturn. We expect to have a clearer idea of the Federal Government's position on the amount and shape of further stimulus following the July Economic Statement and October Budget Statement.

At a state level the NSW Government introduced a six month moratorium on evictions due to rental arrears and legislation to enable the deferring of rent increases. These were among a range of fiscal stimulus measures it announced, which also included a social housing maintenance package of \$50 million. The funding is aimed at capital upgrades and is to be completed by 30 June 2020. Bridge Housing has secured about \$1 million of the funds to undertake capital upgrades in our Northern Beaches properties, and is contributing a further \$1 million to the upgrades.

Banks have also introduced schemes allowing customers to defer mortgage payments. Figures released by the Australian Banking Association showed that 429,000 mortgages had been deferred across Australia by the end of May, totalling over \$150 billion in repayments.

While these schemes are enabling some households to financially withstand the immediate impacts of job losses, they will also result in households taking on the significant additional debt of rental arrears and deferred mortgage repayments. For the one million low income households which were already in housing stress before the COVID-19 pandemic, there may be little opportunity to repay this debt. As a result, approximately 16,000 more people in NSW are now facing homelessness due to unemployment from the COVID-19 pandemic. According to a recent City Futures report¹, NSW currently has a deficit of approximately 216,000 social and affordable housing dwellings, nearly 80,000 of which are in Bridge Housing's operating regions in Sydney. It is anticipated that by 2030 this will climb to an unmet need for some 317,000 social and affordable housing dwellings in NSW.

Social housing stimulus

In response to the economic and social hardship being created by the COVID-19 pandemic, the Community Housing Industry Association called on the Federal Government to invest in a Social Housing Acceleration and Renovation Program (SHARP). This calls for a \$7.7 billion investment to build 30,000 social housing properties nationwide, in addition to a fast tracked maintenance program. Bridge Housing was actively involved in developing the proposal through its

membership of CHIA and strongly supports this proposal. The proposed program will create much needed jobs in the construction industry while also producing an enduring social dividend by contributing to filling the backlog of social and affordable housing in NSW². We will seek to build support for the package so it will be included as part of Federal Government stimulus measures announced in the October Budget Statement. Subject to this package being introduced, we are likely to start seeing the impacts in the second half of 2021.

Federal Government: Searching for a housing program

Following its surprise victory in the May 2019 Federal election, the Morrison Government divided housing responsibilities across three Ministers, all of whom are outside cabinet. Despite this, there were no new initiatives announced by the Federal Government in 2019-20, apart from a new first home owner scheme. There is no clear direction on social and community housing policy to manage the increasing numbers of households struggling in the private market. The Federal Government is also not adequately dealing with the 33,700 National Rental Affordability Scheme (NRAS) subsidies which will be withdrawn over the next six years. Bridge Housing continue to lease the 220 NRAS-funded properties in our portfolio at affordable rents.

The Federal Government is continuing with the positive policy initiative of the National Housing Finance and Investment Corporation (NHFIC). The initiative has thus far made \$830 million of loans available to community housing providers at reduced borrowing costs. Bridge Housing has successfully accessed a \$41 million corporate debt facility through the two NHFIC bond issuances to fund our development program. Savings from this will be reinvested in other programs or used as equity in further development or procurement. In June 2020 Bridge Housing has borrowed another \$25million to develop or acquire a further 45 properties. The Federal Government has the central role to deliver a

¹ Troy, Laurence et al, 'Estimating need and costs of social and affordable housing delivery', City Futures Research Centre, March 2019

² The economic benefits of the SHARP proposal were measured in SGS Economics and Planning's 'Economic Impacts of Social Housing Investment', June 2020

housing subsidy which meets the yield gap³. Unfortunately, there has been no progress by the Federal Government on a housing subsidy that would increase social or affordable housing supply at scale during 2020-21.

NSW Government: Developing a Housing Strategy

Recent NSW Government social housing initiatives have come towards the end of 2019-20. This follows the transfer of the Land and Housing Corporation (LAHC), which owns and develops the NSW Government's social housing portfolio, into the Department of Planning Industry and Environment. As part of this transfer process there was also a restructuring of LAHC's senior management team. The restructure combined with the impact of the COVID-19 has slowed the renewal of housing strategies, with greater focus placed on a housing response to the pandemic. This has resulted in delays to the introduction of new programs.

The NSW government released the discussion paper on a Housing Strategy for NSW⁴ in late June for comment by late July. This sets out a development of a 20 year comprehensive housing strategy which covers everything from homelessness to home ownership. We do not expect the strategy will have any significant impact on our 2020-21 Business Plan. However, once adopted by the NSW Government, it will become a key input into the development of our Strategic Plan 2021-2024. Future Directions, the current social and community housing strategy for 2016-2026, will therefore continue to shape NSW government social housing policy for the immediate future. Future Directions has delivered the Social Housing Management Transfer Program, which involved the transfer of 14,000 properties to community housing management. This was completed in September 2019. However, the NSW Government is well short of its target of delivering 6,000 new dwellings by 2023 through the Communities Plus Program.

As noted earlier, NSW Government's COVID-19 responses included the implementation of a \$50 million stimulus package for social housing

maintenance. However, unlike the Victorian and Western Australian Governments, the NSW Government has made no commitment to a social housing stimulus package. The Sydney Morning Herald revealed LAHC had proposed a comprehensive stimulus package of \$500 million, however the NSW Government has not publically responded to LAHC's proposal. CHIA NSW, together with the NSW Council of Social Services, has proposed a state based social housing stimulus package in which community housing providers play a key part. However, to date the NSW Government has not responded to this proposal.

