



**2024 - 2025**

# Annual Review

## Letter from our CEO Rebecca Oelkers

I am delighted to present BHC's Annual Review for 2024-25.

As we compiled this year's Review, I found myself reflecting not just on the past 12 months, but on the journey that began with our strategic plan in 2021. At the time, Goal 1 - to grow the supply of affordable housing to 3,500 homes by 2025 - felt optimistic. Now, as we get close to the end of the strategic plan, I am incredibly proud to say we are well on our way to achieving this goal. With 625 new homes currently under construction and 15 developments active in our pipeline, the largest in BHC's history, this milestone is within reach.

This achievement would not have been possible without the support of the Queensland Government and the groundbreaking partnerships we formed with QIC and ART to bring institutional investment into community housing for the first time in Australia. We are deeply grateful to all our stakeholders and supporters for helping us reach this remarkable milestone.

In addition to our progress on Goal 1, we have made significant strides across our other strategic priorities. Under Goal 2, we have continued to expand our resources and efforts to support BHC communities to thrive. Further we have deepened our engagement with all levels of government and sector partners and contributed meaningfully to policy reform and housing initiatives.

I am incredibly proud of the BHC team for the extraordinary progress we have collectively made. Together, with strong leadership from the Board, we have turned bold aspirations into tangible outcomes and laid strong foundations for the future.

This year alone has been one of remarkable progress and impact. Most notably, we celebrated the opening of Ethel Residences, welcoming residents into their new homes in early 2025. Seeing our newest residents move in is always a highlight for the BHC team - it reminds us why we do the work we do. We also proudly launched our first philanthropic project in Chermside, which is set to provide homes for single-parent families.

Beyond bricks and mortar, our mission is to help residents and communities thrive. Through our Impact Fund we supported almost 600 households this year. These outcomes were made possible by our 'profit-for-purpose' real estate agency, Elevate Residential, which this year reached a major milestone - contributing \$1 million to BHC and the Impact



Fund since its establishment seven years ago. This partnership is a powerful example of how ethical business can drive social change.

I extend my heartfelt gratitude to our partners, shareholders, and friends who have collaborated with us throughout the year. On behalf of the BHC Board of Directors and all BHC staff, thank you for your unwavering support. We look forward to continuing our work together as we pursue our shared vision: increasing the supply of affordable housing for those in need and supporting our residents to thrive.

In closing, I would first like to welcome our new Independent Chair and Directors, Karen Howard, Juliette Wright OAM, and Margaret Forrest - we are excited to have you join the BHC team. And finally, I want to acknowledge and thank our three incredible Board Directors who are stepping down this year and handing on the baton. To our outgoing Independent Chair, Eloise Atkinson, and Directors Stacey Ross and Geoff Woolcock, words cannot express the gratitude of the BHC team - and from me personally - for your inspiring leadership, intelligence, kindness, good humour, and friendship over the many years we have worked together. BHC would not be in the strong and confident position it is today without your steadfast guidance and unwavering commitment to our mission. We wish you all the very best for the future and hope our paths cross again.

**Rebecca Oelkers**  
Chief Executive Officer

## Message from our Independent Chair Eloise Atkinson

I am pleased to present the 2024–2025 BHC Annual Review.

This year, BHC has continued to deliver on its mission with scale, innovation, and purpose. We are currently progressing the largest development pipeline in our history, with 15 projects in planning or under construction and three major developments due for completion in late 2025.

I am also thrilled to announce the opening of our newest building, Ethel Residences at Chermside in early 2025, which provides 34 individuals and families with well designed, new homes. This was the first of a pipeline of seven projects to be delivered by the BHC-QIC Consortium with the support of the Queensland Government.

This pioneering partnership with QIC and Australian Retirement Trust is unlocking institutional investment to deliver over 600 new social and affordable homes across South East Queensland. It is a model that is now being replicated nationally, and we are proud to be leading the way.

Beyond bricks and mortar, our commitment to supporting residents and communities remains central. Through the BHC Impact Fund, powered by our profit-for-purpose agency Elevate Residential, we have supported 589 households this year with grants and programs that promote wellbeing, education, employment, and social inclusion.

These achievements are the result of tireless work by the BHC team, our Board of Directors, and our many partners. I extend my deepest thanks to all who have contributed to our progress this year - your support is helping us build not just homes, but futures.

