Acknowledgements

Black Community Housing Service (BCHS) would like to acknowledge the ongoing and committed support and contributions of Members, Directors, partnering organisations and stakeholders. We would also like to acknowledge the Aboriginal and Torres Strait Islander Community Members residing in and surrounding the Greater Brisbane Area, including the Traditional Owners of the lands on which BCHS operates.

CONSULTANTS
- The Business Quality Centre (BQC)
- Robert Haebich (Company Solicitor)
- JM Consulting (Policy Consultant)
- Delaney & Delaney (Company Legal Firm)
- Lyons Judge Accountants
- AON Insurance Firm
- CGU Insurance House

PARTNERS
- Federal Government Indigenous Employment Program
- Gold Coast School of Construction Hutchinson’s Builders & Accredited Training
- Training & Employment Queensland
- BHC Quality and Governance Improvement Program

SERVICE PROVIDERS
- Bargullys Contracting
- Nelsons Plumbing
- Northcott Electrical
- Snelsons Yard Maintenance
- Retravision
- Brisbane City Council
- Logan City Council
- Queensland Urban Utilities

Aboriginal and Torres Strait Islander readers should be aware that this document may contain images or names of people who have since passed away.

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About

Black Community Housing Service (BCHS) was first registered as a Public Company in 1974 under the Queensland Company's Act 1961-1972. The organisation is a not-for-profit entity, which was established with the core objective of providing housing and homelessness related assistance to Aboriginal and Torres Strait Islander people residing in the Greater Brisbane Metropolitan Area.

Since BCHS’s establishment, the organisation has experienced significant growth and expansion. Property numbers have grown and the organisation’s client base has subsequently expanded. Over the course of 2014/15, BCHS has been active in continuing to implement systems and processes to ensure the quality, strength and sustainability of both service delivery and internal operations. Significant steps have also been undertaken with respect to business development and innovation. There is a commitment from the organisation’s management and leadership to continue to expand and develop BCHS work program, whilst ensuring the sustainability, continuity and quality of service operations. This is indicative of the organisation’s commitment to continuous quality improvement and ensuring high quality delivery and operation of its services.

Black Community Housing Service prioritises the delivery of need responsive and culturally secure housing and accommodation support, alongside delivery of projects and initiatives that support local capability and capacity development. Black Community Housing Services adopts a social determinants approach to Aboriginal and Torres Strait Islander social, economic and health disadvantage that recognises the cumulative impact of multifaceted disadvantage and poor outcomes on Indigenous communities. Subsequent activities that support sustainable and Community-driven responses to Indigenous disadvantage are prioritised, with a focus on ensuring involvement and direction of local people.

The organisation is progressively diversifying and expanding its core service delivery and business development work arms, to support the ongoing relevance and viability of the organisation, from a financial, policy and governance perspective.

History

Black Community Housing Service (Qld) Ltd was first registered as a Public Company on 15 March 1974 under the Queensland Companies Act 1961-1972. The organisation began its operations from the then Tribal Council of Brisbane, at Latrobe Terrace in Paddington, Brisbane. BCHS operated from multiple locations over the next 14 years – two in Spring Hill, one at Roma Street in central Brisbane, and one in West End – before settling in Woolloongabba and then returning to 14 Paris Street, West End.

The rationale for BCHS’s establishment during the 70’s period was grounded in recognition as to the need for an Indigenous-led organisation that could provide a vital support mechanism for those Indigenous people in the Greater Brisbane Area in need of safe and affordable housing. During the 60s and 70s, there were an increasing number of Indigenous people moving to Brisbane and away from rural and remote Aboriginal and Torres Strait Islander communities, in those days referred to as ‘missions’. The nature of the political climate and laws at the time, coupled with mainstream societies misunderstanding and quite often, blatant prejudice toward Aboriginal and Torres Strait Islander people, frequently made this transition difficult. Both employment and in turn housing was difficult to attain. Issues of affordability represented a significant barrier, as did the discrimination and racism encountered when seeking to apply for housing. This brought rise to, issues such as overcrowding and homelessness.

Although BCHS’ core operations have evolved over the past 40 years, the organisation retains a grass-roots focus and still works to provide accessible, affordable and safe housing and accommodation options for Aboriginal and Torres Strait Islander people in the Greater Brisbane Area. Although there has been significant progress made, particularly around cementing Aboriginal and Torres Strait Islander Community Controlled organisations as key providers of health and social care and assistance to Indigenous Australians, the Brisbane Indigenous Community still experience disproportionate disadvantage across all measurable domains (i.e. health, housing, employment, education etc.). There remains a strong need for BCHS to continue providing services to our Community, and to ensure that strategies and measures are in place to promote the organisation’s ongoing longevity, growth, advancement and quality improvement.

The rapid growth of the Brisbane’s Aboriginal and Torres Strait Islander population also intensifies the need for Indigenous access to wrap around services, as well as enhancement to existing services already available. Recent projections place the Indigenous population of the Greater Brisbane Area in the vicinity of around 60,000. This figure is set to double by 2031 – reaching a total of approximately 120,000.

The establishment of BCHS represented a Community driven response to these issues, with the objective being to establish a fully functional Aboriginal and Torres Strait Islander housing service that would enable Indigenous people access to affordable, safe and sustainable accommodation. Achievement of social inclusion was a further objective of the organisation’s establishment, with BCHS working to promote access to housing that didn’t segregate Aboriginal and Torres Strait Islander people, but rather, enabled access to broader society and required services. The concurrent establishment of other Indigenous Community Controlled health and social services at this time was indication of the comprehensive and holistic approach that was being assumed from this early point; recognising that the overall disadvantage faced by our people necessitated wrap-round and Indigenous lead responses that addressed the range of issues negatively affecting Community at the core. In Brisbane, this marked the beginning of a new wave of Indigenous led and governed organisations. The mandate was and remains to address the holistic and comprehensive needs of the individual and the family using culturally tailored and secure approaches that actually have the potential to positively affect change and amelioration of Indigenous disadvantage.

...provide a vital support mechanism for those Indigenous people in the Greater Brisbane Area in need of safe and affordable housing.
Vision, Mission, Objectives

Vision
The Vision of BCHS is to become a financially sustainable housing service, responding to long and short-term accommodation needs of Aboriginal and Torres Strait Islander, low-income individuals and families living in the Greater Brisbane area.