In the absence of direction from the NSW Government, LAHC has undertaken several new initiatives. The first was the April 2020 announcement that existing community housing provider leases of social housing would be extended from three years to 20 years. This extension of lease terms will give Bridge Housing more certainty over the social housing properties we currently manage under three year leases and enable us to invest proactively in long term asset maintenance. During 2020-2021 we will investigate opportunities to work with the LAHC to invest in renewing some of our social housing properties.

While the extension of lease term is a positive measure, Bridge Housing continues to believe that vesting ownership of social housing in community housing providers enables us to be the best possible stewards of these assets and provides the highest quality services to tenants. It would also enable us to leverage properties to increase the supply of social and affordable housing in some of Australia's most expensive housing markets.

Other recent initiatives include the Fast-Tracked Social Housing Pilot Program, which aims to construct 100 new homes on approximately 50 sites in metropolitan and regional areas. NSW Government is investigating a program with community housing providers to build a similar number of dwellings. This would leverage community housing provider access to low cost NHFIC debt and making LAHC land available on 49 year leases. However, in the absence of a subsidy, sites would need to include a significant proportion of housing rented

³ The yield gap is created as social housing tenants pay below market rents and community housing providers have very shallow balance sheets which requires a higher level of debt. While cheap NHFIC debt and state government land contributions help, a subsidy is still required to ensure the delivery of social housing. In the absence of subsidy, a development requires a high proportion of housing for sale or rent at market prices to be viable.

⁴ A Housing Strategy for NSW. A Discussion Paper

at market rates for projects to be feasible. This would expose community housing providers to significant risk in a softening rental market.

The NSW Government has also released two waves of accelerated planning projects aimed at stimulating the construction industry, which is faltering under the impact of the COVID-19 pandemic. Among the 48 projects nominated there is only one social housing proposal, which is the previously announced Ivanhoe Estate redevelopment.

At the local level, councils have been focusing on the preparation of their Local Strategic Planning Statements (LSPS). An LSPS outlines the 20 year vision for land use in an LGA, and should also be supported by a robust Housing Strategy. However, most councils have delayed preparing Housing Strategies and unfortunately this means few councils will be in a position to implement an affordable housing scheme under State Environmental Planning Policy 70 for some time. Bridge Housing will continue to assess opportunities as they arise, however we believe these will be limited in the next one to two years.

Despite this challenging environment, Bridge Housing is continuing to fund a modest pipeline of development and acquisition through a mix of operating surpluses, NHFIC borrowings and NSW Government Community Housing Leasing Program (CHLP) subsidies. The latter provided a recent boost to our housing development program. Under revised guidelines, the NSW Government allows community housing providers to redirect up to half of the CHLP leasing subsidies to a ten year subsidy for purchasing or developing new social housing. As Australia's largest manager of head leased social housing, this program is particularly beneficial for Bridge Housing. A key focus for us in 2020-21 will therefore be maximising the additional social housing supply we can generate through the CHLP funding utilising the additional \$25 million debt recently secured from NHFIC

Navigating choppy policy waters

The preceding analysis indicates that Bridge Housing is operating and developing this Business Plan in a very volatile policy environment. In this context, we are focussing on further developing our business systems and increasing our agility. We are also further strengthening our service delivery,

with a focus on scaling up our maintenance services to manage a larger portfolio of properties. Developing our existing staff, who are our greatest asset, as well as undertaking a modest development and procurement program are also key focus areas for Bridge Housing.

All this work will prepare Bridge Housing for any changes created through the introduction of a social housing stimulus program, enabling us to rapidly increase our capacity.

Bridge Housing believes that now is the time for a bold approach by the NSW Government. Investing in new and renewed social housing across the State would achieve the complementary aims of stimulating the construction industry and addressing the long-term undersupply of housing which is affordable for people on very low to moderate incomes. To this end, we look to the NSW Housing Strategy having an ambitious program of increasing social housing with community housing providers playing a central role in its delivery. We will continue to advocate for a National Housing Strategy which coordinates government, private and not-for-profit investment in this critical form of social infrastructure.

Building on success

This section describes our key achievements in 2019-20, establishing the foundation and context for the *Business Plan 2020-21*. The achievements in this section are aligned to the Strategic Objectives in the *Strategic Plan 2018-2021*. A further detailed report on these activities will be available in our Annual Report 2020, when published in November 2020.

Providing quality homes and housing services

Bridge Housing continued to deliver high quality services throughout the year. It was a period of significant change, with go-live for our management of 1200 tenancies on the Northern Beaches, establishment of a new office and major recruitment occurring early in the financial year. The COVID-19 pandemic drove radical changes to our service delivery, with a rotating roster of staff established and a strong focus on online and phone service delivery to tenants.

Our Management Operating System proved invaluable during the pandemic as staff were able to work remotely and from the office, while maintaining a focus on delivering quality housing and asset services to our residents.

While our voids and vacancies have remained below the National Regulatory Scheme for Community Housing KPIs, our voids for Northern Beaches properties have been increasing above the benchmark as a result of the inefficient processes imposed on community housing providers by the LAHC) maintenance contract, which will end in June 2021. This is recognised by the Department of Communities and Justice, with these properties excluded from our performance management outcomes. See details in **Table 1**.