Looking ahead, BHC remains focused on delivering housing solutions at scale, advocating for systemic change, and ensuring that every Queenslanders has access to safe, secure, and affordable housing.

As I step down from my role as Independent Chair, I do so with immense pride in what BHC has achieved,

and deep gratitude for the opportunity to have been part of this journey. Over the past 18 years, I have seen BHC evolve from being a small, innovative affordable housing developer into a sophisticated company that is a nationally recognised leader in the community housing sector.

What has always set BHC apart is its unwavering commitment to dignity, equity, and innovation. It has been a privilege to work alongside a team so deeply dedicated to creating homes that offer not just shelter, but stability, opportunity, and hope. I leave confident in BHC's future and inspired by the impact we've made together.



**Eloise Atkinson**  
Independent Chair





BHC CEO Rebecca Oelkers and the Hon. Sam O'Connor MP, Minister for Housing and Public Works and Minister for Youth at Evergreen, Yeronga



# Goal 1 Update

## Building Homes, Building Futures

**As we are in the final year of our 2021–2025 Strategic Plan, we are proud to announce we are well on our way to achieving this ambitious goal - delivering 3,500 homes for Queenslanders. This milestone marks a significant chapter in BHC's journey and reflects the dedication of our team, partners, and supporters who have worked tirelessly to bring these homes to life.**

Looking ahead, we aim to continue our focus on building a pipeline to deliver 500 new homes each year, ensuring that more Queenslanders have access to safe, secure, and affordable housing.

This year, we celebrated the completion of Ethel Residences in Chermside, our first project delivered by the BHC-QIC Consortium with the support of the Queensland Government.

Ethel Residences is now home to many grateful residents, with 34 well designed one- and two-bedroom apartments, and we've been thrilled to welcome residents into their new homes. Early feedback has been overwhelmingly positive, with many expressing deep gratitude and joy at the opportunity to live in such a thoughtfully crafted community.

At 30 June we were also fast approaching practical completion on three exciting new developments:

- The Curwen in Chermside
- Arq in Stones Corner
- Solstice in Redcliffe

These buildings represent more than just new addresses - they are vibrant, inclusive communities that will soon be home to hundreds of individuals and families. For our team, seeing these projects come to life and welcoming residents into their new homes is a powerful reminder of why we do what we do.

Beyond these near-complete developments, we have made incredible progress across our broader pipeline. Construction commenced in 2024–25 on new projects in:

- Yeronga
- Woolloongabba
- Capalaba
- Southport (our first development on the Gold Coast)

And in early 2025–26, we will break ground on more new projects including our first project in Toowoomba, further expanding our reach and impact across the state.



