



SHELTER

because housing matters

ANNUAL REPORT 14-15





Chairperson & Director's Report

It is with immense pride that we commend the 2014-15 Annual Report to you and highlight some of the work that has been undertaken to support Queensland's housing and homelessness sectors to work for a fair and just housing system.

Following the major changes to Q Shelter that were reported in last year's Annual Report, it is pleasing to be able to say that a degree of stability has been achieved in 2014-2015.

Q Shelter is into the second year of its Service Agreement with the Department of Housing and Public Works (DHPW) as Queensland's community housing capacity development peak body. This has involved us in developing extensive resources offering a range of services and products to assist community housing providers to attain and maintain registration under the National Regulatory System for Community Housing (NRSCH). We have an approved Work Plan under the Service Agreement and have been successfully achieving the specified outcomes.

Additionally, in late 2014, DHPW contracted Q Shelter to provide intensive capacity building, training and support around the NRSCH registration process to a group of Indigenous Councils and Indigenous Community Housing Providers. Again, we have an approved Work Plan under the Service Agreement and have been working closely with a number of the Indigenous providers towards the desired outcomes.

In order to meet our obligations under the two Service Agreements, we have built strong working relationships with the Office of the Registrar and the DHPW. Regular, scheduled meetings with the Registrar and the Department, together and separately, ensure that an informed and collaborative approach has been adopted as issues have arisen. As the emphasis under NRSCH moves from registration to compliance in 2015-2016, Q Shelter, the Office of the Registrar and DHPW will need to continue to work closely.

As we have worked on delivering under the Service Agreements, we have been able to develop and offer a greater range of products and services to assist our clients in areas such as asset management and benchmarking. This will continue next year. We have also begun work on revised membership arrangements and on strengthening our branch and network relationships. Benefits from these initiatives should become apparent in the first half of 2015-2016.

The whole team at Q Shelter, Management Committee and staff, have contributed to stabilising the organisation during 2014-2015 while at the same time taking every opportunity to build and strengthen it. We acknowledge the valuable foundational work done by John Lysaught, our Director during 2014-2015. John left at the end of the year having worked assiduously to secure its future.

The whole team needs to be congratulated on the effective and comprehensive training and tools that have been developed to support community housing organisations work within a best practice framework.

Interim Director, Kent Maddock

Chairperson, Rachel Watson



Treasurer's Report

I am pleased to present Queensland Shelter's Treasurer's Report for the 2014/2015 financial year.

Acknowledgement of funding

Queensland Shelter's recurrent funding over this period was provided by the Department of Housing and Public Works. We are grateful to the Queensland Government for their support. Queensland Shelter are pleased to advise that we also received a second funding agreement from the Queensland Government specifically to provide services to Indigenous councils and organisations; another essential community program.

Broadening of the funding base

The recurrent funding is currently structured around a diminishing funding base and Queensland Shelter's focus on self-generating additional income has been introduced this year in the capacity of training courses, consultancy work and income from projects and events.

Training courses have comprised of various subjects from leadership to tenancy and asset management to name a few; courses have been well received by our network of homelessness services, community housing providers, academics, tenants and housing and support workers throughout these service areas.

Income was also tracked from the 2015 Queensland Shelter conference which was held in the two key regions of Townsville and Brisbane in 2015. These events were seen to effectively provide essential information, training and support to the housing community and many throughout our service areas; these were favourably concluded with a small deficit of \$1800.

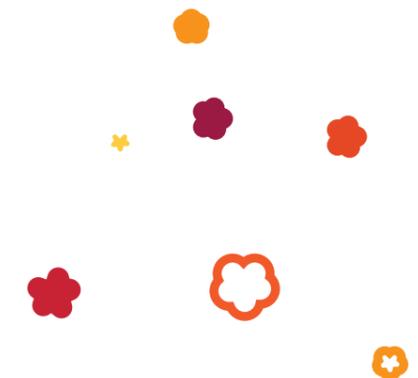
Two of our three vehicles have been sold this year since they were not being used on a regular basis and funds from these of \$30,797 have contributed to our overall consolidated surplus for the year.

Final Results

Strategic planning was conducted across all levels of Queensland Shelter this year and we believe this has been imperative in setting our path for the coming years. The final result for the year was a modest deficit against core funding of \$3,987. However the overall consolidated surplus of \$213,610 which includes Shelter funds, highlights the essential need for Queensland Shelter to continue with the Board's current theme of diversifying its sources of income. This will continue to be a major theme for Queensland Shelter in the year to come.

