

2018 – 19

Business Plan



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Introducing Bridge Housing

Who is Bridge Housing?

Bridge Housing is a not for profit community housing provider. We make a positive difference to the lives of people on low to moderate incomes by delivering secure affordable housing. We own and manage over 2000 dwellings and assist 3500 residents across inner and middle Sydney.

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

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

What do we mean by affordable housing?

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

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

What properties do we manage?

The properties we manage include:

- » **Vested properties** owned by Bridge Housing, following transfer of property title from the NSW Government. These properties provide us with an asset base to secure private sector finance for investment in more housing.
- » **Capital properties** owned by the NSW Government, but leased and managed by Bridge Housing. Rental income from these properties is retained by Bridge Housing, and is set by the NSW Government at 25 per cent of assessable tenant income, plus 100 per cent of Commonwealth Rent Assistance.
- » **Leasehold properties** we source from the private rental market and sublet to eligible applicants. The NSW Government provides a management, rent and maintenance subsidy for these properties under its Community Housing Leasing Program.
- » **Specialist disability accommodation** we are a registered accommodation provider under the National Disability Insurance Scheme (NDIS). Under the NDIS, Bridge Housing as the accommodation provider receives an annual contribution towards property costs and rental income stream to fund our service delivery.
- » **Fee-for-service properties** managed by Bridge Housing on behalf of external organisations through a management agreement or contract. The management fee varies depending on the level of housing and property management services we provide.

Who are our partners and stakeholders?

We work with a wide range of partners and stakeholders:

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

About this plan

This is the first of three business plans which will deliver the Strategic Plan 2018-21. This Business Plan was prepared as part of an integrated process ensuring alignment with the Strategic Plan. This year's plan is primarily focused on preparing for the transition of Northern Beaches Portfolio secured through the successful tender under the NSW Governments Social Housing Management Transfer Program (SHMTP). At the same time there is a renewed focus on ensuring we continue to maintain and improve our service delivery across our existing portfolio.

It also incorporated a review of:

- » our performance against the goals and targets in the Business Plan 2017-18
- » the changing external environment and its impact on both the Strategic Plan 2018-21 and Business Plan 2018-19
- » a review of new initiatives and developments for 2018-19
- » detailed financial analysis and modelling

The integrated process for preparing the Strategic Plan 2018-21 and Business Plan 2018-19 is shown in **Figure 1** on the following page.

What is the structure of this plan?

This plan contains three main parts:

- » **Part 1** includes this introduction to Bridge Housing, as well the organisation's vision, mission and values. It also describes our key achievements in 2017-18 and an overview of challenges and opportunities for 2018-19.
- » **Part 2** contains our goals and actions for 2018-19 aligned to the strategic objectives in the Strategic Plan 2018-21. Timelines and responsibilities are also provided for each goal.
- » **Part 3** sets out the major drivers, key principles and highlights of our budget for 2018-19.

Figure 1 Strategic planning process



Living our vision, mission and values



Mission

Improving lives through affordable homes and quality services



Vision

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

Our values

What do we mean by this?



Socially responsible

We are a **socially responsible** organisation with a commitment to social inclusion and improving the lives of the people and communities we support.



People focused

We are a **people focused** organisation. We keep our applicants and resident's needs at the core of all activity and decisions, empathise with their needs and deliver our services with fairness, respect and sensitivity. We value and support our employees to enable them to perform at their best and achieve their full potential.



Committed and passionate

We are **committed** and **passionate** and put our hearts and minds into our work. We value and encourage **innovation** and continually seek to improve our performance.



Build relationships

We **build relationships** based on trust and respect to create positive outcomes for the people and communities we serve.



Professionalism and integrity

We act with **professionalism** and **integrity**. We take responsibility for our decision and actions and provide a consistent high quality service. Our decisions are based on sound judgment and our culture engenders good governance, transparency and honesty.

Riding the Growth Wave - Our challenges and opportunities

This Business Plan sets out our key deliverables in year one of our Strategic Plan 2018-2021. It sets out to consolidate the successes achieved during the 2015-2018 planning period. We enter this year with a clear focus on what is required to ensure that we successfully manage the transfer to our management, 1200 social housing properties in the Northern Beaches through the Social Housing Management Transfer program. As well as continue to deliver our services to existing residents and applicants, grow our new business HomeGround and harness opportunities for future growth presented through Communities Plus and the Social and Affordable Housing Fund 2.

Our Strategic Plan 2018-21 details the operating environment in which Bridge Housing operates and this is updated annually in our Annual Report. We are not anticipating substantial changes in the policy environment of 2018-2019. The Federal government will introduce its “Bond Aggregator” which will benefit Community Housing Providers by enabling the refinancing of existing corporate debt, which we have used to fund our development program. Benefiting us through a reduction in the interest we pay, and savings that can be reinvested in other programs or used as equity in further development or procurement.

The NSW Governments Future Directions for Social Housing has a vision for social housing to 2025. The Social and Affordable Housing Fund 2 outlines the policy framework for this vision and will continue to set the policy framework for future years.

