

2010





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Published by

Bridge Housing Limited
ABN 55 760 055 094
ISSN 1837-5472

Editorial Panel:

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Emmanuel Aspros-Smith, Becky Chan, Rebecca Till

Photos: Rita Cardoso

Design:

Small Fish Big Fish

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Report 2010 please contact

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Our Vision

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

Our Mission Statement

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

Our Values

- Professionalism: Our services are delivered with proficiency, knowledge and expertise
- Customer Focused: Commitment to service
- Efficiency: Do the basics really well and use best practice business systems
- Innovation: Look to the future and seek to add value through housing plus services
- Empathy: Empathises with the position of clients and deliver housing services on a fair and consistent basis

Our Strategic Plan 2009–2012

BHL's Strategic Plan identifies 7 critical success factors:

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

How we will deliver our Strategic Plan 2009-2012

- As a growth provider: Being a leading housing association engaged in the delivery of quality housing services and develop new areas of business to meet housing demand and enhance the lives of our tenants
- BHL will operate over a region extending from the City of Sydney to the City of Parramatta. Our focus is to operate across the high cost inner, eastern and middle ring metropolitan region and the particular housing needs of those districts. However, from this base, BHL will examine opportunities in other areas to support and leverage its core work
- To meet diverse housing needs: BHL provides a broad range of housing services to meet the needs of the most vulnerable to moderate income households. We work with partners from the not for profit, state, federal and local government and private sectors to meet these needs
- To procure and develop affordable housing: BHL will use its asset base to expand its property portfolio through procurement and development to deliver housing which meets the needs of low and moderate income households
- To promote social inclusion: BHL will continue to initiate community development activities to increase engagement with tenants and work in partnership with education, employment and training providers and philanthropic institutions to develop new programs and services to promote social inclusion

Strategic Portfolio Growth

- Secured 50 properties through Stage 1 Nation Building Economic Stimulus Package
- Successfully tendered for 200 properties in the Parramatta LGA through Stage 2 Nation Building Economic Stimulus Package
- Secured 200 properties through the Property Transfer Program

Quality Service Delivery

- Established after hours call centre to provide 24 hour maintenance services to tenants
- Tenant Connect Program for older isolated residents
- Implemented Housing Pathways
- Implemented Bridging the Digital Divide Project
- Secured \$30,000 in Philanthropic Funding from The Fred P Archer Foundation to part fund BHL's Bridging the Digital Divide Project

Managing our Assets

- Asset Management Plan 2009–2019 Approved
- 2009 /10 Planned Maintenance Plan spend a record \$1.2m

Effective Governance

- Class 1 registered Community Housing Provider under the Housing Act 2001(NSW)
- BHL Strategic Plan 2009–12 approved
- BHL Governance Principles approved
- Fraud and Probity Policy approved

Business Sustainability

- Strong Financial Performance with Balance Sheet at \$8.5m
- New organisational structure approved
- Scoping on integrated IT system commenced
- Development and Procurement Policy approved

Developing Our People

- Executive Team position established
- Culture and Values workshop

Increasing Our Profile and Reputation

- Winner Australian Housing Institute Excellence Award for “Leading Innovation” for BHL's Bridging the Digital Divide Project
- Community housing provider representative on the Coastal Sydney Regional Homelessness Committee

Winner Australian Housing Institute Excellence Award –“Leading Innovation” for BHL's Bridging the Digital Divide Project.

BHL Profile

BHL provide quality, affordable housing solutions to link low to moderate income households with better futures and building sustainable communities.

Bridge Housing Limited began as the South West Inner Sydney housing Cooperative (SWISH) in 1985. In 1993, SWISH absorbed the Inner West Housing Association, then in 2001 acquired the Darlinghurst Area Community Housing Scheme and in 2008 the Burwood Area Community Housing.

Bridge Housing Limited was incorporated as a Company Limited by Guarantee in March 2009 and then amalgamated with the Eastern Suburbs Rental Housing Association in April 2009.

Our Strategic Plan 2006/2009 drove and established sound foundations for BHL's growth and by 2009 our portfolio increased from 650 to 1100 in 18 months. BHL's Strategic Plan 2009-2012 aims to build on this foundation to strengthen and extend our procurement, development and community development capacity; and increase our portfolio to 2,200 properties by 2012. Our organisational strength is evidenced in our achieving two consecutive A Gradings 2007/08 and 2008/09 under the previous regulatory regime. In February 2010 we achieved Class 1 Registration under the new community housing regulatory system through the Housing Act 2001 (NSW).

In November 2009 we commenced the transfer of 200 inner metro properties in South Coogee and Balmain through Housing NSW Property Transfer Program, taking our portfolio to 1,300 properties.

In April 2010 we successfully tendered for Nation Building Economic Stimulus package properties in the Parramatta Local Government Area (LGA) where a further 240 properties will be transferred to Bridge Housing by December 2010, increasing our portfolio to 1500 properties and our balance sheet to approx \$50m, subject to the State government transferring title. This also expanded our operating region from the City of Sydney to the Parramatta local government area and we operate across the following LGAs: Ashfield, Auburn, Botany Bay, Burwood, Canada Bay, Canterbury, Leichhardt, Marrickville, Parramatta, Randwick, Strathfield, Sydney City and Waverley.



Property Portfolio

BHL now manages 1300 properties housing 2,400 households comprising a mix of single and family households:

| Properties By Program | Social Housing | Affordable Housing | Supported Housing |
|---|----------------|--------------------|-------------------|
| Owned | | 8 | |
| Social Housing Subsidy Program | | 27 | |
| Home Purchase Assistance | 2 | | |
| Community Housing Leasehold Program CHLP | | | |
| Capital Program | 526 | | 46 |
| Private Rental | 574 | | 87 |
| Leased HNSW (scheduled for redevelopment) | 39 | | 11 |
| Fee For Service | | | |
| Local government | 57 | 27 | |
| Other Community Organisations | 20* | | 13 |
| Total | 1218 | 62 | 166* |

Supported Housing is a subset of the total Social Housing dwellings, which means the total properties, as 30 June 2010 is 1280 dwellings. Excludes Ningana.

Fee for Service Program

We provide housing management services to the following organisations:

| Organisation | Target Group | Properties |
|-----------------------------------|--|------------|
| Waverley Council | | |
| Affordable Housing | Moderate income households in Waverley LGA, pay 75% of market rent | 27 |
| Waverly Housing For Older Persons | Older people living in the Waverly LGA | 51 |
| Waverly Community Living Program | People with mild intellectual disabilities living in the Waverly LGA | 6 |
| Settlement | Indigenous households | 7 |
| Aids Council of NSW | People with HIV Aids | 7 |
| Department of Juvenile Justice | Young people leaving the juvenile justice system | 6 |
| Ningana Housing Co-operative | Provision of financial management services | 52 |
| Total | | 156 |

Partnerships

Bridge Housing has a history of successful partnerships with a wide range of support agencies to ensure that vulnerable and high need people enjoy sustainable tenancies. Over 13% of our tenants require support with their living arrangements to continue to live independently and Bridge Housing Limited has formal support agreements with over 40 support agencies to help them maintain that independence in our properties.

Chairperson's Report

It is with pleasure that I am able to report on a successful year for BHL during which we met or surpassed targets for the first year of our Strategic Plan 2009-2012.

This included an increased property portfolio, the development of new programs and services and building the organisational capacity to ensure Bridge Housing's sustainable growth. These outcomes are listed in the Highlight Section of this Annual Report. I wish to focus on the implications of this growth for BHL.

Increased Operational Area

Our operational area has now increased to include the Parramatta Nation LGA through winning the Building Economic Stimulus Tender. We will now operate across a region bound by City of Sydney to the City of Parramatta, a region that contains the lowest housing affordability in Australia. This will provide both challenges and opportunities for BHL, as we develop strategies to increase affordable housing supply in this region. We are committed to working with all levels of government and the private sector to deliver this supply.

Governance

In February 2010 we secured registration as a Class 1 community housing provider under the NSW Community Housing Registration system. This is a testament to BHL's strength and ability to identify and manage risks as it moves from a predominately housing management entity into property procurement and development. We reinforced BHL's governance capacity by adopting BHL Governance Principles based on the best practice ASX Corporate Governance Guidelines. The Board also approved a new three year Strategic Plan 2009-2012, which will aim to grow BHL through a sustainable comprehensive plan to 2200 properties.

Title Transfer

The state government agreement on transfer title to the community housing sector means all 193 NBESP properties will be transferred with title. This will enable BHL to borrow funds to purchase or develop more affordable housing. This is a significant change to our current housing management operations to include property procurement and development and brings increased financial risks. The Directors will ensure that procurement and development occurs in a manner which is prudent and does not impact on our core business – the provision of good quality housing services to our existing tenants and applicants.

