

# Annual Review 2022

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## Acknowledgement of Traditional Owners

**We are committed  
to supporting  
Reconciliation between  
Indigenous and  
non-Indigenous  
Australian people.**

In keeping with the spirit of Reconciliation, we respectfully acknowledge the Traditional Owners of the lands upon which we live and work, the Toorbul, Jagera, Gubbi Gubbi and Ningy Ningy peoples.

We wish to pay respect to their elders, past, present and future and acknowledge the important role Aboriginal and Torres Strait Islander people play within the Bric community.





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# About Bric

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From its earliest days Bric has provided safe, secure and affordable housing for low-income vulnerable households. Today, Bric is one of the largest Community Housing Providers in Queensland, providing more than 850 homes.

- **Bric is dedicated to providing housing – ‘a home a life and a future’ for our tenants. We provide:**

- safe and secure housing,
- supportive tenancy management,
- responsive and future focussed asset management,
- access to support services,
- tenant opportunities for training, employment and community participation.

- **We are a trusted partner of government**

- to deliver new property developments,
- to undertake property refurbishments,
- to quickly set up new housing with support programs, including Headleasing, where there is an emerging need.

- **We have deep and enduring community partnerships – we know that it’s together with our partners that we can deliver the quality services that our tenants need and deserve**

- Our key partners include Communitify Queensland, The Salvation Army, Mission Australia, Open Minds as well as many others throughout the Brisbane and Moreton Bay regions.

- **We are innovative and agile – providing leading edge services**

- The first in Queensland to provide an intensive housing with support program for households with complex needs who are experiencing domestic and family violence.
- Providing a state of the art solar system to share solar energy between households in our new-build Portwood Street unit complex.

# Our Values

During the year, Board and staff spent time thinking carefully about our values. These underpin all our actions and behaviours - with tenants and customers, with each other, and as part of the broader community.

## WE VALUE AND SUPPORT DIVERSITY

The diversity of our community strengthens and enriches us as individuals and as an organisation.



## WE STRIVE FOR EXCELLENCE

We work together and partner with others to deliver the best possible outcomes.



## WE ACT WITH INTEGRITY

We act honestly, ethically and responsibly in everything we do.



## WE RESPECT AND VALUE ALL

We build trust and productive relationships through respect for our tenants, colleagues & service partners.



## WE MAKE SAFETY AND WELLBEING A PRIORITY

It's important that we all remain safe and well.



# Our Year in Review

## Key Milestones



July  
2021

### October - December .....

- New website launched
- Completion of upgrades to fire systems and smoke detectors across the entire Bric portfolio

### July - September

- Launch of 2021-24 strategies:
  - Valuing & Supporting People
  - Tenant Outcomes
  - Strategic Asset Management
- Secured more headleased properties for the Brisbane region
- Introduced enhanced cybersecurity measures and cloud-based telephony

## Bric tenants from Hudson Road and staff enjoyed a Christmas morning tea in their much improved gardens.

Previously the gardens were largely unused dirt patches, but now colour and growth are everywhere.

As well as improving the environment around their home, the garden work has been a great chance for tenants to get to know each other and build community spirit at their complex!



### April - June

- Commencement of 18 Portwood Street construction
- Sustaining Tenancies Team receives renewed funding from Brisbane City Council
- Expanded program for headleased properties with domestic and family violence support

**June  
2022**

### January - March

- Overhaul of Bric Governance policies, including Risk Appetite
- Funding secured for Partnering for Growth
- New staff appraisal process launched





# Liza's story

I would like to take this opportunity to introduce myself. My name is Liza. I am a 58-year-old grandmother caring for my 6 grandchildren full-time due to unforeseen circumstances. My eldest grandchild is 12 years of age and the youngest is 4 years of age.

We have been accommodated through Bric Housing since early 2020. We occupy a lowset 4-bedroom home. This home has given myself and my 6 grandchildren stability and a chance to maintain a normal lifestyle.

We were fortunate enough to be housed within walking distance to primary schools and day care facilities which has helped tremendously with our daily routine.

Before my grandchildren and I were housed by Bric Housing, we occupied private housing. Due to high rental costs and frequent movements, it was difficult to maintain a normal life and establish a proper routine for the children.

From the bottom of my heart, thank you Bric Housing for the opportunity that you've given me and my grandchildren to put a roof over our heads and for a life change. Your company has provided my family with good and positive service and thank you for being part of our lives.

**“This home has given myself and my 6 grandchildren stability and a chance to maintain a normal lifestyle.”**





## Kristy - a staff perspective

Kristy has worked for Bric for 11 years. Prior to this, she had been working in Real Estate Property Management for 10 years. Her first role with Bric was as a Housing Worker in the Tenancy Team until an opportunity arose to step up to Asset Services Team Leader.

She explains that although her role is not frontline service delivery, the decisions and actions that Bric staff take on a daily basis have a real impact on tenants.

"I am very conscious of this everyday in my work. I particularly enjoy the opportunities that I get to meet and speak with tenants at annual fire evacuation training events and property visits", says Kristy.

"We take what we do very seriously. It could be, for example, a tenant has health issues and needs disability modifications so we try and progress those through the Department of Housing to make sure that they can live safely".

Reflecting on eleven years with Bric, Kristy says:

"It's been very interesting to see the progression over the years. We've never been in a place where we've been stagnant. Bric really fosters continuous improvement. They're willing to listen to what people have to say about how things can be done better."