Under Future Directions, Communities Plus continues to lead the redevelopment of Land and Housing Corporation sites. The Government has announced the pipeline of larger sites at Telopea, Redfern, Arncliffe, Riverwood and Waterloo. We expect the NSW Government will commence tenders on most of these sites during 2018-19. Bridge Housing is well positioned to partner with private sector developers who will lead the redevelopment, with Bridge Housing responsible for the management of social housing secured on these sites.

We hope to see the contract finalisation of the Communities Plus tenders on Seven Hills (100 multi-unit dwellings of which 20 will be social housing) and North Parramatta (240 multi-unit dwellings of which 60 will be social housing), which we secured in late 2016 and 2017 respectively. These have been delayed because of the softening of the property market, as the model required that the private developer be able to sell properties. We are more confident in our relationships with private developers than in previous planning periods due to our proactive and thorough partnership development. Enabled through ongoing communication and negotiation, with our focus on the importance of strategic and cultural alignment.

The second round of the Social and Affordable Housing Fund was announced in October 2017. Bridge Housing has decided to bid in its own right to deliver one of the two packages of 500 new dwellings. Success in this opportunity would be transformational. Bridge Housing would not only secure new properties which we own but it would also substantially build our cash reserves for reinvestment into the sector. This in turn will provide greater autonomy and less dependence on government programs for our future property acquisition program. The outcomes of the RFP will be known by mid-way through this Business Plan.

The NSW Government is extending the use of the planning system to secure affordable housing through the Greater Sydney Commission and the extension of State Environmental Planning Policy 70 - Affordable Housing (Revised Schemes). Bridge Housing will assess opportunities as they arise, however we believe these will have limited impact for this Business Plan.

The National Disability Insurance Scheme is currently being rolled out. To date there has been critical commentary about the scheme, in particular the components relating to housing funding. Bridge Housing is hastening slowly before we make any new advances in this area. We will learn and build on the experience of our group home partnership with Achieve Australia commenced in early 2018. We will also ensure that using the experience of our Collet

Parade Parramatta development that a percentage of units in all our developments are accessible for disabled people.

The other focus of this Business Plan is addressing the other pillars of Future Directions: Tenant Outcomes and Improved Customer Service. This Plan builds on the work undertaken in Building Bridges, our community building and engagement program and reinforces our commitment to our tenants and residents through additional programs, including: Building Bridges Two, launched this year and providing a strategy for the next three years. Bridges to Work our new employment program, focusing on employment outcomes for interested residents and the extension of our scholarship program to assist residents and children with education

In addition, the enhancement of our outcomes framework The Difference We Make - which aligns with NSW Human Services Outcomes Framework - will measure our impact on improving resident's lives across House & Home; Social & Community; Health & Safety Work; Learning & Financial Wellbeing.

We are also delighted that we can further extend our homelessness interventions through the Supported Transitional Engagement Program (STEP). This Housing First approach is based on the success of our earlier award-winning Platform 70 program. In partnership with Naemi and two smaller community housing providers, we secured NSW Department of Family and Community Services (FACS) funding of \$9.78m for 90 leasehold packages over a period of 4 years in the inner city and surrounds.

This Business Plan addresses, through a number of mechanisms and tactics, the challenges faced by any organisation undertaking significant growth. It provides a foundation to absorb this growth and continue to maintain existing service levels. Ensuring that we have the right structure and sufficient resources (both people and financial) to improve and maintain our business and IT systems, consistently enhancing our work process and our customer service.

We enter this Business Plan with a keen focus on delivering on our previous successes and confident that we will continue ongoing high service delivery to our current and future residents.



Building on success

This section describes our key achievements in 2017-18, establishing the foundation and context for the Business Plan 2018-19. The achievements in this section align to the Strategic Objectives in the Strategic Plan 2015-18 and associated Business Plan 2017-18.

Meeting affordable housing need by increasing our property portfolio

Our portfolio increased from 1,915 properties in June 2017 to 2,243 properties by June 2018. This portfolio growth was well ahead of our plan (2,035).

Key highlights during the year include:

- » Successfully tendered for the Northern Beaches package under the NSW Governments Social Housing Management Transfer Program to transfer 1,200 properties by August 2019
- » Won the competitive tender to continue to manage Waverley's Council social and affordable housing program
- » Launched HomeGround, Bridge Housing's not for profit Real Estate Agency
- » Completed construction on Elgar Street Glebe delivering 158 senior housing dwellings
- » Growth in our fee for service affordable housing management by 57 properties (30%).
- » Completed the transfer of 54 properties at Balmain as part of the Social Housing Management Transfer Program Phase 1 in July 2017
- » Delivery of 3 of the 4 developments under LAHC's Project Management Program with the 4th development to be delivered by December 2018.
- » Successfully tendered and transitioned management of 28 group homes providing disability housing to 130 residents
- » Won the tender to deliver Step to Home a new housing program for long term rough sleepers in partnership with NEAMI, Women's Housing Company

and Metro Housing. Vested 7 x 1 bedroom affordable housing units in Leichhardt

- » Received \$1m grant funding from FACS to assist with the delivery of additional social housing dwellings

Delivering quality homes and housing services

Bridge Housing continued to deliver high quality services over the year, with the achievement of several key service delivery improvement initiatives. In particular we have implemented a new Operating Management System that has driven both process and outcome improvements.

