



Celebrating 15 years

.....

Annual Review 2023





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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Our 15th Anniversary Painting (on the cover) was painted by Uncle Gerard, who has a long association with Bric Housing. He was a tenant of one of our founding organisations - Better Housing Projects - at our New Farm unit complex in the mid-2000s.

Uncle Gerard's niece, Teresa Bargo, has been a valued member of the Bric team as a tenancy officer for many years.

The Bargo family has a proud history of championing housing rights, in particular for First Nations people, in Brisbane's inner suburbs over many decades.

Uncle Gerard is a renowned artist. He has been a pillar of the local community for many years, using his talents and community spirit to lead an established and long running art group at Green Square, Fortitude Valley.

He organises an annual art exhibition which is a highlight of the local calendar, showcasing First Nations artists from many lands.

We were honoured that Uncle Gerard agreed to celebrate his connection with Bric Housing through this beautiful artwork, commissioned to celebrate our 15th Anniversary. It depicts connections from our past to our future.

Read more about Uncle Bargo on page 7.

In our 15th year, we celebrate our history



Bric Housing established

Bric was formed from three smaller community housing providers - Better Housing Projects, Redback Housing and Cabbage Tree Housing.



2008



Nation building

370 new homes - throughout the middle/outer northern suburbs of Brisbane, the Redcliffe peninsula, Caboolture and Rothwell.

Migrant services program

Providing housing with support for recently arrived migrants.

2010-2013

2011-2014

2009

Accreditation under the *National Community Housing Standards*

550 homes in management.

2012

Norman Terrace, Enoggera

Bric's first construction completed - 11 units.

2015

Redcliffe supported accommodation

16 self-contained units - supported accommodation for people with complex needs coming out of homelessness - partnership with Open Minds to provide 24/7 on site support.





Refurbishment of Jordan Terrace, Bowen Hills

Refurbishment and upgrade of studio unit complex – with installation of solar panels and air conditioning.



Refurbishment of 593 Boundary Street, Spring Hill

Partnership with Mission Australia to provide 24/7 onsite support. Much improved accommodation for tenants – double rooms with own kitchenette/living area.

Portwood Street, Redcliffe

Construction of 18 one bedroom units for long term housing.

2020

2022-2023

2021

2020-2022

2023

Refurbishment of Harcourt Street, New Farm

Much improved accommodation for tenants – double rooms with own kitchenette/living area.

New Headleasing programs

Housing with support – working closely with the Salvation Army, Communify Qld and other mobile support providers – a housing first approach. Includes Headleasing with support coordination for women escaping domestic and family violence.

Norman Parade, Clayfield

Retirement village – units for seniors including older women, in partnership with Communify Qld.



About Bric



As we celebrate our 15th year, we recognise 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.

Some of our tenants at our 15th Anniversary celebration event.



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



Regular tenant meetings are held throughout the year.



Our Values

Our values 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.



On our staff team:

Sophie

Sophie recently joined Bric as our Governance & People Coordinator. She tells us:

After my interview with Bric, my intuition roared “this is the right place for you”. So, I was thrilled to be offered the position and join the Bric team.

The first thing I noticed when joining Bric is that the staff here embody a person-centred approach in all their interactions. Everyone is consciously doing their best to meet the needs of the tenants wherever possible. Bric doesn’t just house people, Bric supports people to thrive in their home and work on building their future.

The best thing about Bric is the workplace culture and team spirit! Everyone is very down to earth and will lend a helping hand whenever required.

I also love that the key aspect of my role is working with people. In the short time I have been here in this newly created role, I can see how the many functions of this role has positively impacted the team and I find that extremely satisfying, especially as I thrive when helping others.



Uncle Gerard Bargo.....

Gerard is a former Bric tenant. He created the beautiful artwork on the cover of this report. Here is his story, in his own words:

15 Years: Through the years – A home, a life, a future.

My story takes me back to a time where my family kicked me out and I became homeless. Living on the streets of Brisbane, I was lost. I knew no one and had no one to turn to. I used to hang around coffee vans and food shelters. Always wondering where my next place would come from, sleeping on park benches and along beaches from Redcliffe to Brisbane. I remember crying in the cold of night trying to make my nightmares go away because I was lost in the darkness. I would walk from one side of the river to the other searching...

Homelessness taught me all the values of my life; who my friends were and why I had no place to call home. Being homeless I was given all the wrong answers, but still believed who I was talking to.

I saw the floods come it felt like they might swallow me up, however with the flood waters came the possibility of securing a place of my own. A place where I could call home, where I could come and go as I please.

To have the keys in your hand to your own place, it's like being given the keys to heaven.

I taught myself of a new way where I could climb every mountain every day of my life. Instead of looking for food, I taught myself how to cook. I had a place to call home, where my friends and family can see me on my own terms. I could feel a change within myself, I was ready to turn the clock forward and start my new journey. Every step is a reflection of time.

For anyone who knows the feeling of homelessness, about the journey and chances we all took - I share this story with them.

As I look towards the city I am reminded that I have become a new person because someone in Community Housing gave me hope. I was given the best opportunity, I felt valued and trusted. I began to understand my situation, address the things in life that were holding me back and reconnect with my soul and culture. I started painting a new chapter in my life.

Now many years later I live and work on my country. I have achieved so much more than I ever thought possible. I look into this painting as a reflection of time gone by. As a reflection of my youth and the knowledge and understanding of the man I am today. How far I have come, once walking a rocky road until I was given the keys to my new home, my new life, my future.



Julie Saunders (chair), Teresa Bargo (Tenant Services Officer), Uncle Gerard Bargo, Jane West (Bric CEO), Rhonda Phillips (inaugural Chair) pictured with the 15th anniversary artwork.

Chair and CEO Report



Welcome to the 2022/23 Annual Review. As we celebrate 15 years of providing good quality homes and services to those in housing need, we take enormous pride in our achievements – building on the community roots from which we came.

In that time, Bric has grown the number of homes we provide – this year to over 900 dwellings, providing homes to over 1500 Queenslanders. And we know that it is not just about providing homes, it is about supporting our tenants with stability, community connections and opportunities. Over the years we have built enduring partnerships with community based organisations throughout Brisbane and the Moreton Bay regions – sharing our mission to achieve the best outcomes for our tenants.

There is no doubt that the need for our services is greater than ever, with a particularly acute housing crisis in Queensland that leaves a safe and secure home out of reach for increasing numbers. In this context, our new five year strategic 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.

The plan sets out a roadmap to achieve growth alongside improving our services to tenants, achieved by investing in our people, embracing new technology and building financial sustainability. We are acutely aware that our future impact will depend on the quality and success of our partnerships with governments, with community partners, and with likeminded development and investment partners. We look forward to our growing role contributing to the strength and depth of the community housing sector in Queensland.

