

bridge ↗
housing

Capability Statement



Capability Statement

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ACKNOWLEDGEMENT OF COUNTRY

Bridge Housing acknowledges the Gadigal, Darug, Bidjigal and Gai-mariagal people as the traditional custodians of the lands on which we work, and we pay our respects to their Elders past and present.

Always was, always will be, Aboriginal land.

About Us

Bridge Housing Limited is a Tier 1 Community Housing Provider registered under the National Regulatory System for Community Housing.

We have been providing safe, secure and affordable homes to people on low to moderate incomes for over 35 years. We manage 3,600 properties across metropolitan Sydney, which are home to over 5,300 people.

Our purpose is to change lives through more homes and quality services.

At Bridge Housing we believe that everyone needs a safe home they can afford. Australia is facing an unprecedented housing crisis. Our strategic plan guides our approach to addressing the crisis under four key pillars:



bridge housing

OUR MISSION

To change people's lives through the provision of more homes and quality services.

OUR VISION

To be a dynamic organisation, recognised for excellence in meeting housing needs, improving resident wellbeing, and governing responsibly.



Our Values



INTEGRITY

We act ethically and honestly

INCLUSION

We cultivate diversity and belonging

INNOVATION

We look for new ways to make a positive impact

At Bridge Housing we care for our staff, customers, and community.

OUR BEHAVIOURS reflect our commitment to:

- Taking responsibility for our actions
- Embracing different perspectives
- Approaching our work with optimism
- Discovering solutions and possibilities.

TACKLING THE HOUSING CRISIS

Sydney is facing a housing crisis driven by limited affordable housing supply, historically low rental vacancies, record high rents and rising homelessness. These are compounded by cost-of-living pressures and rising interest rates.



223,000 NSW households in housing stress¹



58,000 households on the NSW social housing waitlist²



10+ years average time on the waiting list



5.2% increase in homelessness 2 June, 2021

1. <https://cityfutures.adg.unsw.edu.au/cityviz/housing-need-dashboard/>

2. <https://www.facs.nsw.gov.au/housing/help/applying-assistance/expected-waiting-times>

OUR SOLUTION

We provide safe, secure affordable homes that meet our tenant's needs.

We work with our tenants so they can connect with the people and services that empower them to achieve their goals and thrive in life. This could be working on their health and wellbeing, connecting with family, making new friends, learning, working, caring or volunteering in our community.

We also buy and build homes. The more homes we own, the more of a difference we can make. We invest any profits and leverage the value of our existing assets to provide more safe, secure, affordable homes to help people in need.

But we can't do any of this alone. We partner with local service providers and community organisations to empower tenants to improve their lives. And we partner with all levels of government, financial institutions, developers and builders to fund and deliver more homes.

By working together, we can tackle the housing crisis and build a community where we all belong.



We look forward to working with you to make a difference.



Our leadership team

Our Executive Team at Bridge Housing leads over 100 staff to deliver quality housing services. Together we change lives for the better guided by a strong framework of governance, accountability, and transparency.

Led by our CEO Rebecca Pinkstone, we focus on a sustainable business that delivers maximum impact for our residents and local community. We achieve success by partnering and collaborating to create replicable, scalable models to deliver more homes and quality services.



Our Executive Team, L-R: David Miller, Lee Geary, Rebecca Pinkstone, Helen Tighe, Chris Dib

Our Board of Directors

A Board of eight independent, non-executive directors governs Bridge Housing. Our Board Directors are responsible for determining the business strategy and assessing and managing risks.

They undertake their roles in a voluntary capacity and receive no remuneration for their service. Our board is skills-based, with the diversity and depth of experience to successfully deliver our mission.

Mark Turner (Chair) holds a BSc, MRICS, GAICD

Graham Monk (Financial Officer) holds a BComm (Hons), FCPA, MAICD

Carolyn Scobie holds a BA LLB, Grad Dip CSP, MA (Japanese), GAICD

Jill Hannaford holds a BappSc (AppEcG (Hons 1), MUrb&RegPlg

Liz Forsyth holds a BSW, Member of IPAA

Stephen Bull holds a BCom, BPsych (Hons)

