

Building Our Communities

Annual Review 2024





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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Front cover image shows tenants at our new Portwood Street development. See page 6 for more details.

About Bric

- We are dedicated to delivering our mission of providing homes that are secure and affordable to low to moderate income Queenslanders in housing need – 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 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.



2023-24 Year in Review – Key Milestones

July – December

- › Tenants move into older persons retirement village accommodation at Norman Parade, Clayfield
- › Launch of digital learning hub for Bric staff
- › We launch a new strategic partnership with St George Community Housing
- › We celebrated our 15th anniversary in style with a special event
- › Our Portwood Street development is completed and tenants move into their new homes

QLD Premier and Housing Minister visits Clayfield development



Portwood St provides high quality, modern accommodation



Supporters, staff and tenants celebrate our 15th anniversary



January – June

- › New affordable housing program launched
- › New integrated compliance, risk and incident management system
- › New Customer Services Centre and Housing & Communities team launched
- › Bric obtains Tier 1 status under the National Regulatory Scheme for Community Housing
- › Community garden projects completed at Enoggera, Fortitude Valley and New Farm
- › New community engagement role recruited at Bric

Supporting Brisbane's Homeless Connect event



Bric tenants Meana and Glenda with an abundance of fresh herbs





Quality, well located new homes in Redcliffe

Bric completed construction of 18 well designed and well located 1 bedroom apartments in Redcliffe in late 2023. The development was built in partnership with the Queensland State Government, and with support from Moreton Bay Council.

The homes are located close to health services, shops and neighbourhood services, and are right across the road from the Redcliffe showgrounds. The unit complex provides safety to residents, with secure lobby and lift access. Each unit is spacious and accessible, designed to Gold and Platinum Livable Housing Standards, allowing residents to age in place. The building provides parking and a communal area on the ground level, and Bric staff are on site regularly.

The homes were targeted to seniors. Many of the new residents were at risk of homelessness, because of the lack of affordable accommodation options on the Redcliffe peninsula, and some residents 'downsized' from larger public housing homes, thus freeing up much needed family homes in the region.

The new residents have formed a strong and supportive community, and many are involved in the broader community, through volunteering in the local neighbourhood.

Bric commissioned an independent survey to find out what tenants think of their new homes, and make sure we learn any lessons for the design and development of future buildings.

"The size of the building promotes a good sense of community – all the tenants get on well, like one big family"

Dayle and Flor – Tenants, Portwood Street

"Bric are an excellent operator; staff are friendly and helpful, and they have been quick to resolve building minor issues that have arisen".

Carol – Tenant, Portwood Street

"I love my apartment and thankful to be given such a lovely space".

Ludwika – Tenant, Portwood Street

"There is a terrific sense of community in the building – everyone looks after each other".

Ron – Tenant, Portwood Street



Portwood St Fact File

Developer

Bric Housing

Commencement Date

September 2022

Completion Date

November 2023

Project Cost

\$9.2m ex GST

Funding

State Government:
\$8.3m ex GST

Bric Housing: \$0.9m ex GST

Moreton Bay Council
Infrastructure Charge
Remission: \$220k

Builder

Paynters

Architect

Series Two



Bric staff and Board members with Minister Meaghan Scanlon MP and Minister Yvette D'Ath, Member for Redcliffe, at Portwood Street



Minister Meaghan Scanlon MP and Minister Yvette D'Ath, Member for Redcliffe, meets a Bric tenant

Settling in with a morning tea

We celebrated six months since residents moved in with a morning tea. It was a great opportunity to recognise how well the community have settled and no introductions were needed, including between a few furry friends.





Aaron's Story

Crisis Accommodation to Stable Housing

Aaron was referred by Hart 4000 to Bric's Crisis Accommodation Program at Boundary Street in Spring Hill after becoming homeless following a relationship break down with his father.

Support and Engagement

When Aaron first came to Boundary Street, he was very quiet and kept to himself. However with commitment and persistence from his Mission Australia case manager, Aaron began engaging well to achieve his goals of a safe secure home.

Aaron has a range of medical conditions and during his time at Boundary Street he was able to engage with the Homeless Health Outreach Team and the onsite Micah nurse, which enabled him to maintain stable health.

A New Home and New Beginnings

After six months at Boundary Street and engagement with our Housing & Communities Officer, Mission Australia and other support services, Aaron secured transitional housing accommodation with Bric at one of our inner city studios.

Aaron has settled into his new home well and now sits in the sun having his morning coffee, on his private balcony. He has a cat that visits him from another property which he loves.

In Aaron's words:

"Without you guys, I'd be living in a tent at Byron Bay. I'd given up on working and being part of society just drinking on the beach on the pension, doing nothing for the rest of my life."

"Now I have a real chance at saving up for a van. Maybe in a year, starting a mobile buffing/car detailing job service or just deliver for Amazon when I'm not doing my social media representative job. I have real prospects. Opportunities I wouldn't have without your support the last 6 months."

Chair and CEO Report

Welcome to the 2023/24 Annual Review. It has been a year of growth and innovation for Bric, after celebrating our first 15 years providing housing in the communities of Brisbane and Moreton Bay late last year.

The backdrop to this year has been an ever-worsening housing crisis, with more Queenslanders than ever not able to access secure and affordable housing. In the face of this, we have been resolute in our efforts to find new ways to increase the supply of social and affordable homes.