People

The Directors believe that the key strength of BHL is the quality of our employees and our organisational structure. This year we approved a new organisational structure that will build further capacity and support the CEO in growing BHL. Three senior management positions were approved: General Manager Housing and Community, General Manager Assets and General Manager Finance and Corporate Services. This team will drive our high level of performance to achieve BHL's vision and mission through service innovation.

Our purpose is not to be the biggest provider but one of the best to ensure effective, consistent and innovative service delivery to our tenants and applicants. A key element is strengthening BHL's capacity in community building and development. BHL's Tenant Advisory Group plays an important role in developing a structure for tenant engagement. Our Bridging the Digital Divide project is the other important project in this enterprise. It provides tenants with low cost computers and internet access. It showcases the strength of partnerships in community building and engagement strategies.

Operating environment

Over the past year, the drivers for community housing sector growth have crystallized in the NBESP packages and Property Transfer Program. While welcome, we believe the legal and title arrangements require more timely implementation. Despite announcing NBESP in April 2010, the contractual and title transfer arrangements are still not finalised, and this has hampered negotiations on financing. The release of the Resource Allocation Strategy provides a clear framework for future property allocations through a mix of tendering and direct allocation. This assists BHL's future resource planning and ability to respond to opportunities as they arise and we are sure that government will ensure that all providers operate on an even playing field. The release of the Industry Development Framework is also welcomed. This strategy provides a framework to build the capacity of community housing providers to meet the personnel, management and financial challenges and manage the risks associated with rapid growth of the community housing providers.

It has been another year of achievement for BHL. I warmly welcome all our new tenants, acknowledge the commitment and dedication of BHL management and staff, lead by our CEO John Nicolades. I also wish to thank my fellow voluntary Directors for their significant contribution in achieving this year's result and acknowledge John Dunn, a director since 2005, who resigned from the Board in July 2010.

Vicki Allen
Chairperson

BHL's skilled and committed team has risen to the challenge of recent growth, continuing to provide a high quality service delivery to tenants and applicants.

BHL has achieved another successful year, becoming the largest diversified housing provider in the inner, eastern and middle ring Sydney metropolitan region, extending our housing programs into Parramatta Local Government Area (LGA).

Portfolio and Program Growth

Our property portfolio will increase to 1500 dwellings by December 2010, a 20% increase over 2008/2009, through:

- 200 multi unit dwellings on the South Coogee and Balmain estates through the Property Transfer Program. This is the first significant transfer of public housing in the inner metropolitan area and will build BHL's capacity to manage larger estates
- 50 Stage 1 Nation Building Economic Stimulus Package (NBESP) properties and extending our operations into the middle ring suburbs
- Our successful tender for 190 Stage 2 NBESP properties, which extends our operations into the Parramatta LGA

We broadened our relationship with Housing NSW through the management of boarding houses at Millers Point and will work to secure affordable housing in this historic location.

We are a key provider of housing to chronically homeless people using a "housing first" model through the My Place Initiative, and Homelessness Intervention Project, expanded from 10 to 5 leases this year. Over 40% of the allocations to the NBESP properties in Parramatta will be targeted to assist homeless people. We will extend the 'housing first' model to Parramatta with our recently signed agreement with Mission Australia for the Michael Project 2 and work with other providers in the region through the Parramatta Homelessness Interagency Forum.

We continue our engagement on affordable housing delivery, this year making a number of representations and submissions to Sydney City Council, Redfern Waterloo Authority and the Barangaroo Delivery Authority to ensure affordable housing is a key part of their development agenda. This year we increased our policy role through our membership of the Coastal Sydney Homelessness Committee auspiced by Housing NSW's commitment to develop the Coastal Sydney Regional Homeless Action Plan. We advocated strongly for greater policy coordination between Housing NSW and the community housing providers through the Social Housing Coordination Committee.



Chief Executive Officer's Report

We place service delivery to tenants at the centre of our activities. This year we extended existing and introduced new programs including:

Improved Service Delivery

Introduction of Housing Pathways providing a common access system for applicants for public and community housing. This is a significant change in allocations policy across the social housing sector and BHL has met the implementation challenges and established a new Housing Pathways team.

Establishment of an after hours maintenance call centre to ensure the delivery of emergency maintenance services to tenants. This simplifies the procedure for tenants as well as enabling more effective monitoring of response times by contractors.

A record planned maintenance spend of \$1.2m to deal with backlog and upgrade works on recently transferred properties from Burwood Area Community Housing, Eastern Suburbs Rental Housing, South Coogee and our existing portfolio.

Red Cross's Tenant Connect Program to assist isolated elderly tenants.

Implementation of Bridging the Digital Divide Project, in partnership with Work Ventures, providing low cost computers with internet access to assist tenants with training, education and reducing social isolation. I'm pleased to report that the project won Australian Housing Institute Excellence Award for "Leading Innovation" in May 2010.

Our support partners are a vital part of BHL's housing program with over 13% of our tenants requiring support to ensure that they have a sustainable tenancy. I thank our existing partners and welcome new partners who have joined us this year. Through these partnerships we provide housing to homeless people, people leaving the prison system, people with intellectual disabilities, women escaping domestic violence and people with HIV Aids.

Organisational Capacity

The Chairperson's report outlined the major strategic challenges facing BHL and the broader community housing sector. Achieving Class 1 Registration shows that BHL has the governance and organisational capacity to meet and embrace these challenges.

This will be further strengthened with the introduction of a new organisational structure and the creation of three new senior management positions to develop housing and community services, our property assets and finances.

Our organisational strength is built on the experience, dedication and creativity of our staff. The BHL staff complement increased significantly this year from 16 to 22. A key task of the senior management is to lead and develop their teams. In the forthcoming year (2010/11) we will have a renewed focus on developing and enhancing staff skills and training.

BHL's success is due to a team effort and I thank my team for riding the wave of change this year without any reduction in the level of service delivery or commitment to meet the needs of our tenants and applicants. I also feel very privileged to work with Directors with a commitment to a strong governance culture enabling BHL to be a high performing organisation.

John Nicolades
Chief Executive Officer



I am pleased to report that BHL produced a surplus of \$987,383 for 2010. The main drivers for our performance are:

- Increased income via portfolio growth through the Property Transfer Program, Nation Building Economic Stimulus Programs and Housing NSW redevelopment program
- Expenses increased through the rollout of an expanded planned maintenance program of \$1.2m (\$0.4m) and staff costs \$1.5m (0.85m) through increased staff complement

Our balance sheet strengthened with total assets growing to \$12.0m (\$8.3). The main drivers for this increase were:

- Cash increased by \$3m to \$7.7m (\$4.6m)
- Debtors increased to \$2.2m (\$1.8m) through the increase in property numbers
- Our equity increased by 20% from \$6.9m to \$8.5m. An amount of \$2.2m of our equity has been set aside for planned maintenance reserve. We plan to use the remaining funds as equity to increase the supply of affordable housing

Improving Internal systems

BHL is constantly seeking to improve its internal financial and business management systems. We commenced investigating a new IT system to replace our existing system, to ensure we have robust data management and a financial system to support our growth. We plan to roll this out in the latter part of the 2010/11 financial year.

Policy Framework

BHL has a comprehensive risk management system. Our Risk Management Plan 2008-2010 was revised in 2009 and identifies all significant risks to the organisation. To ensure effective oversight and management we identify our top 20 Risks. These are reviewed every six months and by exception through the bi-monthly Chief Executive Officer's Report. To strengthen our risk management and internal control systems, we introduced a Fraud and Corruption policy.

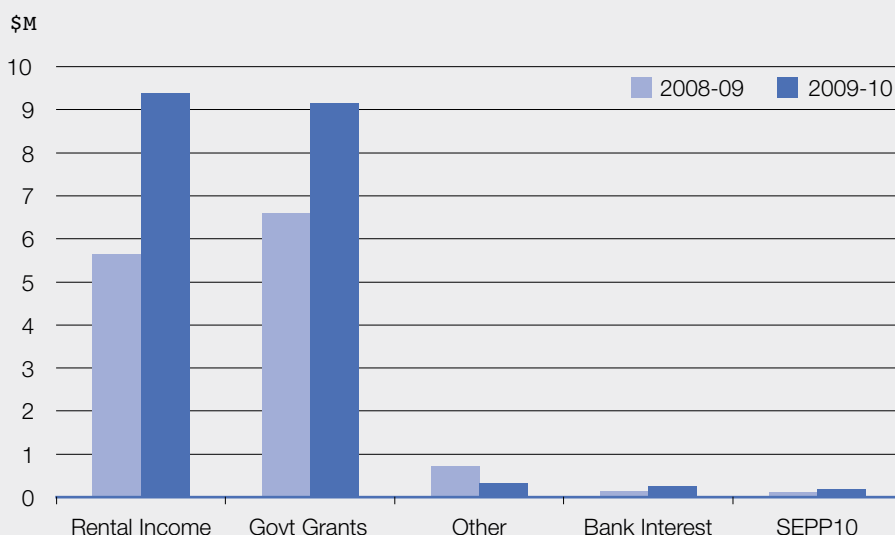
In 2010/11 we will further undertake a comprehensive review of our Risk Management Plan, further develop our Fraud and Corruption Policy, develop an internal audit framework and revise our procurement and tendering guidelines.