Mission
The Mission statement of BCHS is to contribute to breaking the cycle of Aboriginal and Torres Strait Islander social and economic disadvantage, through providing access to affordable housing that will enable Aboriginal and Torres Strait Islander families to position themselves to transition over time into the mainstream housing markets.

Objectives
The primary objective for which the Company is established is for the public charitable purpose of the relief of homelessness, poverty and disadvantage amongst the Aboriginal and Torres Strait Islander population of the Greater Brisbane Area. Subsidiary objects to be addressed by the Company in pursuit of its primary objective and Vision and Mission statements include:

- To assist Aboriginal and Torres Strait Islander people living in the Greater Brisbane Area in need of accommodation or other housing services;
- To co-operate with public and private housing services with a view to ensuring that Aboriginal and Torres Strait Islander people derive full benefit from such services;
- To organise a housing service for Aboriginal and Torres Strait Islander people that positively supplements other services available;
- To conduct an office suitable for such accommodation services and operate a telephone service and other appropriate services to assist Aboriginal and Torres Strait Islander people to access housing and other services incidental to the functions of the service at any time;
- To co-operate with other organisations and persons with a view to assisting Aboriginal and Torres Strait Islander people to obtain social welfare and other services incidental to the functions of this service;
- To collect data about and conduct research into matters relating to the housing of Aboriginal and Torres Strait Islander people and associated problems; and
- To bring matters the housing of Aboriginal and Torres Strait Islander people before the public and to the attention of the appropriate authorities.

Governance Structure
Black Community Housing Service is an Aboriginal and Torres Strait Islander Community Controlled organisation, in both ethos and governance structure. Whilst ensuring community representation and voice, the composition and structure of the Board is also designed to promote strong leadership, transparency and overall effectiveness of organisational systems and processes. Nominee Directorship appointments are drawn from the organisation’s Membership, which is made up of Aboriginal and Torres Strait Islander Community members local to the Greater Brisbane Area. Constitutional provisions to enable two skills-based Director appointments, which are one year in duration, complement this mix.

During the 2014/2015 period, BCHS has continued to undertake targeted governance measures aimed at ensuring the effective, good and transparent leadership of the organisation. BCHS has developed and implemented strengthened internal systems and processes that specifically address effective governance, as well as promote continuous quality improvement (CQI) in management and leadership arrangements.

BCHS’ Directors are typically locally residing Aboriginal and Torres Strait Islander people, who have longstanding experience in and understanding of the health, social and community sectors and importantly, the needs and priorities of the Brisbane and broader South East Queensland Indigenous population. Directors provide leadership and expertise in the planning and development of organisational objectives and priorities; and are committed to ensuring the maintained and future responsiveness of BCHS to the housing, homelessness and broader social needs of Indigenous individuals and families in the service region.

Complementing embedded practices to support effective, best practice and transparent governance of the organisation are structured internal procedures designed to ensure the good management and monitoring of the organisation. Internal reporting systems are established and routine arrangements in place to ensure timely and accurate management of service and activity outcomes. The Chief Executive Officer (CEO) provides regular summary reports to the Board as part of structured Board meeting cycles; enabling oversight of service performance and use of assessed outcomes and priorities toward strategy and planning.

BCHS would like to recognise the ongoing and committed efforts of all Board members in working to secure both current and future sustainability, growth and quality improvement for the organisation; whilst also promoting optimum provision of secure and affordable housing and accommodation to Aboriginal and Torres Strait Islander people in the Greater Brisbane Area.
Chairperson's Report

As Chairperson of BCHS, I am pleased to present the 2014/2015 Annual Report. I would like to take the opportunity to recognise the ongoing and committed efforts of BCHS Board Members and CEO, Sally Corrigan. The successes achieved over the course of the past year and testament to the dedication and commitment of the organisation's management and leadership.

This year has been a period of strengthening and enhancement for BCHS, with the organisation directing significant effort toward maintaining and extending on its service delivery and business development and innovation work programs. Under the domain of service delivery, BCHS has worked particularly hard to maintain and build-on previous reform efforts to strengthen both the management of properties and tenants, implementing and embedding use of revised systems and processes around these areas have proved highly successful, in terms of raising the quality of services provided, as well as improving the outcomes achieved. I would like to recognise the efforts and commitments made by BCHS tenants as well, in terms of demonstrating and transparent leadership of the organisation.

Maintained efforts to continue and expand community and stakeholder engagement have also been of significant importance and geared toward promoting both the ongoing expansion, strengthening and sustainability of BCHS, as well as both maintenance and strengthening of tenant relationships.

An important development during the 2014/2015 period has also involved the maintained delivery of the Deadly Painters Program, as an initiative of BCHS Projects. Developed and delivered in partnership with Red Cross and Hutchinson Builders, the project proved to be another successful partnership producing a positive and impactful community project – aimed at promoting benefit for both community and BCHS. I would like to recognise both partners, as well as the other relationships with various stakeholders and community groups and organisations that BCHS hold.

With respect to business development and innovation, BCHS has retained a strong focus on continuing to improve and strengthen corporate governance arrangements. There has been a focus on embedding revised governing systems and procedures that ensure the good, effective, quality and transparent leadership of the organisation. Incorporation of structured and routine measures to promote the ongoing maintenance and monitoring of Board function have also been established and now thoroughly embedded into the Company’s governance practices. Measures such as collective Board review of the BCHS Constitution, and scheduled review cycles to ensure the currency, relevance and responsiveness of key strategic documents are now part of routine governing procedures. Refinement of and introduction of new policies associated with Board composition, have also been instrumental toward reinforcing the strength, quality and transparency of governance operations. Targeted efforts to improve internal communications between management and the Board and provisions to enable effective oversight and monitoring of all Company activities have also been undertaken, with underpinning systems and processes adopted internally to these ends.