Our voids and vacancies have remained below the National Regulatory Scheme KPI and arrears have had strong reductions as a result of business process improvements. See details in **Table 1**.

Table 1 Quality service delivery KPIs

Key Performance Indicator	2017-18	2016-17	2015-16	2014-15	2013-14
Tenant satisfaction					
Overall satisfaction (%)	84	84	N/A	81	84
Maintenance satisfaction (%)	90	77	N/A	75	77
Housing management					
Arrears (2.5%)	1.74	1.5	1.3	1.9	3.0
Void days (28)	29	18	27	30	31
Vacant days (14)	17	10	16	17	16

Tenant Satisfaction Survey not undertaken in 2015-16.

In 2017-18, Bridge Housing continued its focus on continuous service improvement, through:

- » Developing a new Business Operating Model for operational service delivery to drive efficient and effective service delivery
- » Continuing our rolling review and revision of housing and assets policies with policies, procedures and fact sheets revised and developed
- » Face to face customer service training for all staff by Mary Goober International
- » Implementation of a Customer Service Action Plan in response to our mystery shopping results
- » An internal audit of our asset management model
- » Completed 4,193 responsive maintenance works at a cost of \$1,173,879, and managed a further 1,632 responsive maintenance work requests to the 636 properties we lease from the private rental market
- » Completed planned maintenance works on 214 properties at a cost \$1,222,892
- » Completed vacant maintenance works on 102 properties at a cost \$440,515
- » Completed cyclical maintenance works at a cost of \$929,777.
- » Completed reactive and preventive maintenance works for Disability Housing at a cost of \$121,158.

This year we worked with residents and service providers to develop our next Community Building Strategy, Building Bridges 2018 - 2021. Our community engagement and tenant participation work continued through:

- » Our Advance Scholarship initiative supported 22 residents who want to improve their employment prospects or improve their children's experience of school.
- » Good Neighbours initiative to build capacity for tenants dealing with neighbourhood issues including responding to mental health concerns. Three workshops have been delivered this year, including:

- > Good Neighbours Workshops at Waverley and Guildford
- > Self Care Workshop at South Coogee.

- » Through our Tenants in Operations and Planning initiative we have sponsored four tenants to attend the National Housing Conference in December 2017; and three more are attending the Affordable Housing Conference in June 2018.
- » Implemented Year 1 of our Reconciliation Action Plan, developed in partnership with the Bridge Housing Aboriginal Tenant Advisory Group.
- » Organised the *We Are Here Now* Tenant Art Exhibition to coincide with National Reconciliation Week with an audience of over 80 people on opening night.
- » Four Time to Talk workshops for African, Arabic, Mandarin and LGBTIQ tenants using interpreters to enable residents from diverse backgrounds to provide their views on our policy and their homes.
- » Orbit Kids and Families Engagement Day in the April school holidays in partnership with Weave and the Settlement in Redfern. The event attracted 63 children between the ages of 5 – 12.
- » Successful in obtaining the Commonwealth funding for our new employment program A Bridge to Work in partnership with CoAct, an experienced employment services provider.
- » Eight tenants participated in an employment services outreach provided by disability employment services provider Campbell Page. Five are undertaking ongoing training and support and working towards employment outcomes.
- » The Big Ideas Grants have engaged approximately 43 tenants in three tenant led projects over 2107-18, these included:
 - > Communities Belong a Multicultural Festival at Riverwood
 - > Block Party at Cantrell St, Yagoona
 - > Installation of garden furniture at a small block in Maroubra.
- » Bridge Housing in communities' activities included attendance at:

- > Yabun Festival 2018
- > Reconciliation Week events (including the We Are Here Now tenant art exhibition)
- > Mental Health Month events
- > International Women's Day
- > White Ribbon Day.
- » Tenant Workshop was organised to inform the development of Bridge Housing's Strategic Plan.

Governing effectively

Bridge Housing has developed a very strong governance culture and has sought to be a leader in the community housing and the not for profit sectors. This is reflected through the following outcomes in 2017-18:

- » Implementation of the recommendations from an external Board review, including the separation of Company Secretarial duties from the CEO.
- » Maintaining our Tier 1 registration under the National Regulatory System after our fourth compliance assessment in December 2017 with no recommendations for improvement.
- » The use of our Risk Management Plan 2017-18 to continue to enable the effective management and mitigation of key risks.
- » Review and update our Work Health and Safety Management Framework.
- » Completion of a Fraud Risk Assessment, including the update of our Fraud Risk Management Plan
- » Completion of an internal audit on our Work Health and Safety Management Framework and Property Maintenance expenditure and control. Both audits found our systems, processes and controls to be very sound.
- » The transparency of and continuous improvement in our Annual Reporting was recognised again at the 2018 Australasian Reporting Awards. We

secured our sixth consecutive Gold Award for our 2017 Annual Report and were a finalist (top 3) for report of the year.