Most significantly BHL will appoint a General Manager Finance and Corporate Services as part of the senior management team which will provide a more strategic view of BHL finances and increase our capacity to manage the risks associated with financing our property procurement program.

Summary information on our Financial Report can be found on page 29 of this Annual Report. Our Audited Financial Report 2010 is available electronically on www.bridgehousing.org.au or hard copy by contacting 02 9699 6055.

Shirley Liew
Chairperson Finance and Risk Committee

BHL INCOME 2009-2010



Asset Management

Significant improvement in maintaining property assets has provided existing tenants with quality accommodation and will help meet future housing demand.

BHL has developed a strategic approach to managing our properties through the Asset Management Plan 2010-2019 and Property Development and Procurement Policy Plan.

Both provide a comprehensive framework for the procurement, management and disposal of properties. The Property Development Policy provides guidelines and assessment procedures for how we will purchase or develop new properties in the future.

This year we completed our most comprehensive planned maintenance roll out at a cost of \$1.2M. This followed our extensive program of property scopes to determine the immediate (backlog) and future planned maintenance program. Maintenance works were completed on 246 properties including all properties transferred from Burwood Area Community Housing and Eastern Suburbs Rental Housing Association.

Through our systems improvement, the time between scopes and work commencing is falling. In addition we scoped 71 South Coogee properties transferred to BHL management in January 2010 and completed backlog works on 59 properties by June 2010. In early 10/11 we plan to complete all up grade works on South Coogee.

A survey of South Coogee tenants revealed that of the respondents, (representing about 20% of the tenants in this location) 76% indicated they felt the overall quality of the maintenance service was excellent, while a further 24% indicated it was very good.

Another highlight of the year was the establishment of an after hours maintenance call centre to attend to emergency maintenance requests. This provides a more comprehensive maintenance service to BHL Tenants.

During 2009/10 we sought further improvement through the creation of the position of General Manager Assets who will form part of BHL senior management team. The role includes reorganising our responsive maintenance management and developing further improvements in our information management systems to improve planning, management and response times.

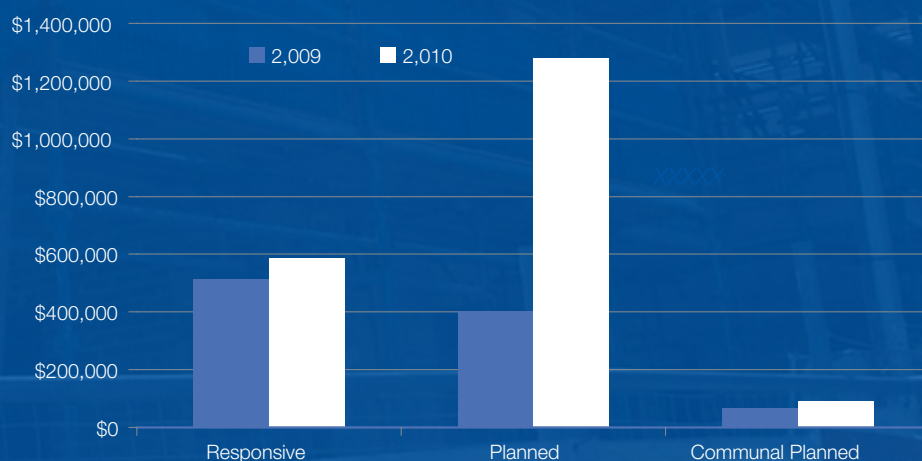
BHL is very conscious of its responsibilities to ensure its properties are well maintained. This expenditure enables us to ensure that our properties provide existing tenants with quality accommodation and extends the life of the building to meet future housing demand. Maintenance is divided into responsive and planned maintenance. Responsive maintenance deals with emergency and more immediate maintenance issues raised directly by tenants. Planned maintenance is scheduled works identified through our 20 Year Asset Maintenance Plan and includes gardening, cleaning and fire-safety contracts.

Gary Milligan
Chairperson Asset and Procurement Committee



This year BHL has seen significant improvements in property maintenance assets to ensure that our properties provide existing tenants with quality accommodation and extend the life of the building to meet future housing demand.

REPAIR & MAINTENANCE BY CATEGORY 2009-2010



TOTAL
CONSTRUCTION

Board Members

Vicki Allen
BBus MBA DFP MAICD

Director since 2007

Chairperson

Skill Area: Human Resources

Vicki is the Chief Operating Officer at Trust Company Limited. She is currently Chair of Trust Company Superannuation Services Limited and director of a number of other unlisted group companies. Prior to joining Trust, Vicki worked at Lend Lease Corporation and National Australia Bank in a number of senior roles.

John Dunn ACA MAICD

Director since 2005

Skill Area: Finance

Member: Finance and Risk Subcommittee

John is a Chartered Accountant by profession, a member of the Institute of Company Directors and has held a number of senior executive roles including Managing Director of an ASX listed public company. John resigned from the BHL board in July 2010.

John Kell
BA LLB MEnvStud MAICD

Director of BHL since 2009;
of ESRHA from 2005 to 2009

Skill Area: Law

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

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

Shirley Liew
BBus MBA Grad Dip Appl Finance

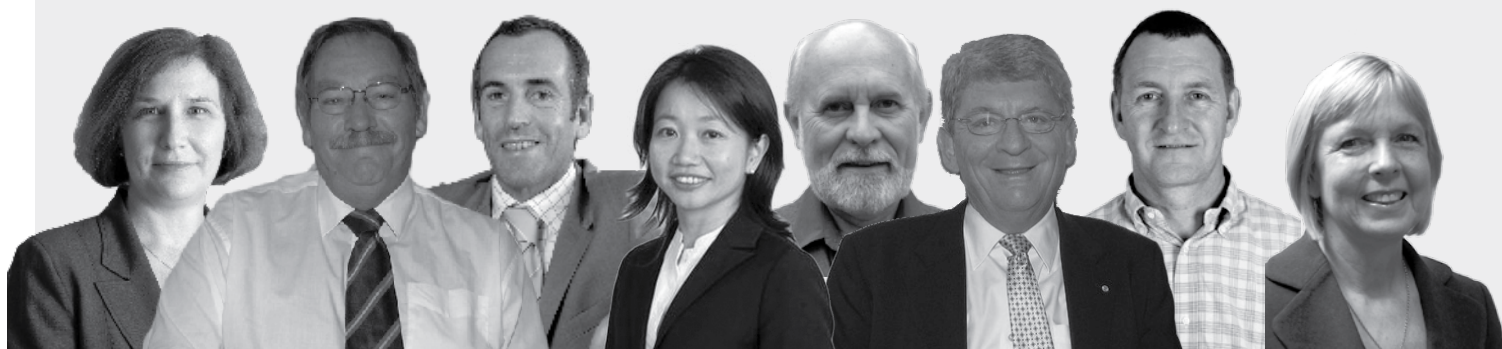
Director since 2009

Chair of Finance and Risk Committee

Skill Area: Financial and Risk Management

Shirley has 18 years experience in financial management, audit, governance, risk and corporate finance advising in a number of sectors such as manufacturing, infrastructure, construction and not for profits, particularly in aged care.

Shirley was recently appointed as a director of Protiviti, a global firm providing risk, business consulting and internal audit services. Shirley occupied similar positions with Moore Stephens and Grant Thornton. She is a director on a number of other unlisted and not for profit entities.



Gary Milligan
BSc BEng (Electrical) (Hons 1) Grad
Cert Human Resource Development
(MIVMA)

Director since 2007

Skill Area: Asset Management

Chair Asset and Procurement Committee

Gary is a professional engineer with over 35 years experience in procurement and asset management of government buildings. He has contributed to all aspects of procurement and asset management processes, covering policy development, investigation, design and documentation, construction and maintenance management and project and policy review.

In 2007, he completed the AICD Company Directors course. Gary is a member of the Institute of Value Management, Australia. He retired from the public sector in 2006.

Dick Persson
AM BA FAIM FAPI

Director since 2009

Skill Area: Housing policy, Planning and Local Government, Capital Works procurement, Management and Government Administration; Mediation

Dick is an experienced senior public servant having held Director General positions in Queensland and NSW [1989 and 2003] including QLD Department of Housing, Local Government and Planning, QLD Department of Health and the NSW Department of Public Works and Services.