Kristy explains she sees the services delivered by Bric as more important than ever.

"Particularly in this time where rents are increasing exponentially in the private market. Our tenants have at least some security in knowing that their rent is affordable for them.

"Housing is a basic need. Homelessness has far reaching effects in people's lives including their physical and mental health, relationships and their participation in society. By providing housing, Bric is able to assist tenants in taking the first step towards gaining stability to be able to develop and grow".

# Chair and CEO Report



**Julie Saunders**  
Chair

**Jane West**  
Chief Executive Officer

**Welcome to the 2021-22 Annual Report. There is no doubt that the need for our services is greater than ever, with a housing crisis that leaves a safe and secure home out of reach for increasing numbers of Queenslanders.**

Bric has continued to deliver quality homes and services to our tenants, with a strong emphasis on supporting those who are most vulnerable to sustain their tenancy and lead fulfilling lives. We have increased the number of homes we provide, and also the support partnerships in place to assist our vulnerable tenants.

The continuing impact of the pandemic, and increasing cost of living, have presented challenges to our tenants, and also to Bric as an organisation. We have strived above all to continue to deliver quality and cost-effective services.

Alongside this high level of service to tenants, Bric continued with key business improvement initiatives.

## **Customer and Community Impact**

Our experienced and dedicated staff continue to provide a responsive and supportive service to our tenants, whether to organise repairs or to assist with a tenancy matter. Our partnerships with support services across the Brisbane and Moreton Bay regions continue to strengthen and lead to better tenancy outcomes for our tenants – including with Communify Qld, Open Minds, Mission Australia and the Salvation Army. These and many other partnerships bring significant experience, knowledge, and a deep commitment to ensuring that our tenants are well supported and ultimately successful.

## **Growth and Innovation**

With the support of the State Government, we have delivered more housing than ever before, including through additional properties headleased from the private market and through the development of new homes.

Our Partnering for Growth project is now under construction, to deliver 18 quality homes in Redcliffe ready to occupy in 2023. The unit complex will feature state of the art solar technology to share the benefits of the free, clean energy between the units – helping the climate and helping tenants to minimise their power bills.

In partnership with the State Government, we are also providing a Queensland first intensive housing with support initiative for women and children escaping domestic and family violence.

## **Governance and Organisational Excellence**

Board expertise has been further complemented with the appointment of Graeme McKenzie, who brings a wealth of property experience. We also farewellled Allison Evans and David Black and thank them for their many years' service as Directors and Office bearers.

Governance continues to strengthen, with this year seeing a comprehensive review of Bric's suite of governance policies. The Board also undertook an extensive exercise to specify and refine Bric's risk appetite statement. This ensures that strategic initiatives as well as day to day operations are appropriately guided.

There is a strong focus on business improvement and streamlining, and the first year of the Strategic Asset Management Plan saw a number of initiatives delivered, including a new property condition inspection regime.



## Our People and our Culture

We recognise that a strategic and comprehensive approach to managing our people and workplace culture is fundamental to the ongoing transformation of the organisation. The first year of the Valuing and Supporting our People Strategy included a focus on role clarity throughout the organisation, and the introduction of a new staff appraisal process.

We also took time to consider our values - as a Board and as an organisation, and we are working through how our values underpin the way we do things throughout the organisation.

## Thank you

This is an exciting time for Bric, when there has never been a greater need for more safe, secure and affordable housing in Queensland. We have many initiatives under way which will strengthen our position as one of Queensland's leading community housing providers.

Our success relies on strong and effective partnerships with our stakeholders - which we continue to value and grow. We thank the Board for their continued support and significant input. To our staff, you continue to deliver exceptional results that support vulnerable Queenslanders.

We thank outgoing CEO Craig Brennan for his significant contribution to the growth and transformation of Bric over the past three years.

**Julie Saunders**  
Chair

**Jane West**  
Chief Executive Officer



# Governance

## Bric is governed by a highly skilled and committed Board of Directors who provide expertise drawn from the private, not for profit and public sectors.

The organisation has a comprehensive system of corporate governance and probity designed to provide appropriate levels of disclosure and accountability.

Bric has a number of guiding standards and policies embedded within the following documents and systems:

- Bric Constitution
- Bric's Board Charter
- Risk Management Framework including Appetite Statement
- Fraud Control Policy and Plan

Bric's Board, supported by its Committees, continue to review, and where necessary, modify or amend these documents to ensure coherent and robust strategic, operational, financial and risk planning.

The organisation also operates a rigorous system of risk oversight, management and internal control. The approach to risk management incorporates risk principles into the decision-making process at all levels, and overlays Bric's management structure to engender a culture of personal responsibility to recognise and appropriately treat risk.

Key initiatives throughout 2021-22 to further strengthen Bric's Corporate Governance and position for growth include:

- a rationalisation of its Governance Policy Suite resulting in a more streamlined and effective framework; and
- the development and adoption of the Bric Board's Risk Appetite Statement.

### Bric Board and Committee structure



#### \*People Committee

To assist the Board in Director and CEO recruitment, oversight of Board governance policies and practices and advising the Board on strategic human resource policies and matters of CEO recruitment, performance and remuneration.

