

# 2021 Year in review



## Acknowledgement of Country

We respectfully acknowledge the Traditional Owners of the land on which we work and live, and Elders past, present and emerging. We recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures and leave a lasting legacy for future Elders and leaders.

## Local, state and federal governments

We acknowledge the assistance of local, state and federal governments and agencies through nation building initiatives, crisis and transitional program funding and management of social housing properties.



Churches of Christ Housing Services Limited is a not-for-profit company limited by guarantee, with Public Benevolent Institution and Deductible Gift Recipient status, and is a wholly owned subsidiary of Churches of Christ in Queensland.

Churches of Christ has a long and proud history of care. Active across more than 100 local communities in Queensland and Victoria for almost 140 years, we are an organisation dedicated to innovative and holistic support.

By empowering people to live hope-filled, meaningful lives, we are able to truly live our purpose—to bring the light of Christ into communities. Through our local churches, and care and support services, we are able to assist tens of thousands of people each year.

Through inclusive, caring, compassionate environments that meet individual needs without discrimination or prejudice, we are helping to build a community where everyone is welcome.

---

**DISCLAIMER:** This report covers activities and news during the period of July 2020 to June 2021. COVID-19 lockdowns and restrictions were applied at varying times throughout this period and we were required to wear masks and physically distance.

**Cover:** Tenant Matthew in his home in Hillcrest. **Inside Cover:** Tenant Veronica tending to her plants at her home in Caloundra.

---





# Contents

About us	4
A message from the CEO	8
General Manager's report	10
Our focus for the year	12
Our highlights for the year	13
Our services at a glance 2020–21	16
Providing quality homes and services	18
Engaging stakeholders and communities	24
Delivering more homes to meet the demand	30
Supporting and developing our people	36
Managing effectively and strengthening our financial viability	42

# Churches of Christ Housing Services is a registered not-for-profit affordable housing company committed to providing housing outcomes for individuals and families experiencing housing stress and homelessness.

---

**We are a leading community housing provider delivering services across the full spectrum of housing need, from homelessness programs to social housing and affordable housing products.**

We manage an award-winning property portfolio providing quality long-term and transitional accommodation for people on low to moderate incomes.

Managing more than 1100 properties across 10 local government areas, we are one of the most diverse providers in Queensland with expertise in:

- housing management
- tenancy sustainment and community development
- asset management and property development.

We provide safe and secure homes for over 2000 people each year, including some of the most vulnerable and disadvantaged people in our communities.

We work to support people in maintaining their tenancy and building resilience to homelessness by partnering with more than 20 tenant support providers and specialist services. We are also pioneering providers of chaplaincy and pastoral care in the community housing sector.

## Our history

In 1980, Churches of Christ first partnered with the Queensland Government to manage three houses. This response to community needs for emergency housing was the start of our Housing Services as we know it today.

## Our services

We provide a range of housing and support services including:

**Social housing** for people eligible under the one social housing system.

---

**Affordable housing** for those on low and moderate incomes needing to live in a particular location.

---

**Disability housing** for people requiring accessibility and support.

---

**Supported housing** for families who are experiencing crises and homelessness.

---

**Case management and tenancy sustainment services** to prevent homelessness, transition people to long term housing and help clients access specialised support.

---

**Community engagement and development initiatives** to support tenants to be active members in their community and to combat social isolation.

---





# Our communities

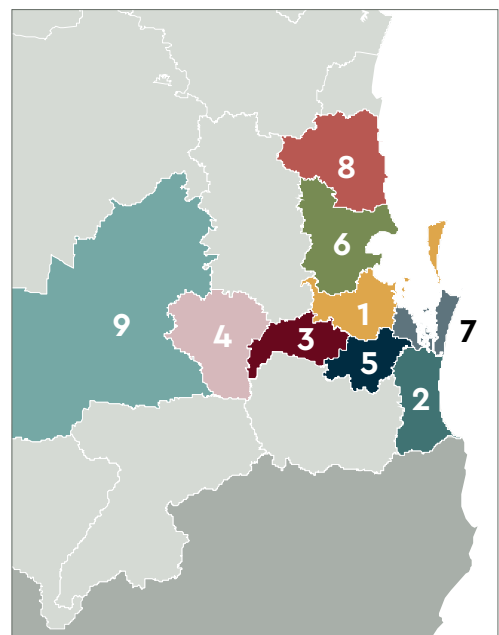
We deliver services from centrally-located regional offices in Ipswich, Southport, Bribie Island, Kenmore and Caloundra. We are also available to tenants with a number of site-based offices across several developments.