- » Establishment of a statutory trust account to support the development and launch of HomeGround Real Estate.

Managing the business sustainably

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

Business systems

In 2017-18 we continued with our business platform enhancements, including:

- » An upgrade to SDM, our enterprise ICT system, to the latest version addressing a number of issues and delivered a number of improvements
- » Implementation of Deeplake which provides a web based integration tool for SDM as well as the ability to communicate with tenants via SMS directly from SDM
- » Implementation of an Electronic Records Management System.

Debt funding

During 2017-18 Bridge Housing obtained credit approval for a further \$10m of debt to fund our contribution towards the Elgar St Glebe.

Business Continuity Plan

In 2013-14, with the assistance of Phoenix Consulting, we developed and implemented a Business Continuity Plan. During 2017-18 we have reviewed, updated and tested the plan to ensure ongoing relevance and effectiveness.

Financial performance

We continued our solid financial performance (see Understanding our Budget). Our 2017-18 financial performance is shown at Table 2 which also provides information on our comparative five-year financial performance.

Table 2 Financial KPIs

Key Performance Indicators	2017-18	2016-17	2015-16	2014-15	2013-14
Finance Management					
Staff cost as % of total revenue	15	13	14	14	13
Property costs as % of total revenue	69	67	75	77	75
Administration cost as % of total revenue	7	6	6	6	5
Cash at end of year (\$ million)	6.1m	4.7m	8.3m	7.2m	11.3m
Operating EBITDA	2.5m	1.4m	1.1m	0.5m	1.1m
Net Assets	161m	128m	105m	101m	91m
Ratio Analysis					
Operating EBITDA margin (%)	7	4	4	2	4
Loan to Value Ratio	14	12	15	5	0
Interest cover ratio (operating EBITDA/interest expense)	2.7	9.0	0	0	0
Operating cash inflows to operating cash outflows	1.1	1.1	1.2	1.0	1.1

Supporting our people and improving our workplace

Bridge Housing completed a major HR transformation program over the previous strategic planning period which delivered significant improvements in employee engagement and retention outcomes.

Our human resources activities aim to create an environment where employees can Stay, Say and Thrive and enable our people to deliver services that improve lives.

In 2017-18, our Human Resources activities were in line with these priorities, key deliverables included:

- » Development of the 2018–21 Human Resources Strategy to take the organisation forward and support the Strategic Plan 2018-2021.
- » Launch of the Bridge Housing positive culture and leadership program; Accelerate, Strive and Flourish in partnership with the Langley Group. The program aims to enhance cultural alignment and create a positive climate to support our people during change, and prepare Bridge Housing effectively for growth.
- » Improvements to our employee induction and onboarding experience, by moving to a paperless cloud-based IT platform that reduces onboarding time and effort, while increasing effectiveness and quickly engages new employees.
- » Launch of the “My Career” a workshop, developed to strengthen our commitment to help employees develop professionally and personally and advance their careers.
- » Achievement of the White Ribbon accreditation, sought to highlight the issue of domestic violence as workplace issue and introduced 10 days of paid domestic violence leave.
- » Launch of the Bridge Housing Employee Award Program, designed to align with our values and goals, and drive performance and reward outstanding employee contributions.
- » Enhanced our parental leave entitlement to 12 weeks paid leave for employees with 3 years of service and more, and 8 weeks paid leave for

employees with 1 -2 years of service. To further strengthen our support to new parents we introduced Keep in Touch luncheons and days.

- » Introduced a Diversity and Inclusion Committee to embed diversity and inclusion in all people processes and to ensure diversity and inclusion is an integral part of the Bridge Housing’s operating DNA both internally and externally.
- » Achieved improved results from our 2018 EOS survey, increasing overall engagement by 2% to 81% and achieving increases across key focus areas included in the 2017-18 Business Plan.
- » Our employee voluntary turnover in 2017-18 decreased by 6 percent from 24 percent to 18 percent.
- » Our employee complement increased to 57 FTE and we maintained a zero reportable incident work health and safety record.

Table 3 People KPIs

Key Performance Indicators	2017-18	2016-17	2015–16	2014–15	2013–14
Staff engagement (%)	81	79	74	75	82
Staff turnover (%)	18	24	22	16	11
Number of FTE staff	57	52	46	44	42
Ratio of staff to lettable properties	1:39	1:37	1:38	1:39	1:39

Enhancing our communication and increasing our profile

Bridge Housing has continued to invest heavily in raising our profile and communicating with our tenants during 2017 through social media, our website, publications and events. Key activities include:

Communications activity

- » We produced four issues of Bridge Business during 2017 to engage with an audience of more than 1,000 subscribers in the corporate, government and community sectors. The open rate average was 33%, slightly above the industry average.
- » We communicated our success in securing the Northern Beaches package of the Social Housing Management Transfers with a combined CEO video, Bridge Business, social media, media release and website content.
- » Early in 2017 we reviewed and updated the content on the website to ensure it is relevant and informative for our stakeholders and refreshed the home page imagery.
- » The adoption of new Aboriginal branding for communications that target our Aboriginal tenants or reflect their role in our community, such as the Reconciliation Action Plan.
- » We produced a new brochure Improving Lives Strengthening Communities to better communicate what we do, for whom and how.