In closing I acknowledge the support of my fellow Board members and Queensland Shelter Directorship and staff (in particular Karen Anderson) who contribute to and ensure delivery of the Board's financial strategies.

Treasurer, Jennifer Clark



Our Work

Q Shelter aims to strengthen the capacity of the community housing and homelessness sectors, resulting in stronger organisations and better tenant outcomes. We support quality and growth in the not-for-profit housing sector in Queensland, as part of a growing national industry, and we support the development of an integrated housing assistance service system. We achieve this by developing products and services that really focus on the needs of housing providers, and by supporting the sector to have a strong voice in building a housing system that is effective for vulnerable people.

In the course of the year, our focus has broadened from assisting community housing providers with National Regulatory System for Community Housing (NRSCH) registration, to providing a wide range of resources and services to promote good practice and strong organisations.

Our Services

Goal One : Relevant and Effective Services

Help with National Regulatory System for Community Housing

We have assisted over 100 organisations with:

- General help with the National Regulatory process
- Asset management
- Financial reporting
- Business planning
- Constitution issues

From January to June 2015, we have given in depth support to more than 25 providers with follow up on their registration applications.

Supporting Good Practice

Resources

We have produced a series of resources to support good practice in the sector, including:

- A Governance Manual for community housing organisations
- Building partnerships between housing and support providers
- Mergers and Amalgamations guide

House Keys

Q Shelter has partnered with the NSW Federation of Housing Associations to deliver House Keys which will assist providers to compile in-depth analysis of their costs and performance.

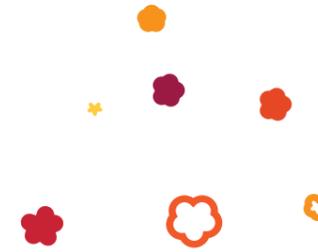
In June 2015 two new online tools were developed for the community housing industry to set industry standards and allow providers to see how they compare with peers across NSW, QLD and eventually Australia. The tools are:

Housekey: Operations which uses key community housing indicators to compare an organisation's performance against a suite of 100 key indicators. Indicators are grouped in areas like finance and asset management, but drill down to generate detailed data and;

Housekey: Workforce which gives organisations a detailed understanding of how the size, mix and cost of their workforce compares with others in the sector. This helps organisations understand their Workforce Turnover, staff to property ratios, qualifications and other key workforce metrics.

Our Services

Goal One: Relevant and Effective Services



Working to Support Indigenous Housing Providers

In late 2014, the department provided supplementary funding to Q Shelter to specifically focus on providing intensive capacity building; training and support with the NRSCH Registration process to a group of Indigenous Councils and Indigenous Community Housing Providers.

Housing Officers from Remote Indigenous Councils and Indigenous Community Housing Organisations across Queensland and the Torres Strait have had the opportunity to attend tailored capacity building workshops that are designed to help them better understand the requirements of the legislative and funding environment, whilst give handy tips on overcoming the day-to-day challenges by sharing good practice.

The workshops also offer Q Shelter the opportunity to understand the challenges facing different housing workers and their communities which enables us to tailor training and further support to these organisations and communities.



Q Shelter (Rachael and Clare) with Torres Strait Island Regional Council (TSIRC) Housing Team in the beautiful location of Poruma, Torres Strait.



Indigenous Council staff from Yarrabah, Kowanyama and the Torres Strait attending RTA Training in Cairns.

Feedback from Indigenous RTA Workshops

"Facilitators were excellent. Good to share ideas between one another"

"Excellent facilitator who is genuine about assisting us to concentrate on the NSRCH registration and fulfilling requirements"

"More workshops like this please"

Our Services

Goal One: Relevant and Effective Services

Training, Events and Forums

During 2014-15 Q Shelter has held a number of events, forums and training workshops that have provided opportunities for members of the sector to share knowledge and ideas. Some examples have included:

Tenancy Law and Tenancy Sustainment Workshops

Q Shelter, in partnership with the RTA, has offered a number of regional workshops for our providers to learn about tenancy law and share best practice with experts and colleagues on sustaining tenancies in community housing. Delivered in **7** regional locations to over **164** participants from **66** organisations.

"Awesome"

Feedback from the tenancy law workshop held in Brisbane, March 2015

"Appreciated the interactive nature of the workshop"

Leadership Circle

Network of peer to peer mentoring opportunities and leadership development with **14** participants from **5** organisations.