Table 1 Quality service delivery KPIs

Key Performance Indicator	19-20	18-19	17-18	16-17	15-16	14-15
Overall satisfaction (%) ⁽¹⁾	82	87	N/A	84	N/A	81
Maintenance satisfaction (%)	76	80	N/A	77	N/A	75
Arrears (2.5%)	1.2	1.71	1.74	1.5	1.3	1.9
Void days (28) ⁽²⁾	25	24	29	18	27	30
Vacant days (14)	11	12	15	10	16	17

⁽¹⁾ Tenant Satisfaction Survey not undertaken in 2015-16 or 2017-18

⁽²⁾ Void days excludes SHMT voids which are not controlled by Bridge Housing

In 2019-20, Bridge Housing maintained its focus on continuous service improvement. Key highlights included:

- » Implemented the Social Housing Management Program in August 2019, established our new team structure and new housing office in Brookvale to provide quality services to our 1,200 Northern Beaches residents
- » Successfully implemented new service delivery protocols as a result of the COVID-19 including conducting welfare checks by phone with over 2,196 of our older and more vulnerable tenants
- » Led the development of the Northern Sydney Homelessness Action Plan as part of our partnership to drive better service system coordination in the region in partnership with SGCH and Link Housing

- » Undertook the annual Tenant Satisfaction Survey 2019-20 to determine actions for service delivery improvement and increased scores for the three NRSCH benchmarked satisfaction areas
- » Continued our review and revision of housing and assets policies
- » Completed 8,893 responsive maintenance works at a cost of \$2,167,181
- » Completed planned maintenance works on 56 sites at a cost \$5,535,823
- » Completed vacant maintenance works on 343 properties at a cost \$1,050,282
- » Completed cyclical maintenance works at a cost of \$2,117,824
- » Completed a further 1,040 maintenance work requests to the 640 properties we lease from the private rental market at a cost of \$450,000
- » Completed reactive and preventive maintenance works for Disability Housing at a cost of \$504,559
- » Commenced tender preparation for re-contracting repairs and maintenance services for our entire portfolio in 2021.

We delivered Year 2 of our Community Building Strategy, *Building Bridges 2018 - 2021*. Key highlights included:

- » Undertook an interim evaluation of our employment program, *A Bridge to Work* by INCA Consulting. To date we have supported 40 tenants to gain employment or training through the program.
- » Supported 23 tenants through the Our Advance Scholarship initiative who wanted to improve their employment prospects or improve their children's experience of school.
- » Implemented a six month engagement strategy meeting for the Northern Beaches including Block Meetings attended by 120 residents.
- » Delivered the Good Neighbours capacity building initiative for tenants dealing with neighbourhood issues, including responding to mental health concerns and anti-social behaviour in Narrabeena.

- » Established the Good Neighbours and Bridge Buddies initiatives to support positive neighbour behaviour and connect residents at risk of social isolation.
- » Worked closely with the Bridge Housing Aboriginal and Torres Strait Islander Tenant Advisory Group to develop our new *Reconciliation Action Plan 2020-22*.
- » Delivered our annual kids engagement day, Orbit in partnership with the Settlement Youth Services. This year we held a range of online virtual activities as a result of the COVID-19 pandemic. 81 young people received an activity pack and took part in a range of fun, online activities including LEGO, storytelling and art.
- » Delivered the *Bridge in Communities* initiative, which included staff and tenant attendance at:
 - > Reconciliation Week events online
 - > NAIDOC Week events
 - > Yabun Festival 2020
 - > Hosted an International Women's Day screening of *Little Women*.

Growing sustainably to meet affordable housing need

Our portfolio increased from 2,334 properties in June 2019 to 3,541 properties in June 2020.

Key highlights included:

- » Implemented the Northern Beaches Transition Plan to support the transfer of 1,200 social housing properties under the NSW Government's Social Housing Management Transfer to Bridge Housing management.
- » Celebrated the third year of HomeGround Real Estate Sydney's operations, more than doubling our portfolio under management to 228 properties.

- » Implemented Year 2 of the STEP to Home program for long term rough sleepers in partnership with NEAMI, Women's Housing Company and Metro Housing, housing 82 tenants, including 43 with Bridge Housing.
- » Used the Community Housing Leasing Program subsidy to purchase and upgrade 10 studio units in Marrickville, 12 units in Ashfield and 8 units in Punchbowl.
- » Finalised purchase of three dwellings in Dulwich Hill from LAHC in settlement of the Social Housing Subsidy Program.

Governing and managing effectively

Bridge Housing has continued to build on our strong governance culture and practice. We have sought to be a leader in the community housing and the not-for-profit sectors. Key achievements included:

- » Complete our fourth external governance review, led by Sterling Black
- » Maintained our Tier 1 registration under the National Regulatory System for Community Housing after our sixth compliance assessment in February 2020 with one minor recommendation for improvement
- » Launched our second Reconciliation Action Plan 2020-2022 in National Reconciliation week
- » Completed internal audits on the Social Housing Management Transfer Program and Payroll and HR under Year 2 of our three-year Internal Audit Plan
- » Completed the annual review of our Risk Management Plan (2019-20) and undertook quarterly reporting, to continue to enable the effective management and mitigation of key risks
- » Completed a Fraud Risk Assessment, including the update of our Fraud Risk Management Plan
- » Secured our eighth consecutive Gold Award at the 2020 Australasian Reporting Awards for our 2019 Annual Report

- » Progressed implementation of new accounting standards, primarily dealing with lease accounting changes under AASB16.