Media profile

Bridge Housing worked with key journalists interested in the housing affordability crisis to deliver media coverage of the following:

- » The Ashfield older women's housing, which was visited by the Minister for Social Housing, the Hon. Pru Goward MP, in May with the event covered by the Daily Telegraph
- » General Manager Operations Rebecca Pinkstone was interviewed on ABC Radio's Life Matters about our new HomeGround Real Estate venture in

September and its launch was featured in Pro Bono News and The Fifth Estate in April 2018.

- » Our Pathways Home partnership with Payce Consolidated and Women's Community Shelters to provide temporary accommodation to women escaping family violence was featured in Pro Bono News and The Fifth Estate in November.

Social media profile

Bridge Housing continued to expand its presence on social media during 2017. Key highlights included:

- » Strong twitter engagement on key Bridge Housing milestones and industry thought leadership. We gained 704 followers, a 55% increase on 2016
- » Short videos on YouTube featuring four individual tenant stories, and seven staff videos talking about different aspects of the business
- » The creation of a Bridge Housing LinkedIn page with a focus on recruitment
- » A stronger focus on engaging tenants via Facebook with more photos, coverage of tenant events and local community information
- » Access to National Australia Bank's sophisticated social media hub, which positioned us strongly in comparison with other CHPs in terms of engagement and influence.

Awards

We secured our sixth successive Gold Award for our 2017 Annual Report at the 2018 Australasian Reporting Awards.

Conferences and seminars

We maintained our presence at state, national and international conferences

The CEO delivered the following presentations

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

The General Manager, Operations delivered the following presentations:

- » Presentation on the Housing First model – partnerships between support and community housing providers at the Homelessness NSW Conference
- » Presentation on innovation in housing and support at the AHURI Homelessness and Housing Solutions Conference

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

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

Community and sector engagement

We play a significant role in key community housing industry and policy forums. The CEO is the NSW representative on CHIA. We also continued to provide in kind support by providing meeting facilities for the NSW Committee of the Australasian Housing Institute and have participated in a number of industry research projects.

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

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

- » The Bridge Housing Harriers running team raised over \$5k for a local charity through the Bridge Run.
- » Staff volunteering days at RSPCA, Ronald McDonald House and the Exodus Foundation, where teams of staff volunteered a day at each of these charities.

Delivering our strategic objectives

This Business Plan is the first plan to deliver the Strategic Plan 2018-19. The five strategic objectives and associated critical success factor in this section align directly with the Strategic Plan. The goals and related timelines, responsibilities and targets will be reviewed annually, with progress against the goals monitored throughout the year.

Strategic Objective 1: Providing quality homes and housing services					
Critical Success Factor		Actions 2018-19	Quarter Due	Responsibility	Target
1.1	Engage our residents and strengthen local communities	1.1.1 Implement first year of Building Bridges 2018-2021	Qtr 4	Community Development	Year 1 Action Plan implemented
		1.1.2 Develop and implement the Tenant Buddy initiative to create links among tenants and reduce social isolation	Qtr 4	Community Development	Initiative developed and implemented
		1.1.3 Implement the Good Neighbours initiative to encourage positive neighbourhood relations through an improved sense of safety and belonging in the community	Qtr 3	Community Development	Hold one Good Neighbours workshops
		1.1.4 Implement the Young People's Engagement Strategy to ensure young people have a say in our work and access local opportunities	Qtr 4	Community Development	Strategy implemented
		1.1.5 Develop the Block Champions initiative to recognise and reward positive neighbourhood relations	Qtr 4	Community Development	Block Champions Initiative developed and implemented
		1.1.6 Develop implementation plan for Places People Want to Live in the Northern Beaches	Qtr 4	Community Development	Implementation Plan developed
		1.1.7 Implement the Bridge Housing in Communities initiative to celebrate and strengthen connections across our diverse tenant community	Qtr 4	Community Development	Participate in 4 community events