As a community housing organisation, we can bring new approaches and find real solutions to local needs. At Bric we have given careful thought to how we can use our strengths to best effect, and this has resulted in partnering with others to increase our combined impact. We have done this to achieve great results during the year – putting in place partnerships with State, local and Federal governments, as well as strategic partnerships with trusted developers and financiers, and a national CHP that can deliver large scale development.

Early last year, at the start of our 2023-27 strategic plan, we set a vision for the future of Bric, and we have come a long way.

Becoming a larger scale provider of housing: – we achieved Tier 1 status under the National Regulatory Scheme for Community Housing (NRSCH) early this year, and we now have a pipeline of 200 homes we will own/develop, and another 180 homes under long term management arrangements.

We were delighted to welcome people to their new homes in Portwood Street, Redcliffe. This Bric owned development, provides 18 spacious, accessible and well-located units, and our new tenants have settled in quickly and have already become a valued part of the local community.

A variety of housing products: – we recognise that a variety of housing options for lower income Queenslanders is vitally important. We have launched our first ‘affordable housing’ scheme (at discount to market rents), providing management services, delivered in partnership and funded through the Qld Housing Investment Fund.

This year we have also expanded our intensive support program for women and children escaping domestic and family violence, in partnership with the Department of Housing.

Building communities: – Our new Community Cohesion Officer has been working tirelessly on tenant engagement initiatives, including community gardens and numerous tenant gatherings over the last few months. We are also setting up a new customer advisory committee and tenant focus groups, to ensure that we are genuinely listening to our tenants and improving our services.

Tenant and community focussed services: – a big focus during the year has been changing our services to become more tenant and community focussed. This includes our Customer Service Team providing a ‘one stop shop’ for our tenants – and our new ‘Housing and Communities’ Officers who are out and about visiting homes and properties, and our specialist Allocations Team who focus on matching suitable applicants to their new homes.

Trusted partnerships: – we have forged strategic partnerships to deliver new housing with the support of State, local and Federal Governments; and we are collaborating with our new partner St George Community Housing to deliver larger scale housing – a strategic matching of complementary strengths. We’re also working with trusted developer and financing partners, as well as our valued support and community partners.

Bringing the benefit of new technology and renewables: – We know that low income households are often the last to get the advantages brought by new technologies. We are committed to reducing living costs, as well as achieving environmental benefits. This year we connected three unit complexes to solar technology, and we have embarked on selecting a new technology system, to provide the best possible online services for our tenants.

What makes this all possible?

None of this would happen without the enormous skill, capability and above all commitment and dedication of the entire staff team. This year we have brought in some serious new talent – from inside and outside the community housing sector, and we have also said farewell to a number of valued longstanding staff who contributed to getting us to where we are today.

We have invested in our people through new approaches to learning and development, and we never take our eye off the all-important task of building and maintaining a vibrant and inclusive culture.

Our Board of Directors have led with a sure hand to achieve and exceed the objectives we set ourselves, generously donating their time and expertise in guiding us through a time of growth and development. We thank retiring Director Tim Murphy for his years of service as Treasurer and Chair of the AFRC.

We extend our heartfelt thanks to the staff and Directors, and we look forward to the exciting opportunities of the coming year, providing more homes and services to Queenslanders in housing need.

Julie Saunders
Chair

Jane West
Chief Executive Officer



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 skills and experience of the Board provide a strong foundation to support our long term objective to grow the number of homes and services we provide, at the same time keeping a focus on the quality of services we provide. Our Directors have deep expertise across property development and management, risk and legal services, financial sustainability and investment models, and human services.

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 a framework provided by the Constitution, and the Board Charter.

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. A Board Composition & Capability Matrix is regularly reviewed and updated, outlining the range of knowledge, experience and skills which have been assessed as ideal for the Bric Board to hold to drive Bric's current strategic direction as well as effectively govern Bric.

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.

Our Risk Management Framework includes a Risk Appetite Statement and integrated Risk, Incident and Compliance System.

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
Sandra Long

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

Key initiatives throughout 2023-24 to further strengthen Bric's Corporate Governance and position for growth include

- Annual review of Bric's Strategic Plan 2023 – 2027 which confirmed its suitability and refreshed the plan for growth
- Planning for the implementation of Bric's integrated Risk, Incident and Compliance System, tailored and designed to enhance efficiency, improve tracking, communication and reporting including continuous improvement.
- Regular review and enhancement of its suite of Governance documents including Bric Board's Risk Appetite Statement and Business Continuity Plan.
- Review of Bric Board Composition and Capability Matrix
- Completion of Board Performance Evaluation Survey 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
- 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.



Sandra Long – Director

BCom, CAANZ, GAICD

Board member since 2024. Sandra is a Chartered Accountant with over 30 years' experience as a finance professional and leader in the health services, religious, primary industry and energy sectors across both government and not for profit organisations.



Executive Management Team

Jane West

Chief Executive Officer

GAICD, MA

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 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 (Until August 2024)

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.



Dane Adams

Acting Chief Financial Officer (From August 2024)

BBus MBA GAICD CA

Dane Adams is an internationally experienced Chartered Accountant, with over 17 years' experience in finance and leadership across the private, public and not-for-profit sectors in Australia and the UK. Dane joined Bric Housing in January 2018 as Finance Manager, managing and overseeing Bric's financial activities and stepping into acting CFO role August 2024.



Clare Phythian

Executive Manager Governance and People and Company Secretary

Bachelor 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.



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.