**Gillian Brown (Chair)**  
**Joanne Jessop**

#### Audit Finance and Risk Committee

To assist the Board in fulfilling its responsibilities for oversight of the quality, adequacy and integrity of the company finance, audit (internal and external), risk management practices assets and WHS practices.

**Tim Murphy (Chair)**  
**Kate Raymond**  
**Joanne Jessop**

#### Tenancy and Innovation Committee

To assist the Board in the governance and support of the Bric business strategy by focusing on key issues of growth/innovation and pathway opportunities for tenants.

**Hiro Kawamata (Chair)**  
**Graham Billingham**  
**(non-Director)**  
**Kate Raymond**  
**Graeme Mckenzie**



## Board

### Julie Saunders – Chair

#### Director

*BAppSc (Distinction) (Planning)*

Board member since 2020. Julie is an urban planner and property specialist with over 25 years of experience working in diverse roles around the country.



### Hiro Kawamata – Deputy Chair

#### Director

#### Chair - Tenancy and Innovation Committee

*BSc, MBA, Grad Dip Econometrics, AAPI, MAICD*

Board member since 2018. Hiro brings almost 30 years of experience in property portfolio analysis and strategic asset management in the private, Government and not-for-profit sectors.



### Tim Murphy – Treasurer

#### Chair – Audit, Finance and Risk Committee

*BBus, CA, Graduate Diploma of Applied Corporate Finance (FINSIA), GAICD*

Board member since 2020. Tim is a Chartered Accountant with more than 25 years' experience as a finance professional, spanning industries including Government, manufacturing, and financial services.



### Gillian Brown – Director

#### Chair - People Committee

*LLB, Graduate Diploma of Applied Corporate Finance (FINSIA), MAICD*

Board member since 2020. Gillian, has over 20 years' experience as a director on private, Government and for purpose company boards.



### Joanne Jessop – Director

#### Member - People Committee

#### Member - Audit, Finance and Risk Committee

*MBA, FAICD*

Board member since 2021. Joanne is a skilled and experienced director, having held roles across a broad range of not-for-profit organisations for over 15 years.



### Kate Raymond – Director

#### Member - Tenancy Innovation Committee

#### Member - Audit, Finance and Risk Committee

*GAICD, LL.B., B.A.*

Board member since 2021. Kate has over 20 years' experience working within the construction industry, both as a construction lawyer in the private and public sectors and in senior executive public sector roles.



### Graeme McKenzie – Director

#### Member - Tenancy Innovation Committee

*Bachelor of Engineering (Civil), Certified Practising Project Director*

Board member since 2022. Graeme is a highly experienced project delivery and advisory professional specialising in the delivery and management of social infrastructure including social housing and most recently health facilities.



## Executive Management Team

### Jane West

#### Chief Executive Officer

Jane is an experienced housing professional, having spent the majority of her career in social and affordable housing in the UK and in Australia. In Australia, prior to her recent appointment to the CEO role at Bric, she was Chief Operations Officer and Executive Manager Housing Services .



### Eoin Quinlivan

#### GM Corporate Services & CFO

Eoin is an internationally experienced executive with a strong finance and commercial background and extensive experience working in the private, public and not-for-profit sectors in Ireland, United Kingdom, United States of America and here in Australia.



### Clare Phythian

#### Manager, Governance, Compliance and Business Improvement & Company Secretary

Clare has experience working in the housing sector in Australia, New Zealand and the UK in organisations varying from small and large not-for-profits, a peak-body representative training organisation and Government. Clare's experience includes executive management, operational management and business improvement.



### Steven Dunbar

#### Steven Dunbar - Executive Manager Housing Services

Steven has worked in the Social Housing and Community Housing sectors in Brisbane for over 30 years. He previously worked in a range of management, client-focussed and business improvement roles in the Department of Housing before joining Bric in 2013.



### Frank Tamburro

#### Executive Manager Asset and Development Services

Frank is an experienced facilities and asset management professional. Prior to Bric Housing, Frank led the flood recovery rebuild for a Tier 1 Community Housing Provider in NSW and has held senior roles in companies including Aveo, Lendlease and Coles.



# Our Strategy

Our current Strategy contains four strategic pillars:

## Customer & Community Impact

Engage with tenants, partners and our community to deliver positive outcomes for tenants & the community.

## Drive Growth & Innovation

Achieve growth & innovation to build sustainability & tenant outcomes.

## Governance & Operational Excellence

Ensure the robust governance framework delivers sustainable & efficient housing, asset and community services.

## People & Culture

Nurture a professional & committed culture where our people are enriched by the positive social outcomes delivered to tenants.

The Bric Board and Executive Team are currently developing Bric's next three year plan to set future priorities and targets.

During 2021/22, several key strategies were developed and agreed including the Tenant Outcomes Strategy 2021-24, Strategic Asset Management Plan 2021-2024 and the Valuing and Supporting People Strategy 2021-24.

## Tenant Outcomes Strategy 2021-24

The Tenant Outcomes Framework is organised around Bric's mission to provide not just a home, but to contribute to a tenant's quality of life and future prospects – a home, a life, a future:



The framework distinguishes between activities that relate to individual tenancies and those activities that build connection and community across groups of tenants and/or the broader community. The three segments include:

- Individual tenants:
  - Housing/tenancy outcomes
  - Support outcomes – addressing barriers to tenancy sustainment
  - Further life opportunity outcomes
- Community building between tenants – including for high density living
- Community engagement – broader community



## Valuing and Supporting People Strategy 2021-24

Our success as an organisation is underpinned by the engagement and performance of staff. Bric's core business – the development and management of social and affordable housing – requires a wide range of technical and human services skills.