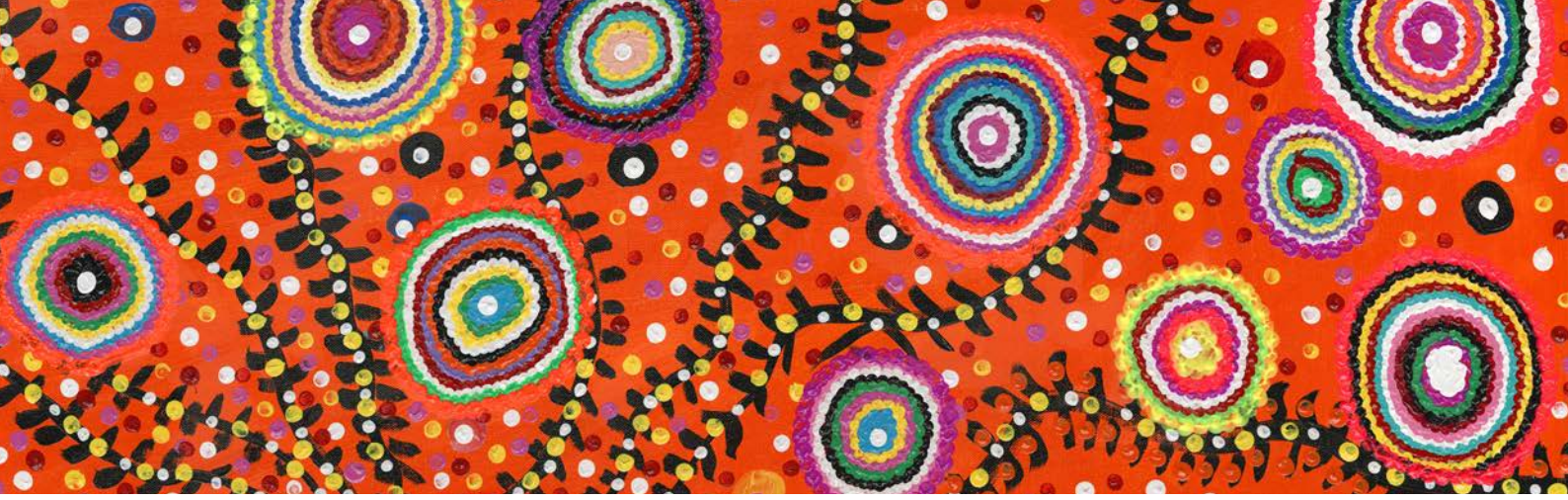
Reflecting on the past year, our focus has been on reconnecting in person with our tenants after the lifting of COVID restrictions. We have been out and about particularly at our unit complexes, with morning teas and BBQs, and an opportunity to connect with our tenancy and asset staff.

We asked our tenants how satisfied they are with the homes and services we provide, and we were pleased that overall satisfaction continues to be strong – at 85%, which is above the Queensland and national benchmarks for community housing.

We have a long tradition of supporting our tenant gardening initiatives – such a great example of tenants creating a sense of pride and community amongst themselves. This year we were recognised by the Australasian Housing Institute (AHI) – winning the Queensland award for tenant led initiative - for the community impact achieved by a keen gardener at our Sandgate complex. We've also been awarded three community garden grants – through State Government community sustainability funding – and we look forward to working with tenants on these initiatives.

This year has also seen a significant partnership initiative, taking on management of the Clayfield retirement village complex, working with Communitify Queensland. It has been heartening to see vulnerable older women and seniors – many coming from homelessness and couch surfing - find not only safety and security in their new homes, but a strong sense of community.

A highlight this year has been our Redcliffe development which has progressed well, despite all the current challenges in the construction market. With strong internal governance, and partnering with a quality builder we are delighted that the project is on track, with homes ready for occupation by the end of the year. We also value the local community benefits that our builder Paynters have delivered, including school based apprenticeships and involvement of the nearby Men's Shed.



We are delighted to be installing state-of-the-art solar technology at this development, as well as in two existing unit complexes – building on the success we have already had installing solar to reduce tenant electricity bills. This initiative is again possible with the support of the State Government community sustainability funding, and places Bric in the forefront in Queensland in providing the benefits of free solar energy to social housing tenants.

We continue to build on our strong governance foundations, further maturing our risk and governance framework. The depth of expertise, combined with strong commitment, of all Board members positions us well for the next phase of our journey. Guided by our strategic objectives, we have embedded changes to the structure and resourcing of the organisation, particularly in the People and Culture area, and we continue to focus our efforts on system and process improvements to support our service delivery and financial targets.

The future is ours for the making as we launch into the next 15 years. There are challenges ahead, and enormous opportunities. But most of all there is a huge need for Bric, alongside other community housing providers, to step up to meet the housing needs of vulnerable Queenslanders. Our success will continue to rely on strong and effective partnerships with our stakeholders.

We thank the Board for their continued support and significant input. To our staff, you continue to deliver exceptional results that support our current and future tenants.

Julie Saunders
Chair

Jane West
Chief Executive Officer

Over the years we have built enduring partnerships with community based organisations throughout Brisbane and the Moreton Bay regions – sharing our mission to achieve the best outcomes for our tenants.



Governance and Board

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 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. Bric's approach is to identify, assess and manage risks that affect (or have the potential to affect) its business. This 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.

The Board has established a Board Committee structure comprising:

Bric Board and Committee structure



People Committee

To assist the Board with Director and CEO recruitment, oversight of Board governance policies and practices, and advising the Board on strategic human resource policies and matters of CEO 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 Billinghamurst (non-Director)
Kate Raymond
Graeme Mckenzie



Key initiatives throughout 2022-23 to further strengthen Bric’s Corporate Governance and position for growth include:

- Development and publication of Bric’s Strategic Plan 2023 – 2027 following consultation with tenants and employees
- Regular review and enhancement of its suite of Governance documents including Bric Board’s Risk Appetite Statement and Business Continuity Plan.
- Review and enhancement of Bric Board Composition and Capability Matrix
- Completion of Performance Evaluation Surveys by Board Directors with input from Executive Management Team Members
- Further rationalisation of Bric’s Governance documents including the review and commitment to a refreshed Code of Conduct for both Directors and staff
- Development of Bric’s Capabilities Statement
- Governance framework to oversee property development activities – the Principal Project Control Group reporting to the Tenancy and Innovation Committee and Audit Finance and Risk Committee

Board

Julie Saunders – Chair

Director

Member - Tenancy and Innovation Committee

BAppSc (Distinction) (Planning)

Julie is an urban planner/strategist and property specialist with over 30 years of experience working in diverse roles around the country.