Dick was Director of the 1997-98 National Housing Policy Review for the Federal Government, and more recently completed a six year term as Administrator of Warringah and Port Macquarie-Hastings Councils.

Garry Spreckley
BCom (Legal) BAcc Post Grad
Dip Taxation Full accreditation
in Australian Taxation and
Corporations Law

Director since 2009

Skill Area: Finance and Accounting

Gary Spreckley is a qualified Chartered Accountant with over 20 years in finance at a senior level. Currently the Chief Financial Officer of the General Pants Group, he has extensive work experience in both private and public companies in Australia and South Africa, with a particular focus in corporate finance and retail. Gary has previously worked as a senior manager in corporate finance for Investec Bank in Australia and South Africa.

Helen Wood
BSc (Hons) Psychology MRICS MAHI

Director since 2002 Re-elected in 2005

Skill Area: Social housing from the perspective of a provider and Property Development

Member: Asset and Procurement Subcommittee

Helen is a chartered surveyor who has 25 years experience as a property professional specialising in social, affordable and aged housing in the UK and NSW. She was CEO of a charitable Housing Association in Central London for 9 years. Helen has considerable experience in partnerships between the not for profit sector and the private sector.

Most recently she has worked in the aged care sector developing aged care and seniors housing options. She is currently Manager – Development and Innovation for Uniting Care Ageing NSWACT.

| | Board Meetings | | Finance and Risk Committee | | Asset and Procurement | |
|-----------------|--------------------|-----------------|----------------------------|-----------------|-----------------------|-----------------|
| | Eligible to attend | Number attended | Eligible to attend | Number attended | Eligible to attend | Number attended |
| John Dunn | 7 | 5 | 3 | 2 | | |
| Gary Milligan | 7 | 7 | | | 2 | 2 |
| Vicki Allen | 7 | 7 | | | | |
| Helen Wood | 7 | 6 | | | 2 | 1 |
| Dick Persson AM | 7 | 6 | | | | |
| John Kell | 7 | 5 | | | | |
| Gary Spreckley | 7 | 6 | | | | |
| Shirley Liew | 7 | 6 | 3 | 3 | | |

Staff

John Nicolades

Chief Executive Officer

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

John has worked in the housing and community services sector for the past 20 years. John was with the Department of Housing as Director of the Centre for Affordable Housing from 2003, and was the inaugural Director of Affordable Housing Service in the NSW Dept of Planning from 1999-2003. Previously, John held various strategic and operational positions including Community Services Manager at the Uniting Church Board for Social Responsibility 1989-1999, housing policy coordinator with Australian Council of Social Service and Housing Policy Officer with Shelter NSW. He has been on a number of federal and state government committees on housing policy.

Prior to joining BHL in 2005, John undertook consultancy work on affordable housing for the NSW Department of Planning and NSW local governments whilst completing his Diploma of Applied Finance.

John is committed to using his skills and experience to build BHL into a pre-eminent provider of affordable housing.

Katherine Wight

Manager Housing Services

Bachelor of Arts

Katherine joined BHL in November 2004 and has lead the BHL housing management team. Kathy has considerable housing management experience with one of the largest social housing providers in the UK – Notting Hill Housing Trust. She has worked in social housing in the UK for 20 years.

Becky Chan

Finance and Administration Manager

Bachelor of Business, CPA

Becky joined BHL in June 2009 with high level accounting experience developed through working as a senior accountant, finance and business analyst in the IT industry – IBM and Sybase – in Sydney and Hong Kong.

Born in Beijing, Becky speaks fluent Mandarin and Cantonese.

John Plater

Asset Manager to December 2010

Bachelor of Science, Building
Surveying

Master of Arts, Building
Rehabilitation Studies

FRICS (Chartered Building Surveyor)

MCIQB (Chartered Builder)

John has considerable experience in asset management and maintenance and has lectured in this field. He has worked for the Civil Engineering Department London Transport and for building consultancy and project management firms in the UK before establishing his own consultancy business where he also undertook work for housing associations.

John joined BHL in 2006 to lead the asset management team. John is committed to improving standards of maintenance to BHL properties to ensure that both current and future tenants benefit from well maintained properties. John resigned from BHL to return to the UK.



Ross Craig

Acting Asset Manager (January 2010)

Toolmaking & General Engineering at Sydney Technical College

BOMA Property Operations Management Course

Since 1995 Ross has worked in property and facilities management with Lendlease, Spotless, Transfield and Serco-Sodexo. Ross has assisted BHL develop better systems for the delivery of responsive and planned maintenance services and has worked on the transfers of 200 properties under the Property Transfer Program and 250 Properties under the Nation Building Economic Stimulus Package Stage 1 and 2.

Andrew Riolio

Acting Chief Financial Officer (P/T)

Bachelor of Agricultural Economics

Andrew has extensive experience in the private and not for profit sector. He has been Chief Financial Officer for Body Corporate Services, one of Australia's largest strata management companies, and St George Community Housing. Since 2008 he has provided strategic and operational financial management advice to Bridge Housing Limited. Andrew has assisted BHL with Registration, Nation Building Economic Stimulus Tender, Financial reporting and modelling and IT system upgrades and project management.

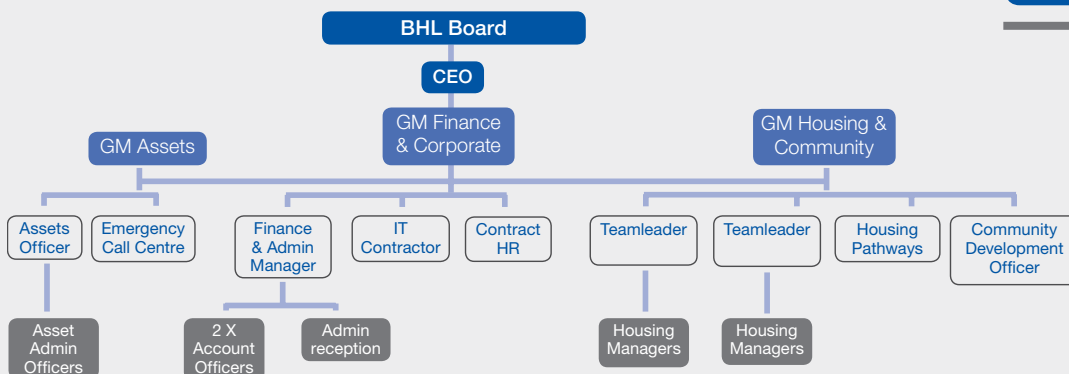
Staff Complement

BHL has a diverse and skilled staff team, with staff members from a variety of backgrounds and experience. The team has a broad language base to draw from, including Arabic, French, Mandarin, Spanish, Portuguese and Greek speakers. A commitment to staff training and development is reflected in this years training plan which has included staff training in the following areas:

Housing and Appeals Committee basic and advanced training; compulsory and elective units of the Cert IV in Social Housing, Keep Them Safe child protection training, project management, leadership skills and dealing with difficult clients courses. Staff also attend regular middle managers meetings, and are members of the Australasian Housing Institute and NSW Federation of Housing Associations.

BHL's staff complement increased from 15 FTE to 22 during 2009/10. BHL's organisational structure has three operational Areas – Housing Services, Assets and Finance and Administration. Our Housing Management team has increased over the past year in line with planned portfolio growth and the launch of Housing Pathways in April 2010. The team currently comprises nine FTE Housing Managers plus one FTE Housing Manager Pathways, one Team Leader and one Senior Housing Manager Pathways. The Assets team includes an Asset Officer and Asset Administrator, led by the Asset Manager. Finance and Administration comprises two Accounts Clerks, two Administration assistants, one Finance Manager and the acting Chief Financial Officer. A Community Development Officer and Project Officer make up the full time team.

The Board approved a new organisational structure and appointment of three senior Management positions. This organisational chart is effective from December 2010.



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

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

BHL's Constitution requires that BHL appoint directors who have skills in finance, accounting and risk management, law, asset management, community housing management, human resource management, community organisation management, social housing provision and property development.

BHL is a Public Benevolent Institution with Deductible Gift Recipient Status.

Role of the Board

The Board's primary responsibilities include:

- Establishing long term goals and approving strategic plans to achieve those goals
- Ensuring there is an appropriate separation of powers and balance of responsibilities between the board and management
- Selection and retention of the Executive Officer, setting the conditions of service and monitoring performance
- Review and approval of annual budgets, monitoring of management and financial performance and ensuring that the organisation has the skills, resources and support it needs
- Identification of significant business risks and ensuring effective strategies are in place to manage these risks

- Ensuring that there are adequate systems of internal control together with appropriate monitoring of compliance activities
- Review and approval of major strategies, financial objectives and plans including capital expenditures, acquisitions, developments and divestments

The Board approved BHL's Corporate Governance Principles on 12 October 2009 based on the ASX Corporate Governance Council's Principles of Good Corporate Governance. They ensure Directors address their corporate, legal, and financial and audit responsibilities and exercise reasonable care, skills and diligence in carrying out their duties.