Progress has also been made with respect to the planning and development of the Company’s business development and innovation work program. During 2014/2015, BCHS intensified its strategy and planning work program, to identify opportunities for business diversification and innovation, with a view to promote strengthened positioning and sustainability of the organisation. A strengths-based approach has been adopted in regards to this area, with a view to utilise and maximise existing resources and infrastructure to produce new business and profitability opportunities, that enable the ongoing sustainable operation of the Company. The Company will be continuing to explore and expand its work program into this area during the 2015/2016 periods. Plans have already begun for the commencement of a development project in Zillmere in 2016, which will culminate in construction of five 2bedroom and 2level units. BCHS are also in the process of planning and development to enable a similar project in Chermside, which would involve a similar repurposing and development of an existing Company owned property. Cost benefit analyses and risk assessments are being conducted for each project, to ensure their value, benefit and appropriate risk management. These future projects are indicative of the innovative directions that BCHS are pursuing, with the emphasis being on using strengths-based and self-determined approaches to support ongoing organisational sustainability and viability.

Justin Saunders, Chairperson
Chief Executive Officer’s Report

I am proud to present the Chief Executive Officer’s Report for the year 2014/2015. Business goals set by the Board for the financial year have been achieved and the Company’s operational processes continued to be improved as part of both service delivery and business development reform processes. This has ensured that Black Community Housing Service has been in a position to meet its aim of providing affordable, quality accommodation and related services to Aboriginal and Torres Strait Islander families of the Greater Brisbane area.

The core operations of the Company remained focused on service delivery and business development; ensuring maintenance and ongoing enhancement of systems and processes that sit around both domains. With respect to service delivery – encompassing tenant and property management and tenant relationships – BCHS maintained and expanded its efforts to embed and ensure high quality systems and procedures that promote more streamlined operations, reductions to Company risk and promotion of high quality service delivery to our community.

Service delivery outcomes for 2014/2015 are testament to the progress that BCHS made through sustained reform and continuous quality improvement (CQI) efforts. Similarly, with respect to business development, ongoing progress and improvements are being made in relation to corporate governance and implementation of strategies and measures that promote the vision and objects of BCHS.

The Company’s business development and innovation work program has also experienced significant growth, with BCHS successfully commencing business diversification and expansion efforts. The Chermside Project is a leading example of the Company’s commitment to innovation and strengths-based planning and modelling. The project, which involves repurposing and redevelopment of an existing set of units owned by the Company, offers significant opportunity to support both service delivery and business sustainability objectives. Exploration and pursuit of similar directions is a priority for BCHS moving forward, with the emphasis being on retaining the self-determination, viability and profitability of the service, whilst not compromising on service delivery and community controlled objectives.

The 2014/2015 financial year has been an important period for BCHS, with core work programs both maintained and enhanced. While BCHS continue to operate in the absence of government funding, continual steps and measures are being made to strengthen the position and sustainability of the Company moving forward.

It should also be noted that BCHS has met all of its compliance obligations to regulatory and taxation bodies. The Company Register contains all documentation required by the Australian Securities and Investments Commission (ASIC). BAS and PAYG returns have been provided on time and in full to the Australian Taxation Office (ATO). Reports have also been provided to the Office of Fair Trading as the Office asserts an interest in BCHS because of our charitable status. Insurances for properties, the office, equipment and Company Directors have been maintained current throughout the 2014/2015 financial years. All meetings of the Board of Directors held in 2014/2015 were resourced and adequately supported. An annual calendar of key dates was prepared for the Board and management.

The 2014/2015 financial year has been an important period for BCHS, with core work programs both maintained and enhanced. While BCHS continue to operate in the absence of government funding, continual steps and measures are being made to strengthen the position and sustainability of the Company moving forward. I am sincerely proud of our achievements and wish to express my thanks to the Chairperson and Directors for their support to me in my role as Chief Executive Officer. I would also like to recognise our client base and membership, partners, contractors and consultants, who have contributed to achievements made for the last twelve-month period.

Sally Corrigan
Chief Executive Officer
Overview

Black Community Housing Service has three distinct work programs:

1) Service delivery and provision of affordable housing and accommodation to Aboriginal and Torres Strait Islander individuals and families
2) Business Development
3) BCHS Projects

During the 2014/2015 financial year, BCHS has made strong progress and achievement against each of these areas. ‘Service Delivery’ represents a primary aspect of BCHS’s functions. It refers to the range of functions that the organisation performs to both enable and sustain access to and availability of affordable housing for Aboriginal and Torres Strait Islander individuals and families within the Greater Brisbane Area.

Since its establishment, BCHS has developed a sizable network of houses and accommodation across the Greater Brisbane region. The aim is to provide Aboriginal and Torres Strait Islander people and families’ access to secure, affordable and sustainable accommodation. BCHS has an extensive Membership and tenancy network and clients range from being short, to medium and long-term tenants.

Housing insecurity and homelessness are significant issues for both the Brisbane and greater Queensland Aboriginal and Torres Strait Islander populations. Access to secure, affordable and culturally accessible accommodation is paramount to support Indigenous and Community lead responses to Aboriginal and Torres Strait Islander needs in our region. Indigenous Australians experience disproportionate levels of disadvantage compared to non-Indigenous people, across the spectrums of health, social and economic outcomes. Poor outcomes and high levels of disadvantage across these areas are frequently intertwined and from a social determinants perspective, feed toward both the onset and perpetuation of each other. Action to address the housing and homelessness needs of Aboriginal and Torres Strait Islander people, in combination with access to wraparound health and social service support, is paramount to support the holistic needs of our Community and contribute to sustainable improvements in Indigenous outcomes.

BCHS subscribes to a holistic and Indigenous lead view of health, wellbeing and quality of life, which recognises the need for comprehensive and integrated service action that addresses the breadth and diversity of health, social and economic needs in our Community. BCHS aims to deliver high quality, culturally secure and accessible housing, homelessness and tenancy advice services, to positively complement and contribute to the range of wraparound services and supports available to Aboriginal and Torres Strait Islander people in the Greater Brisbane Area.

Property Management

Property Management is fundamental to BCHS’s service delivery operations. During 2014/2015, extensive work has been undertaken to maintain and continue to strengthen this aspect of organisational function.

BCHS set a goal that all properties must be habitable and attractive to its target population. This objective was set in the context of seeking to achieve 100 per cent occupancy of BCHS properties. This goal was realised in 2011 as a result of sustained renovations and implementation of an extensive maintenance program. Since this time and over the course of 2014/2015, BCHS has worked to maintain the standard, safety and habitability of all of its properties.

In line with the above steps and measures, a property inspection calendar is in place for each of BCHS’s properties. The calendar is actioned by the CEO. BCHS has developed a policy of conducting six monthly inspections. Each property has its own file, within which details of the condition of each property are maintained, including information regarding any damage and need for maintenance/repairs.