We are strongly committed to communities across the south of Queensland and are responsive to the needs of regional areas.

## Number of homes owned and managed by Local Government Area:

1	Brisbane City	220
2	Gold Coast City	118
3	Ipswich City	377
4	Lockyer Valley Regional	8
5	Logan City	43
6	Moreton Bay Regional	263
7	Redland City	6
8	Sunshine Coast	66
9	Toowoomba Regional	9
10	Townsville City	8

**Grand Total** **1118**



# Our partners and stakeholders



## Tenants

We're here for our tenants—they are the reason we exist and are at the heart of everything we do. We engage our tenants to provide feedback on issues important to them via surveys and engagement activities. Tenants have the opportunity to advocate on behalf of their communities through tenant engagement meetings.



## Employees

We invest in our colleagues and support them to make a difference. We maintain high employee engagement levels and continually seek their input. This enables us to understand emerging issues and concerns. We provide professional development opportunities as acknowledgement that our employees are instrumental in our success.



## Private sector

We're an ethical partner to deliver affordable housing. We engage with the private sector through leasehold programs and engage contractors to maintain our properties. We also commission project managers, architects and builders as part of our property development and procurement programs.



## Industry bodies

We're a thought leader and innovator helping to shape a united and vibrant housing sector. We work with community housing peak bodies to advocate for a strong sector and fair outcomes for those facing housing stress and homelessness. We work with professional organisations to develop as a sector of choice.



## Investors

We're a safe pair of hands delivering fiscal and social returns. We proactively seek relationships with private and institutional investors, philanthropists, corporations and other not-for-profits—collaborating with them on affordable housing projects and sector capabilities to increase the supply of housing.



## Government

We're a leading community housing provider positioned for growth—continually proving our value. We are regulated by the National Regulatory System for Community Housing. We operate within their policy and regulatory framework. We also seek to work alongside government by tendering for housing projects and providing feedback on policy.



## Local government

We're here to contribute to and build cohesive communities for all living and working within them. We deliver our property development activities within the planning and development frameworks set by councils for their regions. Local councils also contribute to community development initiatives accessed by our tenants.



## Community partners

We partner with like-minded agencies for the betterment of the communities we serve. We work with a range of service providers and community groups to connect our tenants to the right support. Our partners include mental health and homelessness services, disability support agencies and community groups.



## Message from our CEO

**At Churches of Christ, we are committed to responding to community needs and delivering innovative, holistic, and caring services.**

Our housing team are at the forefront of responding to the fundamental need we all share—to have a safe, secure and affordable home. We do this by providing quality homes and services that support people's wellbeing and provides the space to build resilience and hope for the future.

The past year has continued to be a tumultuous season for our communities. It is truly inspiring to see the outstanding outcomes for the people who come to us for a safe and secure home in spite of the challenges we continue to face in delivering services. This report summarises the assistance we have provided to our communities and highlights the undeniable importance of access to safe and affordable housing.





**Pictured, from left:** Linus Power MP, The Hon. Leeanne Enoch MP Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and Gary Edwards CEO Churches of Christ.

Through our various housing programs, we supported 2125 people from crisis support to long term housing. We further expanded our service offering this year and I was delighted to stand alongside Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and Linus Power MP at the official opening of Marblewood Apartments, our newest long-term housing development for seniors in Hillcrest. As we continue to deliver on our mission in 2021, we will also officially open Coolamon Apartments Stage II at our Bribie Island campus, forming the largest social housing development in Queensland, as well as turning the first sod at our affordable housing development in Little Mountain on the Sunshine Coast.

While the pandemic has thrown an array of unique challenges at our housing team, they have responded with determination and compassion, finding solutions for those in need in what can be described as a housing crisis. Our housing officers, support workers and chaplains have supported our tenants, ensuring their safety and wellbeing, particularly during COVID-19 outbreaks and subsequent lockdowns.


I thank our partners who have walked with us in supporting people experiencing vulnerabilities and have joined us in promoting the irrefutable need for more affordable housing in our communities.

We are proud to be one of the leading affordable housing providers in Queensland. As we leap toward 2022, I am truly excited for what is ahead, as we continue to grow our portfolio to meet the need within our communities.