The Valuing and Supporting People Framework guides priorities under this strategy. It consists of four focus areas:



## Strategic Asset Management Plan 2021-2024

This Strategic Asset Management Plan sets out:

- the framework for delivery of asset management,
- Bric's current position and property portfolio,
- strategic asset management objectives for the period of this three-year plan,
- actions to achieve these objectives.

The objectives encompass the aim of providing homes of appropriate amenity and quality in a manner that is financial sustainable in the long term.

The Strategic Asset Management Plan is reviewed annually and in response to any significant changes in Bric's operating environment. Priorities and associated actions are monitored and reported periodically to the Audit Finance and Risk Committee.



# Our Services and Programs

## Bric provides crisis, transitional and long-term social housing under a range of programs in partnership with the Queensland Government.

The housing options we provide vary:

- Some of our accommodation is a 'transitional' step to longer term social or private market housing.
- Some accommodation is 'long term', where people have a need for long term social housing.
- There are also some more specialist programs, for example:
  - Supported Accommodation complex in Redcliffe, where tenant support is provided onsite by Open Minds.
  - Domestic, Family, and Sexual Violence (DFSV) accommodation specifically for people who have experienced this type of trauma in their lives.
  - Crisis accommodation for homeless single males at Boundary Street, Spring Hill - Bric manages accommodation in conjunction with Mission Australia.

### Our housing options

**Long term housing:** Bric owns or manages around 300 dwellings to provide long term stable accommodation. The majority are one bedroom and two-bedroom units, many in the Moreton Bay region.

**Studios and Boarding Rooms:** Bric manages nearly 340 units of transitional accommodation. Most of these are studio units and many are located in the inner suburbs of Brisbane.

**Private headleasing properties:** Bric provides around 200 units of headleased accommodation for families and single households through headleasing individual units and houses from private owners, in the Brisbane and Moreton Bay regions.

**Crisis Accommodation in partnership with Mission Australia:** Provides 24/7 supported housing for 40 tenants who each have their own bedroom/living room and kitchenette.

**Supported Housing:** Delivers accommodation to 16 tenancies in Redcliffe. Bric provide property and tenancy management, with Open Minds providing onsite support to tenants with mental health or other support needs.

### Service to Tenants

The services we provide to tenants are delivered through both the Housing Services and Asset Services teams, which manage tenancy and property portfolios based on a combination of place, program and specialisation.

The key drivers for service delivery to tenants include providing secure housing at affordable rents for tenants and their families, and ensuring assets are well maintained and efficiently utilised.

Bric strives to form positive and effective relationships with our tenants and works with partner agencies to support tenants to maintain their tenancy, improve their lives and participate in their community of choice.







# Pathways to Employment

**We are now in our fourth year of providing tenants with the opportunity to complete their Certificate 1 in Construction – which takes place at our Spring Hill boarding house.**

Delivered by Communify and funded by Skilling Queenslanders for Work, all the courses have seen incredible employment opportunities and life changing outcomes for the graduates – giving people the power to transform their own lives.

## Raymond

Raymond saw the construction traineeship as a pathway towards his goal.

“I want to find my own accommodation where my children can visit me. To realise that goal I know that permanent employment is what I need”, Raymond said.

“Making new friends and socializing has been enjoyable and it benefits my wellbeing”.

“I am proud of the work we have achieved as a team completing the steps to the deck and making the garden more presentable”.



## Derek

Derek, a Bric Housing resident, heard about the traineeship from Wendy at Communify. Derek, says “I was looking for a way back into the workforce and construction is something that interests me as a realistic employment pathway”

Derek was a valued contributor to the completion of the deck at the rear of Boundary Street. When asked what the favourite part of the work was,

Derek says “being asked my opinion and group brainstorming about how to go about planning the work. It gives me a sense of satisfaction to know that my experience and opinion is valued”.

“I want a career not just a job when we finish and I see the connections we have made through the Master Painters Association as a potential link to an Apprenticeship.”







*Deck constructed by  
Certificate 1 trainees*

“Hey Tim I just wanted to thank you for all you guys did for me – it was a real foot in the door. Thanks to you guys I’m working in demolition at the moment so I’ve gained employment. I was walking before I started work with you. Now I have a bike and a car. Plus two extra qualifications to add to my resume. Was an awesome time and a pleasure to work for you thank you mate truly”

**BJ Hansen**



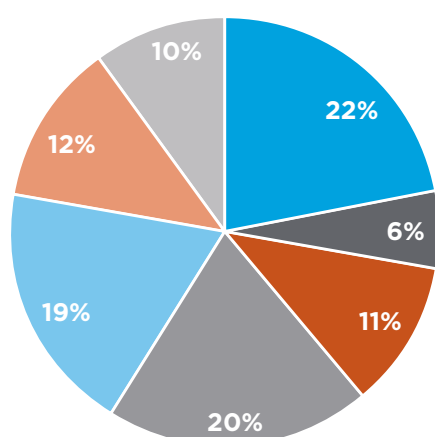


# Our Tenants

Number of households assisted during 2021/22 = **1,049**

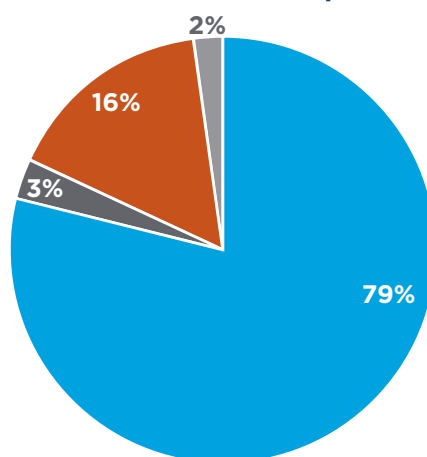
Number of individuals assisted during 2021/22 = **1,485**