She is currently a Director at Urbis, focused in strategic advisory, policy and strategy in the social infrastructure sector. Julie has a very wide experience across various levels of government, the not-for-profit sector as well as in the private sector.

Julie was reappointed by the Minister as the Chair for the Housing Supply Expert Panel and is the past Chair of the Queensland Chapter of Learning Environments Australasia.



Hiro Kawamata – Deputy Chair

Director

Chair- Tenancy and Innovation Committee

BSc, MBA, Grad Dip Econometrics, AAPI, MAICD

Hiro brings over 30 years of experience in strategic property portfolio management in the private, government and not-for-profit sectors.

He is currently Group Manager - Property, in a not-for-profit organisation, and is responsible for the strategic and operational management of the organisation’s property portfolio.



Tim Murphy – Treasurer

Chair – Audit, Finance and Risk Committee

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

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 Finance and Investment (FINSIA), MAICD

Gillian has over 20 years' experience as a director on private, Government and for purpose company boards. She was a Partner at a leading Australian law firm for over 20 years, including three years as the first female Chair of the firm.



Joanne Jessop- Director

Member - People Committee

Member - Audit, Finance and Risk Committee

MBA, FAICD

Joanne is a skilled and experienced director, having held roles across a broad range of NFP organisations for over 15 years. Jo has leadership skills and expertise across primary health care and human services sectors including commercial and not-for-profits.



Kate Raymond- Director

Member - Tenancy Innovation Committee

Member - Audit, Finance and Risk Committee

GAICD, LLB, BA

Kate has 25 years' experience working within the building and construction industry, including senior advocacy roles, senior executive public sector experience and has worked as a construction lawyer in the private and public sectors.



Graeme McKenzie - Director

Member - Tenancy Innovation Committee

Bachelor of Engineering (Civil), Certified Practising Project Director

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

GAICD, Bachelor of Arts (BA) (Hons)

Jane is an experienced housing professional, having held senior roles in the social and affordable housing sector in the UK and in Australia over the past 25 years. In Australia, prior to her recent appointment to the CEO role at Bric, she spent four years as Executive Manager Housing Services, and Chief Operations Officer.



Eoin Quinlivan

Executive Manager Corporate Services & CFO

Fellow, Chartered Association of Certified Accountants (FCCA)

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

Executive Manager Governance and People and Company Secretary

Batchelor of Arts (BA) (Hons), GradDip Housing Studies

Clare has over 17 years' experience working in the housing sector in Australia, New Zealand and the UK in organisations varying from small and large NFPs, a peak-body representative training organisation and Government.



Frank Tamburro

Director of Developments Services

Frank is an experienced facilities and asset management professional. With over 25 years' experience, Frank has successfully led high functioning teams through focused leadership holding an exceptional standard of corporate governance, particularly regarding ethical standards and social spend.



Andrea Ritchie

Executive Manager Housing and Impact

Andrea is a highly experienced executive manager with expertise in Australia's community housing sector and the UK's government housing and homelessness sector. She has proven ability achieving results, whilst demonstrating strong leadership skills in a dynamic and complex environment.



We thank Steven Dunbar for his contribution to the Executive Team during the year, as Executive Manager Housing Services.

On our staff team:

Sarah

Sarah started with Bric in 2021, initially joining in an administrative role, progressing to a more specialised administration position, before moving on to be our Service Improvement Officer. Seeing the internal opportunities at Bric as providing a chance to learn and grow, she tells us:

My current focus is looking at ways to improve processes for our housing officers to reduce their admin time and maximise the time they can spend with their tenants.

The team of housing officers ensure a very person-centred approach to managing our tenants and genuinely care about their outcomes.



A tenant story

Getting a new start after fleeing domestic violence

Liz* and her daughter were escaping a relationship that involved complex physical violence, coercive control and financial abuse. The Moreton High Risk Team were extremely concerned about their safety in North Queensland and reached out to Bric for any available vacancies in the Domestic Sexual and Family Violence Housing with Support program.

We were quickly able to headlease a suitable unit, and with the help of the Flexible Assistance Package offered to women/men and families fleeing domestic violence situations, Liz and her daughter were relocated safely within a week.

Liz was very pro-active now she had a safe environment, and found work within a month. Her daughter's behavioural issues decreased and she was excelling at school. Regular visits with Bric and her support workers gave Liz the confidence and foundations to apply for private rental properties. With the private housing market being so difficult, she was still very determined and after a month of applying for numerous properties she found the perfect unit for herself and her daughter with a small courtyard.

Liz has kept in contact to let me know that she is still going well and is very appreciative of the opportunity for housing with Bric, to be her stepping stone to transition into their own home.

*Note: the tenant's name has been changed

Our Strategy

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



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



Download a full copy of our Strategic Plan on our website:
www.bric.org.au/Strategic2023

On our staff team:

Dylan

Dylan has only recently come onboard as a Tenant Services Officer. He explains:

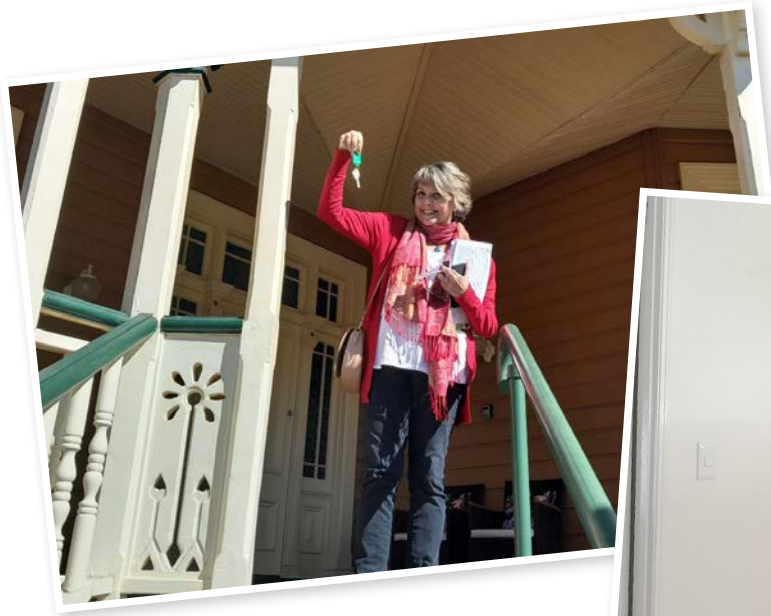
I decided to work for Bric to better help my community. Prior to this role, I was in Private Real estate and no longer felt my values aligned in the private sector.

I feel respected and valued in this role by everyone here at Bric. The team is very patient, and they ensure tenants maintain their dignity.