1: Lay solid foundations for management and oversight

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

The Board meets bi-monthly and has established two subcommittees, Finance and Risk and Asset and Procurement, to assist the Board with consideration and decision making with operational matters.

2: Structure the Board to add value

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

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

3: Promote ethical and responsible decision-making

The Board will ensure that BHL conducts its business to the highest standards of honesty, integrity, respect and fairness when dealing with all its customers and employees. It adheres to the highest ethical principles and these are expressed in our:

- Fraud and Corruption Policy
- Code of Ethics for Directors and staff
- Code of Conduct for Directors
- Managing Conflict of Interest Policy
- Register of Interests
- Tenants Rights Statement

4: Safeguard integrity in financial reporting

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

5: Make timely and balanced disclosure

The Board will ensure that information is made available in a timely manner to BHL's stakeholders, clients, support agencies, regulatory and funding bodies, members and staff – and is factual and clearly and objectively expressed.

6: Respect the rights of BHL members

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

7: Recognise and manage risk

The Board will ensure that BHL has comprehensive risk management policies, has sound risk management systems and procedures that ensure it has good internal controls.

8: Remunerate fairly and responsibly

The Board will ensure that BHL has remuneration and employment policies and practices in place that assist with retaining and attracting qualified and motivated staff, including its CEO.

Bridge Housing Limited Governance Principals and Constitution is available from www.bridgehousing.org.au or by contacting the BHL office on 02 9699 6055.

Subcommittees

To assist in the effective governance of BHL the Board has established two standing subcommittees.

Finance and Risk

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

Asset and Procurement

The Asset and Procurement Committee is responsible for overseeing the effective development of BHL Asset Management and Procurement strategies. It develops and oversees Asset Maintenance Plans and provides high level advice to Management on Asset Strategies.

Other subcommittees are established as required. Currently we have a HR subcommittee to assist in recruitment of the Senior Management Team and an IT subcommittee to assist management with the implementation of BHL's integrated IT system.

Compliance

Registration

All community housing providers operating in NSW and receiving financial assistance from Housing NSW must register with the Registrar of Community Housing. BHL achieved Class 1 Registration under the Housing Act 2001 (NSW) in February 2010.

This will involve ongoing compliance monitoring against the following eight performance areas:

1. Fairness and resident satisfaction
2. Sustainable tenancies and communities
3. Asset management
4. Sound governance
5. Standards of probity
6. Efficient and competitive delivery of Community Housing
7. Protection of Government investment
8. Development projects
9. Information on the regulatory regime can be found on www.rch.nsw.gov.au.

Accreditation

As part of its quality assurance process BHL undergoes accreditation every three years or so. BHL achieved accreditation in 2000, 2003, 2006 and is scheduled to be re-assessed in 2010.

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

- Tenancy management
- Asset management
- Tenants rights and participation
- Working with the community
- Governance and organisational management
- Management systems
- Human resources management

Legislation

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

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



Partnerships

Bridge Housing Limited is at the forefront of innovative housing solutions to provide sustainable tenancies for people with a wide range of support needs.

Flexibility, a personalised service and a commitment to sustaining long-term tenancy and achieving positive outcomes are what drive our supported tenancy program.

Support Partners

BHL works with over 40 partner agencies providing support to tenants. We are also developing community projects to provide opportunities for disadvantaged tenants to learn new skills and become active participants in their communities. We have formal support agreements with following service providers to provide sustainable tenancies to:

People who are homeless or at risk of homelessness:

- The Mercy Arms
- Norman Andrews House
- Matthew Talbot Hostel (St. Vincent de Paul)
- Jewish Care
- The Station
- Homelessness Intervention Project (HIP) – Haymarket Foundation & Mission Australia
- Wesley Mission
- B Miles

Young disadvantaged people with diverse needs:

- Red Cross Young Parent's Program
- A.L.I.V.E. Program (Catholic Care)
- Bondi Youth Association
- OASIS (Salvation Army)
- Options Youth Housing
- THEBA
- People living with HIV/AIDS
- Aids Council of NSW (ACON)
- Bobby Goldsmith Foundation (BGF)
- AIDS Dementia & HIV Psychiatry Service (ADAHPS)

Women and young children escaping domestic violence:

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

Indigenous people with diverse needs, including women escaping domestic violence, those on a very low income and older people experiencing homelessness:

- Wyanga
- Killara Women's Refuge
- The Settlement

Young people and adults exiting prison & juvenile justice systems:

- Dept Juvenile Justice
- Catholic Care
- Community Restorative Centre

Older people:

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

People with intellectual disabilities:

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

Young people at risk of homelessness within the GLBT community:

- Twenty10

Transgender people with housing and support needs:

- Gender Centre

People with physical disabilities:

- Royal Rehabilitation Sydney

Partnerships and Programs

Homeless Intervention Project

The Homelessness Intervention Project, set up by the NSW Premier's Department, provides stable and secure housing for chronically homeless through a 'housing first' model. BHL is proud to be part of this innovative program, which partners with The Haymarket Foundation and Mission Australia as support partners plus Community Services. The program has assisted 13 homeless people to secure permanent and stable housing and support. The Project also helps to identify and address barriers to effective housing and support provision for people who are homeless or at risk of homelessness.

Working with our stakeholders

Marian Centre

St Vincent de Paul's Marian Centre operates as a refuge for women and children escaping domestic violence and homelessness. BHL has worked with the Marian Centre since 2000. Clients are supported in the outreach properties for up to two years.

Partnerships

“Our partnership with BHL is one of the best. We have quarterly meetings with the staff to discuss any issues with the tenants, or get feedback from each other so our clients get the best outcome they need. Over the past 10 years, BHL has provided excellent quality of service to the clients of the Marian Centre. The Marian Centre believes that BHL plays a big role in the lives of the clients, not only providing housing to the clients but also giving them the options to make positive changes in their lives.”

**Ilknur Chaloupka, Manager,
Marian Centre (St Vincent de Paul)**

Jewish Care

Jewish Care provides case management and accommodation services to a wide range of vulnerable clients in the community. Their supported accommodation program links clients to secure accommodation during their transition to permanent housing and BHL (and prior to April 2009 ESHRA) have worked with the organisation since 2004.

“Jewish Care has a partnership of 6 tenancies together with Bridge. We have worked together with Bridge since it amalgamated with ESRHA and this has been an extremely helpful partnership for our organisation and for our clients. Jewish Care provides short and medium term accommodation for clients who are homeless, experiencing domestic violence and family difficulties or chronic or terminal illness.”

**Roberta Freedman,
Program Manager, Family and
Children's Service Jewish Care**

Red Cross

The Red Cross Young Parent's Program provides stable and secure accommodation for young homeless parents. Accommodation is provided alongside case management and support to assist young parents in a range of areas including developing living and parenting skills, moving into education and employment and strengthening community networks.

“BHL provides the Young Parent's Program (YPP) with 15 properties in the Eastern Suburbs and Inner West and YPP case manages the tenants. They have also been able to provide us with three permanent tenancies in the Western Suburbs.

Without secure housing, it would be almost impossible for YPP to be able to carry out the intensive case management we do with clients. Without stability in their lives young parents face an increasingly hard battle to parent effectively, keep their children in their care and provide their children with the best opportunities.”

**Anne King, Program Manager,
Red Cross Young Parent's Program**

Fee for Service Programs

BHL also maintains a range of fee-for-service programs for a number of clients:

Waverley Council

BHL works in partnership with Waverley Council on three fee-for-service programs including a unique Affordable Housing Program plus two specialised social housing programs.

The Affordable Housing Program offers 26 properties to people on a moderate income who have a connection with the Waverley LGA, in order that they can afford housing in an area which has high levels of housing stress.

The Waverley Housing for Older People program offers 56 tenancies for older people in need of housing in the Waverley area. The Waverley Community Living Program offers transitional housing together with independent living skills training and transition support for people with mild intellectual disabilities to assist them to move into independent living in the community.


Wyanga Aboriginal Community Aged Care Program

Wyanga provide tailored aged care services for Indigenous Elders in Sydney, assisting Aboriginal Elders to remain in their homes and communities with support. BHL works with Wyanga to provide tenancy management services for four tenants in Glebe in a head leasing arrangement.

“Bridge Housing has the Head Lease of the house that 4 Aboriginal Elderly women occupy in Glebe. This arrangement works well with Wyanga being in charge of the clients and their daily needs, food, utilities, furnishings, etc, and BHL takes care of all housing issues, repairs and maintenance, rates, yard and so on.