Asset Management

Bric provides asset management services to over 700 properties within our portfolio, as well as property management to over 200 privately headleased properties.

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

- Overseeing the provision of an effective repairs service to our tenants, achieving 100% of urgent repairs, and 99% of less urgent repairs, within target timeframes;
- Contracting our planned and cyclical maintenance services including fire safety, pest control, landscaping, cleaning and security services;
- Bringing our vacant properties back to lettable standard in a timely manner;
- Ensuring our maintenance contractors comply with all licencing and safety requirements, and comply with Bric’s contractor Code of Conduct;
- Undertaking major works where required, to ensure properties remain safe, compliant and comfortable.

Looking after our assets

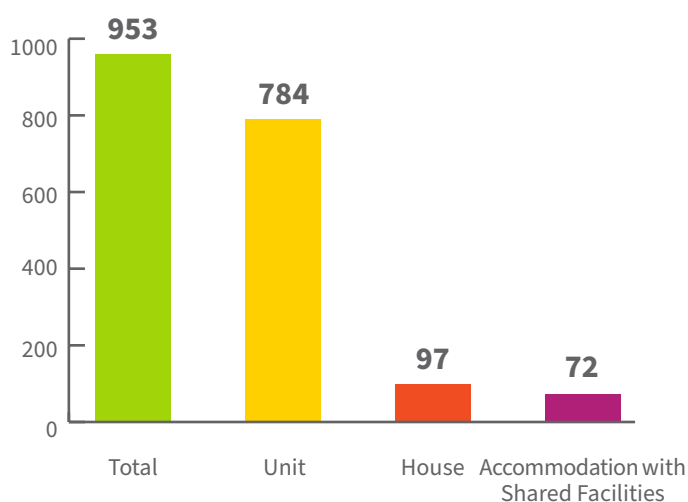
During 2023/24, we visited over 250 homes to complete property condition assessments. These inspections allow us to check that our properties – both houses and units, and also common areas of unit complexes, are meeting the required property standards. It also allows us to identify any maintenance issues that may not have been raised by a tenant.

The condition of building elements, painting, flooring and kitchen/bathroom components are assessed and planned into our forward life cycle maintenance program.

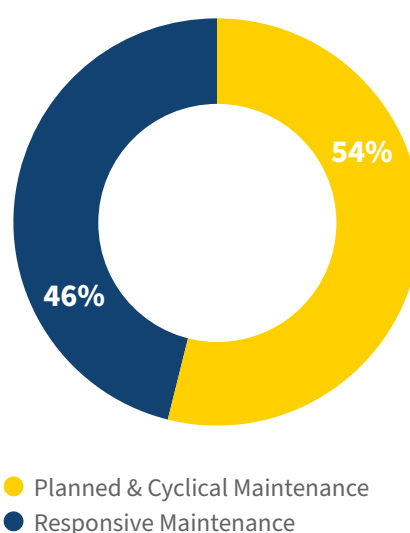
Solar energy

During the year, three solar energy systems have been installed on unit complexes. These projects were made possible with grants from the Queensland Government Climate Smart Action Program. Bric has partnered with Allume Solshare for this project.

Number of dwellings in Bric’s portfolio (as at 30 June 2024)



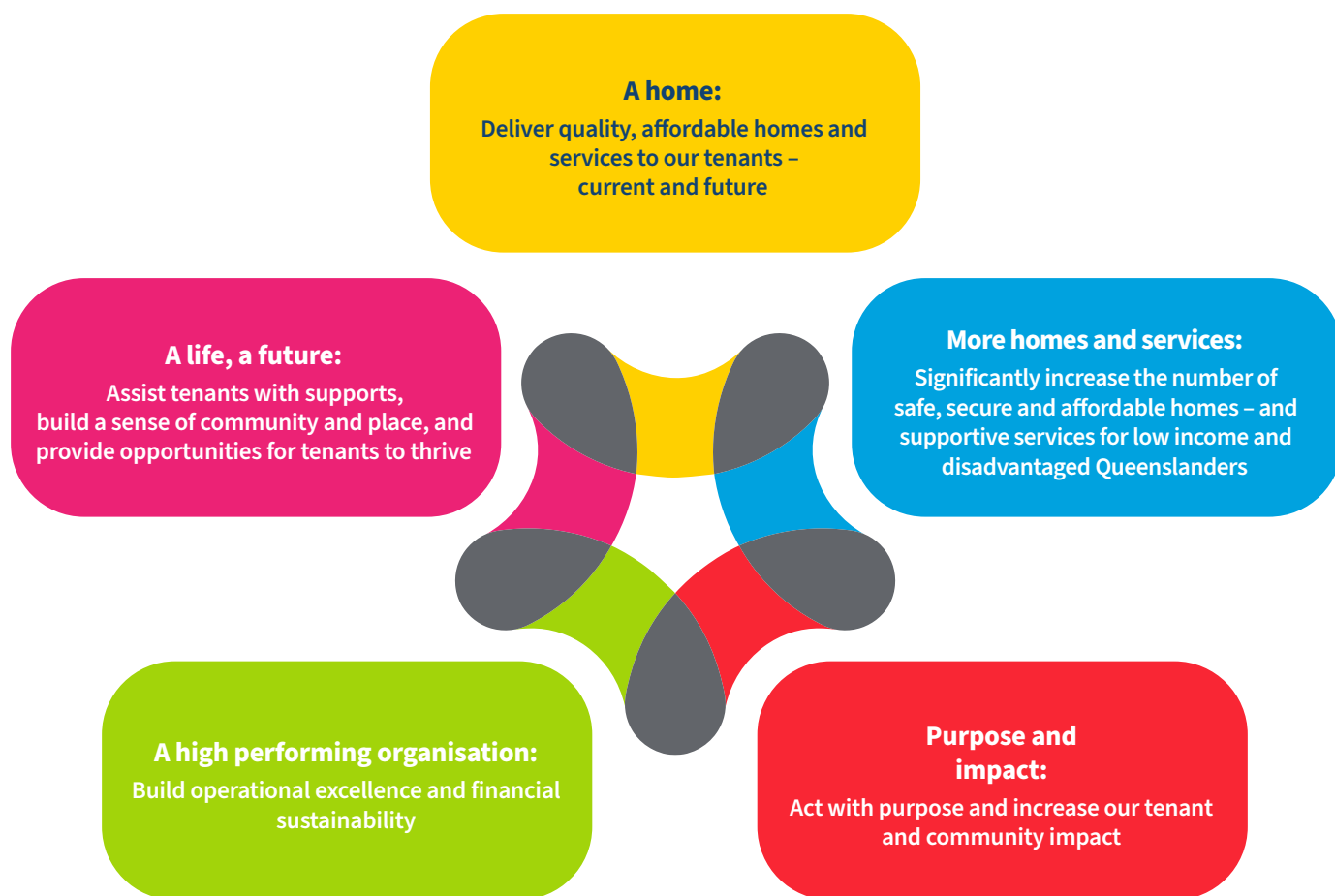
Planned vs responsive maintenance expenditure