Asset Management Training

Delivered in 2 locations with 25 participants from mainly Tier 3 community housing providers.

87% rated it excellent

Asset Managers Network

Forum on asset management and property maintenance to learn from experts and share good practice. Senior and specialist staff from 13 larger community housing providers attended.

International Expert

Q Shelter engaged Julian Ashby, Chair of the UK Housing Regulator as a guest speaker at two events, where he shared his expertise about the regulatory system in the UK. We were joined by senior managers from the sector and government and it provided the opportunity for senior leaders to meet and discuss key issues with their peers.

A Guiding Hand

Our program of services is guided by the expertise of many sector leaders, partner peaks and government stakeholders on our Advisory Group, which guides our overall program of work, and our Product Reference Group where we test new product and service ideas.

Our Sector

Goal Two: Quality Integrated Housing and Homelessness Sector

Conference

280 attendees **98%** positive feedback

Our "Working Together" conference was held – as two one-day sessions - in Brisbane and Townsville earlier this year. This keynote event brought together community housing providers, homelessness services and associated sectors for a wide ranging exchange on the themes of innovation, sustainability and partnerships. Our keynote speaker was David Orr, Chair of the National Housing Federation UK and was supported by a diverse range of high quality presenters. Session videos and presentations are available on our website. We had particularly positive feedback on holding the conference in a regional location.

Working with Others

In pursuit of quality integrated housing and homelessness sectors, Q Shelter continued to work closely with other lead agencies including Community Housing Providers for Queensland (CHPs for Qld), Queensland Council of Social Service (QCOSS), the Health and Community Services Workforce Council, Local Government Association of Queensland (LGAQ) and Customer Service Institute of Australia (CSIA). We have also collaborated closely with the Residential Tenancies Authority (RTA) to deliver training throughout Queensland.

Lady Bowen Precinct Events

Q Shelter in partnership with Mission Australia, BRIC Housing and Roma House hosted events in the Lady Bowen Precinct. Together, with local residents, government, police and health services, and local businesses, we celebrated with food and entertainment. Our events were held during Reconciliation Week and Homelessness Prevention Week and highlighted the importance of building a sense of inclusion for all members of our community, celebrating our diversity and building connections.

Our Voice

Goal Three: Leading Voice for the Housing System

Housing Matters Newsletter

Our Housing Matters monthly newsletter provides housing and homelessness news, as well as information for our services, training and events. We have over **600** subscribers from over **250** organisations.



Supporting Industry Development

We have worked with the Department of Housing and Public Works to support the Industry Development and Engagement Project (IDEP), including participation on the Industry Reference Group. Q Shelter along with leaders from across the housing and homelessness sectors comprise the membership. An Innovation Clinic conducted in early June 2015 that focussed on supply of affordable housing was the first event conducted as part of IDEP.

Communicating with Influence

Q Shelter has endeavoured to maintain strong engagement with government and other stakeholders to ensure the views of the sector are represented. One example is our work with the Office of Registrar, and also the Local Government Association of Queensland, to review NRSCH Evidence Guidelines to ensure that evidence requirements for Tier 3 providers and local government housing providers are appropriate.

Our Organisation

Goal Four: High Performing and Sustainable

Organisation

A major challenge this year has been for Q Shelter to continue to build a sustainable organisation with a strong and stable team.

We have delivered on the targets in our Service Agreements with the Department of Housing and Public Works, and have made some progress in exploring opportunities to increase income from other sources. This important work will continue in 2015-2016.

Our Committee for this financial year was comprised of Rachel Watson (Chairperson), Rebecca Oelkers (Secretary), Jenny Clark (Treasurer), Tricia Button, John Chacko, Christopher Miller and Julie Heckenberg.

Our staff to the end of June 2015 were John Lysaught (Director), Kent Maddock (Interim Director, replacing John Lysaught in May), Jane West (Business Development Manager), Fiona Caniglia (Business Development Manager), Clare Phythian (Project Manager), Rachael Vidler (Project Manager), Esther Dabinett (Manager Organisation Support), Karen Anderson (Finance Officer), Madison Bryers (Communications Officer) and Ann Earle (Service Support Officer). More recently we have welcomed a new Executive Director Leone Crayden, Paul MacKay (Project Officer), Jennifer Frantz (Financial Consultant) and Ally Lynch (Administration and Events Support).