The partnership works because BHL and Wyanga have a true partnership with not one organisation overpowering or overruling the other, Wyanga and BHL respect each others professionalism in the partnership and respect the knowledge each has around their responsibilities.”

**Millie Ingram,
Chief Executive Officer – Wyanga**



“BHL provides the Young Parent’s Program (YPP) with 15 properties in the Eastern Suburbs and Inner West and YPP case manages the tenants.”

Community Development

Communicating with tenants to provide the capacity and tools to engage with their communities is crucial to our vision for future service delivery.

This year BHL extended its community development and engagement programs to commence the process of building sustainable communities.

BHL seeks to develop programs to engage our tenants and communities to provide pathways to overcome social isolation, build individual capacity through learning and assist with entering or returning to education and or work. We facilitate this by partnering with government agencies – Housing NSW, Communities NSW and other not for profit organisations such as the Red Cross and WorkVentures. In the coming year BHL will further extend these activities as we take on more estate management and introduce new programs and extend our community engagement activities.

“We are just a fledgling group but with generous help from Bridge Housing we will gather momentum in the coming year.”

Pamela Pryor, Chair BHL Tenants Advisory Group.

Bridging the Digital Divide

BHL identified the low level of computer and internet access amongst its tenants and presented a proposal to WorkVentures, successfully applying for funding from the Trust Company Philanthropic Services to supply eighty five computer packages to households on a low to moderate income. Access to a personal computer is vital in order to assist children at school, tenants returning to education or training and to assist in reducing social isolation. This new venture is run in partnership with WorkVentures, a social enterprise focused on community and economic development.

Each year organisations, governments and IT providers need to dispose of millions of obsolete and decommissioned PC's, yet over 2.5 million Australian households have no PC's or internet access. BHL and WorkVentures are working together to reduce this gap and have completed the first round of computer package distribution to twenty BHL tenants to ensure households in need are not technologically disadvantaged.

“I have been able to reconnect with some long lost friends in the US and it has been really great. I have also found a volunteer job 2 days a week with Anglicare in Marrickville & it has helped relieve my isolation greatly.”

This project recently won the 2010 Australasian Housing Institute Professional Excellence in Housing Award – Leading Innovation, providing an opportunity to showcase the success of the program to the community and social housing sector.

There are twenty BHL Tenants currently enjoying access to this program in its initial stage and BHL will be delivering the second roll out of the program before Christmas 2010 with an evaluation in early 2011.

Tenant Connect

BHL has partnered with the Australian Red Cross Tenant Connect program to provide tenants of BHL who are aged over 70 years old or for Aboriginal tenants aged over 45 the opportunity to receive a free daily call from a friendly Red Cross volunteer at an agreed time to make sure they are OK and do not need any assistance. This is a confidential service that gives tenants daily contact with a Red Cross volunteer, reassurance that they are safe and well and a response in case of an emergency. BHL initiated the Tenant Connect Program for its tenants in April 2010 and continues to actively promote the service to its seniors.

Waterloo Green Project

Housing NSW is currently working towards the implementation of the Waterloo Green Neighbourhood Project, a three year pilot project that will focus on the high rise buildings in Waterloo. The project consists of three new services, each of which will provide employment and training opportunities for social housing residents living in the City of Sydney.

BHL tenants with an interest in undertaking a traineeship, gaining a trade qualification or using their existing qualification while receiving paid work were encouraged to apply. TAFE NSW provides educational support and accredited training courses to successful applicants. The project will operate from premises in Waterloo and will undertake routine maintenance work to public housing properties in the Inner City.

Commencement of the recruitment for the Neighbourhood Repairs Service started in June 2010 with six BHL Tenants currently enrolled in the program. Housing NSW will deliver the Neighbourhood Repairs service in partnership with Fair Business, a not-for-profit organisation and Spotless. BHL will continue to assist Housing NSW in the Waterloo Green Project program to deliver employment and training opportunities to its tenants.

Tenant Participation

Tenant Advisory Group

BHL is committed to seeking feedback which can be used to improve and shape service delivery to ensure we are meeting the needs of our tenants. The Tenant Advisory Group (TAG) plays a key role in providing a forum for this exchange to occur. The TAG was set up in 2009 and met four times in 2010.

The Chair, Pamela Pryor, is also the BHL representative on the state wide NSW Community Housing Tenant Representative Network where tenant representatives from other community housing providers meet bi-monthly to discuss ways to encourage tenant participation. The group provides a forum to discuss the role of the network and often have speakers attend meetings to discuss items like Community Justice, Consumer Trading Tenancy Tribunal, Crime Prevention and Safety and Advocacy to name a few.

BHL will seek to expand these activities in the coming year through regular and targeted block meetings to bring tenants together to discuss their needs within their communities.

Block Meetings at South Coogee

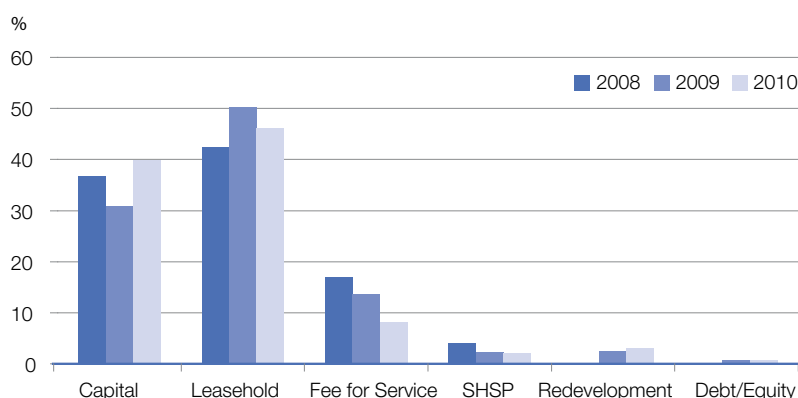
BHL is committed to continually improving the services it provides to its tenants and shapes these services by using tenant feedback. Meetings with a number of tenants were held in January 2010 with the intention of helping BHL improve the communal areas by seeking tenant input about issues affecting them in their neighbourhood.

Tenants were asked to complete a survey and then meet outside the block to discuss any issues that were not identified in the content of the survey. Valuable information was gained from tenants and the recommendations and advice that was received has been fed into the Planned Maintenance schedule for the site that will commence in 2011.



Statistics

PROPERTIES BY PROGRAM 2007-2010



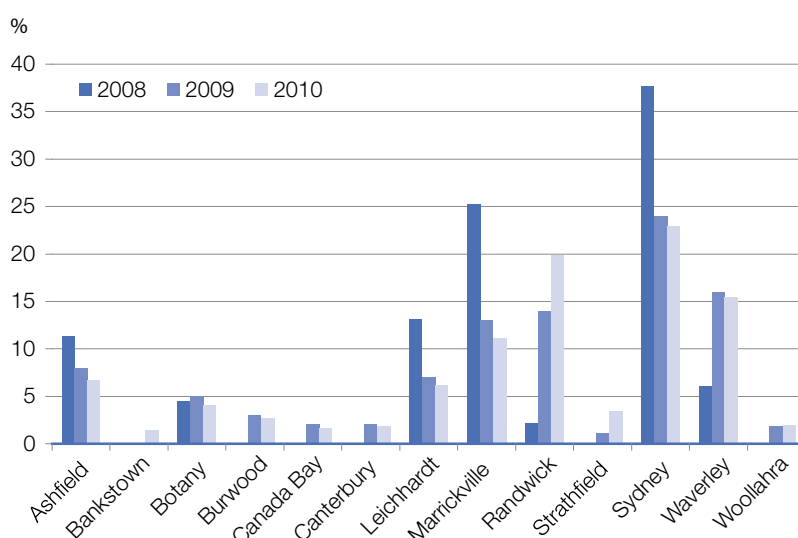
BHL's property portfolio increased from 1100 to 1300 properties through the transfer of properties at South Coogee as part through the Property Transfer Program and 50 NBESP properties. In December 2010 we expect to complete the transfer of NBESP properties in the Parramatta LGA increasing our portfolio to 1500 properties. This increases the % of capital properties in BHL portfolio.

Capital properties are leased from the Department of Housing on recurrent five year leases.