Tenant Age Profile\*



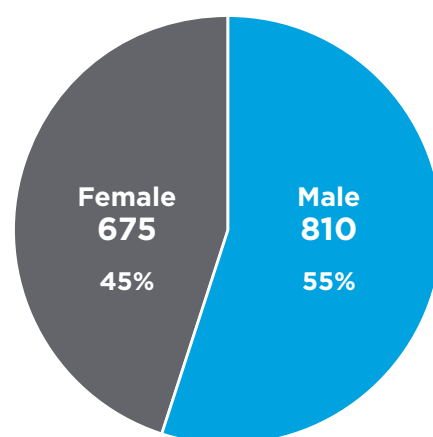
● <18    ● 35-44    ● 55-64  
● 18-23    ● 45-54    ● >=65  
● 24-34

Tenant Household Composition



● Single    ● Single with 1+ child  
● Couples    ● Family with 1+ child

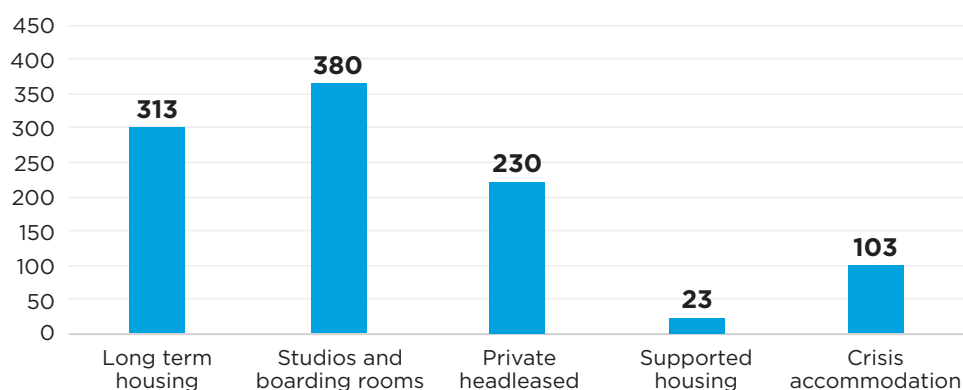
Tenant Gender Profile\*



\*includes all household members

Tenants who identify as Aboriginal or Torres Straits Islander as Percentage of Tenancies: **10%**

Households assisted by Program



# Our People

Please see  
Bric's Valuing  
& Supporting  
People  
Framework on  
page 17

**Providing social and affordable housing is rewarding, but also complex and challenging. We recognise that our people are key to the success of Bric.**

We are working hard to embed a culture which maximises staff engagement, supports learning and development, and attracts new team members to work with Bric.

Bric has a low staff turnover rate and significant experience across the team:

**3 Years or  
Greater  
Service:  
54.53%**

**7 Years or  
Greater  
Service:  
23.86%**



## What our People tell us

Following the positive feedback from staff in the 2021 staff survey, we have continued to check-in with staff about their wellbeing and to get their views on key initiatives under Bric's Valuing and Supporting People Strategy 2021-24. We also engaged the whole staff group when refreshing Bric's organisational values.

## Staff views on the new appraisal process:

More than  
**80%** thought  
communications  
regarding the  
process was  
effective

More than **70%**  
thought the  
training and  
materials were  
helpful

Everyone agreed  
that the feedback  
they received was  
useful

### Key initiatives introduced to further strengthen Bric's Learning, Development & Career Management include:

- Corporate Membership of the Australasian Housing Institute (AHI) providing access to sector relevant learning and development activities for the whole team
- An update to Bric's HR policy suite demonstrating a best practice approach to positive workplace behaviours and ensuring Bric's culture remains one of equity and safety

# Working in Partnership

## Community-Sustaining Tenancies Team

A valuable support service for Bric inner city tenants. The Community Sustaining Tenancies Team continue to work with tenants where their tenancies are at risk – providing a range of supports including mental health, alcohol and other drug recovery services, domestic cleaning and property care, and access to community based health and social inclusion activities.

There is also an employment training service as part of the team – which has seen 60 Bric tenants benefit from access to advice, employment opportunities, and training courses over the past 18 months.

We are grateful to Brisbane City Council who fund the team under the 'Pathways out of Homelessness Grant Program' and we value the partnership with Community Qld and Brisbane Housing Company Ltd.

*Liz, Wendy and Bonnie from the Sustaining Tenancies Team with Jane (Bric)*



## Mission Australia – Boundary Street

Bric and Mission Australia have consolidated their partnership to provide crisis accommodation in the inner city. The recently refurbished boarding house at Boundary St, Spring Hill provides tenants with their own bedroom and living room/kitchenette, and onsite 24-hour support from Mission Australia. Bric works closely with tenants to manage their tenancies and provide opportunities to transition to longer term accommodation.

