

Bric Housing

a home • a life • a future

Strategic Plan 2023 – 2027



Foreword: opportunities to make a difference

Bric's new strategic plan is launched at a time where the need for good quality, affordable and social housing has never been greater. The plan positions Bric to play a significant and increasing role in meeting the housing needs of local communities in Brisbane, Moreton Bay and the wider South East Queensland region.

Looking back over the past three years, Bric achieved its strategic goals, including delivering new homes and new programs, and refurbishing lower amenity homes. This was achieved over the course of the pandemic, which created unforeseen and unprecedented circumstances that required us to pivot, innovate and strengthen our partnerships.

Now looking forward, the plan focusses on the opportunities for Bric to deliver a significant number of new homes, as well as expanding and

improving services for our tenants. In this way we aim to maximise our social impact, building on our current strengths, scale and capability.

The plan has been developed with the input of tenants and staff, and with expert direction from the Board. It is ambitious and challenges us to grow and improve across all our activities as a purpose-driven organisation. As such, a longer timeframe of five years has been set, from 2023 to 2027, with a midpoint strategic review in early 2025.

It is a plan that is intended to guide our efforts at all levels of the organisation. Only through working together as a team driven by a shared commitment to make a real difference will we achieve our strategic goals.

Julie Saunders
Board Chair

Jane West
CEO

About Bric

As we enter our 15th year, we celebrate our history as one of the largest community housing providers in Queensland:

- We are dedicated to delivering our mission of providing homes that are secure and affordable to low income, vulnerable Queenslanders – providing 'a home, a life, a future' for our tenants.
- We have deep and enduring **community partnerships** – we know that it's only with the support of our partners that we can deliver the quality services that our tenants need and deserve.
- We are **innovative** and agile – we pride ourselves on providing industry-leading services, and 'thinking outside the box' – bringing the benefits of new services, new technologies and maximising our social impact.
- We are a **trusted partner** of government and the private sector
 - to deliver new, high quality social and affordable housing, and to undertake property refurbishments
 - to deliver new housing (and support) programs where there is an emerging need.

Our Purpose

To provide good quality social and affordable homes to those in need, to deliver supportive tenancy management and services, and to build community connections and opportunities.

We aim to provide tenants with:

'A home' – more than a roof over your head – a safe place that feels like home

'A life' – supported pathways and a sense of community

'A future' – opportunities to reach the next chapter of your life



Our vision for the future:

To prepare for the next five years, we considered the future we want to see for Bric and for the communities we serve:

We are a **large scale and industry leading provider** of safe, secure and affordable housing

We provide a **variety of Housing products and pathways**

We provide **access to support and opportunities** for every tenant

We **build communities**

We are **trusted and highly regarded** by tenants

Our staff are highly skilled, and **tenant and community focused**

We are a **valued partner** to government, business and the community

Our homes exceed **community expectations**

We enable tenants to **share in the benefits** of new technology and renewables

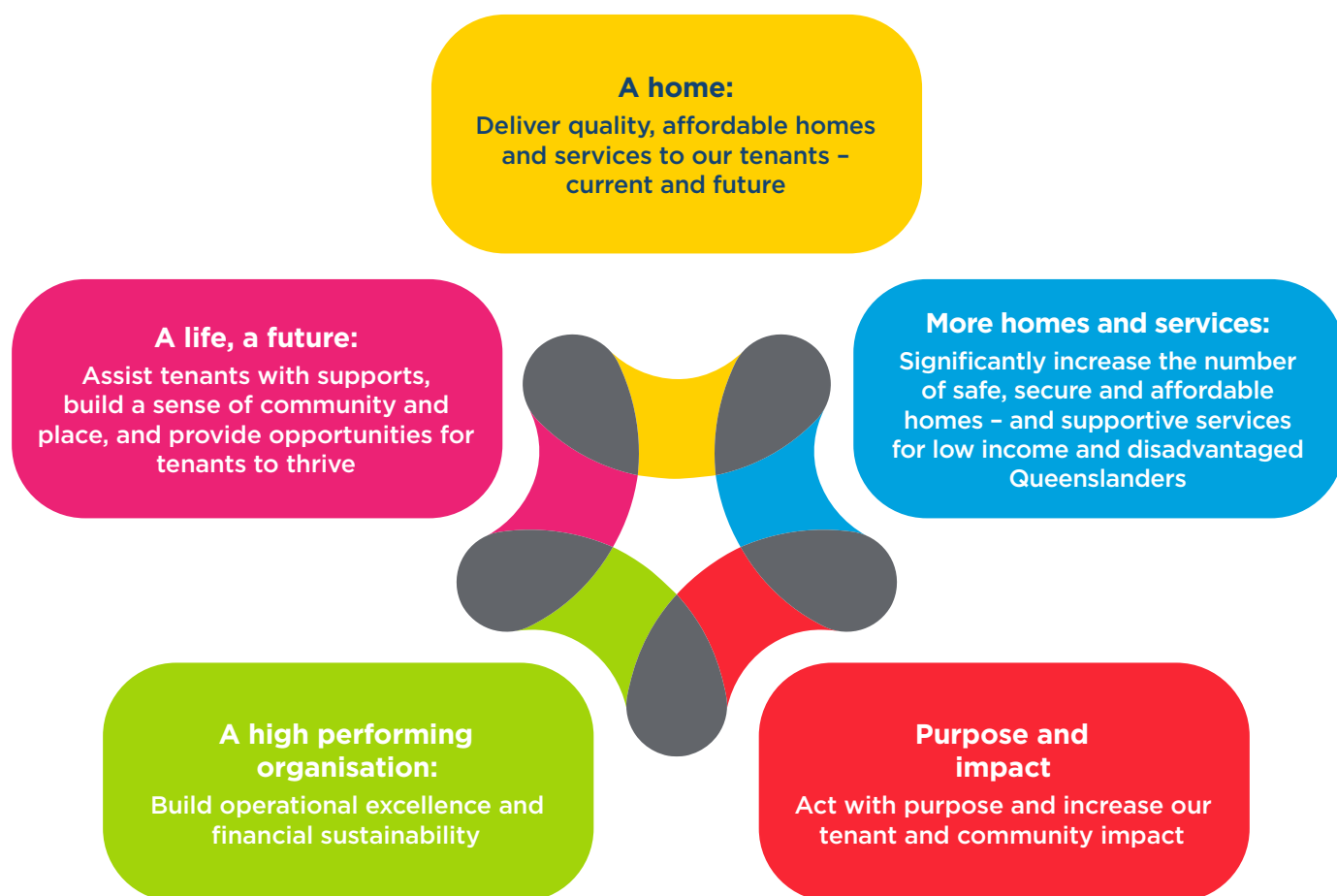
We make best use of **advanced technology**