I genuinely feel that I can have an impact in this role as I partner with tenants to see how I can support them best within their tenancy and link them up with any services they need.

The best thing about working for Bric is definitely the atmosphere. Everyone respects each other and will offer support and guidance to help with increasing your knowledge and development.





A tenant story

Shona's new home

Shona was referred to Bric by HART 4000. After renting privately for many years without a problem, she was struggling to afford the rent in her apartment. Her landlord then decided to sell the unit and could only give Shona four weeks to move.

She found herself couch surfing with friends for a few months - this had a significant impact on her mental health, wellbeing and independence. She also has a heart condition meaning she needed ground level or low-level accommodation.

Bric was able to offer a one-bedroom unit at our new complex at Clayfield. Shona is excited to be part of a tight-knit community and is very appreciative of her own warm and cosy home.

Shona has some more surgery in the future but feels happy she will be able to recover along with her companion cat Pempke, in the comfort of a secure home.



Our Services

At Bric we endeavour to provide a positive customer experience that instils high trust in our services and our team who provide those services.

Our point of difference

We provide much-needed social and affordable housing to people at risk of, or who have experienced homelessness. As well as housing, Bric works with partners to provide support and opportunities to tenants to improve their health, access their community and enhance their employability and wellbeing.

Housing Options

Our customer-focused housing aims to match an individual's needs with the right housing while supporting them through the process of securing a long-term home.

Housing Services

We provide housing and community services which support our tenants to sustain their tenancies and homes, while living in a connected community, contributing to a broader social impact defined by the services and programs delivered by Bric and our partners.

Asset management

We provide robust asset management services delivering quality homes and value for money.

Our asset management team deliver a responsive repair service, ensure fire safety compliance and develop and implement planned and cyclical program of works to ensure that our homes and communities are well maintained.



Our Programs

Bric provide our housing services across a number of different housing programs, enabling our tenants to have a solid foundation with safe and secure accommodation. We work with tenants to set future goals, with the assistance of our Support Partners, helping tenants to successfully sustain their tenancy, and where appropriate, to progress along the housing continuum.

Long term housing

Bric owns or manages around 270 dwellings to provide long term stable accommodation. Long term accommodation is generally for tenants who are able to successfully sustain a tenancy independently or with minimal support.

Community Managed Studio Units (CMSU)

Our portfolio of studios, one bedroom units and boarding rooms provides accommodation for people.

For some tenants, this is their long-term home, for others the accommodation provides transitional housing assistance which allows people to stabilise their circumstances before moving on to longer term housing.

Bric manages approximately 340 units of CMSU accommodation, much of it located in the inner northern suburbs of Brisbane.

Headleasing programs

In our Headleasing programs Bric leases properties from private landlords or the Queensland Government, and sub-lease to social housing tenants.

Our programs are designed to help tenants stabilise their circumstances and provide good quality accommodation in the community.

Our programs also have a strong tenancy sustainment approach, with established partnerships with mobile support services such as the Salvation Army.

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





Domestic Family and Sexual Violence Housing with Support Program

In partnership with Queensland Government Bric operate a program that offers housing to women and children with complex needs who are escaping domestic and family violence. The program offers safe, secure homes, and support coordination to help women and children who have been subjected to domestic and family violence.

Crisis accommodation in partnership with Mission Australia:

Our crisis accommodation is for those who have been experiencing homelessness and require immediate accommodation. Bric's crisis accommodation provides 24/7 supported housing for 40 tenants. The aim of this program is to provide support and assess longer term housing options whether this be transitional housing, supported accommodation or long-term housing.

Supported Housing

Bric provides supported accommodation in partnership with Open Minds providing onsite support to tenants to sustain a tenancy. Our supported housing accommodation is for those who need longer term support from support services to enable tenancy sustainment.

Seniors Housing

Our housing complex at Clayfield is designed for the over 55s and offers long term housing.

The complex allows for ageing in place and in partnership with Community Qld Tenants have access to support services and aged care services that will assist them in sustaining their tenancies.

Affordable Housing

Bric provides long term housing for households on low to moderate incomes who are eligible for social housing.

Same House Different Landlord

The Same House Different Landlord program, allows tenants who need support to establish and manage a public housing tenancy. Once the tenant is successfully and independently managing their tenancy their tenancy transfers to the Department of Housing.

Housing for seniors in Clayfield

This year Bric and Community partnered to deliver long term housing to those who are 55yrs or over (45yrs over for First Nations People). In June 2023 we were proud to take over the management of a former Retirement Village purchased and refurbished by the Queensland Government.

The complex offers 37 studio and 1 bedroom units that allow for ageing in place. It is in the heart of Clayfield and the grounds include lots of open space, a pergola for tenants to gather and a beautiful traditional homestead which has meeting spaces, and a library.

Community have partnered with Bric to support tenants who may require support whether that be helping with financial assistance, social inclusion, NDIS or My Aged Care. Some of our residents have already attended cinema days and picnics. Our tenants are settling well and forming a connected community with the support of their Tenant Services Officer and Community Support Officers.

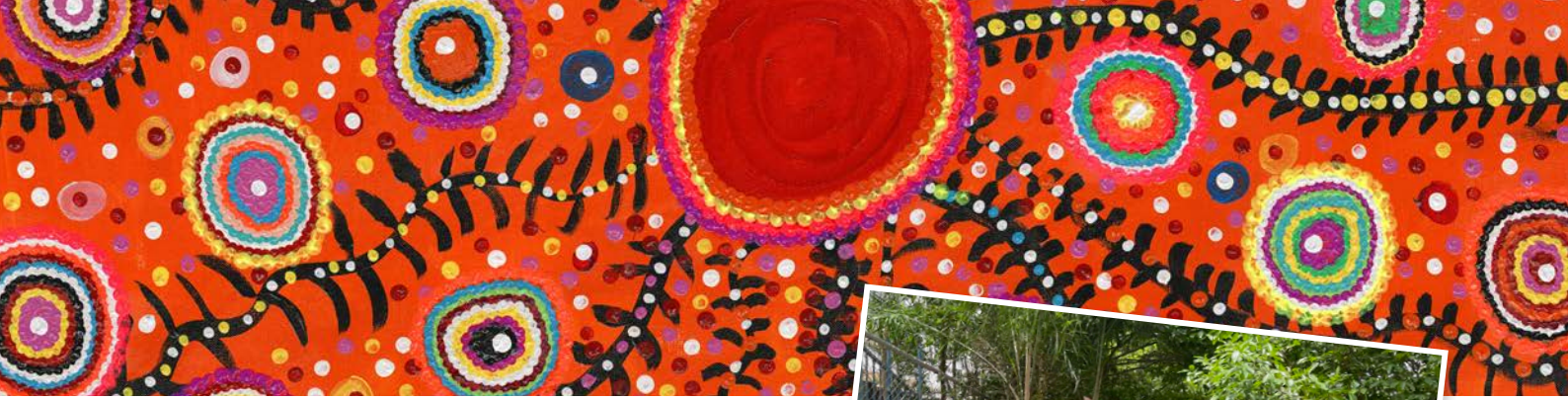


Tenant Engagement

With the COVID-19 pandemic lifting during the past year, Bric Housing was delighted to get back to our grass roots and engage with our tenants and customers on a more personal level. Some of the wonderful opportunities we had to engage with our tenants during the year included:

- Hosting over 20 morning teas at some of our unit complexes in Brisbane and Moreton Bay, combining fire evacuation training with a cup of tea, orange juice, and some snacks. These sessions were very well attended, and gave tenants the chance to ask questions of both their Tenant Service Officer and Asset Services staff around any issues that were of a concern to them;
- Tenants held a BBQ lunch at our Woolloowin unit complex, to 'break in' their newly installed BBQ and shaded pergola area that was built with the help of our Certificate 1 in Construction trainees (in partnership with Community);
- Hosting with Community a lovely morning tea and games to welcome new tenants to our new unit complex in Clayfield;
- Helping to organise the Spring Hill Neighbourhood day in March 2023, which brought together other Community Housing Providers and support services to provide a 'one stop shop' for everything related to health, support, tenancy, and housing; and
- Participating in two Homelessness Connect Days (run through the Brisbane City Council) in November and May, and the annual Reconnect Community event held at Redcliffe in June, allowing Bric to connect with homeless clients, and also meet up with many of our own past and present tenants.





ADCO Community Giving Day

For the second year running, the team from ADCO construction group came to transform the outdoor areas of one of our unit complexes. Around 25 volunteers from ADCO descended on the site from early morning in July to complete a ‘backyard blitz’ style makeover to the common garden areas at our New Farm unit complex. The actual work completed on the day included:

- Removal of old picnic table and replacement with communal bench seating;
- Installation of raised vegetable garden beds either side of the bench seating;
- Creation of a garden bed along the fence and planting of screening hedges;
- Paving of the garden area and a small section under the stairs;
- General painting of the communal garden areas.

Many of our tenants came down to enjoy a sausage sizzle, salads, and refreshments when the ADCO crew took a well-deserved break for lunch. Bric Housing would like to thank ADCO for their valued contribution and also acknowledge the sponsors Dulux paints and Bunnings Warehouse, without whom the project would not have been possible.



Skilling Queenslanders for Work

We were privileged to be a part of another two successful Certificate One in Construction traineeship courses that were delivered from our Spring Hill boarding house.

More than 20 participants successfully completed these 18-week paid traineeships, which provide participants with basic construction skills which will boost their chances of obtaining work in this highly sought after industry. The courses were delivered by our partner Community and funded by Skilling Queenslanders for Work.

Some of the projects that were completed during the two courses included:

- Building a deck area and custom-built wooden furniture at the rear of our Boundary Street unit complex, as well as installing raised garden beds and building a large wooden chicken coop;
- Building and fit out for a dedicated meeting space and installing several raised garden beds for tenants to grow herbs and vegetables at Bowen Hills; and
- Installing a gazebo with shade sail to cover the existing seating and BBQ area at an inner north unit complex.



On our staff team:

Tanya

With seven years service at Bric under her belt, Tanya has seen the organisation grow and develop. She tells us:

I started as an Asset Protection Assistant before moving to my current Finance Officer position. I was really happy to be able to move to this role, as I felt I needed a change. It was great to be able to do this and remain with Bric.

Last year my role was amended to Office Manager which includes tasks such as Fleet Management, Office Maintenance and supporting new Employees with workplace Inductions.

I love that we here at Bric have no arrogance within our workplace & that we are all open minded. This carries through with the interaction we provide with our Tenants. Bric keeps me grounded & I am grateful for the life and family I have outside of work.

My roles include daily deposits to ensure Tenant accounts are up to date. This is a huge priority for me to do accurately, as I do not want to cause undue stress or worry to our tenants.

I also ensure prompt processing of our Supplier Invoices to eliminate any delay in payment as I am conscious that our Suppliers and Contractors have their own costs to cover. When we need to charge any costs to our Tenants, I process the invoice promptly, which eliminates any confusion for our tenants as they know what the charges are for.

I like that I have been able to grow and adapt to the various roles here at Bric. Although my role is no longer front line, I feel that with my skills and acquired knowledge I can support staff in various roles and the community and have the understanding of what our frontline staff go through.



A tenant story

Growing a community

Colin became a tenant at our Rainbow Street unit complex at Sandgate in 2019. After settling into his new accommodation, he noticed that the gardens were looking a little unloved. Without any prompting or assistance, Colin started planting out some of the empty garden beds. A small herb garden was also created for all tenants to enjoy.

A number of 'green thumbed' tenants have now joined him in helping tend and improve the gardens within the complex. Bric has provided some financial help and Colin has turned his attention to a larger plot of soil that he is planting out with flowers, vegetables, and fruit trees for all tenants to enjoy.

The garden improvements have provided an ideal opportunity for tenants to gather, get to know each other a little better, and to foster an improved community spirit.

Colin's story was submitted to the Australasian Housing Institute awards and won the Tenant Led Initiative Award.

New bench seating has also been installed so that tenants can enjoy each other's company surrounded by their well tended gardens.



Our Tenants

At Bric we value our tenants and pride ourselves in recognising and understanding the needs of our tenants helps us to offer a home, a life and a future in safe, secure, and functional housing.

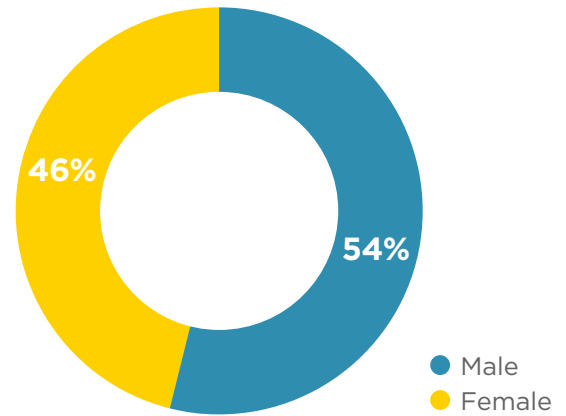
Bric believes that housing is a human right and along with appropriate support services driven by a person-centred informed approach, we can provide our tenants an opportunity to have a stable home to which they can start to focus on other aspects of their lives, setting goals and aspirations.