Over the course of 2014/2015, BCHS has continued to focus on raising the strength and quality of internal systems and processes that guarantee the effective and efficient management of properties; and importantly, which support the objective of now maintaining 100 per cent occupancy across all BCHS properties. In particular, the following measures have been actioned over the course of this financial year:

•  Maintenance of a property management data base and related spreadsheets, identifying each and every property of the Company, its location, its date of construction and its category of accommodation
•  Periodically updating and recording in a designated spreadsheet the current market value of each and every property of the Company and the rent currently charged
•  Maintaining a management spreadsheet for required maintenance and repairs to each property of the Company
•  Maintaining a management data base on the status of rental payments and arrears for each and every property of the Company and initiating action against tenants in arrears up to and including evictions
•  Reviewing the total accommodation stock of the Company to identify properties in need of such extensive maintenance and repairs that in a business sense, it would be preferable to re-develop/sell/re-construct in an alternative location

Property Condition Reports are current for each property and comply with RTA legislation. A risk analysis and management framework is now also well established, which has enabled BCHS to minimize non-payment of rent and for the first time introduce lodgement of bonds to protect its housing assets and deter the likelihood of damage occurring. A schedule for rent re-evaluations has also been established, with bi-yearly assessments to take place, which take into account fluctuations in the property market.

Tenant Management

BCHS applies a formal written Tenancy Agreement to all occupants of the Service’s properties in line with the requirements of the Residential Tenancy Authority (RTA). The document articulates the responsibilities of both parties, including those of the tenants for paying rent on time, paying for any damage caused, yard maintenance requirements and connecting and paying for electricity and phone services.

Tenant rental payments are made as electronic funds transfers, paid either directly by the tenant into the BCHS account or via CentrePay. The MCVB financial data reporting system was enhanced by the introduction of Monthly Reconciliations and a receipting system that is inbuilt to the system (Tenant Rental Customer Ledgers). A hard copy of this is also provided to each tenant. Consequently, the percentage of rent arrears by three months or more has dramatically reduced, as have the number of court-directed evictions. Progressive improvement has been made year to year in this respect, with further reductions evident for both measures during the 2014/2015 period.

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Business innovation and Development

Representing a core division of Company operations, business development and innovation has been a strong focus area for BCHS during 2014/2015. The Company’s leadership and management have undertaken a significant and innovative work program to expand and strengthen the scope and function of the organisation – from both internal and external operational perspectives. The objective is to strengthen the position of BCHS as an Indigenous Community Controlled social support provider, and ensure the sustainability, relevance and positive impact of the Company now and into the future.

Corporate Governance and Management

In 2012/2013, BCHS commenced a process of governance reform and enhancement. This was decided as a necessary strategic measure, particularly in the context of growing government and departmental requirements for strengthened governance and operational processes. Since this time and into the 2014/2015 period, CQRACCHD has retained a focus on implementing and maintaining systems and processes that precipitate continuous quality improvement with respect to governance structure and procedures so that risk to the Company is minimized and managed. BCHS is regulated by the Australian Securities and Investments Commission, ASIC.

- Practical steps that BCHS have undertaken during 2014/2015 to support and maintain progress pertaining to governance reform and enhancement have included:
  - Collective Board review of the BCHS Constitution, to ensure all Directors’ knowledge and understanding of the Company’s governance systems, structures, responsibilities and deliverables.

BCHS strives to ensure the effective, good and quality function of the organisation from both a governance and management perspective. Complementing governance specific action measures has also been targeted effort to improve and ensure the quality of internal operations. There has been a particular emphasis on embedding systems to promote effective and transparent internal communications – particularly between management and the Board, and more rigorous and consistent monitoring of service delivery and other core Company activities. Company performance summaries are routinely provided to the Board for monitoring and strategic oversight, and a strong focus is placed on ensuring the alignment of service delivery and activity outcomes with strategic and operational objectives.

Community and Stakeholder Engagement

During the 2014/2015 period, BCHS has worked to progress and further expand its community engagement work program. The aim has been to build and extend on progress made during the previous financial year, and progress toward activating and embedding the organisation’s new Community Engagement framework.

The Company’s community engagement activities were previously conducted on more of an ad hoc and responsive basis, in the absence of an overarching plan or strategy. In early 2014, there was collective recognition on the part of the Board and management that significant benefit would be gained from development of a structured and evidence based approach to community engagement, which could guide definitive action measures and enable a baseline for measurement and review of progress. The aim was to develop a Community Engagement Strategy that would be underpinned by culturally appropriate and locally relevant strategies and measures.

Community engagement refers to a broad concept and can be enacted by various channels. Typically, it can be understood as the interactions, communications, and activities that link a respective agency/organisation with its target group and/or broader community. Interactions that occur under community engagement can be wide spanning encompassing both passive and more active grass-roots approaches, where the emphasis is on building links and connection with people and community to generate scope for information transfer, knowledge translation and greater engagement with and active participation by the consumer group.

During 2014/2015, BCHS has made a targeted effort to deliver engagement by embedding it in its Community Engagement strategy and its activity components. The strategy was endorsed in 2014 and since this time, there has been a focus on translating set objectives and activity targets into tangible passive and active engagement measures. There has also been a concurrent focus during the 2014/2015 period on ensuring the strategy’s positive alignment and correlation to other BCHS strategic documents and the positions and measures that they advocate in relation to this area. Community engagement represents a key measure within the organisation’s Company Prospectus, which positions community engagement as a pivotal and necessary activity that should be utilised to build and extend on the relationships and connection that the organisation holds with community.
Significant scope for benefit can be associated with pursuit of an effective, culturally secure and impactful community engagement program. Strong connection to and liaison with community is necessary to support the effective and need-responsive delivery of BCHS housing, homelessness and advocacy/support related services. Measures that enable pathways to not only provide information to, but also receive input and feedback from local Community members, provide positive opportunity to ensure the responsiveness and appropriateness of services design and delivery, as well as contributing to the currency of existing and future strategy and planning.

Bolstering links between the service and community through structured and consistent measures will also build and extend on community knowledge and awareness of BCHS and the services that is provides, thus promoting scope for:

a) Enhanced access to and effective utilisation of BCHS services; and
b) Subsequent positive impact imparted by BCHS' website for 2015/2016, and as contributing to the currency of existing and future strategy and planning.