Thanks to the Department of Communities, Housing and Digital Economy for funding the refurbishment and continued contributions towards running costs.

**“I have been living at 593 Boundary Street Spring Hill for the past five months. In my experience, it has been a safe place people can sleep, keep warm, and feel welcome.**

**Bric Housing has taken care of me after falling into hardship, sleeping rough, and being homeless. The accommodation is well managed with excellent, friendly, and helpful staff who have give me strength, courage, and support while maintaining independence, work, and stability”**

**Damien**

## Salvation Army – support for families experiencing domestic, family, and/or sexual violence

Bric is working closely with The Salvation Army on an innovative model of housing and support - for families experiencing domestic and family violence. Bric headleases properties from the private market, and the Salvation Army provide support to the tenant. We work together to address any tenancies issues early on, and to provide safe and secure accommodation to vulnerable families.

## Our thanks to the Department of Communities, Housing and Digital Economy

We greatly value the work of many colleagues and partners in the Department of Housing over the last 12 months. We acknowledge the spirit of partnership fostered with the sector. We thank the Department for their strong support to Bric to develop innovative models of housing for some of Queensland's most vulnerable households.





### CommuniFY – Certificate 1 in Construction

Bric has again partnered with CommuniFY Qld in 2021/22 to deliver paid traineeship courses in construction skills for Bric tenants, with each of the trainees having good prospects for employment in a booming construction industry. The group have undertaken building projects at Bric properties, including fencing, landscaping and minor refurbishment works.

Thanks to Skilling Queenslanders for Work (SQW) for their support and also to Bunnings and Big River Group who have extensively supported the work with free materials for projects at Bric properties.

### Moreton Bay Place Based Response Team

Bric is an active participant in the Moreton Bay Place Based Response Team (PBRT), which meets monthly to support and coordinate housing and homelessness services across the region. This provides a valuable opportunity to provide regional leadership across government and non-government agencies, and to promote place-based initiatives and service integration.

### Domestic Family and Sexual Violence (DHSV) Program

Bric is in the process of sourcing 20 head-leased properties across Brisbane and Moreton Bay which will be specifically earmarked for clients whom have experienced domestic, family and/or sexual violence. Bric has a dedicated Tenant Services Officer for this program who will manage the tenancies and help link tenants with appropriate and intensive support from specialist domestic violence services.

**This is just a selection of our many partnerships that help support Bric tenants. We want to thank every organisation and individual who has worked with us over the year. We couldn't do it without you!**



## Bric wishes to thank all its partners for their support.

### Program funders

Department of Communities, Housing and Digital Economy

### Donors

ADCO  
Big River Group  
Bric Members  
Bunnings  
Communify Qld  
McCullough Robertson  
New Farm Patrons Group  
Oz Harvest  
Second Bite

### Formal Support Partnerships

Communify Qld  
Mission Australia  
Open Minds  
The Salvation Army

### Close working relationships and partnerships

3rd Space  
Access Street Vans  
Aftercare  
Anglicare Southern Queensland  
ATSICHS Ngumpi Uruue Housing



Australian Community Support Organisation (ACSO)  
Australian Red Cross  
Brisbane Housing Company Ltd  
Brisbane Youth Service  
Churches of Christ Care in Queensland  
Encircle  
Flourish Australia  
Footprints  
Hart 4000  
Inala Youth Service  
Institute of Urban Indigenous Health  
KEIHS  
Lives Lived Well  
Micah Projects  
Neami National  
New Hope Church  
North West Youth Accommodation Service  
OzCare  
Queensland Aids Council  
Queensland Injectors Health Network (QuIHN).  
Queensland Positive People  
Queensland Program of Assistance to Survivors of Torture and Trauma Inc (QPASTT)  
St Vincent De Paul  
The Brekky Club  
Under 1 Roof  
UnitingCare  
Wesley Mission  
YFS Ltd



## Support from government

### State Government

Department of Children, Youth Justice, and Multicultural Affairs

Department of Communities, Housing and Digital Economies

Department of Employment, Small Business & Training

Department of Environment and Science

Department of Seniors, Disability Services, and Aboriginal and Torres Strait Islander Partnerships

Office of the Adult Guardian

Public Trustee of Queensland

Queensland Corrective Services

Queensland Fire and Emergency Services

Queensland Health

Queensland Police Service

Residential Tenancies Authority

### Local Government

Brisbane City Council

Moreton Bay Regional Council

## Sector leadership

We acknowledge the work of CHIA, CHIA Qld, Q Shelter, CSIA and QCOSS in providing industry support and leadership to the community housing and homelessness sectors in Queensland.



## Partnership in action: ADCO community day

**An amazing community giving event at our Harcourt Street property saw a team of more than 20 people from ADCO (a major construction company) spending the day improving the outside areas.**

Despite only having one day, they managed to install a new electric BBQ, planted all of the garden beds, installed decorative panelling and painted the back fence. A shed and new seating areas were also added.

The ADCO team planned the whole thing, paid for all the materials (with help from sponsors such as Dulux and Bunnings), and then shouted a BBQ lunch for tenants and Bric staff.

The work has really transformed the external areas and given tenants space to socialise and relax together. A huge thank you to all involved.