During the year, **1546** individual tenants were assisted

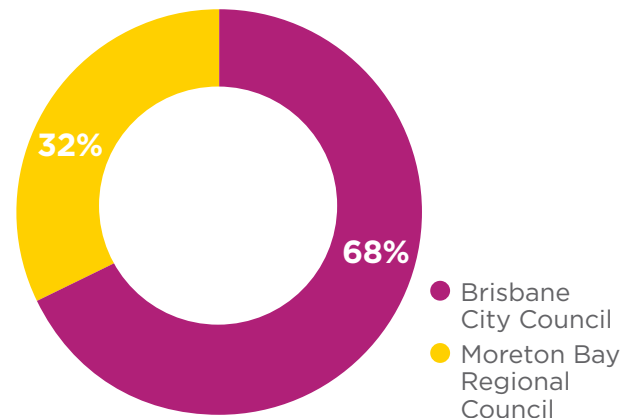
1088 households were assisted

11% of tenants identify as Aboriginal and/or Torres Strait Islanders

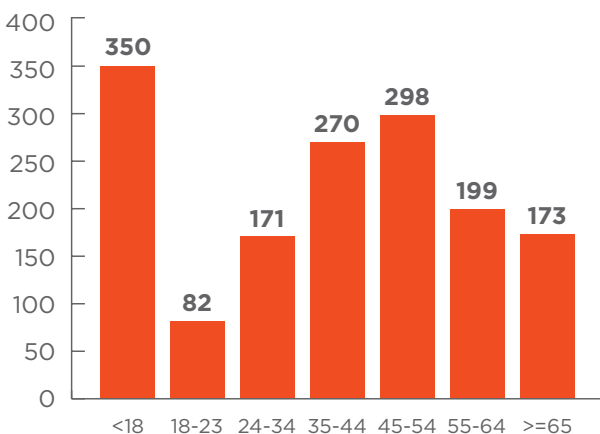
Gender Profile



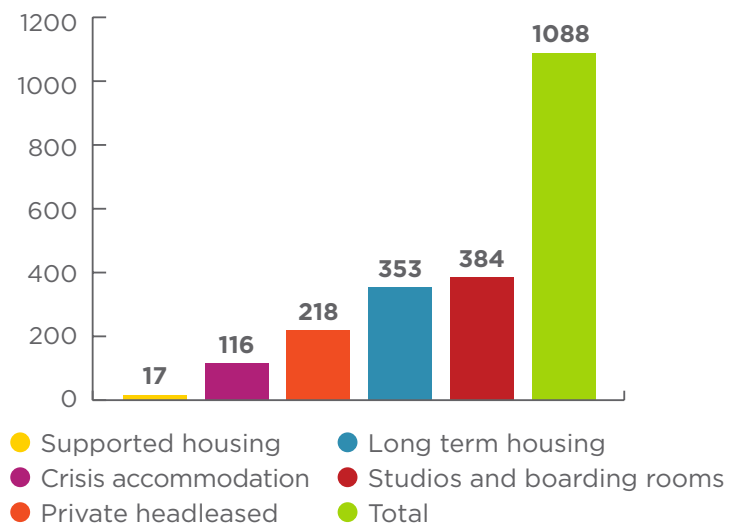
Number of Tenancies per Local Government Area



Age of Tenants



Tenancies assisted by Program





Tenant Satisfaction

Bric conducted our 2023 Tenant Satisfaction survey independently – allowing us to benchmark with other community housing providers.

We thank all those who participated as it allows us to continually improve our services.

Question	Tenant satisfaction rating
Tenants were satisfied with overall services	85%
Tenants were satisfied with their condition of home	86%
Tenants were satisfied with quality of repair	89%

The survey shows continuing high levels of tenant satisfaction - higher than the average of other Queensland and NSW community housing providers.

Our results highlighted improvements in how we handle complaints, and the quality of repairs to our homes.

We are seeking to engage with our tenants further on areas where we can improve - including satisfaction with neighbourhood, and value for money.

Bric introduced a new question on this year’s survey asking tenants what areas of tenant engagement would be of interest to them. The main areas of interest/concern were:

- antisocial and nuisance behaviour;
- social activities;
- reducing crime;
- gardening; and
- repairs and maintenance

This information will be included as part of our Tenant Engagement Strategy and the development of our Social Impact Framework.

Feedback from tenants included:

“All the staff at Bric are helpful friendly efficient & most importantly compassionate. Bric has given me & my family the ability to reunify & rebuild our lives when there was none”.

“Just want to thank everyone at Bric housing on doing another year of great work and let you know how much I love living here at Nundah”.

“Love the gardening comp for balcony gardening. I love gardening and find enjoyment entering the comps. I won last year”

“The staff at Bric Housing have always been very friendly and helpful, and problems e.g. maintenance have been resolved quickly”.

“Bric housing has been great to me and my family. The staff is always helpful and understanding. I am extremely grateful for the roof over our head, literally”.



Our People

The 2023 Staff Survey showed high levels of engagement across the staff group:

100%

of respondents feel that Bric's work positively impacts people's lives

85% of respondents feel that Bric is dedicated to diversity and inclusiveness

92% feel actively involved in their work (up 6% from last survey)

More than **4 out of 5** respondents say they are determined to give their best effort at work each day

More than **9 out of 10** team members understand how their work contributes to Bric's goals



My supervisor and I have a good working relationship

92%

My coworkers and I have a good working relationship

88%

"I appreciate hearing the regular tenant stories showcasing the contribution that Bric makes and the extra mile in which the front-line teams go"



Our strong culture and mission focus results in high retention rates across the staff group:

3 years or greater service:
58.6%
of staff

7 years or greater service:
27.6%
of staff



Initiatives to further strengthen Bric's culture, learning development and career management during the year include:

- a new role, focussing on embedding good practice across all HR and Governance activities, and to be a dedicated people and culture resource for the whole Bric team
- a new employee-led Social Committee, to help maintain a sense of connection and community within the Bric team, and to organise a calendar of events
- policy review and updates demonstrating a best practice approach to encouraging positive workplace behaviours and ensuring Bric's culture remains one of equity and safety
- improvements to onboarding and orientation of new staff, with a focus on creating an engaging experience for new Bric team members
- a new training platform for Bric employees, to provide access to sector relevant learning and development activities for the whole team
- staff consultation on a variety of topics focussing on safety and wellbeing in the workplace.

"I value the work relationships that we build when we are in the office together"

.....

"(I like) seeing new people coming on board and embracing the Bric commitment to each other and our tenants"

Key Partnerships and Donors

Working with Community Qld

Bric and Community partner on a number of programs that are designed to support tenants in sustaining a tenancy.

Over the past 12 months we have worked together to support tenants in sustaining their tenancies or transitioning through the housing continuum.