Our Strategy

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

What have we achieved during this year?

During the year, significant progress was made on achieving strategic goals including:

Strengthening the tenant voice

- Establishing the Customer Advisory Committee and Community Engagement Program to amplify tenant voices and ensure our initiatives reflect and support community needs and interests
- Learning from tenant views about their new homes in our Redcliffe development, so that future developments improve on design and the 'move in' process



High performing culture

- Introducing new learning and development program for all staff, to support our future focused business needs
- Introducing flexible working arrangements and regular pulse surveys, to enhance wellbeing and productivity
- Bringing in new capabilities especially across property development, asset management and community engagement



Building operational excellence

- Implementing a new staff structure with a customer service focus, to ensure prompt and efficient service delivery to our tenants
- Preparing for our next generation business systems, to support better service delivery and ease of access to information and services for our tenants



Financial sustainability

- Continuing to deliver a sound operating surplus
- Securing funding for new housing projects that will build our assets and create opportunities for future growth



Community impact

- Increasing our impact through new programs and new homes, including support for domestic and family violence survivors, and new homes for seniors
- Installing new solar systems, with the benefits of free solar energy going to tenants
- Community building through garden improvement initiatives and through our Community Engagement Program



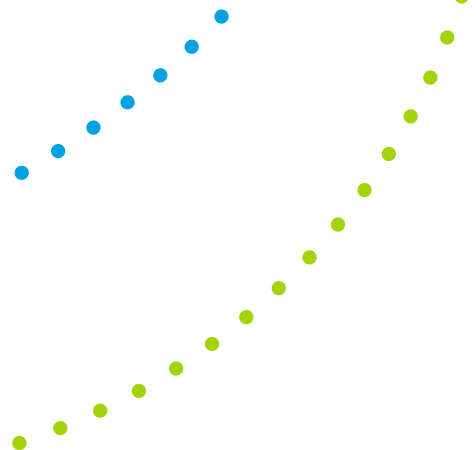
Download a full copy of our Strategic Plan on our website:
www.bric.org.au/Strategic2023

Lani's Story

'Home, it's an extension of us'

Left to right: Maria, Flor and Lani at Portwood Street





“After moving in here, a friend gave me a pair of binoculars, so now I sit out on the verandah and spot the ships (cargo ships or cruise ships) sailing along through the trees.”

When Lani unexpectedly had to leave her private rental, she found herself in the stressful search for a new home. The uncertainty left her feeling shocked and worried about the chance of securing another house in the competitive private rental market. “I was walking around like a zombie” Lani recalls of that stressful time.

Then came a call about a potential new place. “I got a call from Bric about this place, a friend of mine came with me on the day to walk through and see the property, and it just felt right”.

As someone who grew up around different parts of rural Queensland and is a “nature person”, Lani was delighted when she saw the tall gum trees outside her window. “I couldn’t stop smiling when I saw that view”.

Growing up Lani always had animals around her, as well as breeding cockatiels, so there was one other concern with the move. “I was so worried I wouldn’t be able to take Max, it was just great that Bric allowed it”. Max is Lani’s five-year-old quaker/monk, whose cheeky sass ensures there’s never a dull moment in Lani’s home.

Moving day on the 11 January 2024 was a significant milestone for Lani. “I got rid of so much – probably ten car loads – and gave away a lot of plants and things to friends. I shed everything” she reflects. Although packing up and leaving her previous home was challenging, it felt like a fresh start.

Lani’s resilience and positivity are evident, despite facing numerous challenges while raising four sons on her own while navigating their significant physical and mental health struggles. Lani shares that this time in her life is about prioritising feeling stable, secure, and happy.

Lani emphasises the significance of friendship and the neighbours in her new community. “We respect each other’s privacy and down time, but it’s lovely to have neighbours to talk to – to share a cuppa on the verandah in our pyjamas – we check in on each other”.