Consultancy Service

As part of our commitment to a robust community housing and homelessness sector, Q Shelter has expanded its consultancy services to complement the assistance we already provide.

During the year, the ground was laid for the launch of the Q Shelter Panel of Consultants in early 2015-16. This supports the expertise we already have in-house. The panel of trusted experts offer areas of expertise in:

- Assets
- Community Engagement
- Finance
- Organisational Development
- Governance
- Strategic Management
- Operational Management
- Tenant & Housing Services

Launch of New Website

Q Shelter launched a new website in August 2014. As a part of our continuous improvement process we have refreshed this website in September 2015, further enhancing access to our resources and services. Visit qshelter.asn.au to explore our new website.

Looking Forward

Events Calendar

Q Shelter, in partnership with Under 1 Roof, are producing a quarterly calendar that promotes our training and events for the community housing and homelessness sectors.

Members

Q Shelter values its relationship with its members. To enable us to continue to provide quality, relevant, and timely services, we are introducing a new membership structure with improved benefits for members from 1 October 2015. All Q Shelter members will continue to have a direct say in the governance of the organisation through our electoral system. We also remain committed to supporting our members in regional Queensland, particularly through our branch network, local and regional events and web services.

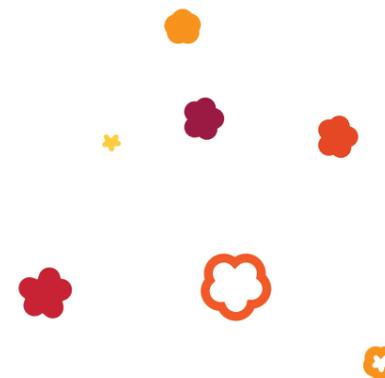
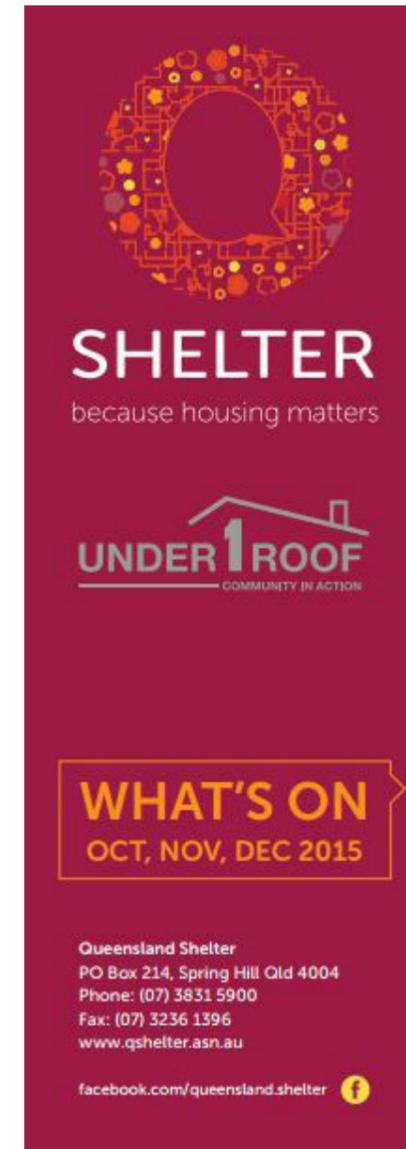
Working with Regional Networks

Q Shelter is again working to support the vital role of housing and homelessness provider networks throughout Queensland. Staff have begun to attend regional network meetings to listen to the issues and concerns from those on the ground throughout the sector.

Representatives from the branches and networks are being consulted on what Q Shelter should do to support regional networks and what the relationship should be between Q Shelter and branches/networks.

Conference 2016

Following the success of our "Working Together" conference in February 2015, planning for our next conference in mid 2016 has commenced.



Queensland Shelter Incorporated
ABN 21 495 503 790
Income and Expenditure Statement
For the year ended 30 June 2015

	2015 \$	2014 \$
Income		
Recurrent income	1,032,094	1,033,766
Other income	92,085	13,879
Indigenous project income	151,877	-
Total income	1,276,056	1,047,645
Expenses		
Advertising and promotion	1,043	5,846
Audit fees	3,800	5,100
Bank fees and charges	678	878
Capacity building expenses	47,406	44,868
Cleaning / rubbish removal	4,736	4,770
Computer expenses	26,638	16,724
Conference expenses	57,693	-
Consultants fees	21,354	64,757
Depreciation	4,072	2,882
Depreciation - other	516	1,318
Employment support and supervision	-	220
Governance	4,676	23,011
Loss on disposal MV	700	-
Indigenous project QS expenses	25,663	-
Insurance	5,583	4,743
Journals and periodicals	177	866
Meetings and workshops	3,390	1,904
Membership fees paid	1,536	2,326
MV expenses	1,338	9,619

The accompanying notes form part of these financial statements.