Strategic Objective 1: Providing quality homes and housing services

Critical Success Factor	Actions 2018-19	Quarter Due	Responsibility	Target
	1.1.8 Implement Bridge to Work tenant employment program in partnership with CoAct	Qtr 4	Community Development	40 tenants engaged in employment or training through the program
1.2 Uphold a customer focus across our services	1.2.1 Undertake the Tenant Survey 2018-19 to determine actions for service delivery improvement	Qtr 3	Community Development	Survey completed in Qtr 2 and final report submitted
	1.2.2 Develop and implement the Tenant Survey Action Plan, led by the Customer Service Leadership Group	Qtr 4	Housing	Action plan developed Customer Service Leadership Group meet at least biannually
	1.2.3 Undertake customer service benchmarking	Qtr 3	Operations	Benchmarking completed Qtr 2 and final report delivered
	1.2.4 Develop a customer service action plan to respond to benchmarking findings	Qtr 4	Housing	Action Plan developed
1.3 Deliver quality, proactive tenancy management	1.3.1 Continuously improve housing policies and procedures to support clear, transparent decision making and quality service delivery.	Qtr 4	Housing	New and/or revised policy and procedures implemented across Operations, including Tenant Wellbeing, Ending a Tenancy Policy (Disposal of Tenant Goods) and Registerable Persons
	1.3.2 Investigate implementation of early intervention model under Hand Up arrears management initiative	Qtr 1	Operations	Develop report and recommendations for change
	1.3.3 Undertake a six month review of the business operating model	Qtr 3	Operations	Review undertaken and recommendations implemented
	1.3.4 Undertake the annual review of complaints and appeals	Qtr 1	Operations	Report completed including any recommendations for improvement

Strategic Objective 1: Providing quality homes and housing services

Critical Success Factor	Actions 2018-19	Quarter Due	Responsibility	Target
	1.3.5 Undertake the annual review of support partnerships	Qtr 4	Housing	Report completed including any recommendations for change
	1.3.6 Implement Year 1 of the Step to Home Housing First Project	Qtr 4	Housing	22 people housed
1.4 Successfully transition and embed new residents in the Northern Beaches	1.4.1 Progressively establish Transition Team and begin implementation of Northern Beaches Transition Plan	Qtr 4	Operations	Transition Team established in line with Transition Plan timelines and budget
	1.4.2 Deliver the Northern Beaches Transition Plan to ensure seamless transition to Bridge Housing management	Qtr 4	Operations	Transition Plan enables transition in August 2019 Delivered on budget
	1.4.3 Implement the Communications Strategy to support smooth transition	Ongoing	Marketing	Strategy developed for delivery by January 2018
	1.4.3 Establish new Brookvale Office and associated staffing	Qtr 4	FCS	Office and staffing ready for contract commencement in August 2018
1.5 Maintain properties to a high standard that meets resident needs	1.5.1 Implement the recommendations of the internal audit of the maintenance budgeting and prioritisation process	Qtr 1	Assets	All actions implemented
	1.5.2 Continuously improve asset policies and procedures to support clear, transparent decision making and quality service delivery	Qtr 4	Assets	New and revised policy and procedures are implemented across Operations
	1.5.3 Integrate Northern Beaches into the Strategic Asset Management Plan (SAMP) and associated one year Maintenance Plan	Qtr 4	Assets	SAMP updated and Annual Maintenance Plan developed

Strategic Objective 2: Growing sustainably to meet affordable housing needs

Critical Success Factor		Goals 2018-19	Quarter Due	Responsibility	Target
4.1	Increase the number of properties we own through tenders, procurement and development	4.1.1 Prepare an Affordable Housing Development Plan that will provide funding to deliver ongoing development pipeline	Q4	Development	Report presented to the Board for consideration
		4.1.2 Finalise contract negotiations on the Seven Hills development	Q1	Development	Contract negotiations completed by September 2018 xxx
		4.1.3 Finalise contract negotiations on the North Parramatta development	Q1	Development	Contract negotiations completed by September 2018 xxx
		4.1.4 Engage in selected Communities Plus opportunities as a developer as they become available	Q4	Development	Secure one Communities Plus site by June 2019
		4.1.5 Review the opportunity to participate in Social and Affordable Housing Fund	Qtr 1	Development	Due diligence undertaken on SAHF Opportunities xx
		4.1.6 Complete negotiations to redevelop the Dulwich Hill site	Q2	Development	Development rights secured over Dulwich Hill site by December 2018
		4.1.7 Deliver our leveraging target commitments	Q3	Development	Procurement /development sites identified
		4.1.8 Secure sites made available through planning system	Ongoing	Development	Secure one site tendered by Government and local government
4.2	Increase the number of properties we manage	4.2.1 Consolidate Home Ground Real Estate Sydney	Qtr 4	Operations	Year 1 Business Plan implemented
		4.2.2 Engage with councils to build relationships to enhance affordable housing supply	Ongoing	Development	Identify opportunities with local councils

Strategic Objective 2: Growing sustainably to meet affordable housing needs

Critical Success Factor		Goals 2018-19	Quarter Due	Responsibility	Target
4.3	Take an adaptive approach to our organisational structure which supports growth and change (to people section)	4.2.3 Investigate opportunities arising from the introduction of affordable housing targets and other changes to the planning system	Ongoing	Development	Identify one affordable housing opportunity
		4.1.4 Work with development partners to engage in selected Communities Plus opportunities as CHP Manager as they become available	Ongoing	Development	Secure a partnership on Communities Plus site
		4.2.5 Complete Clempton Park Project management project	Qtr 2	Development	Deliver 14 units by December 18
		4.3.1 Review our organisation structure to support growth and change	Qtr 1	FCS	Organisation structure review completed and strategy approved Sept 18.
		4.3.2 Undertake workforce planning to ensure we have the skills and experience needed to support growth and change	Qtr 4	HR	Workforce planning for revised structure completed by June 19