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

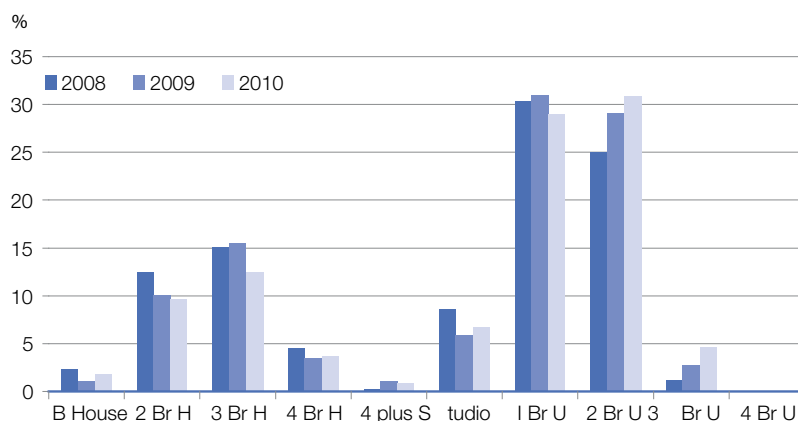
Social Housing Subsidy Program properties are targeted to households earning moderate incomes.

PROPERTIES BY LGA JUNE 2007-2010



Our 1300 properties are predominantly located in the inner metropolitan region. City of Sydney, Leichhardt, Marrickville and Randwick Local Government Areas have the majority of properties. The transfer of 193 Nation Building Economic Stimulus Package Properties. The common social housing register-Housing Pathways will see Parramatta LGA emerge as a significant location for our capital properties.

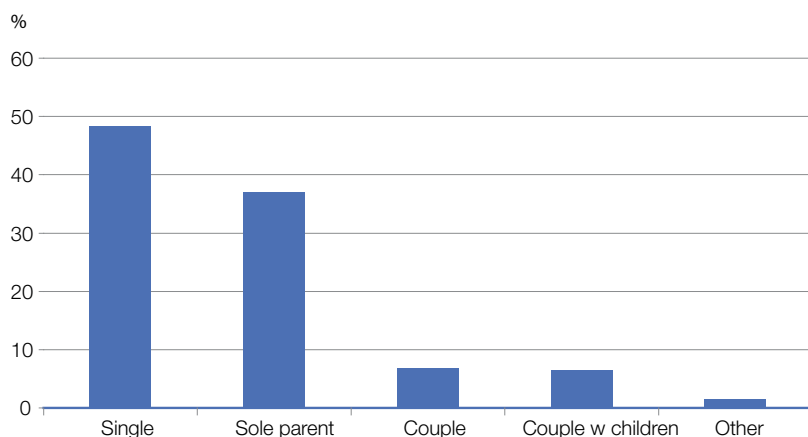
PROPERTIES BY BEDROOM SIZE JUNE 2008-2010



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

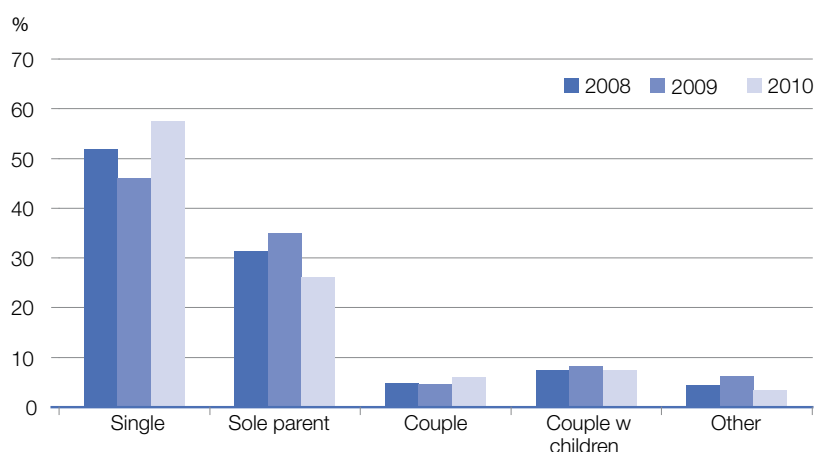
We seek out properties that will best match the type and size of our tenants' and applicants' households.

APPLICANT HOUSEHOLD TYPE 2009



The majority of our tenants are single-person households. The second largest tenant group is sole-parent households. Couples with and without children make up less than 15% of the tenancies we manage.

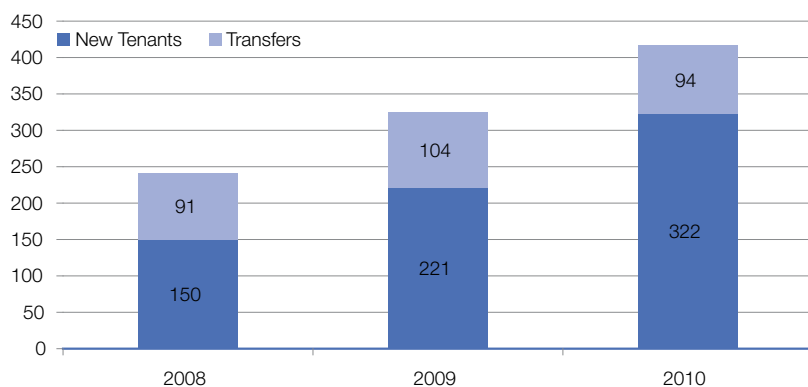
TENANT HOUSEHOLD TYPE 2008-2010



The households we are supporting are predominately headed by women between the age of 25 and 54 .

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

NEW TENANCIES AND TRANSFERS 2007-2010

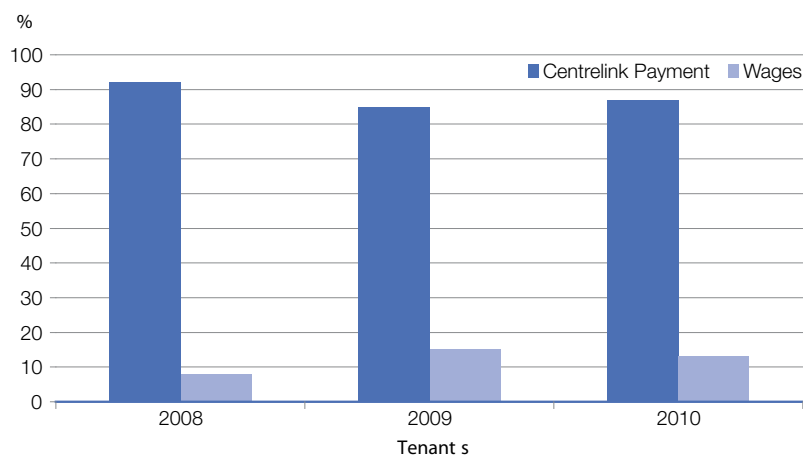


We accommodated 322 new tenants in 2009/10 and transferred 94 existing tenants to other housing within the LGAs in which BHL operates. Many of the new tenancies occurred through the transfer of Housing NSW properties at South Coogee to BHL management which commenced in November 2009.

Internal transfers help meet the changing housing needs of our tenants and makes accommodation available for applicants on the common social housing register- Housing Pathways.

Statistics

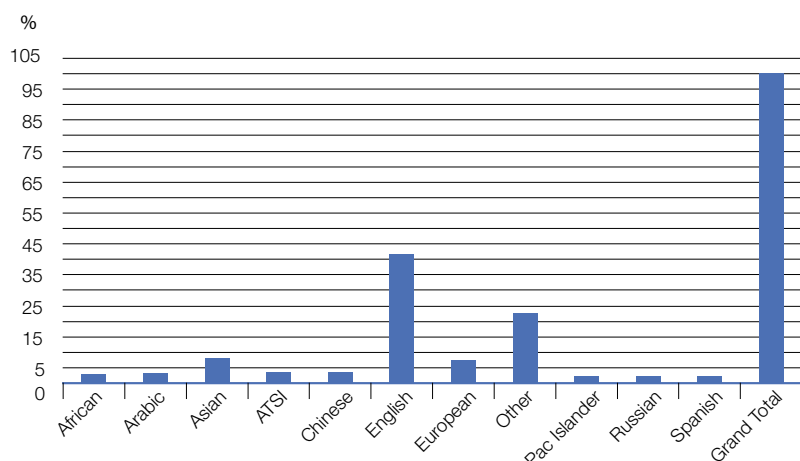
INCOME SOURCE TENANTS 2008-2010



BHL tenants are predominately Centrelink beneficiaries.

BHL receives two forms of subsidy: Commonwealth Rental Assistance for tenants on low incomes and Housing NSW grants. These allow us to reduce the cost of housing for low income households and provide quality, affordable housing in one of the highest cost regions in Australia.