We are **financially robust** with the capacity to invest in the future



Our Strategic plan:

In the next five years, and to place us significantly along the path to achieving our aspirational future vision, our **strategic goals** are focussed on improving the way we deliver 'a home, a life, a future' for our current tenants; and in seeking to deliver more homes and services. We will achieve this through being a high performing organisation guided by our purpose and impact:



Our Strategic Goals

A home:

Deliver quality, affordable homes and services to our tenants – current and future

- Quality homes that are affordable:
 - Homes will meet acceptable community standards
 - Homes will be affordable to run, safe and secure to live in
 - Homes will provide increased thermal comfort
- Quality services – services provided to tenants – including repairs and tenancy management services – will be:
 - efficient and responsive
 - respectful and culturally appropriate

A life, a future:

Assist tenants with supports, build a sense of community and place, and provide opportunities for tenants to thrive

- Assist tenants with access to support services:
 - A leading edge approach to tenancy sustainment /supportive tenancy management
 - Effective relationships with community service partners across our areas of operation and across a wide range of support needs
 - Tenants are supported to access a range of culturally appropriate supports, reflecting the diversity of our tenants
- Build a sense of community and place
 - Build community connections between tenants and with the broader community
 - Foster a sense of pride amongst tenants in their homes
 - Ensure our tenants are valued in the community
- Provide opportunities for tenants to thrive
 - Facilitate opportunities that enable our tenants to improve their circumstances and participate more fully in society
 - Ensure opportunities are available to the broadest possible range of tenants

More homes and services:

Significantly increase the number of safe, secure and affordable homes – and supportive services – for low income and disadvantaged Queenslanders

- Significantly increase the number of safe, secure and affordable homes provided by Bric over the next five years
- Increase the range of housing options we provide – to include a range of social and affordable housing products that provide pathways through the housing market for Bric tenants and others;
- Increase the range and depth of services we provide, or partner to provide, including more intensive tenancy management services for more individuals and households with complex needs

A high performing organisation:

Providing excellence, innovation and sustainability

- Become a future focussed organisation that is a recognised industry leader
- Build our financial sustainability to ensure we can support good outcomes into the future
- Deliver highly effective partnerships with government, community and commercial partners to create good housing outcomes

Purpose and impact:

Act with purpose and increase our tenant and community impact

- Actively listen to, and be guided by, our tenants
- Deliver our vision and purpose through empowered and highly motivated staff
- Building our reputation in the broader community

How will we achieve our strategic goals?

The following 'key enablers' will underpin our actions to achieve these strategic goals:

Tenant voice: We will listen to and be guided by our tenants and our customers

A high performing culture: Our people will be our greatest strength and advocates

Operational excellence: We will have great systems and processes to support what we do

Financial sustainability: We will strengthen our long-term financial sustainability

Community Impact: Our impact will be increased through growth, and highly valued by the community

Strengthening the tenant voice

Giving voice to the diversity of our tenants including our First Nations tenants

Feedback on the quality of property and tenancy services will guide improvements

Strengthened tenant input into the development of new homes and services



Building a high performing culture

Building future focussed skills and capabilities, supported by learning and development investment

Individuals and teams understand the value they create for the business

Caring for our people is a priority – their safety and well being

Being purpose driven, through our values, in everything we do



Building operational excellence

Industry leading customer focussed systems and processes

Highly effective strategic asset management planning and programs

Strong controls, including cyber security and privacy requirements

Excellent reporting and data analytics, to inform business and service improvements



Financial sustainability

Deliver a sound operating surplus, and build our financial capability for future growth

Improve procurement efficiency and value for money

Improve business efficiency, balanced with our social objectives



Community impact

Increase our impact through increased housing supply and enhanced services

Care for the environment is a priority

Maintain strong governance, strategic direction and risk oversight

Strengthen our reputation and attract increased philanthropic support

Build community trust across the range of diverse communities we serve





Our values:

Everything we do will be guided by our values:

- We value and support diversity
- We strive for excellence
- We act with integrity
- We respect and value all
- We make safety and well being a priority

Tracking our progress

To achieve our ambitious strategic goals and make progress towards achieving our future vision for Bric, our efforts and resources need to be aligned – from Board strategy to the everyday actions of our front line staff – over the next five years.

An agreed set of strategic objectives will support the effective achievement of the strategic goals.

Resourcing the delivery of these strategic objectives, and progress on achieving our targets and measures, will be closely monitored by the Board, and the three Committees – Tenancy and Innovation Committee, People Committee and Audit Finance and Risk Committee. The supporting activities will be incorporated into the Operational Plan, overseen by the Management Team.

Acknowledgement of Traditional Owners

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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