Thank you for being on this journey with us and helping people to experience welcome, home, community, hope, and wellbeing in a safe and affordable home.

God bless.

Gary Edwards  
**Chief Executive Officer**  
**Churches of Christ**



# General Manager's report

## **The extent of the current housing crisis in Australia cannot be understated.**

As the public health crisis continues, we have felt an increased demand on our services due to employment disruptions, record low vacancy rates and rising market rents—plunging more people into poverty and homelessness. The pandemic has deepened existing inequalities and we anticipate the social housing waitlist will continue to grow.

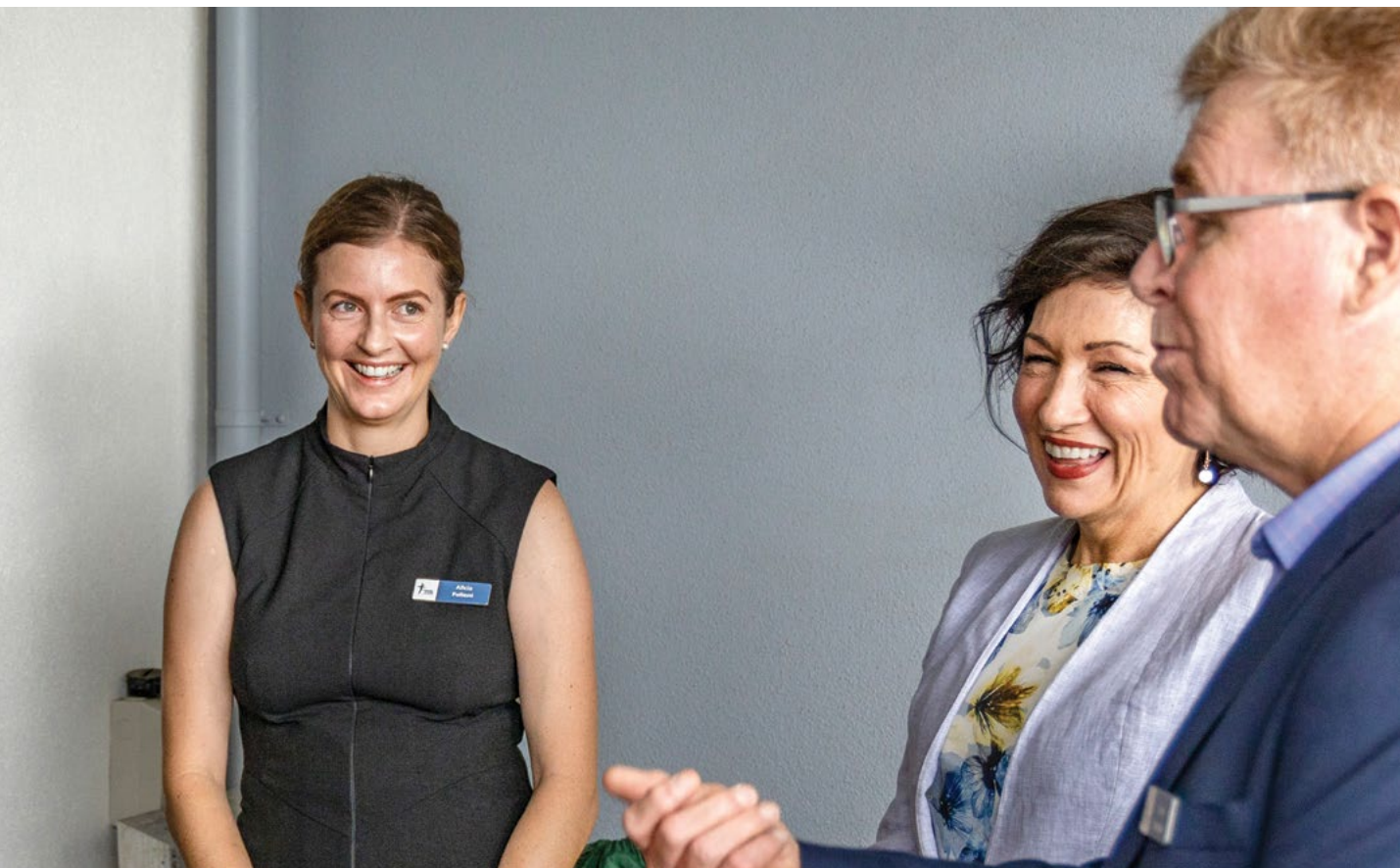
Churches of Christ Housing Services continues to play an important part in providing housing and support services in our communities—contributing to economic recovery and boosting social housing supply. This year we assisted 2125 people through a range of housing programs, including crisis, transitional and long-term. In response to the housing crisis, we headleased 20 private rental properties to urgently house people who were homeless or in unsuitable accommodation. This was a partnership with the Queensland Government, as part of the COVID-19 pandemic rapid response program, which released emergency funding to provide housing at this critical time when people are needing to stay home to stay safe.