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

Business systems

In 2020-21 we continued to develop, enhance and review our business platform to build strong IT and business systems for future growth, including:

- » Upgrade to SDM, our enterprise ICT system, to the latest version addressing several issues and delivered a number of improvements
- » Implemented Office 365 in the Cloud
- » Implemented DocuSign to ensure secure digital signatures
- » Expanded the use of our Electronic Records Management System to incorporate key business workflows to streamline manual document handling and authorisation processes
- » Implemented a new integrated Payroll/HR system
- » Implemented a new online Learning Management System
- » Implemented a new Asset Management System (SPM) to support the business requirements of the SHMT.

The year culminated with the smooth transition to a work from home environment using the capability of Office 365.

Debt funding

During 2019-20, Bridge Housing refinanced our corporate debt facility for \$40 million. We also obtained a further \$36 million of debt to fund the Community Housing Leasehold Program acquisition program, as well as the purchase of properties in Dulwich Hill as a future redevelopment site.

Business Continuity Plan

In 2013-14, with the assistance of Phoenix Consulting, we developed and implemented a Business Continuity Plan. During 2019-20 we reviewed, updated

and tested the plan. The plan stood us in good stead to confront the challenges posed by the COVID-19 pandemic.

Financial performance

We continued our solid financial performance (see Understanding our Budget). Our 2019-20 financial performance is shown at Table 2 which also provides information on our comparative five-year financial performance.

Table 2 Financial KPIs

Key Performance Indicators	19-20 Actual	18-19 Actual	17-18 Actual	16-17 Actual	15-16 Actual
Staff cost as % of total revenue	16	15	15	13	14
Property costs as % of total revenue	71	63	69	67	75
Administration cost as % of total revenue	6	6	7	6	6
Cash at end of year (\$ million)	46.7m	3.9m	6.1m	4.7m	8.3m
Operating EBITDA	3.7m	4.0m	2.5m	1.4m	1.1m
Net Assets	243m	231m	161m	128m	105m
Operating EBITDA margin (%)	7	9	7	4	4
Loan to Value Ratio	35	10	14	12	15
Interest cover ratio (operating EBITDA/interest expense)	4	3.3	2.7	9.0	0
Operating cash inflows to operating cash outflows	1.2	1.1	1.1	1.1	1.2

Supporting our people and improving workplace wellbeing

Bridge Housing's Human Resources (HR) activities aim to create an environment where employees can Stay, Say and Thrive and enable our people to deliver quality housing and services that improve our tenants' lives.

Key deliverables in 2019-20 included:

- » Continued to deliver and embed Bridge Housing's positive culture and leadership program, *Accelerate*, *Strive* and *Flourish* in partnership with the Langley Group focusing on Emotional Intelligence
- » Maintained a zero reportable incident work health and safety record and completed the annual review and update of our Work Health and Safety Management Framework
- » Reviewed our *Total Rewards Program* which led to a revised approach for team building initiatives
- » Implemented a new online Learning Management System
- » Started the design of a new performance management system focused on development
- » Finalised our *Diversity and Inclusion Strategy* and implemented the Year 1 action plan, including the completion of the Diversity Survey and Using the Workplace Gender Equity Reporting Tool to identify any issues to be addressed
- » Completed the first year of our *Career Trackers* internship program to support Aboriginal and Torres Strait Islander tertiary students through their studies into employment
- » Maintained an overall staff engagement rate of 81% in our 2019 employee opinion survey and achieved increases across key focus areas aligned with the 2019-20 Business Plan
- » Experienced a decrease in employee voluntary turnover in 2019-20 by 3% from 18% to 15%.

Table 3 People KPIs

Key Performance Indicators	19-20	18-19	17-18	16-17	15-16	14-15
Staff engagement (%)	84	81	81	79	74	75
Staff turnover (%)	15	18	18	24	22	16
Number of FTE staff	85	63	57	52	46	44
Ratio of staff to lettable properties	1:40	1:37	1:39	1:37	1:38	1:39

Engaging our partners and enhancing our industry leadership

Bridge Housing has continued to invest heavily in raising our profile and communicating with our stakeholders and residents through social media, our website, publications and events. Key activities included:

Communications activity

- » We produced four issues of Bridge Business during 2020-21 to engage with an audience of nearly 1,000 subscribers in the corporate, government and community sectors. The open rate average was 30%, slightly above the industry average.
- » We secured mainstream media coverage for initiatives including our National Housing Finance & Investment Corporation (NHFIC) loan, the Social Housing Management Transfer (SHMT) and Tallawong affordable housing.

Social media profile

Bridge Housing continued to invest heavily in social media platforms to reach our key stakeholders in 2019-20. Key highlights included:

- » Enhancing our capacity to measure, refine and increase the impact of our social media activity by transitioning to the Sprout Social aggregator. With support from Digital Picnic agency, we have used it to post more effectively and produce more meaningful monthly reports.
- » Growing our follower base on all social media platforms, nearly doubling our LinkedIn followers.
- » Increasing and diversifying our social media engagement through targeted campaigns on Facebook (e.g. Orbit! Online) and to build the profile of HomeGround Real Estate Sydney (e.g. philanthropic landlord & tax rulings).

Sponsorship

- » Bridge Housing played an active sponsorship role in the sector through Co funding the SGS Economics and Planning Economic Impacts Of Social Housing Investment commissioned by Community Housing Industry Association.