Queensland Shelter Incorporated
ABN 21 495 503 790
Income and Expenditure Statement
For the year ended 30 June 2015

	2015 \$	2014 \$
Office supplies	12,126	10,833
Projects with specific funding	45,610	11,006
Repairs and maintenance	2,565	3,611
Security	1,137	2,640
Staff amenities	3,289	2,823
Staff training	3,771	7,955
Superannuation	57,817	63,521
Telephone	23,946	30,560
Travel, accommodation and conference	4,871	15,216
Utilities	4,149	4,042
Personnel expenses	692,166	791,926
Other expenses	-	27,750
Total expenses	1,062,446	1,161,716
Operating surplus / (deficit)	213,610	(114,072)
Prior year accruals written back		38,417
Net surplus / (deficit) attributable to the association	213,610	(75,655)
Total changes in equity of the association	213,610	(75,655)
Opening members' funds	131,962	207,617
Net surplus / (deficit) attributable to the association	213,610	(75,655)
Accumulated members' funds	345,572	131,962

The accompanying notes form part of these financial statements.

Queensland Shelter Incorporated
ABN 21 495 503 790
Detailed Balance Sheet as at 30 June 2015

	Note	2015	2014
Current assets			
Cash assets			
Cash at bank		406,612	251,881
Indigenous project account		58,907	-
Cash on hand		100	100
Depreciation sinking fund		1,554	1,539
		<u>467,173</u>	<u>253,520</u>
Receivables			
Sundry debtors		1,012	2,500
		<u>1,012</u>	<u>2,500</u>
Other			
Prepayments		-	5,583
		<u>-</u>	<u>5,583</u>
Total current assets		<u>468,185</u>	<u>261,603</u>
Non-current assets			
Property, plant and equipment			
Organisation - Plant & equipment		26,164	26,164
Less: Accumulated depreciation		(25,929)	(25,007)
DHPW - Plant & equipment		69,296	67,886
Less: Accumulated depreciation		(65,809)	(63,278)
Organisation - Motor vehicles		75,621	75,621
Less: Accumulated depreciation		(75,621)	(74,199)
		<u>3,722</u>	<u>7,187</u>
Total non-current assets		<u>3,722</u>	<u>7,187</u>
Total assets		<u>471,907</u>	<u>268,790</u>

The accompanying notes form part of these financial statements.

Queensland Shelter Incorporated
ABN 21 495 503 790
Detailed Balance Sheet as at 30 June 2015

	Note	2015 \$	2014 \$
Current liabilities			
Payables			
Unsecured:			
Trade creditors		3,112	32,636
Indigenous project		58,907	-
		<u>62,019</u>	<u>32,636</u>
Current tax liabilities			
GST clearing		15,446	8,655
Amounts withheld from salary and wages		9,702	6,839
Provision for accrued leave		30,744	84,356
		<u>55,892</u>	<u>99,850</u>
Total current liabilities		<u>117,911</u>	<u>132,487</u>
Non-current liabilities			
Provisions			
Employee entitlements		8,424	4,341
		<u>8,424</u>	<u>4,341</u>
Total non-current liabilities		<u>8,424</u>	<u>4,341</u>
Total liabilities		<u>126,335</u>	<u>136,827</u>
Net assets		<u>345,572</u>	<u>131,962</u>
Members' funds			
Accumulated surplus (deficit)		345,572	131,962
Total members' funds		<u>345,572</u>	<u>131,962</u>

The accompanying notes form part of these financial statements.

Note 1: Summary of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporations Act . The committee has determined that the association is not a reporting entity.

The financial report has been prepared on an accruals basis and is based on historical costs and does not take into account changing money values or, except where specifically stated, current valuations of non-current assets.

The following significant accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

(a) Property, Plant and Equipment (PPE)

Leasehold improvements and office equipment are carried at cost less, where applicable, any accumulated depreciation.

The depreciable amount of all PPE is depreciated over the useful lives of the assets to the association commencing from the time the asset is held ready for use.