Establishment of a regular cycle of tenant meetings has also been an important development, providing BCHS and its clients scheduled opportunity to provide and receive information and feedback. The projects that BCHS operate as local community development and capacity building initiatives are also complementary to the Company's community engagement objectives, and remains a priority action area for the organisation.

It is also noteworthy that during 2014/2015, BCHS has commenced targeted planning to consider steps and measures around raising the corporate and professional profile of the Company. BCHS has existing relationships with a cross-section of Indigenous, government, non-government and private health, social and community providers; however, there is an acknowledged need to move toward formalising effective strategies that promote the maintenance and expansion to the Company’s partnership network.

Planned revisions to the website, alongside proposed development of a corporate profile document, represent some of the planned measures for 2015/2016, which are designed to support effective engagement to and stronger relationships with other stakeholders and providers. These action measures are identified as strategically beneficial, with BCHS recognising the need and value of cross-sector partnerships to support effective, multidisciplinary and wraparound service responses to Indigenous Communities. Furthermore, based on the Company’s business development and innovation directions and the vision to increase opportunity for self-sufficiency and sustainability, BCHS recognise the value of ensuring concurrent effort to maintain and expand its linkages with a cross-section of both community service and corporate partners.

Property Development and Business Diversification

Dovetailing activity measures targeted at ensuring the effective service delivery and engagement functions of the Company, during 2014/2015 BCHS also commenced a business innovation and development work program. Considerable discussion has occurred at the governance and leadership levels over the course of the last 12 months, to explore and identify opportunities for business development and innovation, with a focus on supporting the ongoing growth, relevance and sustainability of the Company.

A core emphasis has been on consideration of strengths-based approaches to business innovation and diversification, with the Board and management exploring opportunities to best utilise and maximise existing resources and infrastructure to effectively contribute to new and sustainable business activity streams. Central to this process has been the mapping and assessment of all existing housing and property owned by BCHS, with a view to identify assets that would be better utilised for development and repurposing, versus renovation for maintained purpose use as a BCHS rental property. This process dovetailed strategic level discussions and was also accompanied by a risk assessment process, to ensure effective, quality and transparent planning processes.

A key outcome of this work program for the 2014/2015 period was the decision to undertake a development project on an existing set of units owned by BCHS in Chermside. The Chermside Project resembles an innovative and significant development for the Company, providing valuable opportunity for BCHS to diversify its strategic and business work programs, whilst also enabling a sustainable avenue for self-generated revenue to in turn reduce grant dependency and strengthen the position of the organisation as a Community Controlled and directed entity.

During the 2014/2015 period, the Chermside Project has progressed to a point of renovation commencement. A comprehensive business plan that includes endorsed plans for the building’s redesign and repurposing has been developed. The approach being assumed entails re-development of the property into a new unit block, which will comprise in the vicinity of 30 apartments. The business model has allocated a majority of the apartments for commercial/public sale, with a minority to be reserved as remaining rental properties that will stay within BCHS' current rental system. The planned development is the most significant of its kind for the Company, and represents a landmark direction for BCHS in using a strengths based approach to promote the sustainability and ongoing relevance of the organisation.

The project's construction and development process is underpinned by a clear timeline for action and associated risk management plan. There has also an intent to conduct an approach to market for the full building and fit-out requirements of the development, to explore opportunities for the engagement of Indigenous contractors, to reinforce the project’s strengths-based and community-focused approach. In many ways, this project represents a unique and pioneering direction for BCHS as an Indigenous Community Controlled organisation, whereby existing infrastructure and resources are being effectively utilised to support the organisation's ongoing relevance, self-direction and sustainability.

Business innovation and development will remain a core focus for BCHS moving forward, with the Board and management prioritising identification of similar opportunities in 2015/2016 and beyond. Implementing innovative, strengths-based and community-directed business development and diversification strategies that promote the ongoing sustainability and self-sufficiency of the Company is a key focus and the Chermside project resembles a significant step forward in progressing this new work program.
BCHS Projects

Deadly Painters Program

In addition to operating its core service delivery and business development work programs, the Company also delivers initiatives under the banner of ‘BCHS Projects’. These initiatives are coordinated and conducted yearly and typically involve working with key partners and Community to instigate, implement and deliver small-scale community development and capacity building projects.

BCHS Projects embody an innovative model that is of extreme benefit to both community and BCHS. Projects are organised in conjunction with partner agencies and community and embody a focus on supporting skill and capacity development. Each year, projects allow opportunity for disadvantaged members of our Aboriginal and Torres Strait Islander community to participate in a construction/building project that contributes to the improvement of identified BCHS properties. Across different years, BCHS has worked in conjunction with different vulnerable target groups, such as unemployed and disengaged Indigenous youth, and Indigenous women who have been victims of domestic violence. Throughout this process and via the partner arrangements that are in place, participants gain concurrent access to free accredited training during the project, which if completed, results in a Certificate level qualification.

In 2013/2014, The Deadly Painters Program was commenced as a key initiative of BCHS Project. The program is underpinned by a highly successful partnership, with BCHS partnering with the Australian Red Cross and Hutchinson Builders to develop and implement the program. In 2014, the Deadly Painters Program was delivered to two of BCHS’s oldest properties. Simply, the properties were in dire need of external painting. The opportunity to utilise these properties as a starting point to deliver the accredited training to prospective Indigenous people who may be disadvantaged, without access to affordable training, or in search of acquiring these particular skills, was a beneficial model. The program was established after BCHS approached the Australian Red Cross Program Manager, Indigenous Employment & Enterprise Portal - Mr Duncan Kerslake, as previous successful partnerships were the foundation to this brilliant concept. Mr Rai Maliauskas, (Painting & Decorating, Curriculum Coordinator) was integral in the delivery of the training components, resulting in up-skilled participants, whom also were responsible for increasing the valuation to the BCHS properties.
In 2015, BCHS was successful in collaborating with its Deadly Painters Program Partners to deliver another community development initiative. Similar to the previous year’s model, BCHS collaborated with program stakeholders to involve vulnerable, disadvantaged and disengaged young and adult Aboriginal and Torres Strait Islander people in a structured painting and training project. The program involved maintenance and upgrades to identified BCHS properties and resulted in the skill and capacity development of participants. Participants successfully completing the program received their Certificate level qualification and were provided with references and mentorship to support their future training and employment aspirations. The Deadly Painters program is continuing to operate as an effective, strengths-based and culturally secure community development initiative, and BCHS will be retaining the initiative as a core activity of its BCHS Projects work program.