Awards

We secured our eighth consecutive Gold Award for our 2019 Annual Report at the 2020 Australasian Reporting Awards on 24 June 2020

Secured two awards in the NSW Australasian Housing Institute (AHI) Awards in July 2019;

- Leading Asset Management Award for NSW and
- Rebecca Pinkstone, Chief Operating Officer won the Outstanding Achievement Award for NSW.

At the National AHI awards in November 2019 we won the Leading Asset Management Award and our Chief Operating Officer received a highly commended national award.

Conferences and seminars

We maintained our strong organisational presence at state and national conferences by contributing our expertise to the broader social and affordable housing policy debate.

Members of the Executive and Management Team delivered the following presentations:

- » Chief Operating Officer presented on HomeGround Real Estate Sydney and the growth of Not for Profit Real Estate Models in Australia, National Housing Conference, August 2019
- » Manager Partnerships and Support presented on Bridge to Work – Bridge Housing and CoAct Partnering to Connect People and Jobs , National Housing Conference, August 2019
- » Manager, Partnerships and Support presented on Step to Home: Housing First Programs at the NSW Homelessness Conference in February 2020
- » A presentation on HomeGround Real Estate and the private real estate market to the University of NSW's Housing and Housing Markets Masters Course in September by Rebecca Pinkstone, Chief Operating Officer.
- » Bridge Housing's financial inclusion programs at the NSW Financial Inclusion Forum, Chief Operating Officer, August 2019.

- » Development Director invited to work with Cumberland Council to help develop the Cumberland Sector Homelessness Action Plan over a 6 month period between July and December 2019.
- » Development of the Social Housing Service System Coordination Plan in partnership with Link Housing and SGCH by Rebecca Pinkstone, Chief Operating officer at the CHIA Exchange, October 2019.
- » Accessing social housing products and services to local homelessness, support services on the Northern Beaches, Manager, Housing Pathways.
- » Presentation by the Chief Operating Officer to the Sydney Architecture Festival on the role of community housing providers in addressing the affordable housing crisis, November 2019
- » Presentation on leadership theory and practice by the Chief Operating Officer at the Australasian Housing Institute's Social Housing Leaders Forum, February 2020.
- » A presentation to Legal Aid NSW on the Hand Up program by the Director, Housing and Manager, Service Improvement and Innovation, March 2020
- » A NSW International Women's Day panel discussion for the Australasian Housing Institute was convened by the Chief Operating Officer, March 2020.
- » The Chief Operating Officer was part of a panel discussion on responding to the COVID-19 Pandemic for the Australasian Housing Institute, April 2020.

Community and sector engagement

Bridge Housing continued to play a significant role in key community housing industry and policy forums. The CEO is an independent Director and was Deputy Chair of the Community Housing Industry Association Board.

The Chief Operating Officer is a committee member of the NSW Branch of the Australasian Housing Institute. Bridge Housing's General Managers and Executive Team were active participants in various subcommittees of the Community Housing Industry Association of NSW 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.

CEO and Bridge Housing Staff participated in the City of Sydney's bi-annual Homelessness Street Count on 17 February 2020 and in the first Street Count undertaken by the Northern Beaches Council.

This Business Plan 2020-21 is the third and final plan to deliver the *Strategic Plan 2018-21*. This Business Plan's five strategic objectives and associated critical success factor in this section align directly with those in the Strategic Plan. The goals and related timelines, responsibilities and targets will be reviewed annually, with progress against the goals monitored throughout the year. A detailed report against our targets will be available in the Annual Report 2021, published in November 2021.

Strategic Objective 1: Providing quality homes and housing services

Critical Success Factor		Actions 2020-2021	Quarter Due	Responsibility	Target
1.1	Engage our residents and strengthen local communities	1.1.1 Implement Year 3 of Building Bridges 2018-2021	Q4	Communities	Year 3 Action Plan implemented (as per actions 1.1.3-1.1.9)
		1.1.2 Develop Building Bridges 2021-2024	Q3	Communities	Building Bridges 2021-2024 complete by March 2021
		1.1.3 Implement the Tenant Buddy initiative to create links among tenants and reduce social isolation	Q4	Communities	15 tenants engaged in Bridge Buddies
		1.1.4 Implement the Good Neighbours initiative to encourage positive neighbourhood relations through an improved sense of safety and belonging in the community	Q4	Communities	Hold one Good Neighbour Workshop in the North, East and West portfolios
		1.1.5 Implement the Young People's Engagement Strategy to ensure young people have a say in our work and access local opportunities	Q4	Communities	Strategy implemented and 10% of young people engaged
		1.1.6 Implement the Block Champions initiative to recognise and reward positive neighbourhood relations	Q4	Communities	Block Champions implemented with 4 tenants recognised for their positive contributions
		1.1.7 Develop a Place Plan for Narraweena	Q2	Communities	Place Plan developed by December 2020