Leasehold improvements are amortised over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

(b) Impairment of Assets

At the end of each reporting period, the entity reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the income statement.

(c) Employee Benefits

Provision is made for the association's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits have been measured at the amounts expected to be paid when the liability is settled.

(d) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, and other short-term highly liquid investments with original maturities of three months or less.

(e) Revenue and Other Income

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed. For this purpose, deferred consideration is not discounted to present values when recognising revenue.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Grant and donation income is recognised when the entity obtains control over the funds, which is generally at the time of receipt.

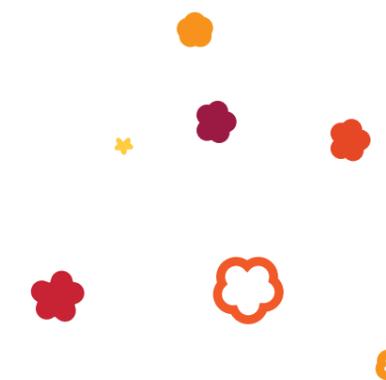
All revenue is stated net of the amount of goods and services tax (GST).

(f) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the assets and liabilities statement are shown inclusive of GST.

(g) Trade and Other Payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the association during the reporting period, which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of



Queensland Shelter Incorporated
ABN 21 495 503 790
Statement by Members of the Committee
For the year ended 30 June 2015

The Committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Committee the Income and Expenditure Statement, Statement of Financial Position, and Notes to the Financial Statements:

1. Presents fairly the financial position of Queensland Shelter Incorporated as at 30 June 2015 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that the association will be able to pay its debts as and when they fall due.

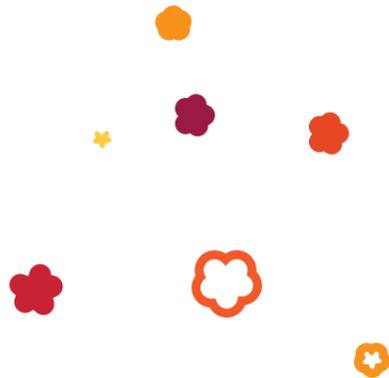
This statement is made in accordance with a resolution of the Committee and is signed for and on behalf of the Committee by:



Chairperson



Treasurer



Queensland Shelter Incorporated
ABN 21 495 503 790
Independent Auditor's Report to the Members

We have audited the accompanying financial report, being a special purpose financial report, of Queensland Shelter Incorporate (the association), which comprises the Statement by Members of the Committee, Income and Expenditure Statement, Balance Sheet, notes comprising a summary of significant accounting policies and other explanatory notes for the financial year ended 30 June 2015.

Committee's Responsibility for the Financial Report

The committee of Queensland Shelter Incorporate is responsible for the preparation and fair presentation of the financial report, and have determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the Associations Incorporation Act of the Australian Capital Territory 1991 and is appropriate to meet the needs of the members. The committee's responsibilities also includes such internal control as the committee determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have conducted our audit in accordance with Australian Auditing Standards. Those Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance 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 judgement, 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 association's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, as well as evaluating the overall presentation of the financial report.

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

Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Queensland Shelter Incorporate as at 30 June 2015 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the Associations Incorporation Act of the Australian Capital Territory 1991.

Queensland Shelter Incorporated
ABN 21 495 503 790
Independent Auditor's Report to the Members

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial statements, which describes the basis of accounting. The financial report has been prepared to assist Queensland Shelter Incorporate to meet the requirements of the Associations Incorporation Act of the Australian Capital Territory 1991. As a result, the financial report may not be suitable for another purpose.

Signed



Peter Mangan

Accountant (MIPA)



INDIGENOUS PROJECT
STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30 JUNE 2015

INCOME

Funding Received Dept Housing & Public Works	210,000.00
Interest Received	784.38
	<hr/>
	210,784.38

EXPENDITURE

Consultant Fees	126,400.00
Travel & Accommodation	23,459.62
External Consultancy	1,717.50
Advertising	300.00
	<hr/>
	151,877.12
	<hr/>
	58,907.26
	<hr/>
Balance as per Bank Account	58,907.26
	<hr/>

VERIFICATION STATEMENT

I have audited the association's financial records and the financial records show that the association has book keeping processes in place to adequately record the association's income and expenditure and dealings with its assets and liabilities.



Peter Mangan (MIPA)