## Business Partners

We appreciate the support of our corporate partners, who include:

Bank of Queensland

Commercial & General Insurance

Computer One

Crowe

DCWC

Distinct Voice Communications

KO & Co Architects

McCullough Robertson Lawyers

Paynters

All of Bric's valued maintenance contractors



# Much Needed New Supply of Social Housing

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## Increasing Supply

**Bric continues to look for new ways to increase the supply of affordable housing, positioned for partnership with government and private sectors.**

### Redcliffe Development

Bric has secured a parcel of land, and in partnership with the Queensland Government is constructing 18 modern fully self-contained 1 bedroom apartments.

A select tender has been completed with Paynters Pty Ltd being appointed to construct the contemporary architecturally designed building with occupation scheduled for late 2023.

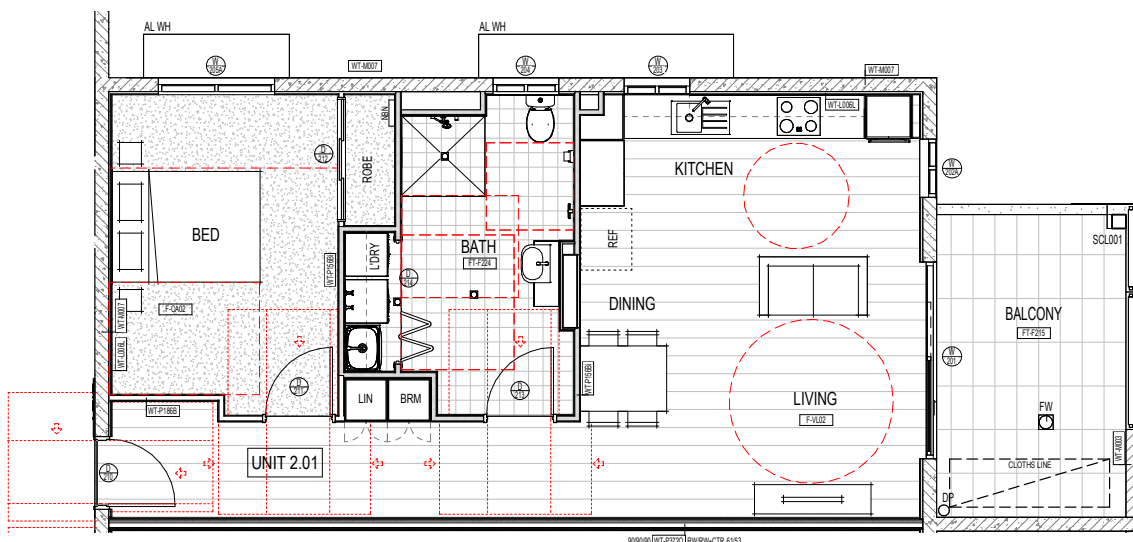
On completion, the development will provide 8 Platinum and 10 Gold level units as per the *Livable Housing Design Guidelines* providing long term homes that will support *tenants to age in place* with amenities such as:

- fully landscaped property
- secure lobby and lift access
- modern design and finishes
- quality fixtures and fittings
- private balconies
- cross ventilation capturing prevailing breezes
- car parking for each dwelling

### Solar energy

The unit complex will benefit from a 30KW rooftop solar system, with state of the art technology to distribute the solar energy between the units.

Funded through a Queensland Government Climate Smart Grant, Bric has partnered with Allume Energy to provide a system where the benefit of the solar renewable energy generated goes direct to tenants.



**Typical floor Plan**

# Asset Management

## Asset Services are responsible for the maintenance of Bric's property assets – both owned and under management.

Central to every decision is ensuring current and future tenants have a safe place to call home. This drives the team to continually find improved ways to operate and achieve value for money.

A strategic approach is taken to deliver asset management effectively across the portfolio by;

- Routine maintenance regimes to keep buildings compliant, safe, secure, and comfortable;
- Comprehensive property repairs to support tenancies and turnaround of vacant properties;
- 24-hour emergency maintenance services;
- ensuring that the properties under Bric's management remain sustainable into the future;
- Strong working relationships and management of maintenance contractors;
- Data driven decisions to optimise procurement and service delivery outcomes; and
- Three yearly property condition surveys to support medium and long-term decision making.










**Condition surveys completed in 2021/2**

**107**

Bric values its continued collaborative relationship with the Department of Communities, Housing and Digital Economy as we continue to work together to ensure that Department-owned assets are maintained, refurbished, and re-invested in.

Bric's housing portfolio requires strategic investment in planned maintenance. This year has seen an ongoing investment in planned, upgrade and refurbishment work as outlined below:

## Planned maintenance and upgrades

| Type  | Number    |
|---|-----------|
|  <b>Internal Painting</b>                | <b>33</b> |
|  <b>Stoves</b>                           | <b>32</b> |
|  <b>Hot Water System</b>                 | <b>30</b> |
|  <b>Flooring</b>                         | <b>9</b>  |
|  <b>Roofing, Gutters &amp; Downpipes</b> | <b>3</b>  |
|  <b>Fences</b>                           | <b>3</b>  |
|  <b>Bathroom Upgrade</b>                 | <b>3</b>  |
|  <b>Window Furnishings</b>               | <b>2</b>  |
|  <b>Kitchen Upgrade</b>                  | <b>2</b>  |