BCHS are extremely proud to be a partner in the Deadly Painters Program, and would like to sincerely thank Gold Coast School of Construction / Hutchinson Builders, The Australian Red Cross, Students and all stakeholders that have been involved to deliver this highly successful program.
CONTENTS

Directors’ Report 24
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The Board of Directors present this report on the activity for the financial year ended 30 June 2015.

Directors
The names of each person who has been a Director during the year and to the date of this report are:
- Michael Peters
- Leonarn Pettit - appointed 20 May 2015
- Glen Tonks - appointed 4 July 2016
- Jason Wise - appointed 20 March 2015
- Peta Marine - resigned August 2015

Directors have been available since the start of the Financial year to the date of this report unless otherwise stated.

Principal Activities
The primary objective for which the Company is established is for the public charitable purpose of direct and indirect relief of homeless persons, poverty and disadvantage amongst the Aboriginal and Torres Strait Islander population of the Greater Brisbane Area. Accordingly, the principal activities of the Company have been:
1. Managing tenancy in the accommodation stock of the Company,
2. Maintaining the quality of the accommodation stock of the Company,
3. Identifying opportunities for ensuring the ongoing sustainability and growth of the Company’s accommodations services.

Operating Results
The surplus on the company for the financial year amounted to $1,229,791 (2014: $60,301)

Description of Objectives (Short Term and Long Term)
Relief of homelessness, poverty and disadvantage amongst the Aboriginal and Torres Strait Islander population of the greater Brisbane area.

Strategy for Achieving Objectives
The strategies for the Company are set by the Board of Directors. Directors take into consideration advice provided by the CEO, Executive Officer and contested special advisors. During the past year, the Directors have approved the following strategies:

(a) a continued focus on vacancies on existing accommodation and on cost reduction through improved management and operating systems and processes,
(b) strengthening government relationships to manage independently portfolio of accommodation stock,
(c) review of options for service expansion,
(d) a review of the Company’s governance systems to align with best practice and to install performance measures by the Continuous Improvement of Governance and Management Framework currently operated by the companies in Greater Brisbane and Queensland as a whole.

How Activities Assist in Achieving Objectives
The activities which have been implemented in order to achieve these objectives include:

For the first objective:
1. Maintaining a management data base and related spreadsheets thereby making available property of the Company, its location, its date of construction, its category of accommodation
2. Identifying and placing tenants in a management arrangement with the current market value of each and every property of the Company and the rent charged.
3. Maintaining a management data base of the required maintenance and repair of each and every property of the Company.
4. Maintaining a management data base on the status of rental payment levels for each and every property of the Company and tracking action against tenants in arrears to understand evictions.

For the second objective:
1. Renewing the existing accommodation stock by the Company to identify which properties required such extensive maintenance and repairs that, in a business sense, it would be preferable to redevelop or refit an existing unit in an alternative location.

For the fourth objective:
1. Contracting for a qualified and experienced advisor who was involved in the development requirements and the governance framework in providing appropriate functionality to the governance of the company.
2. Development of the Board Contribution for consideration by members at the 2014 Annual General Meeting.

Key Performance Measures
The performance measures include:
- Feedback received from tenants at Open Forums.
- Rental 30 Day Occupancy Rate.
- Incidents of violent acts per year.
- Decreasing costs of repairs to accommodation caused by tenants per year.
- Evaluation of changes with tenants beyond the end date of tenancy.
- Maintenance and repairs completed by sub-contractors on schedule and as estimated cost.
- Adjusting rental rates towards fair rental by providing proportion of current market value for each property, as lease is due for renewal.
- Compliance by the relevant Commonwealth Government agency of the properties even when it cannot exercise an overall.
- Short listed properties for re-development and sale.
- Constitutional amendments prepared for 2014 Annual General Meeting.
Director's Declaration
FOR THE YEAR ENDED 30 JUNE 2015

The Directors have determined that the company is not a reporting entity. These special purpose Financial statements are prepared in accordance with the Corporations Act 2001 and the Australian Charities & Not for Profit Commission Act 2012 and:

(a) Comply with the Australian Accounting Standards (including the Accounting Interpretations) to the extent allowed by Note 1 to the Financial Report.

(b) Give a true and fair view of the Entity's financial position as at 30 June 2015 and its performance for the year ended on that date.

In the Director's opinion, subject to statements above, there are reasonable grounds to believe that the Entity will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

[Signature]

[Signature]

Dated this 17th day of November 2015
TO THE DIRECTORS OF THE BLACK COMMUNITY HOUSING SERVICE (QLD) LTD

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2016, there have been no contraventions of:

i. the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit and

ii. comparable code of professional conduct in relation to the audit

Lyons Judge Chartered Accountants

Woolloongabba

Level 13/46 Edward Street, Brisbane Qld 4000

INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF THE BLACK COMMUNITY HOUSING SERVICE (QLD) LTD


We have audited the accompanying financial report of the Black Community Housing Service (QLD) Ltd, which comprises the statement of financial position as at 30 June 2016, and the related statement of changes in equity for the year then ended, and accompanying notes. Our audit includes an assessment of the director’s responsibilities for the financial report in order to determine whether the financial report is free from material misstatement, whether due to fraud or error.

Auditors’ Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with International Auditing and Assurance Standards. These standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the financial report’s preparation and the appropriate audit procedures to be performed in order to obtain the audit evidence needed to express an opinion. The audit provides an opinion whether the financial report is free from material misstatement.

The directors are responsible for preparing the financial report and for taking that report to be true and fair in all material respects. They are also responsible for its overall presentation and for the manner in which it is prepared.

Lyons Judge Chartered Accountants

Woolloongabba

Level 13/46 Edward Street, Brisbane Qld 4000
Statement of Comprehensive Income
FOR THE YEAR ENDED 30 JUNE 2015

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence
In conducting our audit, we have complied with the Independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the Directors of the Black Community Housing Service (BLCHS) Ltd, was in the same terms as given to the directors at the time of this audit for the report.