Concerned about the current housing crisis and community hardship, Lani recognises how many people are facing similar challenges and stigma while trying to find secure housing, “It can happen to anybody if you lose your job or your own home” she notes.

Lani’s home has helped to provide a sense of safety and stability, allowing her to consider ways she can become more involved with the local community or volunteering options.

Our Services

Bric provides social and affordable housing for individuals and families in housing need across Brisbane and Moreton Bay regions. Our services are aimed at delivering a positive tenant experience through supportive tenancy and asset management and building vibrant and cohesive communities.

Our mission

Bric provides 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 Services

We provide housing and community services which support our tenants to sustain their tenancies and homes, while living in a connected community.

Asset management

We provide robust asset management services delivering quality homes and value for money. Our asset management team deliver a responsive repairs 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 320 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.

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 support is provided by Community. Tenants have access to support services and aged care services that assists them in sustaining their tenancies.

Transitional Housing

Our Community Managed studios (CMSU), one-bedroom units and boarding rooms, provides accommodation for single people. Our Department Community Rental Scheme (DCRS) homes provide for a mix of single and family households.

For some tenants, this is their long-term home, for others the accommodation provides transitional housing assistance that 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. We also manage over 50 DCRS dwellings, a mix of houses and units.

Private Headleasing programs

In our Headleasing programs Bric leases properties from private landlords or the Queensland Government, and sub-leases 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 and Communitify.

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. This program is expanding from 20 properties to 30 in FY25.

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, who provide 24/7 onsite support to tenants. Our supported housing accommodation is for those who need longer term support from support services to enable tenancy sustainment.

Affordable Housing

This year Bric introduced a new affordable housing program which offers eligible applicants affordable housing at 75% of market rent.

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.

Staff at Redcliffe Reconnect event



Our Tenants

During the year, Bric assisted over 1500 tenants across diverse communities in Brisbane and Moreton Bay.

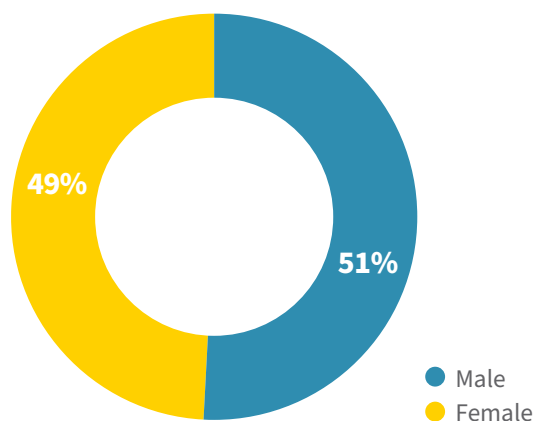
In 2023/24:

1105 households were assisted

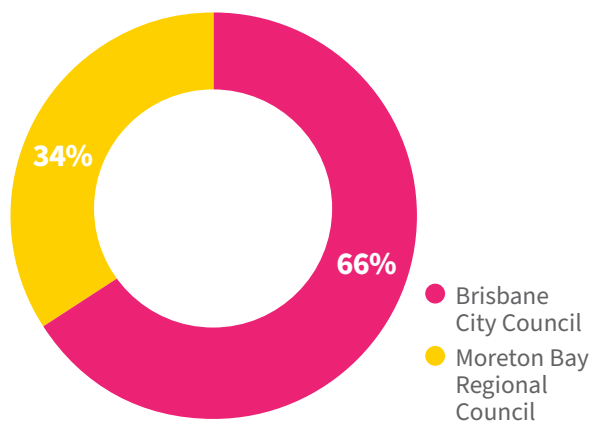
1580 individual tenants were assisted

9% of tenants identified as Aboriginal and/or Torres Strait Islanders

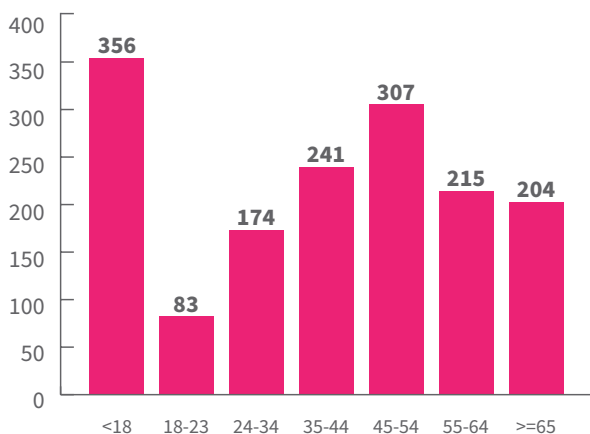
Gender Profile



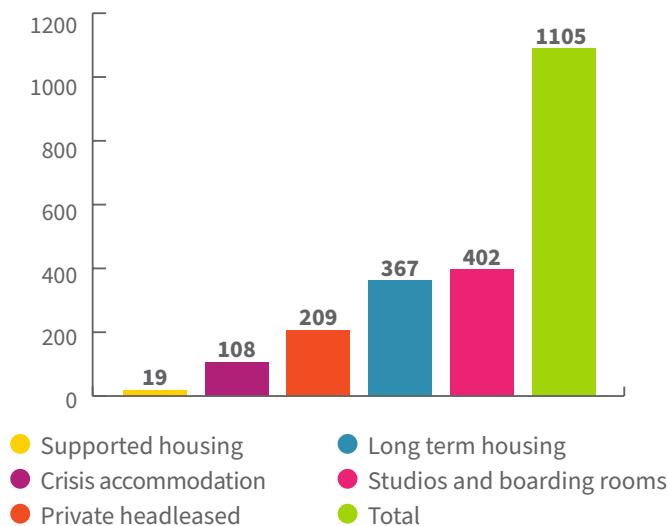
Number of Tenancies per Local Government Area



Age of Tenants



Tenancies assisted by Program



Improving how we deliver our services to tenants

In June 2024, Bric embarked on some significant changes to our organisational structure designed to improve our service delivery and better serve our tenants and partners.