## Development Pipeline

### Completed

<b>Chermside</b>	34 one and two-bedroom homes
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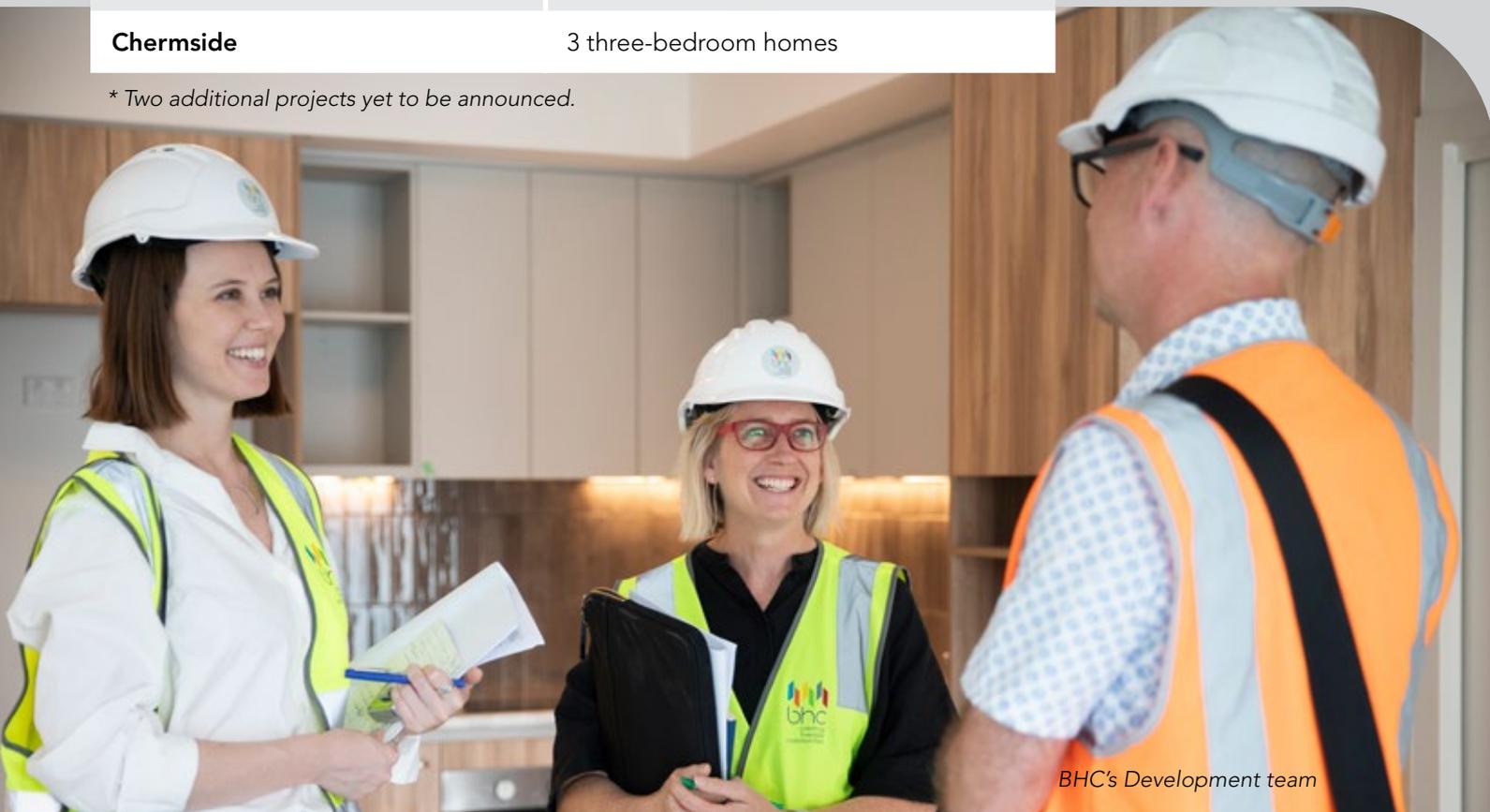
### Under Construction

<b>Redcliffe</b>	82 one-bedroom homes
<b>Stones Corner</b>	82 studio, one and two-bedroom homes
<b>Chermside</b>	92 one and two-bedroom homes
<b>Yeronga</b>	75 studio, one and two-bedroom homes
<b>Capalaba</b>	55 one, two and three bedroom homes
<b>Woolloongabba</b>	81 studio, one and two-bedroom homes
<b>Southport</b>	158 studio, one and two-bedroom homes

### Planning and Design

<b>Toowoomba</b>	75 one and two-bedroom homes
<b>Birtinya</b>	60 studio, one and two bedroom homes
<b>Coopers Plains</b>	54 one, two and three-bedroom homes
<b>Mango Hill</b>	82 one and two-bedroom homes
<b>Springfield</b>	83 one and two-bedroom homes
<b>Chermside</b>	3 three-bedroom homes

\* Two additional projects yet to be announced.



BHC's Development team



## Chermside Project

### A small site with big potential: Chermside Pilot Project breaks new ground

**In a year defined by innovation and impact, BHC launched its first philanthropic housing initiative - one that reimagines how small sites can deliver big outcomes for families in need.**

The Chermside Housing Pilot Project will transform a 637m<sup>2</sup> block of land, which was generously donated by Brisbane City Council, into three thoughtfully designed, three-bedroom townhomes tailored for single parent families. These homes will offer more than just shelter - they'll provide space to grow, stability to rebuild, and a foundation for financial independence.

This project marks a new chapter for BHC. While Elevate Residential continues to fund resident support through its profit-for-purpose model, the Chermside pilot introduces a new pathway - philanthropic giving. With Council's donation covering one-third of the project cost, BHC is now calling on donors to help raise the remaining \$2 million needed to bring the vision to life.