Karen Cooper holds a Dip Bus, Dip Training & Assessment, MBA, AICD, AHRI, ACM

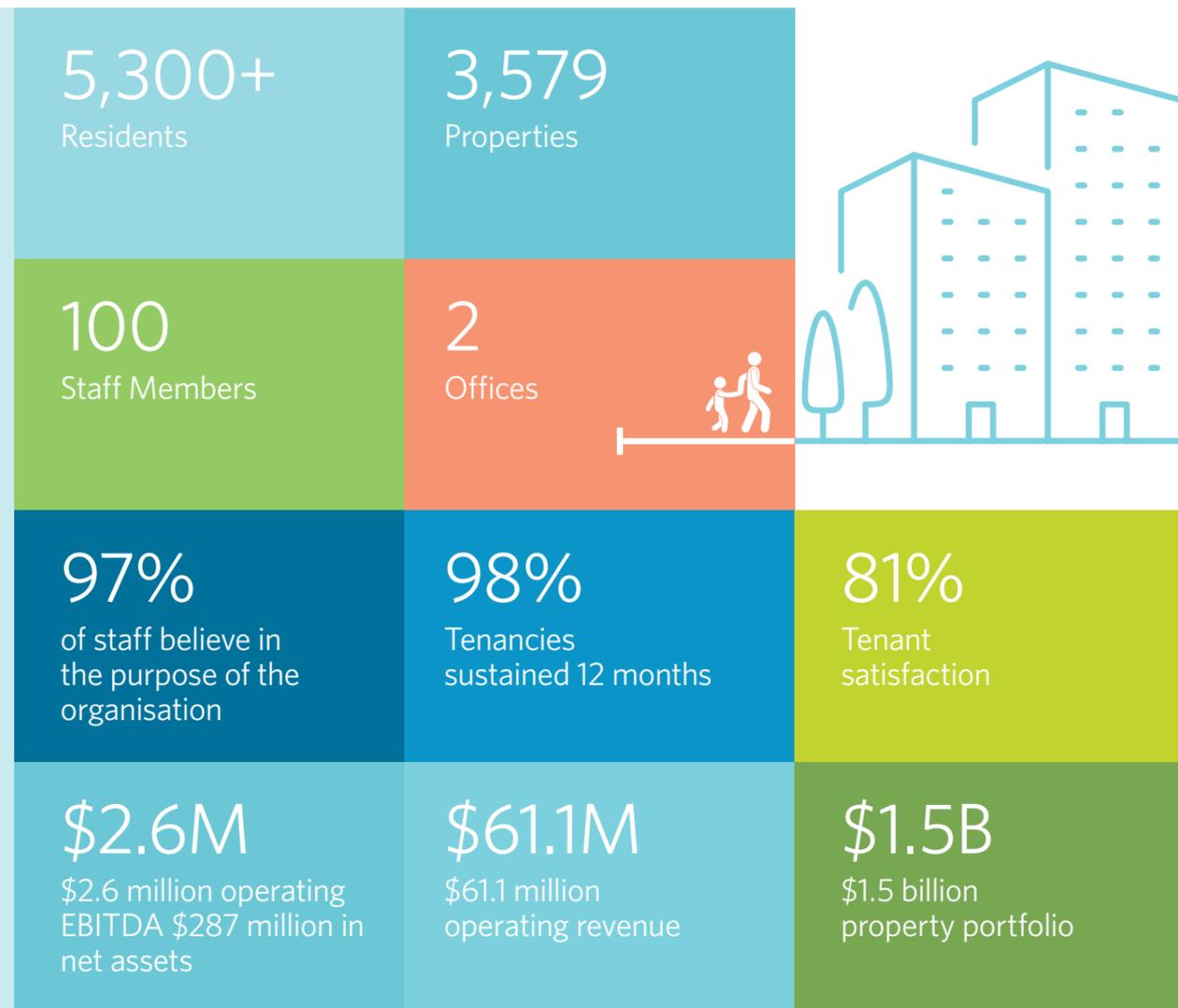
Vivienne Yu holds a BA Ecs, MRE, MBA, GAICD, FCPA



Our Board of Directors, L - R: Jill Hannaford, Graham Monk, Karen Cooper, Mark Turner, Vivienne Yu, Carolyn Scobie, Stephen Bull, Liz Forsyth



Bridge Housing at a glance

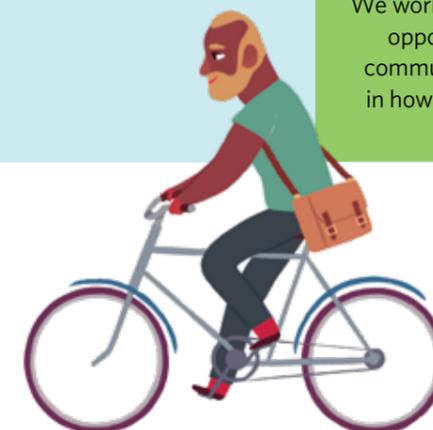


Our Services

BUILDING STRONG COMMUNITIES SINCE 1985

Our team of passionate staff deliver specialist services that support tenants and build resilience into community.