We introduced our Housing and Impact Team led by Executive Manager, Andrea Ritchie, who oversees and drives our strategic initiatives to ensure impactful and sustainable housing solutions.

As part of our restructure, we launched a new Customer Service Centre, dedicated to providing customer-centric services.

Our Customer Service Centre allows tenants to:

- Make a payment for rent, water or repairs
- Report repairs
- Report tenancy concerns
- Apply for permission for a transfer, a pet application or modification to their home
- Have rent assessed

Key benefits of the new Customer Service Centre include:

- Centralised Support: A single point of contact for all enquiries and service requests
- Efficient Service: Faster response times and resolutions for tenant concerns.

The centre has a team of dedicated Customer Service Officers who focus on ensuring that our tenants receive timely and effective services from us.

The new structure allows our Housing and Communities Officers (renamed from Tenant Services Officer) to be more actively involved within our communities. By focusing on tenancy and community engagement, they will be better positioned to support and assist directly at neighbourhood level. We also have a dedicated Allocations Team, who focus on matching applicants to suitable properties, working with our referral partners and minimising vacancy periods.

Managers of our Housing and Communities Officers lead efforts to foster strong community ties and deliver comprehensive housing services.

Our Asset Team are responsible for maintaining and optimising our housing assets, ensuring that our properties remain safe, efficient, and in excellent condition for our tenants.

These structural changes are designed to enhance our services to both our tenants and key partners, enabling us to operate more effectively to meet community needs as they evolve.

Tenant Engagement

Bric is committed to fostering community cohesion by supporting customer inclusion and involvement in decision making processes related to their community.

This year we welcomed a new Community Cohesion Officer who leads the development and implementation of Community Cohesion at Bric. This involves engaging with Bric's tenants and partners to coordinate our Community Engagement Program and Customer Connect Groups as well as developing our Customer Advisory Committee.

Here are just a few highlights.

Clayfield Tenant Engagement

Residents at Norman Parade, Clayfield have been involved in a range of information sessions and workshops aimed at increasing awareness, providing a space for conversations, hearing concerns, and inviting partners to share expertise.



Tenants joined the Emergency Preparedness Workshop with Queenslanders with Disabilities Network (QDN), Fire Safety Education session with Fire Matters, and Seniors Safety Session with the Queensland Police Service.

Reconnect Event

Bric participated in the Annual Reconnect event at Redcliffe showgrounds. The event is organised by Moreton Bay Council and attracted around 300 people.

It's a great opportunity for Bric to reach the community from across the region and also connect with our many partners in the area.

Attendees were able to access free resources, advice and information, meals, haircuts, health checks, vaccines, and clothing.

Brisbane City Council Homeless Connect day

Bric participated in this year's Homeless Connect in Brisbane, organised by the Brisbane City Council. This event provides free services to people experiencing homelessness, or those at risk of homelessness.



Spring Hill Community Day

Bric was proud to take part in the annual Spring Hill Community Day, collaborating with Mission Australia, Q Shelter, The Salvation Army, Churches of Christ and Brisbane City Council.



The event welcomed more than 200 attendees and provided important support and health services including allied health professionals and drug and alcohol support to those who may usually struggle to access these offerings.

Those in attendance made the most of the fun games on offer, including live entertainment and a barbecue sausage sizzle!

We are particularly grateful to Churches of Christ for providing a free bus service to transport residents and clients to and from the event.

Portwood Morning Tea

In June, the tenants of Portwood Street in Redcliffe celebrated six-months since they first moved into the complex. All but two of the residents were able to attend (including some furry friends) and plenty of stories were shared.



Community Gardens

Bric was successful in obtaining funding through the Community Sustainable Spaces grant via the Department of Environment.

Three sites were identified that required rejuvenation to improve their overall appearance and provide a usable and welcoming area for residents.

Welcoming garden spaces not only enhance homes but also provides spaces to come together, take part in planting produce or just spend time outdoors.

The projects were scoped and completed in partnership with contractors Cavanagh's and QWB.

A fourth community garden project at New Farm was identified for the annual ADCO community day.



Brunswick Street, Fortitude Valley

The garden beds were stripped out and new soil and mulch added followed by hardy, low maintenance and drought resistant plants.

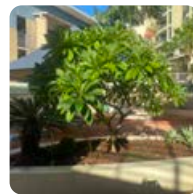
A bench seat was also installed in the courtyard to promote increased useability of the space.



Martin Street, Fortitude Valley

A large frangipani tree and golden cane palms were kept in place, much of the underplanting was removed and saved for replanting.

The large rear garden bed was replanted as a kitchen garden with herbs, tomatoes, zucchini and passionfruit with the addition of two citrus trees.



Enoggera

Engagement with residents highlighted their desire for bird and bee attracting plants, low shrubs and hollow logs to replace former nesting places for a family of lorikeets.