Strategic Objective 3: Supporting our people and improving workplace wellbeing

Critical Success Factor		Actions 2018-19	Quarter Due	Responsibility	Target
2.1	Attract, recognise, reward and retain quality staff	2.1.1 Review the Total Rewards Program, including the remuneration strategy	Qtr 3	HR	Implement new total rewards program by January 2019
		2.1.2 Review recruitment channels and arrangements, including preferred suppliers	Qtr 1	HR	Go live with new recruitment strategy by September 2018
		2.1.3 Create an intern, graduate and trainee program	Qtr 2	HR	Go live with program by December 2018
2.2	Develop, train and support our people	2.2.1 Review and update the Learning and Development policy and program to deliver Business Plan objectives	Qtr 2	HR	Revised policy and Learning and Development program approved by December 2018
		2.2.2 Develop proposal to introduce employee strengths profiling as part of the Employee Development Plan	Qtr 3	HR	Proposal submitted to HR Committee by March 2019
		2.2.3 Explore external and internal mentoring and coaching opportunities to support development of Bridge Housing's staff	Qtr 3	HR	Develop proposal for mentoring by March 2019
2.3	Create a more flexible, fit for purpose workplace	2.3.1 Identify and secure long term accommodation solution for Bridge Housing's head office	Qtr 2	FCS	Lease signed by October 2018
		2.3.2 Review Diversity Policy and develop a Diversity and Inclusion Strategy	Qtr 3	HR	Policy revised and Action Plan adopted by March 2019
		2.3.3 Review Bridge Housings Recruitment Policy	Qtr 1	HR	Policy approved by Executive by July 2018 and implemented by September 2018
		2.3.4 Implement White Ribbon operational plan	Ongoing	HR	Plan progressively implemented on a rolling basis throughout the year

Strategic Objective 3: Supporting our people and improving workplace wellbeing

Critical Success Factor		Actions 2018-19	Quarter Due	Responsibility	Target
2.4	Retain and build on our positive organisational culture as we grow	2.3.5 Develop a Mental Health and Wellbeing Policy	Qtr 3	HR	Investigation completed and recommendations made to Executive for consideration by March 2019
		2.4.1 Implement SHMTP Change Management Plan and ensure regular communication and feedback to staff	Ongoing	FCS	Change management plan executed and no decrease in staff engagement in the 2019 survey
		2.4.2 Embed the Accelerate, Strive and Flourish positive culture program	Ongoing	HR	Compete current training programs and develop program review and follow up strategy by June 19
		2.4.3 Undertake the Staff Opinion Survey and develop and implement an action plan in response	Qtr 4	HR	Action plan communicated to all staff by September 2018 and feedback outcomes to all staff by June 2019
		2.4.4 On boarding and inclusion of Northern Beaches staff into Total Rewards Program and develop strategies for inclusion (e.g. team building events, buddy system)	Qtr 4	HR	Strategy signed off by the Executive by June 2019

Strategic Objective 4: Governing and managing effectively

Critical Success Factor		Actions 2018-19	Quarter Due	Responsibility	Target
3.1	Maintain strong corporate governance and organisational management	3.1.1 Undertake an external governance review to ensure our corporate governance meets best practice and continues to align to ASX Corporate Governance Principles	Qtr 4	FCS	Review completed and recommendations presented to the Board for consideration by June 19
		3.1.2 Undertake Year 1 of the three year Internal Audit Plan	Qtr 3	FCS	Year 1 audit scope approved August 2018 and all audits completed by April 2019
		3.1.3 Develop and implement new Reconciliation Action Plan 2019-2021	Qtr 3	Community	New RAP innovate plan developed and launched.
3.2	Maintain strong financial management, risk management and operational performance	3.2.1 Review financial delegations to support implementation of the Northern Beaches	Qtr 4	FCS	Board sign off by June 2019
		3.2.2 Maintain our financial viability by meeting budget projections	Ongoing	FCS	Ensure operating EBITDA exceeds \$3.2 million
		3.2.3 Review corporate debt facilities, including exploring the Bond Aggregator	Qtr 4	FCS	Progress report completed on refinancing by June 19
		3.2.4 Manage and expand debt facilities effectively to meet future funding requirements	Ongoing	FCS	Adequate funding is available to meet business requirements
		3.2.5 Upgrade the 20 year forecasting model to improve our business forecasting and to raise finance	Qtr 2	FCS	Model upgraded by December 2018.