The response has been exciting. An incredible group of project partners have pledged their

services in-kind, helping to fast-track the development application and design process. Their support reflects a shared belief in the power of housing to change lives.

"We receive many calls from single parent families who not only need a place to call home but the space to truly thrive," said Rebecca Oelkers, BHC CEO.

"These townhomes will bridge the gap for families who are locked out of the private rental market and struggling to find suitable options in the social housing system."

The project also tests a replicable model for "gentle density" housing - small-scale developments that integrate seamlessly into existing neighbourhoods while delivering high social value. If successful, the Chermside pilot could pave the way for similar initiatives across Brisbane and beyond.

This is more than a housing project. It's a call to action. A chance for philanthropists, partners, and community leaders to help build homes, and futures, for families who need them most.



**“I can’t tell you how grateful I am to get this absolutely wonderful place.”**

- Judy

## | Judy’s Story

**With her lease ending and the rent climbing to \$540 a week, Judy faced a daunting reality: her pension simply couldn’t keep up. A former NRAS (National Rental Affordability Scheme) tenant, Judy’s rent increased significantly once the scheme ended. Even with her children’s help, the situation was unsustainable.**

Determined to stay in Chermiside, where her entire support network – doctor, dentist, physio, friends and family were based - Judy searched for an alternative home every day, often multiple times.

“Lots of places were already rented when I found them. So, I looked at all hours of the day and night, to try and be the first,” she says.

Judy’s children encouraged her to keep looking. She registered for social housing and reached out to BHC’s Allocations Team. When she saw the listing for Ethel Residences, she acted immediately.

“They called me and asked, ‘Would you like to see the place tomorrow?’ Absolutely!” Judy remembers.

“I can’t tell you how grateful I am to get this absolutely wonderful place. Timing couldn’t be better.”

Her family and friends were thrilled. “My daughter was over the moon. She checked online and saw the listing was already gone, she said, “You were meant to get it!”.

Settling into Ethel Residences, Judy has quickly found a sense of belonging.

“The people here are so friendly, so ready to help. Management is good and the welcome BBQ was amazing. I think all of us want to be happy and settled in this space. We want to stay here as a community and not individuals.”

Judy’s days are filled with small routines and meaningful connections, from enjoying puzzles and reading, to catching up with neighbours for coffee in the common room downstairs.

A passionate volunteer, Judy has spent nearly 12 years at the Prince Charles Hospital, currently making information packs for surgeries. Staying in the area means she can continue volunteering – a role that brings her joy and purpose.

“Even when I’m tired, I try to go in. I’ve enjoyed volunteering from a young age and feel bad when I can’t go in.”

Most importantly, Judy now feels secure. “Every day I wake up so grateful. Now I don’t have to worry about the rent going up all the time. I have peace of mind I won’t have to move. I am really happy.”

## Marilyn's Story

**Over four years ago, Marilyn's husband moved into care after living with dementia for eight years. The transition left Marilyn unsettled and unsure about her future. She needed somewhere to call home.**

"When my husband was diagnosed with dementia, my life turned upside down. I didn't know what to do. One day you have the world and the next you lose it all."

A Moreton Bay local, Marilyn first heard about BHC when she read about BHC's Redcliffe project in her local paper. Curious, she downloaded the application form and got in touch, determined to find an affordable place where she could feel settled. She was later notified that another property at Chermside would be a better fit.



Marilyn never expected to need social housing. She was on the Social Housing Register and had an NRAS number, but the rising rents made her anxious. She wanted somewhere safe and affordable – a true home.

After catching up with friends for coffee, Marilyn learnt that one of her friends was living in a similar situation in a granny flat. She encouraged her to apply as well.

"We found out we had got units on the same day. It was nice to know that I had somebody else here," Marilyn shares.

"When my friends visited me after moving, they were jealous. They couldn't believe how beautiful it is."

Since moving in, Marilyn has made many new friends, often getting together for coffee mornings and dinners. She enjoys the sense of community and the comfort of retreating to her own unit.

Having access to secure housing has brought Marilyn peace and stability. Her unit is her own personal and private space that she gets to call home.

"I'm just thankful to be here and I'm content and happy at home. My husband is at Northlakes now, so I see him once a week. I was very stressed before. But now I feel at home."