We also renewed our funding agreement for our Community Rent Scheme program, which will provide much needed housing for people impacted by economic circumstances. In an effort to provide longer-term housing solutions for people currently residing in motels and other unsuitable

accommodation, we are also working with the Queensland Government to create a new sustainable neighbourhood precinct. As part of this initiative, we will acquire management of 30 new, accessible units in North Ipswich close to public transport and other amenities.

Working in partnership with the Queensland Government, we continued to seek opportunities to make a positive difference in people's lives by delivering accessible affordable housing within our integrated campus model. In February, we achieved an important milestone of officially opening our 32-unit development, Marblewood Apartments, Hillcrest, with The Hon. Leeanne Enoch MP, Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and the local member for Logan City, Linus Power MP. We reached another major milestone completing the construction of our Bribie Island Coolamon Apartments Stage II development. The 83 units join the existing 87 units in Stage I, making this seniors community the largest social housing development in Queensland totalling 170 units. We look forward to welcoming our first residents in August 2021.

Commencing construction in October 2021, we will further expand our bespoke seniors portfolio with a 40-unit development at Little Mountain, which will form part of the Churches of Christ Little Mountain Integrated Campus. This development will also see the expansion of our Specialist Disability



**Pictured, from left:** Marblewood Apartments tenants Meridith and Ross, Alicia Follent, General Manager Churches of Christ Housing Services, The Hon. Leeanne Enoch MP Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and Gary Edwards, CEO Churches of Christ.

Accommodation (SDA) portfolio with the construction of an additional 10 SDA units. To support this new stream of housing product, we formed a strategic partnership with Focused on Care who will provide high level quality support to our future residents. Churches of Christ Housing Services is committed to alleviating the housing shortage for individuals living with disability. Our SDA properties provide clients with the opportunity to live in high-quality housing that enables them to live as independently as possible—enhancing their health, wellbeing and participation in the community.

We commenced the year with a portfolio reduction handing back 100 National Rental Affordability Scheme (NRAS) properties due to the much-anticipated winding down of the program. However, we were pleased with the State Government's *Housing and Homelessness Action Plan 2021-25*, which provides a framework to ending homelessness and importantly, increasing the supply of affordable housing. The action plan is supported by the Queensland Housing Investment Growth Initiative backed by a \$2.9 billion investment. We look forward to our continued work with the government on delivering these important reforms and initiatives.

This year we are also proud to join PowerHousing Australia—a national network of Community Housing Providers (CHPs) who are closely aligned with our objectives. This membership will allow us to engage with fellow CHPs across the country.

We continued to deliver high quality services over the year, with several community engagement and capacity building programs working in partnership with our community service colleagues.

We secured new funding for the continued delivery of our digital outreach service, DigiAsk with \$20,000 from the RACQ Foundation to assist us in promoting digital inclusion. We also delivered our first Tenancy Skills Institute course which helps participants gain useful skills that can be applied to maintaining a tenancy in the private rental market.

There is no doubt the next year will continue to present challenges for both the sector and the people we support—but the fact that we have achieved so much in these unprecedented times demonstrates the strength of our organisation and the important role we play in communities across Queensland.

The importance of having a real home has never been so evident than at this critical time when people are needing to stay home to stay safe.

Alicia Follent  
**General Manager**  
**Churches of Christ Housing Services**

# Our focus for the year

Churches of Christ Housing Services' activities and initiatives have been guided by an integrated planning process delivered through the *Business Plan 2020–22*.

**This is the second business plan delivering on the strategic priorities of the Churches of Christ 2019–24 Strategic Plan.**

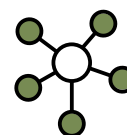
The objectives and associated success initiatives lay out a clear path for what we will do and why we are doing it.