- Housing Assistance**
 A specialist team to manage applications, assessments and allocations for social and affordable housing.
- Tenancy Management**
 Dedicated team, low staff-to-tenant management ratios and proactive staff who manage property on behalf of individual landlords, local government and private developers.
- Repairs and Maintenance**
 A 24/7 maintenance line, clear repair timeframes, robust asset planning and a proven track record of maintaining properties to a high standard.
- Support and Referral Services**
 Dedicated specialists who work with residents and service partners to provide practical support to sustain tenancies and support wellbeing.
- Community Building and Engagement**
 We work with residents to access opportunities in their local community and have a real say in how we deliver our services.
- Property Development**
 We increase affordable and social housing supply through our new development programs and property acquisitions.



OUR PORTFOLIO

Bridge Housing owns, leases and manages 3,579 homes across 21 Greater Sydney Local Government Areas, from Waverley in the east to Penrith in the West.

Our \$1.5B portfolio comprises social and affordable housing properties including:

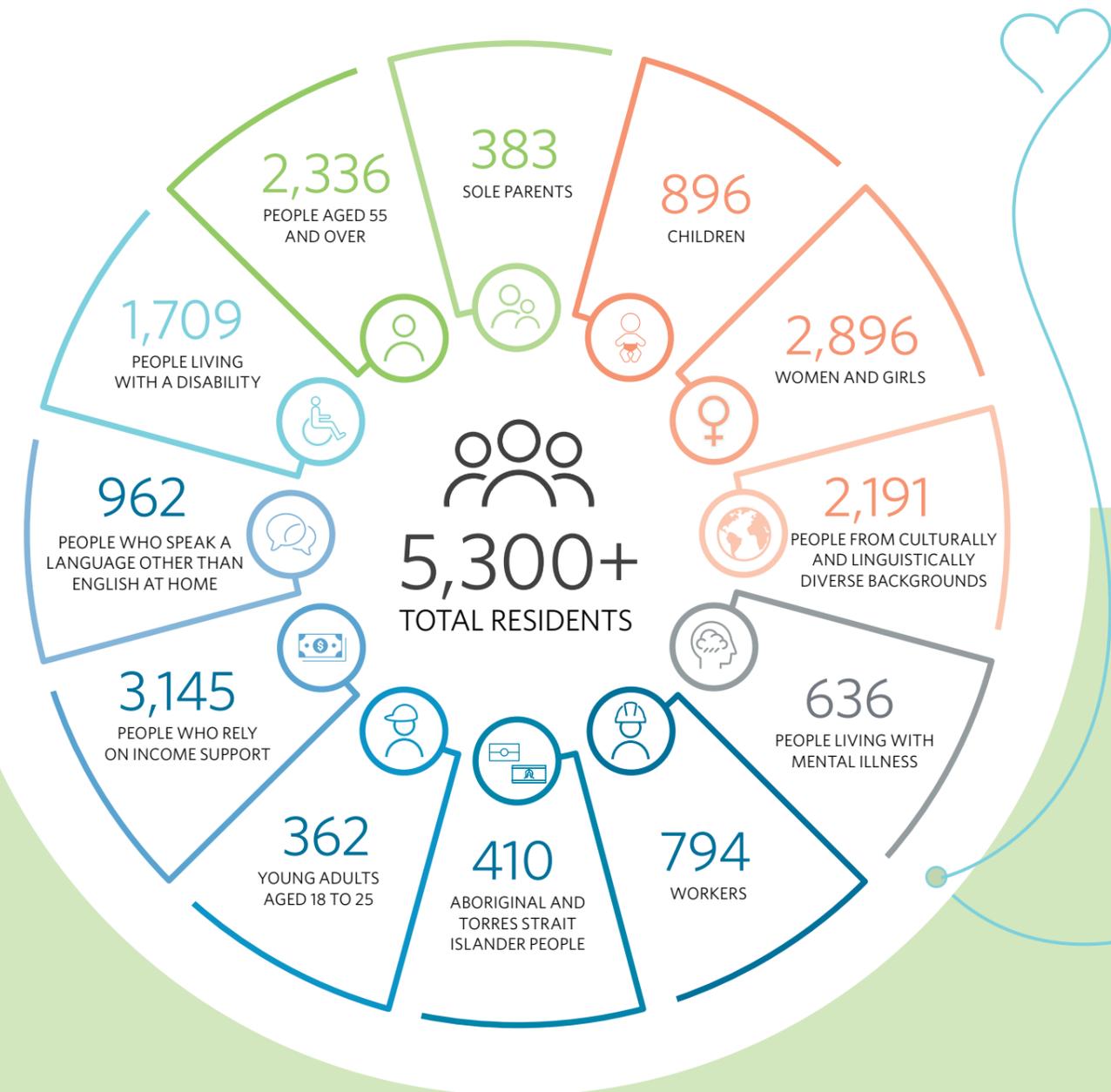


OUR RESIDENTS

Bridge Housing's residents come from all walks of life and cultural backgrounds.

We work collaboratively with our residents and partner agencies to:

- Empower tenants to connect with neighbours and their communities
- Design, deliver and improve our services
- Support strong and sustainable tenancies
- Celebrate the strength and resilience of our local communities.



YOUR COMMUNITY HOUSING PROVIDER OF CHOICE

Our team embraces sector leadership, exploring opportunities to provide proof of concept and replicable models to improve housing outcomes.

Our Innovations