**"I'm just thankful to be here and I'm content and happy at home."**

- Marilyn

# Goal 2 Update

## Supporting our communities to thrive

**In 2024–25, our commitment to Goal 2 took bold strides forward - not just in numbers, but in the lives transformed.**

At the heart of this goal is a simple belief - housing is the foundation, but thriving requires more. BHC's Impact Fund was launched in 2021 as a way to actively assist our residents to reach toward their goals and to live their lives with dignity and hope.

Through the BHC Impact Fund, powered by real estate agency Elevate Residential's profit-for-purpose model and further supported by other philanthropic giving and strategic partnerships, we have built a platform for opportunity, stability and belonging. The Fund provides targeted grants and programs across four priority areas:



**Tenancy sustainment and progression**



**Employment, skills and participation**



**Enhanced resident wellbeing**



**Cohesive communities**

This year, Elevate contributed an extraordinary \$397,000 to the Impact Fund and BHC's building pipeline, pushing total contributions to BHC beyond the \$1 million milestone. These funds reached 598 residents – almost one in every three people living in BHC housing, enabling access to education, wellbeing support, community connection and essential household items.

The outcomes speak volumes:

**100%** of grant recipients reported improved wellbeing.

**62%** said they felt closer to achieving their personal goals.

Behind every statistic is a story. A student who now has a laptop to support their learning. A parent who can afford school uniforms. A resident who feels seen and supported.

Last year's Annual Tenant Satisfaction Survey delivered the strongest results BHC has ever recorded, with an overall satisfaction rating of 90%. Notably, 88% of residents rated the quality of their home positively, and 86% expressed satisfaction with both the repairs and maintenance service for their home. These results reflect the continued efforts of our Tenancy and Assets teams, whose work ensures our homes are not only well-maintained but also foster environments where residents can thrive. The survey also highlighted the growing reach of our Impact Fund, with 62% of residents reporting they accessed community support in the past year. This reinforces the importance of our holistic approach to housing, where design, service, and support come together to build strong, inclusive communities.

We are committed to understanding the real impact of our work. With a focus on outcomes measurement, we track how the Impact Fund supports residents and communities, not just in numbers, but in meaningful change. Our 2024–25 Impact Report highlights these results, along with the broader community programs and partnerships that advance Goal 2. By continuously refining how we measure success, we ensure our initiatives deliver value and provide our stakeholders with clear insights into the difference their support makes.





# Highlights 2024-25

## Elevate Residential

**Elevate Residential marked a milestone year in 2024-25, reaching \$1 million in total contributions to BHC and its Impact Fund since inception, including \$397,000 this year alone.**

This is an incredible achievement, and one we did not expect to be celebrating so soon in our journey. We are deeply grateful to our Elevate Residential team for consistently delivering the very best in property management and sales service, and to our clients for their trust and their generosity in supporting a profit-for-purpose real estate agency.

People are at the centre of what we do - our team, our clients, their tenants, our partners, and most importantly, the BHC residents. The support provided to BHC residents through the Impact Fund has been life-changing for many and this year, one in three residents accessed grants for education, employment, and health needs, including urgent medical assistance through the award-winning, Home and Health program.

We were also proud to grow Elevate's properties under management through charitable entities by 68% over the past year, with our Specialist Disability Accommodation portfolio in particular growing significantly and exceeding growth targets by 20%. Our partnerships with organisations like Youngcare and MS Queensland ensure commissions remain in the charitable sector, directly supporting residents with complex needs.

Our efforts were recognised throughout the year, with Elevate named as finalists in three categories at the 2024 REIQ Awards for Excellence, including Contribution to Community, and individual nominations for Faith Williams (Residential Property Manager of the Year) and Paige Browning (Business Development Manager of the Year). We were also thrilled to be named finalists in the 2025 REB Awards for Social and Community Service Program of the Year, and in the REA Excellence Awards 2024 for Contribution to Community.

Together, we're proving that real estate can be a force for good - thank you for being part of this journey.