The following outlines the objectives and success initiatives—supported by priority actions for the 2020–21 period.



## 1. Provide quality homes and services

- 1.1 Engage our tenants and realise our social purpose
- 1.2 Re-imagine our approach to customer service
- 1.3 Provide effective and proactive tenancy management
- 1.4 Maintain homes to a high standard that reflect tenants' needs



## 2. Engage stakeholders and communities

- 2.1 Connect and partner with churches and invite them into what we are doing
- 2.2 Review our brand and product positioning ensuring key messaging is relevant and enhances our reputation
- 2.3 Support continued growth and development of the community housing sector
- 2.4 Meet the objectives of the State Government's sector growth initiatives and maintain our position as a leading Tier 1 housing provider



## 3. Deliver more homes to meet the need

- 3.1 Increase the number of properties we own and manage through tenders, procurement, partnerships and development
- 3.2 Ensure existing and new housing products meet demand and remain viable
- 3.3 Develop new business and diversify income sources that strengthen our financial viability and maximise our impact



## 4. Support and develop our people

- 4.1 Prioritise staff welfare and wellbeing
- 4.2 Deploy contemporary strategies to attract, recognise and retain quality staff
- 4.3 Nurture the talent of our people with new opportunities to develop and grow
- 4.4 Retain and build on our positive culture as we consolidate and grow



## 5. Manage effectively and strengthen our financial viability

- 5.1 Prioritise strong financial management and improve operational performance
- 5.2 Meet our regulatory and compliance responsibilities
- 5.3 Adapt our organisational structure to deliver strategic objectives and support consolidation and growth
- 5.4 Adopt technologies that improve tenant outcomes and organisational performance
- 5.5 Elevate our commitment to environmental sustainability and reduce costs for both tenants and the organisation

# Our highlights for the year



Officially opened Marblewood Apartments, Hillcrest—a 32-unit development that includes two Specialist Disability Accommodation (SDA) units.



Completed construction of Stage II of a master-planned social housing development at Bongaree, Bribie Island consisting of 83 units—bringing the total to 170—now the largest social housing development in Queensland.



Received \$20,000 in grant funding from the RACQ Foundation to assist us in promoting digital inclusion.



Delivered our first Tenancy Skills Institute—Skillsets for Successful Tenancies course to help participants gain and sustain private market tenancies.



Headleased 20 properties from the private market as part of the Queensland Government's Community Rent Scheme COVID-19 program.



Held the first newly-created Tenant Engagement Meeting as a key consultation forum to engage tenants.



Joined PowerHousing Australia—a national network of more than 30 Community Housing Providers.



Acquired management of 30 accessible units at The Terrace, North Ipswich.



Completed National Regulatory System compliance assessment and rating with all outcomes under the National Regulatory Code and no recommendations.



---

**"Four years ago,  
we didn't think  
that we could  
ever afford  
to buy our  
own home."**



**Pictured above:** The community centre rests at the heart of the Kurrajong townhouse complex. **Pictured left:** Carlos, Adriana and their daughter Victoria outside their former home in Kallangur.

# Opening doors to home ownership

**Kurrajong Townhouses in Kallangur was home to Carlos, Adriana and daughter Victoria since the development was completed in November 2017.**

After three years, the young family are now delighted to be in a position to step on the property ladder, cemented by the purchase of their very first home.

Originally from Colombia, Carlos and Adriana made Australia their home 12 years ago. Both IT professionals, Adriana works in Caboolture, while Carlos works as a contractor for Queensland Rail. They leave the Kurrajong Townhouses with happy memories.

"Four years ago, we didn't think that we could ever afford to buy our own home. We have really appreciated the opportunity to live at Kurrajong. The discounted rent meant that we were able to save for a deposit. For three years, our focus was on saving. It was tough, but we are excited to be homeowners. We have built a new home in Rothwell," Carlos said.

Alicia Follent, General Manager of Churches of Christ Housing Services said that it gives her a great feeling to know that, through our Affordable Living program, we have played a part in this family's housing journey. "Moving from renting to home ownership is a huge achievement. I'm delighted for them," Alicia said.

The couple loved the community feel at Kurrajong. They appreciated the helpful housing officers who were always willing to assist them and answer questions. They also enjoyed the community centre at the heart of the development.