- Bridge Housing is the first **Community Housing Provider** to be appointed as development lead on a large-scale mixed-use project by the Land and Housing Corporation. As primary developer, we are tasked with delivering the spectrum of tenure types from social housing to private market for the \$230M Redfern Place project.
- We seek impact relationships with enterprises whose values align with our commitment to more social housing. Our first initiative with **Conscious Investment Management** will deliver up to 90 social dwellings.
- Bridge Housing partnered with **Women's Community Shelters** and property developer **Payce** to establish the meanwhile use housing model, where properties earmarked for redevelopment are used as temporary accommodation.
- We were the first Australian housing provider to introduce the **Housing First** model to end homelessness. We have assisted over 400 people to move from the street to a safe and secure home with wrap-around support services.
- **Hand Up debt management program** enables tenants in debt to work off their arrears by participating in activities that help to address the underlying cause of debt. **95% of participants paid down their debt and avoided termination.**
- **Bridge to Work job support program** is a job readiness program delivered in partnership with employment support provider CoACT for Bridge Housing residents looking to return to work or improve their employment circumstances. **66% of participants found work or study.**
- **Developing our ESG credentials.** Our ESG framework guides our approach to operating sustainability with impact. We are investing to improve the environmental performance of our homes using an evidence-based approach to capture our learnings.



Growing our Property Portfolio to Provide More Homes

We develop new homes as well as purchasing and upgrading homes in high-cost suburbs to deliver the housing options that our communities need.