*Chris Meadmore*  
Principal Licensee





State with a real difference  
of profits going to charity

<i>BHC Creating Liveable Communities</i>		DATE <i>2024-2025</i>
AMOUNT OF	<i>Three hundred and ninety-seven thousand dollars</i>	OR BEARER
	NOT NEGOTIABLE	\$ <i>\$397,000</i>

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**elevate**  
RESIDENTIAL

# 2024 -2025

## Financial operations summary

Revenue increased from \$58.7m in 2023/24 to \$65.0m in 2024/25. The increase was primarily due to the increase in grant revenue, reflecting the recognition of up-front capital grants used to fund development projects in 2024/25, as well as rental income from new dwellings and marginal increases in rental income and interest earned. Expenses increased from \$26.7m in 2023/24 to \$37.6m in 2024/25, primarily due to financing costs arising from development funding arrangements.

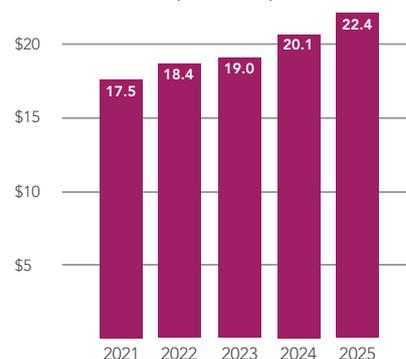
During 2024/25, BHC invested approximately \$135m in the development of new social and affordable housing developments, reflecting the significant pipeline of new projects that BHC is progressing through land acquisition, development approval and construction. Funding for this was sourced through a combination of capital grants and borrowings under several different programs.

BHC completed Ethel Residences during the year and three other projects completed shortly after the year end, adding a total of 290 social and affordable homes with funding support from the Queensland Government and the Consortium with QIC; an arrangement that enabled access to long-term financing via institutional investment with Australian Retirement Trust (ART) and Housing Australia. BHC is continuing to develop more projects under this arrangement.

**TOTAL ASSETS**  
(millions \$)



**TOTAL RENTAL INCOME**  
(millions \$)



Summary Statement of Financial Performance	2024/25 '000	2023/24 '000	2022/23 '000
Revenue			
Rent	\$ 22,420	\$ 20,091	\$ 18,970
Grants	\$ 37,248	\$ 35,474	\$ 14,270
Other	\$ 5,371	\$ 3,169	\$ 2,952
Total Revenue	\$ 65,039	\$ 58,734	\$ 36,193
Total Expenses	\$ 37,559	\$ 26,670	\$ 25,404
Revaluation of Property Assets	\$ 49,151	\$ 39,614	\$ 25,455
Total Comprehensive Income	\$ 76,631	\$ 71,678	\$ 36,244
Cash at the end of the Financial Year	\$ 79,390	\$ 61,871	\$ 17,296
Total Assets	\$ 830,169	\$ 615,775	\$ 454,921
Total Liabilities	\$ 252,353	\$ 114,589	\$ 25,413
Total Equity	\$ 577,816	\$ 501,186	\$ 429,508

# 2024 - 2025

## Board of Directors



**Eloise Atkinson**  
Independent Chair

Eloise is an architect with over 30 years' experience in the design of social and affordable housing. She was the Managing Director at Deicke Richards for over a decade and continues her connection with the practice through her role as Practice Partner. She is committed to using design to achieve social purpose and continues to work with government, not for profit and private clients across housing and education.

Eloise is the Independent Chair of BHC, contributing to all committees. She also sits on advisory committees for two other not-for-profit organisations addressing housing and homelessness issues in Brisbane and is a member of the Winston Churchill Memorial Trust Qld selection committee.



**Geoff Woolcock**

Geoff is a Senior Research Fellow at the University of Southern Queensland's Institute for Resilient Regions, and an Adjunct Associate Professor at Griffith University. Geoff has over 35 years' community-based research experience nationally and internationally in community wellbeing, housing, social policy and prevention science. Geoff is a director of the Australian National Development Index (ANDI) and the Thriving Queensland Kids Partnership (TQKP), and a member of BHC's Tenancy Management Committee.



**Julie Heckenberg**

Julie holds over 25 years' experience in leadership and organisational development, and education and training at both enterprise and government levels, most notably with Qantas and Australian Resorts (a subsidiary of Australian Airlines). Julie has successfully translated her skills to the community sector through her work as founder and Interim Board Member of Under 1 Roof. Julie is the Chair of BHC's Tenancy Management Committee and a member of the Catalyst Board.