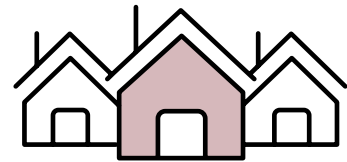
"For us the best thing about living here was having a secure garage and, with a little two-year-old, we were grateful for the community area and barbeque facilities. We often invited friends here, and with the enclosed community garden area, we knew the children could play safely. It's a great space. We used it a lot," Carlos said.

# Our properties

Everyone deserves a good quality, safe and sustainable home.

In the past year, we carried out 4863 maintenance repairs as part of our asset management strategy to maintain and improve homes over time.

We own 558 properties and manage 333 properties owned by the Queensland Government. We also manage 204 properties on behalf of individuals and organisations.



**1118** + **163**  
properties in progress



**4863**  
maintenance repairs completed



**1210**  
routine property inspections



**95**  
property condition surveys completed with 100% achieving required standards

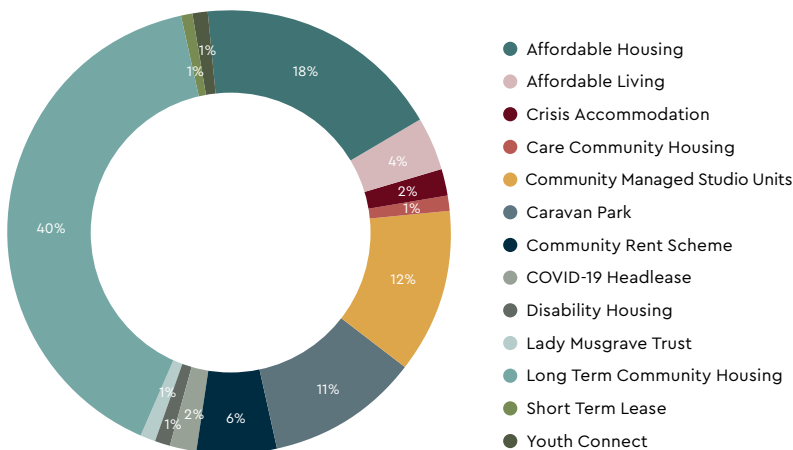


**85%**  
of tenants were satisfied with the quality of the maintenance services

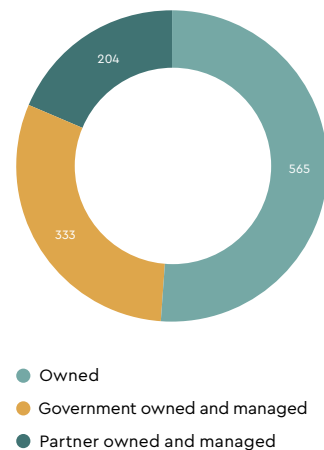


**92%**  
of tenants were satisfied with the general condition of their home

## Properties by housing program



## Properties by ownership





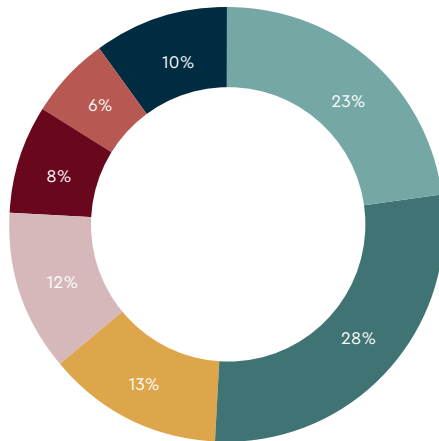
# Our tenants

## Housing is the foundation from which people can live, learn and grow.

Without an affordable, safe and secure home, the ability to consider other aspects of a person's life are significantly reduced. This year we provided homes to 2125 people. From supporting people to stabilise their circumstances, to helping them get a foot on the property ladder, we build foundations for living.