Strategic Objective 1: Providing quality homes and housing services

Critical Success Factor	Actions 2020-2021	Quarter Due	Responsibility	Target
1.2 Uphold a customer focus across our services	1.1.8 Implement the Bridge Housing in Communities initiative to celebrate and strengthen connections across our diverse tenant community	Q4	Communities	Participate in 4 community events
	1.1.9 Develop and implement an Aunty and Uncles Program	Q4	Communities	Research, scope and establish the Aunty and Uncles Program.
	1.1.10 Deliver Bridge to Work tenant employment program (Year 3) in partnership with CoAct and develop paper on future funding options	Q4	Communities	40 tenants engaged in employment or training through the program and paper developed
	1.1.11 Review Advance Scholarships and implement recommendations for change	Q2	Communities	Paper and recommendations for change completed by November 2020
	1.2.1 Implement new customer service monitoring approach for Operations and assess effectiveness through mid-term review	Q3	Operations	Implement new customer service approach and monitor achievement
	1.2.2 Develop an annual Customer Service Action Plan and customer service response report	Q4	Housing	Customer service action plan implemented
	1.2.3 Review survey approach and implement the Tenant Survey 2020-21	Q3	Communities	Survey completed by March 2021 and final report submitted
	1.2.4 Undertake a Tenant Communication Survey to understand individual communications preferences	Q3	Communities	Survey completed by March 2021 and final report submitted
	1.2.5 Implement Year 2 of the Social Housing Service System Coordination Plan in partnership with Link and SGCH	Q4	Housing	Plan implemented

Strategic Objective 1: Providing quality homes and housing services

Critical Success Factor		Actions 2020-2021	Quarter Due	Responsibility	Target
1.3	Deliver quality, proactive tenancy management	1.3.1 Revise and review housing policies and procedures to support clear, transparent decision making and quality service delivery	Q4	Housing	New and/or revised policy and procedures including: Starting a Tenancy Policy, Ending a Tenancy Policy (Disposal of Tenant Goods), Moderate Income Rent Policy, Water Charging Policy, Good Neighbours Policy, Block Meetings, Diary Code Review
		1.3.2 Pilot a Behavioural Insights approach to our service delivery	Q4	Operations	Pilot approach on communications and processes to reduce missed appointment rates/reduce arrears
		1.3.3 Undertake an annual review of the outcomes of the Women's Housing Company/Bridge Housing implementation of SHMT	Q1	Operations	Report developed for Board by September 2020
		1.3.4 Undertake the annual review of compliments, complaints and appeals	Q1	Operations	Report completed including any recommendations for improvement
		1.3.5 Undertake the annual review of support partnerships	Q1	Housing	Report completed including any recommendations for change
		1.3.6 Implement Year 3 of the Step to Home Housing First Project	Q4	Housing	50 people housed by Bridge Housing
		1.3.7 Implement the Northern Beaches Case Coordination to end rough sleeping, under the Homelessness Action Plan	Q4	Housing	Assist 10 rough sleepers into permanent accommodation with support
		1.3.8 Undertake a Year 1 review of Brokerage Guidelines	Q4	Housing	Review completed and guidelines updated

Strategic Objective 1: Providing quality homes and housing services

Critical Success Factor		Actions 2020-2021	Quarter Due	Responsibility	Target
1.4	Maintain properties to a high standard that meet residents needs	1.4.1 Procure and implement a new repairs and maintenance services contract	Q4	Assets	New contract in place by June 2021
		1.4.2 Improve transparent decision making and quality service delivery through annual review asset policies and procedures	Q4	Assets	Review and update policy in relation to end of tenancy removalist costs and Tenant Recharge (Standard Rates)
		1.4.3 Undertake annual review of Strategic Asset Management Plan (SAMP)	Q4	Assets	SAMP updated by May 2021
		1.4.4 Prepare 2021-22 Asset Maintenance Plan(s)	Q4	Assets	2021-21 Asset Maintenance Plan(s) finalised by May 2021
		1.4.5 Update 10 year Asset Maintenance Plan(s)	Q4	Assets	10 Year Asset Maintenance Plan(s) updated by May 2021
		1.4.6 Deliver at least one environmental sustainability initiative to reduce tenant costs and Bridge Housing operating costs	Q2	Development	Implement the solar PV pilot project
		1.4.7 Undertake a comprehensive review of asset systems, structure and processes	Q3	Assets	Review undertaken and new structure implemented

Strategic Objective 2: Growing sustainably to meet affordable housing needs

Critical Success Factor	Actions 2020-2021	Quarter Due	Responsibility	Target
2.1 Increase the number of properties we own through tenders, procurement and development	2.1.1 Prepare a Procurement and Development Strategy to deliver an ongoing development pipeline for Social and Affordable Housing	Q3	Development	Strategy presented to the Board for consideration by March 2021
	2.1.2 Utilise the Community Housing Leasing Program and additional debt to grow the capital owned housing portfolio	Q4	Development	Capital owned housing portfolio increased by at least 40 units
	2.1.3 Prepare Communities Plus tender strategy for Waterloo	Q4	Operations	Engage with preferred CHP and development partners on strategy
	2.1.4 Secure sites made available through NSW state and local government planning mechanisms (SEPP 70 and other affordable housing)	Ongoing	Development	Secure one site tendered by State Government and Local Government
	2.1.5 Progress proposal for Dulwich Hill	Q3	Development	Present preliminary planning proposal to Inner West Council
	2.1.6 Devise a development capacity resourcing strategy for any potential stimulus program	Q1	Development	Present resourcing strategy to Executive by August 2020
	2.1.7 Undertake the feasibility of delivering secondary dwellings on existing social housing properties	Q2	Development	Feasibility presented to Executive by December 2020
	2.1.8 Explore development opportunities on current managed sites (Northern Beaches Review)	Q2	Development	At least one unsolicited proposal submitted to LAHC
2.2 Increase the number of properties we manage	2.2.1 Develop a Marketing Strategy for Home Ground Real Estate (HGRE) Sydney	Q1	Operations	Marketing Strategy developed by September 2020
	2.2.2 Implement HGRE Sydney Business Plan 2020-21	Q4	Operations	Achieve an additional 69 properties under management by HGRE