**Karla Fraser**

Karla is a lawyer and partner at Allens, specialising in banking and finance. Karla has over 25 years' of national and international experience in real estate and construction finance, corporate and project finance, acting for a range of clients including financial institutions, private developers, listed corporates and government-owned corporations. Karla is currently deputy-chair of the Queensland Law Society Banking & Financial Services Law Committee and a member of the Allens board. Karla is a State Government appointed director and is a member of BHC's Property Committee and Audit & Risk Committee.



**Katie Williams**

Katie brings a diverse range of experience in information systems, governance, and risk management. A former KPMG Partner, Katie is dedicated to improving health and human services and works with education, healthcare, and community organizations. As a faculty member at the University of Queensland Business School, Katie specializes in operational improvement, digital technology integration, and innovation. She is also the Brisbane City Council-appointed director and serves on the Finance Committee and the Audit & Risk Committee.



**Kirsty Smith**

Kirsty is Managing Director of Kelen Property. Previously CEO for the City of Brisbane Investment Corporation, Kirsty was responsible for its property development and investment strategies. Her property experience across both public and private sectors follows an early career in finance and business management roles. Kirsty is the Chair of the Finance Committee and a member of BHC's Property Committee.



**Matt Leyshon**

Matt has more than 35 years' experience in the property industry. He is currently Head of Origination at GFM, a national property funds manager and leader in the "Build-to-Rent" sector. Matt's prior roles include Head of Development at Grocon, Director of Development at the ULDA / EDQ and General Manager of Development at the Indigo Group. Matt is the Chair of BHC's Property Committee.



**Les Jones**

Les is a retired Grant Thornton Partner with extensive involvement in not-for-profit organisations. At Grant Thornton, Les headed up Assurance Services and was the Office Managing Partner for five years. Les has been a director of various not-for-profits and contributed to the Professional Education program for the Australian Institute of Chartered Accountants. Les is Chair of BHC's Audit & Risk Committee and a member of the Finance Committee.



**Stacey Ross**

Stacey is the CEO of The Centre for Women & Co. a regional specialist domestic and family violence and women's wellbeing health service. With over 20 years' experience in the community sector Stacey is passionate about community development, human services and good governance. She leads with integrity and has an endless desire to empower others to reach their full potential. Stacey is a State government appointed director and is a member of BHC's Tenancy Management Committee.

# Thank you

## Departing Directors

**As we close out the 2024–25 year, we bid farewell to three highly regarded and long-serving members of the BHC Board – Independent Chair Eloise Atkinson, and Directors, Stacey Ross and Geoff Woolcock.**

Each has made an enduring contribution to BHC’s growth, governance, and impact, bringing vision, compassion, and deep expertise to their roles. Their leadership has helped shape BHC into the organisation it is today, and their legacy will continue to influence our work for years to come. The entire BHC team thanks them for their service.



*Eloise at the 2021 AGM*

### **Eloise Atkinson** Independent Chair

After a remarkable 18.5 year tenure as a Director with BHC, nine of those as Independent Chair, Eloise Atkinson departs BHC having helped steer the organisation through one of the most ambitious periods in its history. Under her leadership, BHC has grown its capacity to become a leading Community Housing Provider in Queensland, catalysed institutional investment through the pioneering BHC–QIC Consortium, and championed innovative strategies that are now being replicated nationally. Eloise’s legacy is one of vision, integrity, and unwavering commitment to housing solutions that serve Queenslanders in need.

### **Stacey Ross – Director**

Stacey Ross concludes nine years of dedicated service to BHC, bringing deep expertise from the community services sector and a powerful voice for individuals impacted by domestic and family violence. Her contributions to the Tenancy Management Committee have helped ensure BHC’s services remain grounded in empathy and real-world understanding. Stacey’s thoughtful advocacy and compassionate leadership have shaped policy, service delivery, and the culture of care that defines BHC’s work.



*Stacey with Elevate’s Paige Browning and Chris Meadmore during their 2024 Elevate the Season campaign*

## Eloise's reflections

### How have you seen BHC evolve during your time on the Board?

When I joined the Board, BHC had been operating for about eight years and was already actively addressing a wide range of issues, including heritage matters and the complexities of inner-city housing. Even then, BHC had carved out a clear niche, delivering on its initial mandate to provide affordable housing for those who didn't qualify for fully subsidised public housing but still struggled in the private market.