### Primary source of income

- Aged Pension
- Disability Support Pension
- Jobseeker Payment
- Parenting Payment
- Wages
- Youth Allowance
- Other incomes



### Tenant profile

- 15% Aboriginal and Torres Strait Islander
- 5% non-English-speaking background
- 42% with a disability or serious medical condition
- 61% of head-tenants are female with an average age of 54
- 60% of head-tenants are aged over 55

### Key statistics

- 2125 people assisted
- 22 community partnerships to support tenant wellbeing
- 85% of tenants felt their quality of life improved since moving into one of our properties
- 51% of allocations were people experiencing homelessness or at risk of homelessness

### Housing chaplaincy



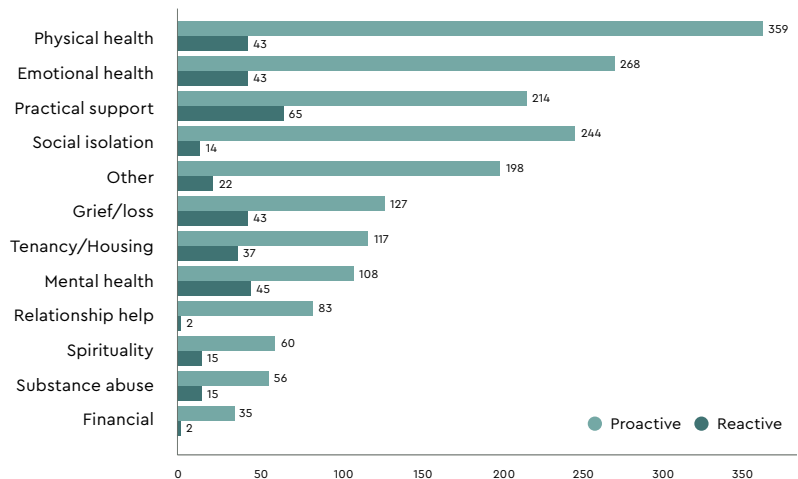
**2239**  
pastoral care contacts

**258**

community activities which included BBQs, morning and afternoon teas

*Face-to-face contact and community activities were significantly impacted by COVID restrictions around gatherings and food service.*