## Completed maintenance requests and repairs

|                 | Responsive maintenance |
|-----------------|------------------------|
| Total for 21/22 | 4329                   |
| Monthly average | 361                    |

|                 | Cyclical maintenance |
|-----------------|----------------------|
| Total for 21/22 | 1845                 |
| Monthly average | 154                  |

|                 | Planned maintenance |
|-----------------|---------------------|
| Total for 21/22 | 176                 |
| Monthly average | 15                  |

## Property types at 30 June 2022

Houses

133



Units

676



Boarding Rooms

32



Crisis Accommodation

40



# Treasurer and CFO Report

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**The 2021-22 financial year was another challenging year with the global pandemic continuing to cause disruption and uncertainty, the adverse impacts of flooding in South East Queensland and Northern New South Wales, the war in Ukraine, rising interest rates, labour shortages increasing labour rates, material shortages and associated record price increases.**

Despite these challenges, Bric had a very successful year in achieving our strategic and operational objectives, resulting in a high level of tenant satisfaction, business growth and a well-managed financial platform once again resulting in our annual external audit receiving an unqualified audit report.

## **Key summary financials for the year were as follows:**

- The total operating income for the year amounted to \$11,638K (2021: \$11,360K) which represented growth of \$278K or equivalent to 2.50%. The growth was underpinned by a solid business partnering relationship with the Queensland Government, jointly brokering housing solutions for the increased demand directly resulting from COVID, the key focus of which was an increase in short to medium term head leasing programs, development projects and the operation of the Crisis Accommodation Program in Spring Hill.
- Operating expenses amounted to \$11,580K (2021: \$11,305K) which represented a net increase of \$275K or equivalent of 2.5%, largely reflective of the cost to operate the new programs, specifically property lease and maintenance costs along with staffing costs.
- The total comprehensive income amounted to \$57K (2021: \$80K), another positive outcome of a greater than break-even trading result for the Bric legal entity, noting that an operational surplus of \$330K (2021: \$212K) was generated across the government programs.

## **The Balance Sheet for Bric remains strong with:**

- Cash and cash equivalents of \$7,447K (2021: \$6,250K)
- Trade and other receivables of \$338K (2021: \$553K)
- Net assets /members funds of \$2,448K (2021: \$2,391K)

## Financial Outlook for 2022-23

- Bric will continue its key focus for the 2022-23 financial year to partner with the Queensland Government and assist with increasing the supply of affordable and secure housing along with availing of the opportunities presenting from the record budget investment that the Queensland Government has announced for the sector and opportunities via the new Federal Government.
- Project Managing the construction of the 18-unit development located in the Redcliffe area of the Moreton Bay Regional Council will be a key focus; construction works anticipated to commence during Quarter 1, 2022-23 and finalise in Quarter 2, 2023-24; and
- In addition, there will be continued and ongoing focus on:
  - maximising the occupancy rates within the existing property portfolio
  - tenancy sustainment and pathways for the future
  - enhanced strategic asset management and operational procurement efficiencies
  - workforce training and development
  - the continued adoption of fit for purpose technology solutions to drive efficiencies, privacy of data and security and further enhance positive outcomes for Bric's tenants.

## Appreciation

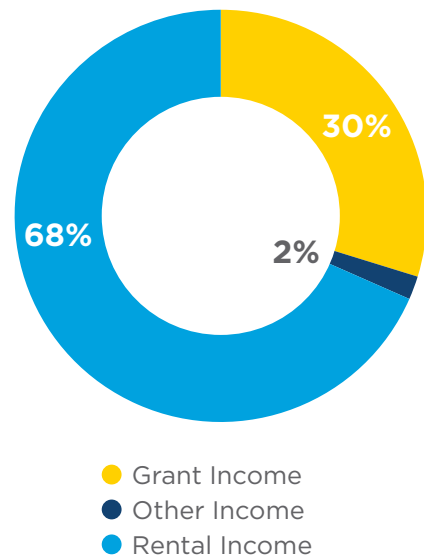
We would like to thank the members of the Audit, Finance and Risk Committee and the Bric Board for their continued support and professional advice and strategic direction throughout the year.

In addition, we would like to thank our external auditors, Crowe, for their professional audit services for the 2021-22 financial year.

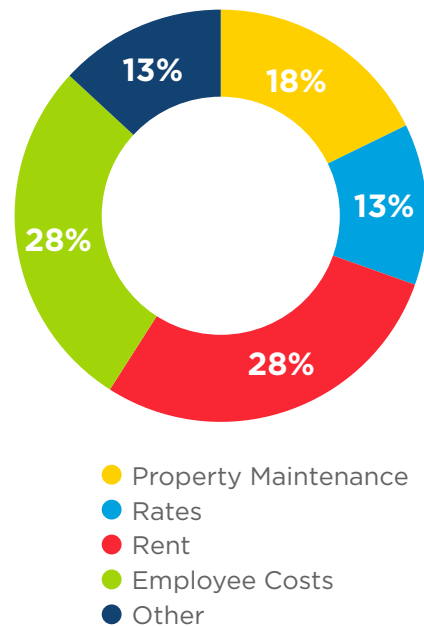
**Tim Murphy**  
BBus, CA, FINSIA, GAICD  
Treasurer

**Eoin Quinlivan**  
FCCA  
Chief Financial Officer

## 2021-22 Operating Revenue



## 2021-22 Expenditure







### **Bric Housing**

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