“living here at Clayfield is like the Taj Mahal very happy living here”.

Community’s dedicated housing and homelessness teams have had the privilege of collaborating with Bric, significantly improving pathways for individuals and families transitioning from homelessness to secure and affordable housing. Collectively we have been able to direct supports to the community, embracing the housing first approach to meet the growing demand for safe and affordable housing.

We look forward to another year if this invaluable partnership, working together to make an impact in the community.

Liz Parker, Community Qld, Sustaining Tenancies Manager

Tenant Outcomes

Community’s Sustaining Tenancies team offer services such as NDIS readiness, hoarding and squalor, health and well being and financial support.

We have developed two new service partnerships over the past year –

- accommodation and support for older women including First Nations women – at a newly leased unit complex in New Farm
- accommodation and on site support for seniors in a retirement living complex in Clayfield – purchased and refurbished by the Department of Housing

“Having worked with Community for two years I have a good working relationship with the Community team, and saw first hand how they have worked closely with our tenants in offering financial support, social recreation activities and my aged care packages which has contributed to tenant independence and empowerment.

The Clayfield complex is a great initiative by the Qld Government, and through the joint tenancy management and support services delivered between Bric and Community there will be great benefits for all our tenants residing here”.

Tenant Services Officer



Partnerships

We continue our successful and ongoing partnerships with the following organisations:

Mission Australia – 24/7 onsite support at our Spring Hill temporary supported accommodation

Open Minds – 24/7 onsite support at our Redcliffe supported accommodation

The Salvation Army – for mobile support and tenancy sustainment support, especially for our private headleased properties

Together with close collaboration with many other services including Institute of Urban Indigenous Health (IUIH), CADA, Encircle, Uniting Care, Brisbane Youth Service, Micah Projects, Transitional Housing Team (Metro South).

Brisbane Zero

The Brisbane Zero project, aims to achieve functional zero homelessness for First Nations Peoples who are sleeping rough and are aged 45 years and over.

The project forms a multistakeholder committee from Specialist Homelessness Services to Community Housing Providers and State Government led by Micah Projects and Communify Qld. The principles of the projects are ensuring:

- Culturally appropriate and culturally sensitive practices
- A housing first, person centred approach
- Commitment to reaching and protecting functional zero homelessness for older First Nations people

Bric is committed to working in partnership with our peers and colleagues on this crucial project.





Bric wishes to thank all its partners for their support.

Program funders

Qld Department of Housing
Qld Department of Environment and Science

Donors

ADCO
Bric Members
Bunnings
Community Qld
Dulux
Foodbank
McCullough Robertson
Oz Harvest
Second Bite

Formal Support Partnerships

Community Qld
Mission Australia
Open Minds
The Salvation Army

Close working relationships and partnerships

3rd Space
Access Street Vans
Advance to Zero Alliance to End Homelessness
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
Inspire 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 (QulHN).
Queensland Positive People
Queensland Program of Assistance to Survivors of Torture and Trauma Inc (QPASTT)
St Vincent De Paul
The Breakfast Club
Under 1 Roof
UnitingCare
Wesley Mission
YFS Ltd



Support from government

State Government

Department of Treaty, Aboriginal and Torres Strait Island Partnerships, Communities and the Arts

Department of Housing

Department of Youth Justice, Employment, Small Business and Training

Department of Environment and Science

Department of Child Safety, Seniors and Disability Services

Office of the Adult Guardian

Public Trustee of Queensland

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, Australasian Housing Institute, Property Council of Australia and QCOSS in providing industry support and leadership to the community housing and homelessness sectors in Queensland.

Business Partners

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

Bank of Queensland

Computer One

Converge HR Pty Ltd

Crowe

Donald Cant Watts Corke

Distinct Voice Communications

Go 1

KO & Co Architects

McCullough Robertson Lawyers

McLean Advisory Pty Ltd

Network Insurance Group

Paynters Pty Ltd

Series Two Architects Pty Ltd

Steele Wrobel Pty Ltd

All of Bric's valued maintenance contractors



Property Development

Increasing the Supply of New Homes

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

New homes at Portwood St, Redcliffe

Our development of much needed social and affordable homes is on track to complete in 2023, with new tenants due to move in before the end of the year.

The project is a combination of a Bric secured parcel of land, in partnership with the Queensland Government funding for the construction. We also received support from Moreton Bay Council – a full remission of \$220,000 of infrastructure fees.

The development provides 18 high quality, long term homes – designed to Platinum and Gold *Livable Housing Design Guidelines (2017)*, with the following features:

- spacious – with high quality design and finishes
- private balconies and cross ventilation
- solar energy and reduced power bills
- secure lobby and lift access
- accessible – designed for tenants with mobility needs and ageing in place
- car parking for each home
- community areas
- very well located for local shops, health and community services

The homes will complement our substantial portfolio on the Redcliffe peninsula, and our focus will be on supportive tenancy management, maintaining an on-site presence and building/strengthening community connections.

We thank our partners and delivery team:

Builder: Paynters Pty Ltd

Project Management: Donald Cant Watts Corke

Architect: Series Two

Solar Energy

The unit complex will benefit from a 30KW rooftop solar system, with state-of-the-art Sol-Share solar technology to distribute the free 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 free renewable energy generated goes direct to tenants.



Housing Minister Leeanne Enoch and Yvette D'Ath MP member for Redcliffe visiting the site in February 2023 – pictured with Bric staff.



Our development of much needed social and affordable homes is on track to complete in November, with new tenants due to move in before the end of the year.

AGENCY
MBLY

Asset Management

During 2023 Bric provided asset management services to over 700 properties within our portfolio as well as property management to over 200 headleased properties.

Our Asset team take a strategic approach to asset management and the delivery of effective maintenance services by;

- Undertaking routine inspections and property condition surveys;
- Making sure buildings remain compliant, secure, and comfortable;
- Ensuring value for money through tendering, quotes and understanding market value;
- Managing effective procurement outcomes from contractors; and
- Delivering viable outcomes so housing remains sustainable into the future.

At Bric we strive for continuous improvement in maintaining tenants' homes and delivering asset services.

The 2023 tenant survey outlines that we are meeting and exceeding sector benchmarks.