Opinion
In our opinion, the Financial report of the Black Community Housing Service for the year ended 30 June 2015, is presented in accordance with the Corporations Act 2001, including:

(a) giving a true and fair view of the company’s financial position as at 30 June 2015 and of its performance for the year ended on that date; and

(b) complying with Australian Accounting Standards, Standards. Revised Divisional Requirements and the Corporations Regulation 2001.

Lyons Judge Chartered Accountants:

Dated the __________ day of ______________ 2015

These statements are to be read in conjunction with the notes to and forming part of the financial statements attached. This report should be read in conjunction with the attached auditor’s report.
Statement of Financial Position  
FOR THE YEAR ENDED 30 JUNE 2015

<table>
<thead>
<tr>
<th>NOTES</th>
<th>2011 $</th>
<th>2014 $</th>
</tr>
</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash at Bank &amp; Cash Equivalents</td>
<td>4</td>
<td>8,631,441</td>
</tr>
<tr>
<td>Trade &amp; Other Receivables</td>
<td>5</td>
<td>241,722</td>
</tr>
<tr>
<td>TOTAL CURRENT ASSETS</td>
<td></td>
<td>8,873,163</td>
</tr>
<tr>
<td>NONCURRENT ASSETS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in Subsidiary</td>
<td>6</td>
<td>505,000</td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>7</td>
<td>16,070,795</td>
</tr>
<tr>
<td>TOTAL NONCURRENT ASSETS</td>
<td></td>
<td>16,565,795</td>
</tr>
<tr>
<td>TOTAL ASSETS</td>
<td></td>
<td>18,448,958</td>
</tr>
<tr>
<td>CURRENT LIABILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and Other Payables</td>
<td>8</td>
<td>112,810</td>
</tr>
<tr>
<td>Provisions</td>
<td>9</td>
<td>120,488</td>
</tr>
<tr>
<td>TOTAL CURRENT LIABILITIES</td>
<td></td>
<td>233,298</td>
</tr>
<tr>
<td>NONCURRENT LIABILITIES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisions</td>
<td>30</td>
<td>5,459</td>
</tr>
<tr>
<td>TOTAL NONCURRENT LIABILITIES</td>
<td></td>
<td>5,459</td>
</tr>
<tr>
<td>TOTAL LIABILITIES</td>
<td></td>
<td>238,757</td>
</tr>
<tr>
<td>NET ASSETS</td>
<td></td>
<td>18,210,191</td>
</tr>
<tr>
<td>EQUITY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained Earnings</td>
<td>7</td>
<td>2,056,701</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td>16,024,990</td>
</tr>
<tr>
<td>TOTAL EQUITY</td>
<td></td>
<td>18,081,691</td>
</tr>
</tbody>
</table>

These statements are to be read in conjunction with the notes to and forming part of the financial statements attached. This report should be read in conjunction with the attached auditor’s report.
Statement of Cash Flows
FOR THE YEAR ENDED 30 JUNE 2015

CASH FLOWS FROM OPERATING ACTIVITIES
NOTE 2015 2016
Receipts from customers $4,137,118 $4,054,081
Payments to suppliers and employees (3,189,514) (3,215,181)
Interest received 12,023 5,492
Net Cash provided by (used in) Operating Activities 22,639 (107,568)

CASH FLOWS FROM INVESTING ACTIVITIES
Proceeds from sale of property, plant & equipment 1,472,342 -
Payments for property, plant & equipment (34,006) (44,195)
Net cash provided (used in) Investing Activities 1,438,336 (44,195)

Net increase/(Decrease) in cash held 1,360,134 (151,011)
Cash & cash equivalents at Beginning of Financial Year 171,317 321,234
Cash & cash equivalents at End of Financial Year 1,568,451 171,317

Note 1: Statement of Significant Accounting Policies
This statement represents The Black Community Housing Service (BCHS) Limited (the company) as an entity that is recognized and dealt with in its entirety and is a company limited by guarantee.

Basis of Preparation
The financial statements of the entity for the current financial year have been prepared in accordance with the requirements of the Companies Act 2006 and Statement of Standard Accounting Practice No. 5, Australian Accounting Standards and Australian Accounting Interpretations. The financial statements are based on historical cost. The adopted accounting policies are described in the financial statements. The financial statements have been prepared so as to be consistent with these financial statements.

Additional Information
These statements are to be read in conjunction with the notes to and forming part of the financial statements attached. This report should be read in conjunction with the attached auditor’s report.
Note 1: Statement of Significant Accounting Policies

1.1 Revenue and Expenses

Revenue is recognized when the earnings process is complete and the revenue is measurable. The company recognizes revenue when the following criteria are met:

- The company has transferred control of the good or service to the customer
- The company has received payment for the good or service
- Evidence of the transaction price is available

Expenses are recognized when incurred, and the company follows the accrual basis of accounting. This means that expenses are recorded as incurred, and revenues are recognized in the period in which they are earned.

1.2 Property, Plant, and Equipment

Property, plant, and equipment are recorded at cost and are amortized over their estimated useful lives. The estimated useful lives are as follows:

- Buildings and improvements: 20 years
- Leasehold improvements: 15 years
- Furniture and fixtures: 10 years

The company reviews its property, plant, and equipment for impairment at least annually or when events or circumstances indicate that the carrying amount of an asset may not be recoverable.

1.3 Leases

Leases are classified as either capital leases or operating leases. Capital leases result in the recognition of a liability and a corresponding asset on the balance sheet. Operating leases do not result in a liability or asset on the balance sheet.

1.4 Income Taxes

The company uses the asset and liability method for the provision of income taxes. Deferred tax assets and liabilities are recognized for expected future tax consequences that arise from differences between the financial statement bases and the tax bases of assets and liabilities.

1.5 Employee Benefits

The company provides health and retirement benefits to its employees. The company recognizes the cost of these benefits over the period in which the employees render the services that result in the employee benefit obligations.

1.6 Environmental Liabilities

The company recognizes environmental liabilities when it is probable that a liability has been incurred and the amount can be reasonably estimated. The company uses best estimates to determine the amount to be recognized as a liability.

1.7 Contingencies

The company recognizes contingencies as liabilities when it is probable that a liability has been incurred and the amount can be reasonably estimated. The company uses best estimates to determine the amount to be recognized as a liability.

1.8 Revenue Recognition

Revenue is recognized when the company transfers control of a good or service to the customer. The revenue is recognized in the period in which the control is transferred.