DEVELOPING NEW INNER-CITY HOMES

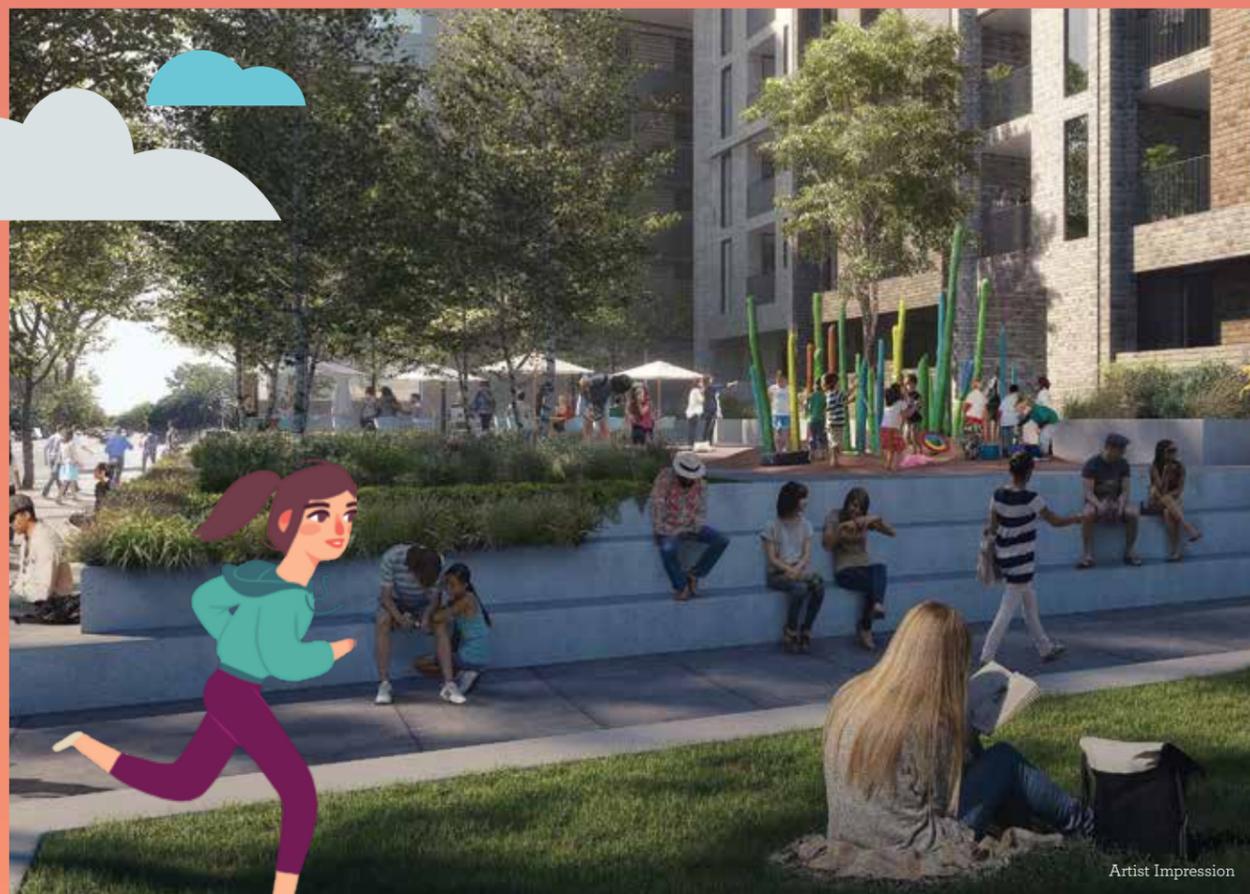
600 Elizabeth Street, Redfern

Bridge Housing has been appointed to develop the \$230M Redfern site in a consortium with leading infrastructure advisor **Capella Capital**.

We tendered for the project because we knew we could deliver a better outcome for the community. By reinvesting our developer profit margin, we are flipping the traditional model of 30% social and 70% private housing to deliver over 300 new homes including:

- 100 social homes to be owned by the **NSW Land and Housing Corporation**
- 40 affordable homes for very low to moderate-income tenants owned by Bridge Housing
- 80 affordable homes for key workers
- 11 specialist disability homes, and
- 100 market homes.

We are delivering a 3,500 sqm of community hub for local services, community groups and our new head office as well as revitalised green space with community meeting space.



Artist Impression



Our objective is to grow our property portfolio to provide more and better homes for people in need. We do this through developing new homes and growing our portfolio under management. New property developments add to affordable housing supply, while our purchase and refurbishment of existing properties support better quality housing for our residents.

NEW DEVELOPMENTS

Elizabeth Street, Redfern – 300+ Apartments:



Elger Street, Glebe – 158 Apartments:



Collett Parade, Parramatta – 38 Apartments:



Bunya Road, Bungaribee – 65 Homes:



ACQUISITION UPGRADES

Victoria Road, Glebe – 20 Apartments (upgraded interiors and new indigenous garden to be designed with tenants):



Design for Country
Planned tenant-led indigenous garden

‘Quality design and energy efficiency are central to our property developments.

We engage Australia’s leading architects to create beautiful homes that our residents are proud to live in.’

Rebecca Pinkstone, CEO, Bridge Housing



'I believe that every person has a right to a home. Having a home is about dignity.'

Verified ethical landlord

HOMEGROUND REAL ESTATE, SYDNEY

HomeGround Real Estate Sydney serves as a connection between property owners and families caught in the housing affordability crisis.

As a registered real estate agency, HomeGround Real Estate Sydney provides specialised property and tenant management services for landlords, developers and investors with a focus on affordable housing.

Tax Rulings and Advisory for Ethical Property Investment

HomeGround Sydney has a private ATO tax ruling that enables ethical landlords, who lease their properties at affordable rates, to claim the discount to market rent as a charitable donation. Capital gains tax exemption incentives are also available to HomeGround Sydney ethical landlords*.

HomeGround offers developers specialised advice on the affordable component of a development during the Development Application, planning and delivery stages.