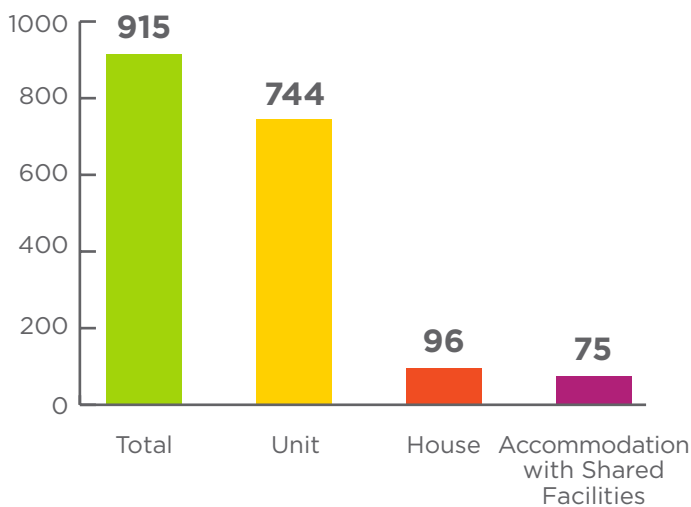
key results are:

- Condition of home: 86% tenants satisfied
- Repair Service Delivery: 82% tenants satisfied
- Repair Quality: 89% tenants satisfied

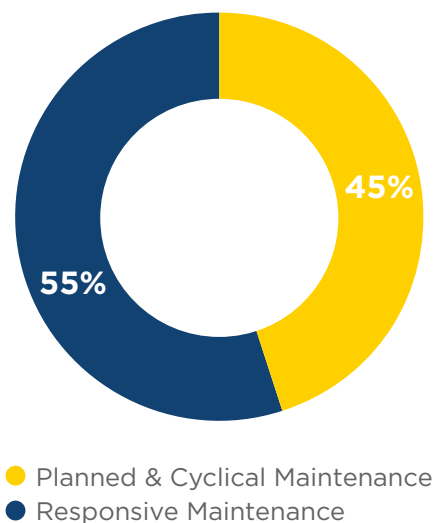
Bric values its close working relationship with the Department of Housing as we continue to ensure that Department-owned assets are maintained and refurbished.

Bric's housing portfolio requires a substantial investment in planned maintenance and 2023 has seen an investment in planned upgrade and refurbishment work including installation of ceiling fans.

Number of Properties



Planned Versus Responsive Maintenance





Energy Efficiency – Solar Power

We understand the importance of solar and energy bill savings for our tenants. This year, Bric secured a Queensland Government ‘Community Climate Action’ grant for photovoltaic (PV) roof top solar for two of our existing unit complexes at New Farm and Enoggera.

The combined value of the two project is \$110k, with Bric to co contribute up to \$10k. We are partnering with Allume Energy using their innovative Solshare technology which distributes solar energy between units.

The fully installed systems will deliver much need cost of living savings for tenants. This is the first time the Sol Share technology will be used in social housing in Queensland. It is estimated that the Sol-Share system will deliver significant savings on the monthly power bill.



Treasurer and CFO Report

We are pleased to advise that despite the backdrop of a challenging economic environment, Bric experienced positive financial outcomes throughout FY2022-23 along with significant success in the achievement of its strategic and operational objectives resulting in:

- A continuing trend of high level of tenant satisfaction.
- Property assets being well maintained and fit for purpose.
- Achievement of business growth.
- Achieving financially sound program returns.
- An unqualified audit report for the year.

Key summary financials for the year were as follows:

- The total operating income for the year amounted to \$16,916K (2022: \$11,638K) which represented growth of \$5,278K or equivalent to 45.36%. The growth was underpinned by an ongoing positive business partnering relationship with the Queensland Government that included capital grant income for an 18-unit development located at Redcliffe, solar energy initiatives and operating grant income for head leasing programs to assist with the supply of social and affordable housing for Queenslanders in need.
- Operating expenses amounted to \$12,312K (2022: \$11,580K) which represented a net increase of \$733K or equivalent to 6.33%, reflective of the increased costs to operate the programs, specifically increases for market rent relating to head leased property, water and sewerage charges, maintenance costs along with staffing costs.
- The total comprehensive income amounted to \$4,603K (2022: \$57K), \$4,538K of which related to the capital grant funding for the Redcliffe development.
- In addition, positive operating results of \$246K (2022: \$161K) were generated across the Queensland Government programs.

The Balance Sheet as at 30 June 2023 remained strong with:

- Cash and cash equivalents of \$8,791K (2022: \$7,447K)
- Trade and other receivables of \$544K (2022: \$338K)
- Property Plant and Equipment of \$9,405K (2022: \$5,114K)
- Net assets /members funds of \$7,051K (2022: \$2,448K)





Financial Outlook for FY2023-24

- Bric will continue its strategic growth focus for the FY2023-24 including partnering with the Queensland, Federal and Local Governments, financial institutions, and other partners to assist with increasing the supply of social and affordable housing for Queenslanders.
- Finalisation of the 18-unit development in Redcliffe, planned for mid November 2023.
- Full year growth for the new Clayfield property comprising 37 units of accommodation which Bric was successful in winning via a tender process with the Qld Government
- 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 procurement efficiencies.
 - continued development and upskilling of the workforce.
 - the continued adoption of fit for purpose technology solutions to drive efficiencies, ensure privacy of information and data along with ongoing management of the cyber security risks and further enhancements to achieve 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, professional advice, and strategic direction throughout the year.

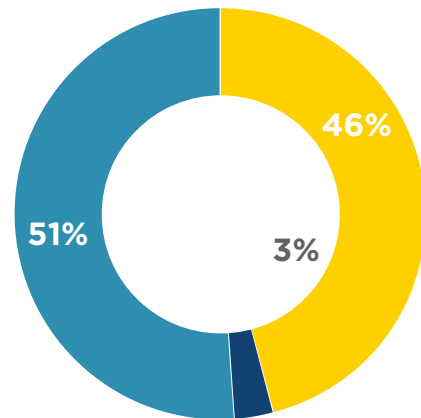
In addition, we would like to acknowledge the Bric staff for their great work and dedication and our wonderful tenants.

In addition, we would like to thank our external auditors, Crowe, for their professional audit services for FY2022-23.

Tim Murphy
BBus, CA, FINSIA, GAICD
Treasurer

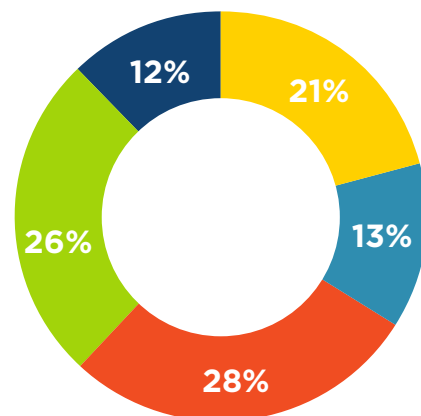
Eoin Quinlivan
FCCA
Chief Financial Officer

2023 Operating Revenue



- Grant Income
- Other Income
- Rental Income

2023 Expenditure



- Property Maintenance
- Rates
- Rent
- Employee Costs
- Other



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