LANGUAGE AND CULTURAL IDENTIFICATION 2009-10

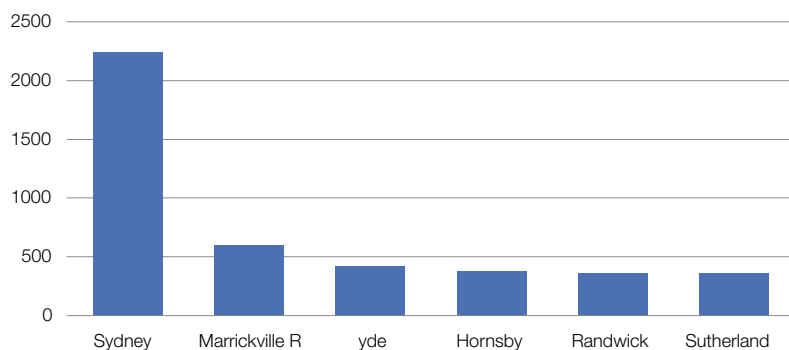


There is considerable diversity in cultural and linguistic backgrounds among BHL tenants and applicants. BHL tenants speak over 47 languages.

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

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

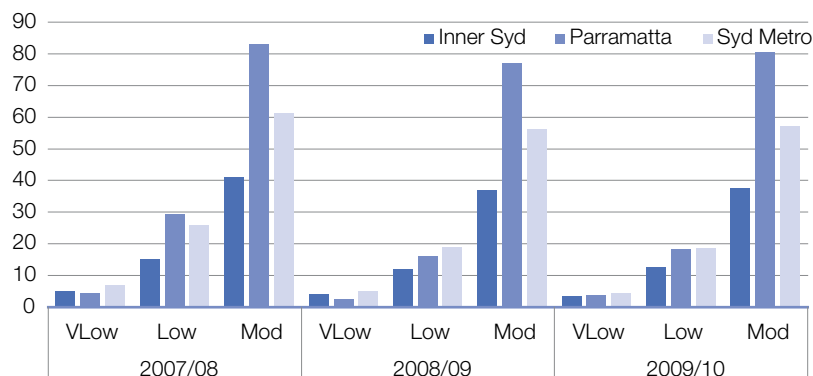
HOMELESS HOUSEHOLDS BY LGA, COASTAL SYDNEY



Coastal Sydney incorporates 27 Local government Areas (LGAs), extending from Hornsby in the North to Sutherland in the south. See Regional Homelessness Action Plan 2010-2014 Coastal Sydney

Coastal Sydney accounted for 37% of the homeless population in 2006. The 2006 Census counted over 10,000 people as homeless in Coastal Sydney including over 400 Indigenous homeless. Over 2,200 homeless households were in the City of Sydney LGA followed Marrickville and Randwick. Western Sydney accounted for 12% of the homeless population in 2006. In BHL's operating region Parramatta LGA has the highest number of homeless households 599, followed by 397 in Auburn and smaller numbers in other Western Sydney LGAs.

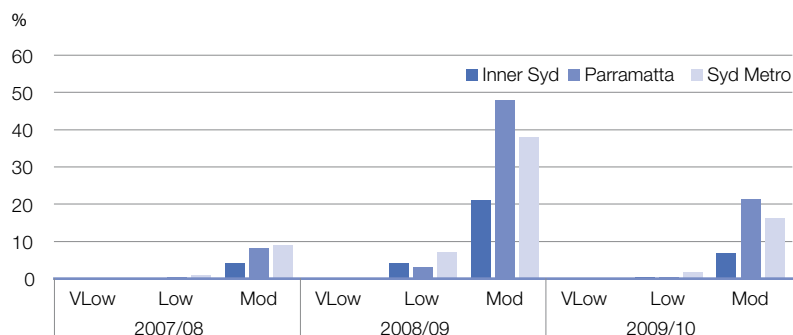
% AFFORDABLE RENTAL BY INCOME 2007-2010



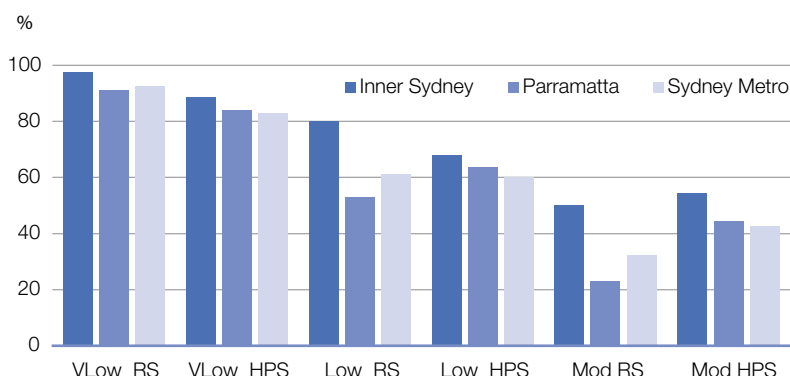
BHL's operating region is associated with low levels of rental housing affordability for low and moderate income renters and purchasers compared to the wider Sydney Metropolitan Region (Syd Metro). Higher rental housing costs are concentrated in the inner and middle ring and less intense in Parramatta for moderate income households.

The low levels of affordability are associated with high land costs in the region and decreasing supply of affordable rental and purchase housing. The two charts show there are no easing of rental affordability pressures for very low, low income households.

% AFFORDABLE PURCHASED INCOME 2007-2010



% HOUSEHOLDS BY INCOME RENTAL AND HOME PURCHASE STRESS 2006



This tables shows the dramatically high level of housing stress for very low and low income households in rental or home purchase in the inner metro Sydney and Parramatta. Moderate income households also experienced relatively high level levels of housing stress in the inner metro region.

Report Card

| Key Performance Indicators | 2010 | 2009 |
|---|--------|--------|
| Tenant Satisfaction | | |
| Overall satisfaction with the organisation | N/A | 96% |
| Service Development | | |
| Total housing properties | 1,280 | 1,144 |
| Finance Management | | |
| Staff Cost as % of Total Revenue | 8% | 7% |
| Property Costs as % of Total Revenue | 84% | 85% |
| Administration Cost as % of Total Revenue | 4% | 3% |
| Cash at end of year | \$7.7m | \$4.6m |
| Net profit | \$1m | \$2m |
| Reserve for future planned maintenance | \$2.2m | \$2.2m |
| Retained Profit | \$4m | \$3m |
| Housing Management | | |
| Arrears | 1.4% | 1.3% |
| Market rent loss via void | 0.7% | 0.6% |
| Market rent loss via vacancy | 0.7% | 1.3% |
| Number of tenants exiting the service because of Possession Order enforcement | 8 | 10 |
| Human Resources | | |
| Ratio of staff to lettable properties | 1:57 | 1:70 |
| Number of full time equivalent staff | 22 | 16 |

Summary Financial Statement

to end June 2010

| How much we... | Where does all the money come from? | 2010 \$ | 2009 \$ |
|---|---|--------------------|--------------------|
| charged tenants for living in the properties | Rents | 9,364,960 | 5,633,397 |
| received from Developer Contributions | SEPP 10 | 190,866 | 118,413 |
| received from government | Gross Grants received | 9,140,263 | 6,585,898 |
| received from investment of surplus funds | Interest | 240,071 | 130,214 |
| received from other activities | Other | 323,492 | 719,747 |
| | | 19,259,652 | 13,187,669 |
| | Where does all the money go? | | |
| spent renting properties | Rents paid | -12,162,616 | -7,731,288 |
| spent on property rates & utilities | Rates and utilities | -769,608 | -562,610 |
| spent on maintaining the properties | Maintenance | -1,955,814 | -985,221 |
| spent on other property & tenant expenses | Insurance, depreciation & other expenses | -1,821,811 | -1,049,478 |
| spent providing services to tenants | Management expenses | -1,532,390 | -848,944 |
| | | -18,242,239 | -11,177,541 |
| have kept to help with future activity | Surplus for the year | 987,383 | 1,994,981 |
| have retained of previous years' surpluses | Retained profits brought forward | 7,524,001 | 4,994,617 |
| have transferred to Reserve for PMP | Transfer to Reserve for Planned maintenance program | -2,232,856 | -2,232,856 |
| have transferred to Reserve for property development | Transfer to Other Reserve for property development | -2,060,867 | -1,870,002 |
| have retained to help with future activity | Retained profits carried forward | 4,217,661 | 2,886,740 |
| Balance Sheet | | | |
| were owed by our tenants and others | Debtors | 2,136,779 | 1,803,010 |
| had in the bank | Cash assets | 7,746,993 | 4,619,417 |
| had paid for property, furniture and equipment | Property, plant and equipment | 2,175,745 | 1,896,695 |
| owed to members & others | Liabilities | -3,548,133 | -1,329,523 |
| | | 8,511,384 | 6,989,598 |
| have retained to provide for future planned maintenance program | Reserve | 2,232,856 | 2,232,856 |
| have retained to provide for other purposes | Other Reserve | 2,060,867 | 1,870,002 |
| have retained for future activities | Retained profits | 4,217,661 | 2,886,740 |
| | | 8,511,384 | 6,989,598 |

This is an extract from our audited Financial Report 2010. The report is available on www.bridgehousing.org.au or reception@bridgehousing.org.au through the BHL office on 9699-6055



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