Strategic Objective 4: Governing and managing effectively

Critical Success Factor		Actions 2018-19	Quarter Due	Responsibility	Target
3.3	Meet our regulatory and compliance responsibilities	3.3.1 Ensure all compliance reporting obligations are met	Ongoing	FCS	Zero exceptions on compliance reporting
		3.3.2 Review the Risk Management Plan annually and report quarterly	Ongoing	FCS	Risk Management Plan approved by August 2018 Board meeting
		3.3.3 Review annually the Work Health and Safety (WHS) Management Framework	Qtr 2	FCS	WHS Management Framework reviewed against business operations
		3.3.4 Implement new Company Secretary arrangements and review after first year of operations	Qtr 4	CEO	Role commenced by July 2018 with a review completed by June 2019
		3.3.5 Implement new lease accounting standards	Qtr 1	FCS	New standards incorporated into 2017-18 accounts by Sept 2018
		3.3.6 Document and implement Contract Management System	Qtr 1	FCS	Contract management framework documented and implemented by Sept 18
3.4	Undertake leading practice in strategic and business planning, monitoring and reporting	3.4.1 Ensure Business Plan 2019-20 is approved and effectively communicated to staff and stakeholders	Qtr 4	FCS	Business Plan process commenced by Feb 19 and approved by the Board by June 2019
		3.4.2 Involve tenants in planning through the Tenants in Operations and Planning (TOP)	Qtr 4	Community Development	Ensure tenant feedback through Tenant Reference Group (8 meetings), Your Views Panel (2 policies) and Maintenance Management Committee (2 meetings)
3.5	Adopt evolving technologies that	3.5.1 Implement cloud based IT infrastructure environment	Qtr 2	IT	Go live by December 18

Strategic Objective 4: Governing and managing effectively

Critical Success Factor	Actions 2018-19	Quarter Due	Responsibility	Target
improve resident outcomes and organisational performance	3.5.2 Embed MFiles Digital records management system and undertake post implementation review to determine level of correct usage and consistency in adoption	Qtr 2	IT	Review completed by December 18
	3.5.3 Implement new Payroll and HR Management system to improve integration, automation and reporting	Qtr 4	HR	Go live 1 July 2019
	3.5.4 Implement self-service portal for our Tenants through expansion of Deep Lake software	Qtr 1	IT	Tenant Portal implemented by Sept 18
	3.5.5 Implement Strategic Asset Management Reporting system to support planning and financial modelling	Qtr 3	IT	SAM system identified and implemented by March 19
	3.5.6 Implement electronic signatures using MFiles	Qtr 2	IT	Electronic signature procedure and system implemented by Dec 18
	3.5.7 Expand the use of electronic forms for data collection.	Qtr 4	IT	The use of electronic forms continually rolled out throughout 2019
	3.5.8 Implement electronic invoice capture and workflow management	Qtr 3	IT	implemented by March 19
	3.5.9 Expand iDashboard to incorporate management of corporate contacts	Qtr 1	FCS	All corporate contacts included in iDashboard by Sept 18
	3.5.10 Explore environmental sustainability initiatives to reduce tenant costs and Bridge Housing operating costs	Q2	Development	Identify and assess feasibility of one environmental sustainability initiative to reduce tenants costs

Strategic Objective 4: Governing and managing effectively

Critical Success Factor		Actions 2018-19	Quarter Due	Responsibility	Target
3.6	Measure and report on the outcomes of our services	3.6.1 Refine our Outcomes Framework in alignment with FACS Human Services Framework	Q4	Operations	Outcomes and indicators embedded in Bridge Housing reporting
		3.6.2 Develop and implement the outcomes evaluation for year 1 of the Bridge To Work program in partnership with CoAct	Q4	Operations	Outcomes evaluation finalised in Q1 for year 1 implementation by Q4
		3.6.3 Implement business intelligence platform to improve our data reporting and analysis	Qtr 2	FCS	Implement by December 2018

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

Critical Success Factor		Goals 2018-19	Quarter Due	Responsibility	Target
5.1	Communicate proactively and work closely with our partners and stakeholders	5.1.1 Meet with State and Federal Government representatives in Bridge Housing's operating regions	Q4	CEO	At least one meeting with each key representative
		5.1.2 Support councils to enhance affordable housing supply	Ongoing	Development	Identify one opportunity with a local council within operating region
		5.1.3 Maintain engagement with leading property developers	Ongoing	Development	four meetings with developers
5.2	Build on our strong brand and reputation	5.2.1 Review Communications and Marketing Strategy	Q3	CEO	Communications and marketing strategy reviewed and implementation of agreed recommendations
		5.2.3 Develop new tenant stories to promote the positive outcomes of our services	Q4	Community Development	Four new tenant 'stories' and/or videos per annum
		5.2.4 Review and update the Capability Statement	Q1	CEO	Capability Statement updated
		5.2.5 Upgrade Website	Q1	Marketing	Migrate website to new provider and upgrade
5.3	Increase our engagement and support from philanthropic engagement	5.3.1 Develop a Philanthropy Strategy	Q3	Operations	Philanthropy Strategy developed by Mar 19

5.4	Advocate strongly for continued growth and development of the community housing sector	5.4.1 Participate actively in industry organisations	Ongoing	CEO	Active memberships maintained
		5.4.2 Speak at and attend conferences, seminars and cross sector forums	Ongoing	CEO	CEO or GM's to attend all major conferences and at least two presentations given by Bridge Housing

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