Specialists in property and tenancy management services, HomeGround Real Estate Sydney recently secured the affordable property management contract for a new \$18.3M development in South Granville.



*subject to ATO eligibility criteria

Changing lives

Our Approach to Delivering Quality Services.

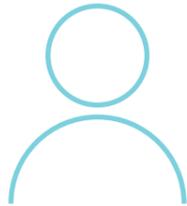
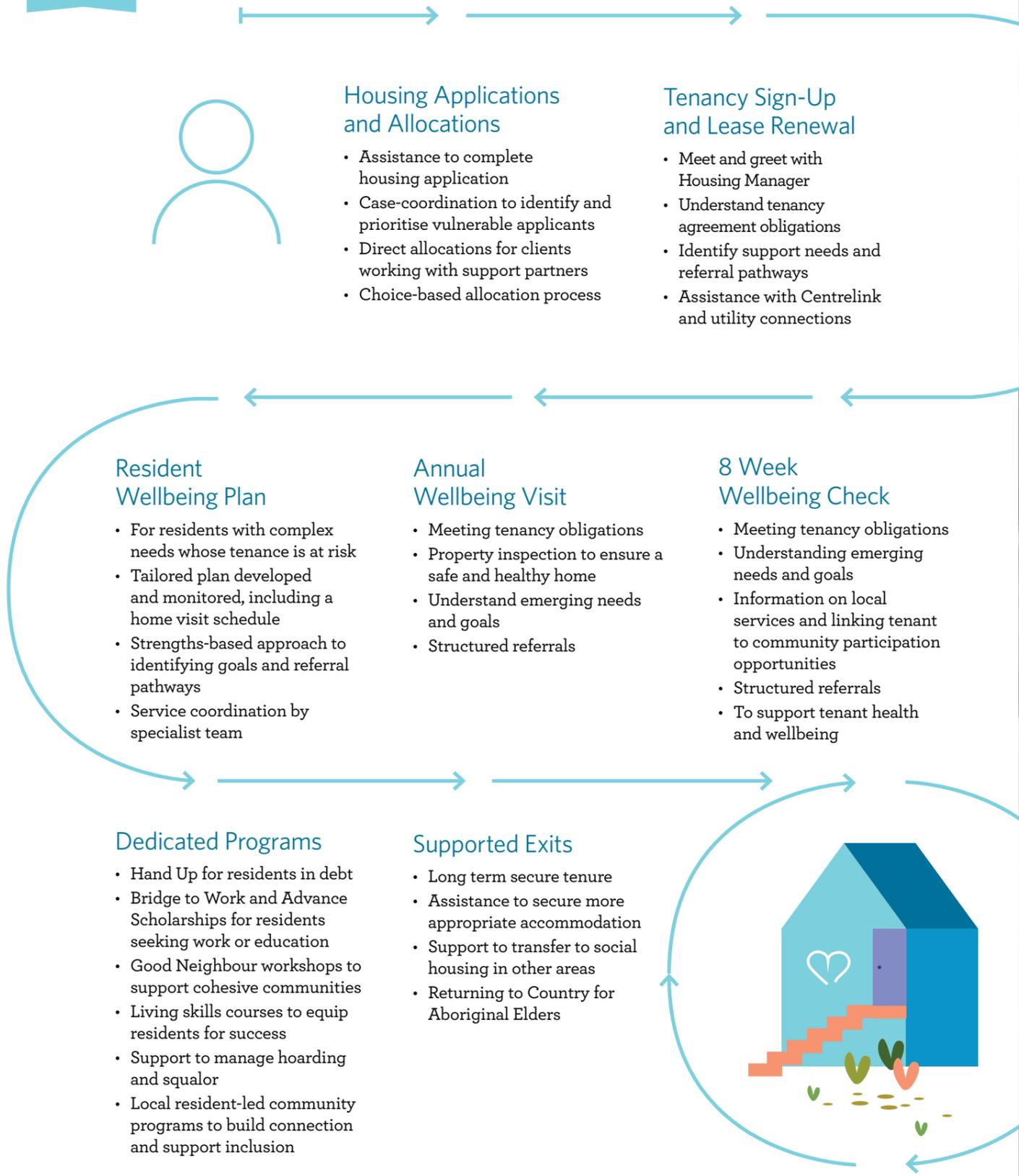
We transform lives and foster inclusive communities through our quality services and programs. Our priority is sustaining tenancies and we know that with early intervention, most problems can be solved. That's why we take a proactive approach and connect with our residents regularly to ensure they are set up to succeed.