Innovation and growth have flourished thanks to thoughtful decision-making. Not every project or idea was a resounding success, but BHC had the internal capacity to take risks, genuinely pushing the envelope to explore new possibilities.

Over time, many things have changed, such as leadership transitions (including three CEOs), evolution of the skills-based board, greater gender diversity on the Board, senior management growth, increased expertise (including seniors living, real estate agency, mixed tenure), funding models, residents profile, expansion into tenancy management and growth in geographical spread.

These changes reflect BHC's dynamic journey and its commitment to adapting, growing, and staying true to its mission.

### How do you hope BHC continues to grow and innovate in the years ahead?

BHC has a genuinely unique history, and I hope that as it continues to grow, it never loses sight of its roots or the values that shaped it. While it's important for BHC to continue working closely with government at all levels, maintaining its independence and staying true to the people it was created to support must remain at the heart of its mission.

One aspiration I've long held is for BHC to develop a shared equity solution for low income people, and I would love to see that vision realised. Above all, I hope BHC continues to grow and innovate, always recognising the value of thoughtful design and keeping quality at the core of every development.



*Eloise and late BHC Director Ann Langley in 2011*



*Geoff at BHC's Resident End of Year Celebration 2021*

## Geoff Woolcock – Director

After 15 years of service, Geoff Woolcock leaves BHC with a legacy rooted in advocacy, data-driven insight, and resident voice. His leadership in building BHC's resident survey program has transformed how the organisation designs housing, delivers support, and directs its Impact Fund. Geoff's unwavering belief in outcome-driven initiatives and storytelling has ensured residents are seen, heard, and valued, not as data points, but as people whose lived experiences guide BHC's mission.



## Bright Futures Recipient Story

### Funding futures, one note at a time

**For Gavan and his family, BHC's Bright Futures Grant was more than financial support – it was a spark that reignited a love of music and opened doors to new possibilities.**

Eight-year-old Ethon, Gavan's eldest son, had always been drawn to music. Inspired by his dad's love for AC/DC, Ethon started learning to play a junior electric guitar. When the family received the Bright Futures Grant, they were able to upgrade to a better instrument and continue lessons that had been previously been out of reach.

"Ethon has always been into music - he loves AC/DC, like me," Gavan shares.

**"When we found out we had been successful for the grant he said, 'I can play more AC/DC songs Dad!' He was ecstatic."**

The impact was immediate. Ethon's confidence soared. He recently brought his electric guitar to school and performed for his class, transforming from a quiet student to someone his classmates admired.

"He has changed big time. He's become an extrovert, more confident in school. He's never been the popular kid, but now kids are looking up to him."

When the next round of grants opened, Gavan didn't hesitate to apply for his younger son, Eulan (7), who had shown interest in learning the keyboard.

"Receiving the grant for Eulan's keyboard lessons helped us a lot. We saved up and bought him a decent keyboard for his birthday."



The boys now practice three times a week and are currently working together to learn "Don't Stop Believing" and hope to perform a mini concert for BHC staff. Ethon reads sheet music while Eulan learns by numbers, each developing their own style of learning. Their younger sister Emmelia, who loves to sing, is eager to join in – forming what Gavan proudly calls the "family band".

Gavan reflects on how the grants have changed their lives, not just financially, but emotionally and educationally.

"We are not rich - far from it. But when things like this come along, it helps. It's not just music – it's confidence, learning and helping others. I always encourage my kids to share what they learn."

As their home fills with the sounds of guitar riffs, keyboard melodies, and Emmelia's singing, the family's journey stands as a testament to what's possible when children are given the chance to thrive, one note at a time.

**"We are not rich - far from it. But when things like this come along, it helps. It's not just music – it's confidence, learning and helping others. I always encourage my kids to share what they learn."**

- Gavan, BHC resident



*Some of the residents of Ethel Residences with BHC staff*

## ANNUAL REVIEW 2024 - 2025 Brisbane Housing Company Limited

Trading as BHC Creating Liveable Communities

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 BHC Creating Liveable Communities

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All images within this publication are of BHC staff, residents, families and properties. We thank our residents for their generous input.