It was important for the area to be user friendly for all. The surface area was flattened and raised garden beds were built. Once major works were completed, tenants joined in for a planting morning.

New Farm

ADCO Construction funded and carried out works to develop the communal garden area for residents at Lower Bowen Terrace, New Farm. Tenants completed a survey and held discussions over afternoon tea to outline their priorities for the works.

They agreed they wanted a wildlife friendly space where people can spend time outside. It also had to be low maintenance.

There was 90% tenant participation on this project which is one of the highest levels of community engagement Bric has achieved.

The ADCO team delivered:

- A supported bench seat
- 2 raised garden beds for decorative flowers
- Topsoil, mulch and weeding along the pathway fence line to plant a range of native plants
- Garden edging
- Citrus trees
- Bird bath
- Improved pathway



“The makeover looks absolutely fabulous, Congratulations to you all.”
Lower Bowen Terrace tenant

Our People

At Bric, we have an expert and engaged team, who are genuinely committed to our purpose, and to our values. We pride ourselves on delivering positive experiences to all our stakeholders, and in creating a supportive and inclusive culture within the team.

Changing the structure

From late 2023, we began work on redesigning the structure of our Housing and Impact teams, to allow us to offer an even more timely and effective experience to our tenants and other stakeholders. We consulted with the whole team to review roles, streamline processes and procedures, and reinforce a customer-driven approach across the whole of the operation.

The new structure was launched in June 2024 and will ensure we can continue to deliver great services to our tenants, whilst building strong skills and career paths for our team.

Learning and Development

This year, we prioritised learning by investing in a variety of training opportunities for the team, including through our online learning platform, with specialist sector providers, and by inviting experts to share their experience with the team. We introduced dedicated learning time and engaged with a First-Nations-led Cultural Capability provider to grow our Cultural Competency across the whole team.

Wellbeing

The team's wellbeing has always been a key priority for Bric. Over the last year we have introduced regular wellbeing surveys, to make sure we're maintaining a good understanding of how we can support employees' mental and emotional health, and we have also introduced a new flexible working policy.



From our staff:

“Some of the key strengths that I see, after joining Bric, is strong customer service and a great team that is very knowledgeable of tenants and our properties.”

“There is lots of flexibility... and there is a culture of helping each other out across different areas of the organisation.”

“The board seem to be knowledgeable and there are different types of expertise to suit an organisation such as Bric. They seem to also share our values and care about Bric’s staff.”



Key Partnerships and Donors

MEGT – I got brushed

During 2024 Bric partnered with MEGT – an Australian not-for-profit business who support employers, apprentices, trainees, job seekers and students.

MEGT's I Got Brushed program is all about giving people the support and hands-on experience they need to earn their Certificate 1 in Construction through community housing projects.

Bric was thrilled to team up with MEGT for an 18-week program, hosting 16 First Nations participants at our complexes on Martin Street, Fortitude Valley, and Water Street, Spring Hill. The I Got Brushed Supervisors teach essential skills in painting and light construction, all while sprucing up community housing properties.

Participants get real-world experience prepping surfaces, applying various paints, setting up work areas safely, and spotting hazards. The projects included repainting and repairing fences, stairwells, handrails, and garden bed walls, plus cleaning and sealing concrete surfaces, pathways, walls, and bollards.

I Got Brushed has not only revitalised the outdoor spaces of Bric's properties but also boosted the longevity of our common areas. MEGT provide full wrap around support during the program, including finding employment or apprenticeship opportunities after completion of the program.

Bric Partners with Sociii to Empower Women with Children

Bric has teamed up with Sociii to offer women with children the opportunity to participate in the Sociii Innerwork Program.

The 12-month program aims to facilitate mental and emotional healing, personal growth, and community building among participants, fostering deep, long-lasting transformation. This flagship initiative is designed to address generational trauma and societal challenges through a comprehensive, evidence-based approach.

The Program was launched in mid 2024, with an initial pilot including 15 single mothers. The first 6-week review, conducted with Catalyst for Coaches, showed significant positive growth among participants. Many reported reduced fear, anger, guilt, and negative self-talk, leading to increased confidence and motivation. Participants have secured new jobs, received pay raises, started businesses, and improved their personal lives.

Bric thank Sociii for offering this transformative opportunity, thanks to the dedicated Innerwork Coaches. The program's success so far promises even greater outcomes over the full 12 months.



One of Bric's tenants residing under our Domestic Family and Sexual Violence Program shares what the Sociii Innerwork Program means to them:

"It a worthwhile step to learning and a real inspirational course. I am enjoying learning about myself and coping mechanisms for the future. When I graduate, the chance to train to become a coach is very exciting and keeps me going".

MEGT's I Got Brushed participants whose efforts helped revitalise Bric's Water Street property in Spring Hill

Bric wishes to thank all its partners for their support.

Program funders:

Queensland Department of Housing, Local Government, Planning and Public Works

Queensland Department of Environment, Science and Innovation

Donors:

ADCO

Bric Members

Bunnings

Communify Qld

Dulux

Foodbank

McCullough Robertson

Noelle and James Page

Oz Harvest

Second Bite

Support Partnerships and MOUs:

Communify Qld

MEGT

Mission Australia

Open Minds

Queenslanders With Disability Network

St George Community Housing

The Salvation Army

Close working relationships and partnerships

We acknowledge and value our close working relationships with the many community based support organisations throughout the Brisbane and Moreton Bay regions. These relationships underpin Bric's ability to provide supportive tenancy management to our tenants, and for tenancy sustainment to sit at the heart of our service delivery.