BRIDGE HOUSING'S WELLBEING APPROACH

We take a fresh approach to solving old problems with outstanding results. Our team delivers award-winning services and programs that transform lives and foster inclusive communities.



Housing Applications and Allocations

- Assistance to complete housing application
- Case-coordination to identify and prioritise vulnerable applicants
- Direct allocations for clients working with support partners
- Choice-based allocation process

Tenancy Sign-Up and Lease Renewal

- Meet and greet with Housing Manager
- Understand tenancy agreement obligations
- Identify support needs and referral pathways
- Assistance with Centrelink and utility connections

Resident Wellbeing Plan

- For residents with complex needs whose tenancy is at risk
- Tailored plan developed and monitored, including a home visit schedule
- Strengths-based approach to identifying goals and referral pathways
- Service coordination by specialist team

Annual Wellbeing Visit

- Meeting tenancy obligations
- Property inspection to ensure a safe and healthy home
- Understand emerging needs and goals
- Structured referrals

8 Week Wellbeing Check

- Meeting tenancy obligations
- Understanding emerging needs and goals
- Information on local services and linking tenant to community participation opportunities
- Structured referrals
- To support tenant health and wellbeing

Dedicated Programs

- Hand Up for residents in debt
- Bridge to Work and Advance Scholarships for residents seeking work or education
- Good Neighbour workshops to support cohesive communities
- Living skills courses to equip residents for success
- Support to manage hoarding and squalor
- Local resident-led community programs to build connection and support inclusion

Supported Exits

- Long term secure tenure
- Assistance to secure more appropriate accommodation
- Support to transfer to social housing in other areas
- Returning to Country for Aboriginal Elders



Our Outcomes

THE DIFFERENCE WE MAKE

We measure the positive impact we deliver for residents and our local community.

60%

of new tenants housed from homelessness

32%

Average Bridge Housing tenant rent as a proportion of market rent

79%

of tenants say living in their home helps their well-being

House and Home

Our performance against the top reported tenant priorities

83% Tenant satisfaction with the suitability of their home to their circumstances

80% Tenant satisfaction with the condition of their home



Service experience
Our applicants and tenants experience good quality customer service

82%

Tenant satisfaction with repairs



Tenancy success
Our tenants can sustain tenancies and get support

98%

Tenants sustaining tenancies for 12 months

Housing experience
Our tenants have good quality, appropriate housing



1.4%

Arrears as a % of total rent

Social and Community

663

Attendances at *Building Bridges* events



Voluntary/Leisure
Our tenants can engage in meaningful activity

25

Tenant led initiatives



Empowerment
Our tenants can take action to improve their lives and participate in decision making

8%

Households where at least 1 person volunteers

69%

Tenants feel connected to their family, friends & community

Community connections
Our tenants feel socially connected with their friends, family and communities



349

Bridge Housing Tenant Advisory Group members

Health and Safety

79%

Tenants who feel safe in their homes

12

Tenant forums for specific cultural groups



Safety
Our tenants feel safe in their homes and neighbourhoods and feel culturally safe

63%

Tenants satisfied with their lives overall

80%

Tenants feel safe in their neighbourhood



837

Tenants working with support agencies

96

Tenants attended good neighbour events

Health

Our tenants can better manage their health outcomes

Work, Learning and Financial Wellbeing

72%

Tenants who say living in their home helps them manage money



Workforce participation
Our tenants can engage in the labour market

28%

Tenants report improvements in employment since becoming a Bridge tenant

Learning

Our tenants can access education and learning

40

Tenants directly employed through Bridge Housing initiatives

143

Positive exits from Bridge social housing

Financial wellbeing

Our tenants can access financial resources when they need them





HOUSING FIRST

We have pioneered the Housing First model to end homelessness over more than a decade. Under the model, people experiencing homelessness receive permanent housing and intensive wrap-around support tailored to meet their needs.

Andrew's story shows the difference a home can make after years on the street.

Following a life-threatening knife attack, Andrew wanted help to turn his life around. He joined our Step to Home Housing First program and worked with partner NEAMI National to identify and work towards his goals.

Andrew finds comfort that only a long-term stable home can provide. He now volunteers at the Salvation Army, supporting and motivating others who are experiencing long-term homelessness to turn their lives around.