1.9 Stock-Based Compensation

The company recognizes stock-based compensation expenses over the period in which the employees render the services that result in the employee benefit obligations.

Note 2: Financial Statements

2.1 Balance Sheet

The balance sheet presents the financial position of the company at a specific date. The assets, liabilities, and equity are presented in the order of liquidity.

2.2 Income Statement

The income statement presents the results of operations for a specific period. The revenues, expenses, and gains are presented in the order of liquidity.

2.3 Statement of Cash Flows

The statement of cash flows presents the cash flows of the company for a specific period. The cash flows from operating, investing, and financing activities are presented.

Note 3: Significant Accounting Policies

3.1 Property, Plant, and Equipment

Property, plant, and equipment are recorded at cost and are amortized over their estimated useful lives. The estimated useful lives are as follows:

- Buildings and improvements: 20 years
- Leasehold improvements: 15 years
- Furniture and fixtures: 10 years

The company reviews its property, plant, and equipment for impairment at least annually or when events or circumstances indicate that the carrying amount of an asset may not be recoverable.

3.2 Leases

Leases are classified as either capital leases or operating leases. Capital leases result in the recognition of a liability and a corresponding asset on the balance sheet. Operating leases do not result in a liability or asset on the balance sheet.

3.3 Income Taxes

The company uses the asset and liability method for the provision of income taxes. Deferred tax assets and liabilities are recognized for expected future tax consequences that arise from differences between the financial statement bases and the tax bases of assets and liabilities.

3.4 Employee Benefits

The company provides health and retirement benefits to its employees. The company recognizes the cost of these benefits over the period in which the employees render the services that result in the employee benefit obligations.

3.5 Environmental Liabilities

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3.6 Contingencies

The company recognizes contingencies as liabilities when it is probable that a liability has been incurred and the amount can be reasonably estimated. The company uses best estimates to determine the amount to be recognized as a liability.

3.7 Revenue Recognition

Revenue is recognized when the company transfers control of a good or service to the customer. The revenue is recognized in the period in which the control is transferred.

3.8 Stock-Based Compensation

The company recognizes stock-based compensation expenses over the period in which the employees render the services that result in the employee benefit obligations.
### 2015 Revenue and Other Income

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$410,628</td>
<td>$415,511</td>
</tr>
</tbody>
</table>

### 3. Expenses

#### Supply / (Details) for the year has been determined after including the following significant expenses:

<table>
<thead>
<tr>
<th>Expense</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Depreciation and Amortisation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant and Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Property, Plant and Equipment</td>
<td>16,070,715</td>
<td>16,062,613</td>
</tr>
</tbody>
</table>

### Movements in Current Accounts

<table>
<thead>
<tr>
<th>Current Assets</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash at Bank</td>
<td>$1,481,481</td>
<td>$1,771,717</td>
</tr>
<tr>
<td>Total Cash &amp; Cash Equivalents</td>
<td>$1,481,481</td>
<td>$1,771,717</td>
</tr>
</tbody>
</table>

### 5. Trade and Other Receivables

<table>
<thead>
<tr>
<th>Receivables</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Trade and Other Receivables</td>
<td>$184,797</td>
<td>$185,390</td>
</tr>
</tbody>
</table>

### 6. Investment in Subsidiary

<table>
<thead>
<tr>
<th>Subsidiary</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marit. Co. Ltd</td>
<td>$576,000</td>
<td>$580,000</td>
</tr>
</tbody>
</table>

### 7. Property, Plant & Equipment

<table>
<thead>
<tr>
<th>Land &amp; Buildings at Market Value</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land &amp; Buildings at Market Value</td>
<td>$16,070,715</td>
<td>$16,062,613</td>
</tr>
</tbody>
</table>

### 9. Property, Plant & Equipment

<table>
<thead>
<tr>
<th>Depreciation &amp; Amortisation</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Property, Plant and Equipment</td>
<td>16,070,715</td>
<td>16,062,613</td>
</tr>
</tbody>
</table>

### Notes:

- **NOTE 6:** Investment in Subsidiary
- **NOTE 7:** Property, Plant & Equipment
- **NOTE 8:** Equity Capital
- **NOTE 9:** Property, Plant & Equipment

---

*This document represents the financial report for the years 2015 and 2014.*
### NOTE 10: Provisions

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Liabilities</td>
<td>15,080</td>
<td>18,420</td>
</tr>
<tr>
<td>Provision for Annual Leave</td>
<td>17,060</td>
<td>18,420</td>
</tr>
<tr>
<td>Mean Current Liabilities</td>
<td>5,760</td>
<td>6,880</td>
</tr>
<tr>
<td>Provision for Long Service Leave</td>
<td>4,240</td>
<td>2,680</td>
</tr>
</tbody>
</table>

### NOTE 12: Reconciliation of cash flows from operating activities

<table>
<thead>
<tr>
<th></th>
<th>2015 $</th>
<th>2014 $(0.36)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating profit / (loss) before finance costs</td>
<td>1,759,492</td>
<td>(66,360)</td>
</tr>
<tr>
<td>- Depreciation and amortisation</td>
<td>8,891</td>
<td>6,155</td>
</tr>
<tr>
<td>- Profit / Loss on sale of non-current assets</td>
<td>(1,977,728)</td>
<td>(19,600)</td>
</tr>
<tr>
<td>- Increase / (decrease) in trade and other receivables</td>
<td>17,867</td>
<td>(79,048)</td>
</tr>
<tr>
<td>- Decrease / (increase) in trade payables</td>
<td>(4,594)</td>
<td></td>
</tr>
<tr>
<td>- Deferred income on long-term contracts</td>
<td>(6,270)</td>
<td>(67,341)</td>
</tr>
<tr>
<td>- Increase / (decrease) in trade creditors</td>
<td>17,624</td>
<td>3,821</td>
</tr>
<tr>
<td>- Increase / (decrease) in trade payables</td>
<td>(5,038)</td>
<td>6,714</td>
</tr>
<tr>
<td></td>
<td>92,433</td>
<td>(107,609)</td>
</tr>
</tbody>
</table>

### NOTE 13: Equity Details

The registered office and the principal place of business of the company is:

The Black Community Housing Service CIC Ltd
14 Porch Street
West End CH4 4DP