Strategic Objective 2: Growing sustainably to meet affordable housing needs

Critical Success Factor	Actions 2020-2021	Quarter Due	Responsibility	Target
	2.2.3 Engage with Greater Sydney local councils to build relationships to enhance affordable housing supply	Ongoing	Development	Maintain engagement with local councils in Bridge Housing's operating area through meetings or responding to draft planning policies (LEP, Affordable Housing) placed on exhibition

Strategic Objective 3: Supporting our people and improving workplace wellbeing

Critical Success Factor	Actions 2020-21	Quarter Due	Responsibility	Target
3.1 Attract, recognise, reward and retain quality staff	3.1.1 Evaluate Employee Total Rewards Program	Q4	Human Resources	Undertake staff survey Evaluation completed by June 2021
	3.1.2 Develop a holistic Leadership Strategy, including mentoring and succession planning	Q3	Human Resources	Leadership Strategy developed by March 2021
3.2 Develop, train and support our people	3.2.1 Review and embed online Learning Management Platform (LMS)	Q2	Human Resources	LMS rolled out and all content migrated to LMS by December 2020
	3.2.2 Implement new performance management system	Q1	Human Resources	System implementation complete by September 2020
	3.2.3 Evaluate our Training Program strategy and approach	Q4	Human Resources	A new learning and development strategy proposal delivered by June 2021
3.3 Create a more flexible, fit for purpose workplace	3.3.1 Implement Year 2 Action Plan of Diversity and Inclusion Strategy	Q4	Human Resources	Year 2 Action Plan implemented by June 2021
	3.3.2 Undertake events to bring staff together in supporting diversity and inclusion	Q2	Human Resources	Hold at least 2 major events during the year – International Women's Day and Harmony Day
	3.3.3 Document lessons learned from the organisation's response to COVID-19	Q2	Human Resources /Operations	Workshop completed and updates to our Business Continuity Plan documentation and operating model completed by December 2020
3.4 Retain and build on our positive organisational culture as we grow	3.4.1 Continue to embed a positive leadership approach	Q2	Human Resources	Trial Everyday Heroes or similar initiative
	3.4.2 Undertake 2021 Employee Opinion Survey, review findings and implement action plan	Q4	Human Resources	Achieve staff engagement target of at least 80%

Strategic Objective 4: Governing and managing effectively

Critical Success Factor	Actions 2019-2020	Quarter Due	Responsibility	Target
4.1 Maintain strong corporate governance and organisational management	4.1.1 Implement the recommendations for management from the external governance review	Q2	Finance and Corporate Services	Implement recommendations from Governance Review by Stirling Black by December 2020
	4.1.2 Undertake Year 3 of the three year Internal Audit Plan 2018-2021	Q3	Compliance	Year 3 audit scope approved August 2020 and all audits completed by April 2021
	4.1.3 Review Internal Auditors and decide whether to go to market	Q1	Compliance	Test market for possible alternatives to current Internal Auditor
	4.1.4 Appoint a new Audit Partner in line with governance best practise to rotate audit partners every five years	Q1	Finance and Corporate Services	New Audit Partner appointed by July 2020 to undertake 2021 Audit
	4.1.5 Implement Year 1 of our Innovate Reconciliation Action Plan (RAP) 2020-2023	Q4	Communities	First year of Innovate RAP implemented
	4.1.6 Develop an Environmental Sustainability Framework for the organisation	Q3	Development	Framework developed by March 2021
4.2 Maintain strong financial management, risk management and operational performance	4.2.1 Maintain our financial viability by meeting budget projections	Ongoing	Finance	Ensure operating EBITDA exceeds \$3.8 million
	4.2.2 Develop a scope and undertake a review of our financial business processes for efficiency improvements	Q3	Finance	Review completed by March 2021
	4.2.3 Update/develop the NHFIC corporate model to validate our 20 year forecast model and be prepared for any further debt raising	Q1	Finance	Populate/review the NHFIC corporate model in parallel with the update of our 20 year forecast model by September 2020

Strategic Objective 4: Governing and managing effectively

Critical Success Factor	Actions 2019-2020	Quarter Due	Responsibility	Target
	4.2.4 Refresh and further embed the organisational project management framework	Q4	Finance and Corporate Services	Review current project management framework, modify and retrain staff on its use.
4.3 Meet our regulatory and compliance responsibilities	4.3.1 Review compliance reporting and ensure all compliance reporting obligations are met	Ongoing	Compliance	Zero exceptions on compliance reporting
	4.3.2 Effectively manage risk through annual review of Risk Management Plan	Ongoing	Compliance	Risk Management Plan 2020-21 approved by August 2020 Board meeting
	4.3.3 Ensure Board is appraised and updated on risks	Ongoing	Compliance	Risk Management Plan Report submitted to Board on a quarterly basis
	4.3.4 Undertake annual review of Work Health and Safety (WHS) Management Framework	Q3	Compliance	WHS Management Framework reviewed against business operations by January 2021
	4.3.5 Implement new lease accounting standards	Q1	Finance	New standards incorporated into 2020 financial statements by August 2020
	4.3.6 Undertake review of legal services to ensure cost effective provision of legal services and advice to Bridge Housing	Q2	Finance and Corporate Services	Review completed by December 2020
4.4 Undertake leading practice in strategic and business planning, monitoring and reporting	4.4.1 Develop new Strategic Plan 2021-24	Q4	Finance and Corporate Services	Strategic Plan 2021-24 adopted by the Board by June 2021
	4.4.2 Ensure Business Plan 2021-22 is approved and effectively communicated to staff and stakeholders	Q4	Finance and Corporate Services	Business Plan process commenced by February 2021 and approved by the Board by June 2021