Strengthening Communities

BUILDING BRIDGES COMMUNITY ENGAGEMENT AND TENANT PARTICIPATION STRATEGY

Our community building and engagement strategy - Building Bridges – drives our tenant engagement initiatives. Building Bridges has four key focus areas:

Connection Supporting tenants to connect with their neighbours and build community connections



Tenant Advisory Groups

Managed by tenants for tenants. These groups represent our geographical locations and specific communities, providing an avenue for tenants to shape our services.



Big Ideas Grants

Small grants to support community-led initiatives that bring neighbours and communities together.



Our Place Green Space

Community gardens for residents to come together and create a beautiful garden for their block.

Influence How Bridge Housing designs and delivers services



Time to Talk

Online and face-to-face town hall sessions giving tenants the chance to meet the executive team; and input into our services.



Your Views e-panel

A virtual tenant group providing feedback on changes to our communications.



Reconciliation Action Plan

Our commitment and actions to working with our Aboriginal and Torres Strait Islander staff, tenants and community to advance reconciliation.



Place Plans

Prioritise our investment and guide our approach to community-led place-making in high density estates.

Thrive Supporting strong and sustainable tenancies



Advance Scholarships

To support children, young people and adults to achieve their educational and career goals.



Orbit!

A series of engaging educational activities for our younger residents during school holidays.

Celebrate Honouring the strength and resilience of our community



Bridge in Communities

Participation in community events such as NAIDOC and Reconciliation Week, festivals and outreach opportunities to build stronger communities and promote community housing and the work Bridge Housing does.



Celebrate Tenant Stories

Sharing of our tenants' stories to break down barriers and foster greater awareness and understanding of our community.



Good Neighbour Champions

Celebrating positive and neighbourly behaviour among tenants.

SUPPORTING TENANT-LED INITIATIVES

Bridge Housing supports our residents to develop programs that meet their needs. We do this through direct grant funding for tenant-led initiatives, through our Big Ideas Grants and by supporting tenants to apply for external grants funding.

Golden Oldies and Big Ideas programs

Tania is the driving force behind the Golden Oldies ageing-in-place project, funded by a grant from the Department of Communities and Justice. To reduce isolation and loneliness amongst seniors in our community. "My family is happy that I live here, that I'm safe and in a great apartment. I've made so many friends," explained Tania.

"Golden Oldies is my favourite project. During Covid, I'd sit in the hallway outside my neighbours' doors, while they were inside, to have a chat. Doing that gave me great ideas. We started with arts and crafts kits, things like jigsaws, paint-by-numbers, and embroidery."

"We created an environment where people were checking in on each other. They weren't lonely or isolated anymore." Stated Tania.





Heart through art - it's building a family

Bridge Housing tenant Felix also represents the heart and soul of tenants who selflessly give back to their community.

Felix used a Big Ideas grant to set up his Art Club, which is now a cornerstone of the Elger Street tenant community. Felix describes his Art Club as a space where tenants come together to meet new people, make friends, learn skills from each other and share experiences over coffee and cakes. He sees it as more than a pastime, "It's building a family," he said.



Reconciliation

CONNECTING TO CULTURE

As the custodians of culture and lore, Elders of the Aboriginal and Torres Strait Islander community are highly respected and trusted leaders. Bridge Housing has been honoured to be part of the lives of three living national treasures: Aunty Shirley, Aunty Eunice, and Aunty Jennifer.

Their advocacy has significantly contributed to supporting Aboriginal people's rights to self-determination and enabling healing through truth-telling. They generously embody and share knowledge of country and culture with our community and participate in our Aboriginal and Torres Strait Islander Tenant Reference Group.

Aunty Shirley's journey has spanned decades of commitment, beginning with the Aboriginal land rights marches. A member of the Stolen Generation, she has championed the disability movement on behalf of Aboriginal and Torres Strait Islander communities. She is an active member of the ATIS Arts Board.

Aunty Eunice credits her parents as the source of her strength; teaching her and her ten siblings how to live

and to draw strength from one another. Today, Aunty Eunice uses her "passion voice" to create a legacy for future generations including in her role on the board of the Aboriginal Land Council.

Aunty Jennifer shares the philosophy of 'nothing about us without us'. She recently started a program to empower young aboriginal women to find their voice, overcome their reserve, and contribute to decision-making forums because their opinions matter.

Bridge Housing will walk alongside and be led by Elders as we work towards reconciliation and implement our third Reconciliation Action Plan for 2023-2025.

We also support The Uluru Statement from the Heart as an invitation to the Australian people from First Nations people to walk together on a journey of reconciliation and the pathway forward laid out in the Statement.





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