Support from government

We acknowledge the important support and collaboration across Queensland State Government departments and agencies.

In particular, we thank the Department of Housing, Local Government, Planning and Public Works for the positive relationships including with Contract Management, Programs, Social Housing Growth, and Planning.

We value the developing role of Economic Development Queensland in supporting social and affordable housing outcomes across the region.

We thank Brisbane City Council (BCC) and Moreton Bay Council (MBC) for their support of community housing, through remission of charges and rates, through supportive planning policies and other innovative initiatives such as land leasing (MBC) and the Pathways out of Homeless Program (BCC).

Business Partners

Bric thanks our corporate business partners, including our banking and financial services partners, specialist consultants, development partners, and all of Bric's valued maintenance contractors.

Sector leadership

We acknowledge the work of CHIA, CHIA Qld, Q Shelter, ATSIC HQ, Australasian Housing Institute, PowerHousing Australia, the Property Council, UDIA and QCOSS in providing industry support and leadership to the community housing sectors in Queensland. Bric is also pleased to contribute to the work of the Place Based Leadership Teams in Brisbane and Moreton Bay.

Treasurer and CFO Report

We are pleased to advise that despite the backdrop of a challenging economic environment, Bric experienced positive financial outcomes throughout FY2023-24 along with significant success in the achievement of its strategic and operational objectives. This has resulted in:

- A continuing trend of high level of tenant satisfaction.
- Delivery of an 18-unit development in Redcliffe.
- 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 comprehensive income amounted to \$4,818K (2023: \$6,019K*), \$3,763K (2023: \$4,538K*) of which related to the capital grant funding for the Redcliffe development.
- In addition, positive operating results of \$607K (2023: \$246K*) were generated across the Queensland Government programs.
- The total operating income for the year amounted to \$19,293K (2023: \$18,268K*) which represented growth of \$1,025K. The growth was underpinned by an ongoing positive business partnering relationship with the Queensland Government that included capital grant income for the Redcliffe development, solar energy initiatives, and full year impact of the new Clayfield property comprising 37 units of accommodation.

- Operating expenses amounted to \$14,475K (2023: \$12,249K*) which represented a net increase of \$2,226K. This reflects the increased costs to operate the programs, specifically increased market rents for head leased properties and maintenance costs. This also includes the Queensland Government program operating surplus being expensed, to be shown as a balance sheet contract liability.

The Balance Sheet as at 30 June 2024 remained strong with:

- Cash and cash equivalents of \$6,505K (2023: \$8,791K)
- Trade and other receivables of \$479K (2023: \$544K)
- Investment Property of \$15,525K (2023: \$10,822K*)
- Net assets /members funds of \$16,186K (2023: \$11,368K*)

*2023 Financials were restated for a change in accounting policy

Financial Outlook for FY2024-25

- Bric will continue its strategic growth focus for the FY2024-25 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.
- Bric is commencing a fee for service management of affordable housing tenancies funded under the Queensland Government Housing Investment Fund program.
- A pipeline of projects with approved government funding is in progress, largely to be delivered through acquisition contracts to be settled in FY 2025-26.

- 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.

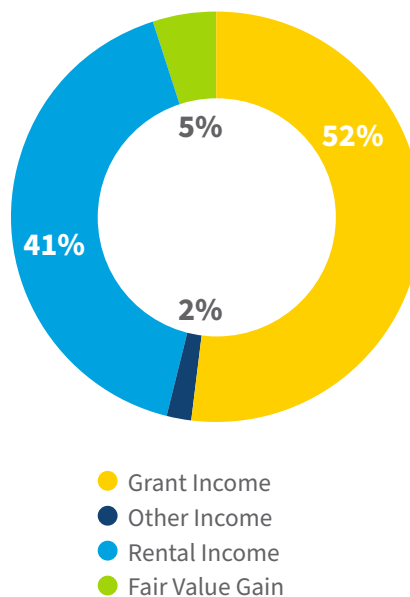
We thank the Bric staff for their great work and dedication and our wonderful tenants. We particularly acknowledge Eoin Quinlivan, outgoing CFO and Executive Manager Corporate Services, for his work over many years to lead the financial sustainability of the organisation.

In addition, we would like to thank our external auditors, Crowe, for their professional audit services for FY2023-24.

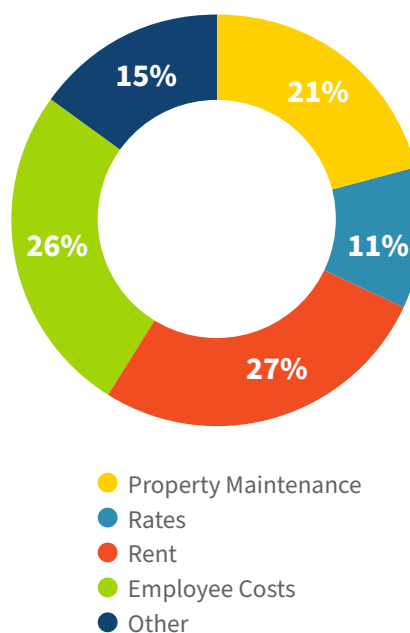
Tim Murphy
BBus, CA, FINSIA, GAICD
Treasurer

Dane Adams
BBus, CAANZ, MBA, GAICD
Acting Chief Financial Officer

2024 Operating Revenue



2024 Expenditure





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