Strategic Objective 4: Governing and managing effectively

Critical Success Factor	Actions 2019-2020	Quarter Due	Responsibility	Target
	4.4.3 Involve tenants in planning through Tenants in Operations and Planning	Q4	Community	Review and restructure tenant participation structure to incorporate Northern Beaches region Deliver two Time To Talk workshops engaging with CALD tenants
4.5 Adopt evolving technologies that improve resident outcomes and organisational performance	4.5.1 Implement new IT service provider and deliver infrastructure upgrade and service desk	Q1	IT	New service delivery procedures documented and IT infrastructure upgrade implemented by September 2020
	4.5.2 Undertake IT security audit and conduct penetration testing	Q2	IT	Penetration test and security audit completed by December 2020
	4.5.3 Develop and implement a program to embed use of M-Files Digital records management system	Q3	IT	Review of MFiles use completed, gaps analysis/enhancements identified and training program delivered by March 2021
	4.5.4 Review additional functionality available in SDM V2017 with Operations and set priorities for implementation including updates for Asset Management	Q2	IT	Review new functionality and develop an implementation plan to roll out agreed functionality
	4.5.5 Develop a strategy for a step change improvement to the Tenant Portal	Q4	IT	Strategy to replace DeepLake as Tenant Portal, electronic data capture and communication tool developed and implemented by June 2021
	4.5.6 Implement ICT Asset and Software Management tools	Q3	IT	Set up IT asset management system for tracking equipment and software by March 2021

Strategic Objective 4: Governing and managing effectively

Critical Success Factor	Actions 2019-2020	Quarter Due	Responsibility	Target
	4.5.7 Implement Corporate CRM System	Q1	Corporate Services	Implement iDashboard by September 2020 to manage Corporate Contacts
4.6 Measure and report on the outcomes of our services	4.6.1 Undertake annual review of The Difference We Make, Bridge Housing's Outcomes Framework	Q2	Operations	Outcomes and indicators embedded in Bridge Housing reporting
	4.6.2 Trial CSI's Outcomes Tool on one to two programs and assess effectiveness for organisational roll out	Q4	Operations	Recommendation for organisational roll out based on trial
	4.6.3 Review Bridge Housing's involvement in Specialist Disability Accommodation, including comparing models and funding sources	Q1	Housing	Review paper complete by September 2020
	4.6.4 Evaluate Bridge to Work program and identify future funding options	Q4	Operations	Evaluation complete by June 2021
	4.6.5 Evaluate Step to Home program and identify future funding options	Q4	Housing	CSI appointed and evaluation complete by June 2021
	4.6.6 Roll out business intelligence reporting platform to business units to improve our data reporting and analysis	Q3	IT	Pilot (Exec VMB) reporting completed by July 2020 and Phase 2 (Team VMBs) implemented by March 2021
	4.6.7 Develop survey tool to support new customer service monitoring approach	Q1	IT	Develop data interface to survey tool to allow Housing to survey customers on service delivery by September 2020

Strategic Objective 5: Engaging our partners and enhancing our industry leadership

Critical Success Factor	Actions 2019-20	Quarter Due	Responsibility	Target
5.1 Communicate proactively and work closely with our partners and stakeholders	5.1.1 Meet with State and Federal Government representatives in Bridge Housing's operating regions	Q4	CEO	At least one meeting with each key Federal and State representative
	5.1.2 Develop Bridge Housing's profile with Local Government	Ongoing	CEO	At least one meeting with each key council
	5.1.3 Maintain engagement with leading property developers	Ongoing	Development	Four meetings with developers
	5.1.4 Maintain engagement with leading researchers and academics	Ongoing	Executive	Identify and influence research opportunities with research partners
5.2 Build on our strong brand and reputation	5.2.1 Review resourcing arrangements for Bridge Housing's marketing and communications functions	Q1	CEO	Marketing and Communications role agreed and appointed
	5.2.2 Develop a Marketing and Communication Strategy	Q2	Marketing	Marketing strategy developed by December 2020
	5.2.2 Review and monitor the effectiveness of Bridge Housing's Social Media Plan	Q4	Marketing	Social media tools and templates used to inform 12 month progress review of audience engagement
	5.2.3 Enter industry awards and promote Bridge Housing's achievements	Ongoing	Marketing	Develop an awards calendar Participate in at least two industry award programs per year
	5.2.4 Review website	Q4	Marketing	Website reviewed for content as well as any required update to structure and functionality

5.3 Advocate strongly for continued growth and development of the community housing sector	5.3.1 Participate actively in industry organisations	Ongoing	Executive	Active memberships maintained
	5.3.2 Speak at and attend conferences, seminars and cross sector forums	Ongoing	Executive	Executive to attend all major conferences At least two presentations given by Bridge Housing
	5.3.3 Participate in government inquiries and consultation processes	Ongoing	Executive	Prepare written submissions in response to relevant Federal and State Government inquiries

A decorative background pattern consisting of a grid of squares, each divided diagonally from the top-left to the bottom-right. The triangles are filled with various shades of blue, including light blue, medium blue, and dark blue, arranged in a repeating, offset sequence. The text 'bridgehousing.org.au' is centered in the middle of the image.

bridgehousing.org.au