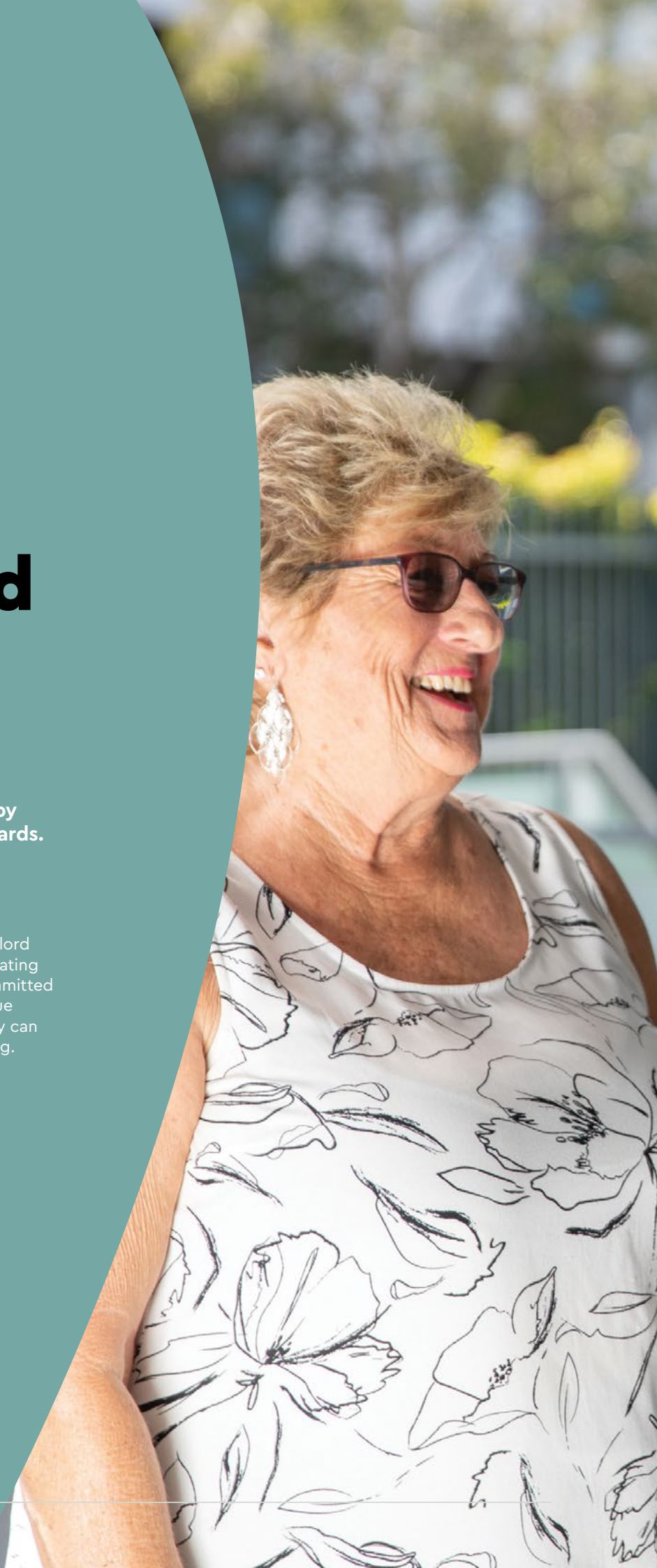
### Pastoral care supports



# Providing quality homes and services.

**Churches of Christ Housing Services** strives to be a leading provider of affordable and sustainable housing by setting high customer service standards. We value being known for good customer service and being trusted by our tenants.

We value our role beyond being a good landlord in connecting people to opportunity and creating places where tenants can thrive. We are committed to managing well maintained homes and value the difference a quality home and community can make to people's mental health and wellbeing.





# Welcoming community makes a new home

---

## Churches of Christ Housing Services staff found Milan safe and secure housing when he felt hopeless.

Milan is enjoying life in his new home on the Gold Coast, thanks to its welcoming community, safe and secure complex, and great location.

"We are very happy Milan is living here. It's a nice place with lots of room in a quiet complex. The people are very friendly here and look out for one another," Milan's parents Anna and Marco said.

For four years prior to moving into the Churches of Christ Queen Street development, Milan, who suffers from a heart condition, respiratory illness and has an intellectual impairment, lived in a nearby Social Housing property which wasn't suited to his needs.

"The other place was very noisy and I couldn't sleep at night. I felt very unsafe there. The apartment had very little room to move. I couldn't even fit a small dining table," Milan said.

Milan applied for a transfer to another property on numerous occasions but was unsuccessful due to the high demand for social housing and limited supply.

"My only options were to stay or move out and go back on the housing register and wait for a property to come available, which wasn't an option."

The family then learnt about Churches of Christ Housing Services and its Queen Street development from a close friend whose son was a tenant there.

"Our friend put us in contact with the housing officers at the property and they stepped in to help us find accommodation for Milan," said Marco.

"They helped us with all the paper work and transfer forms and liaised with the Department of Housing on our behalf. They really went over and above for us and we are forever grateful."

When a vacancy came up at the Queen Street development on the Gold Coast, Milan knew he'd be in the right place.

"We loved the place right away," said Milan's parents.

"We prayed for a place like this for Milan. It's only 15 minutes walk from our home. The place has been a real blessing because it is somewhere nice and safe."

The design and environment of Milan's new home on the Gold Coast has greatly impacted his physical and mental health, as well as that of his parents. Given time, Milan will have the opportunity to recover and heal and he looks forward to getting involved in his new community.



**Pictured above:** Milan (centre) with his parents, Anna and Marco at his home on the Gold Coast.



**Pictured above:** Matthew outside his new home in Hillcrest with Housing Officer Bryony Sobey.

## More choice and control for Matthew

---

### **From Aged Care to a brand new one-bedroom Specialist Disability Accommodation unit —Matthew's story shares how Churches of Christ's integrated services worked together to achieve a wonderful outcome.**

Matthew was diagnosed with Parkinson's at a young age. Not long after his diagnosis, his condition deteriorated and he needed fulltime support. With no other suitable housing options available at the time, he entered the Churches of Christ Clive Burdeu Residential Aged Care Service at Hillcrest—a connection that stemmed back to his childhood, when he started attending a Church of Christ with his aunt and grandmother.

Like many other younger people who have extreme functional impairment or require very high levels of support, an aged care facility was the only place that could adequately meet his requirements. Now at 53-years-young, Matthew explains that he had resigned himself to having to live in an aged care setting for the rest of his life.

"I was very frustrated. I was too young for old care and too old for young care," he said.

"But I always held onto hope that I would come out."

When the service manager of the aged care facility learnt that the remaining land on the site at Hillcrest would be developed by Churches of Christ Housing Services into 32 new units of affordable accommodation, including two Specialist Disability Accommodation (SDA) units, he referred Matthew to the housing team in the hopes a more suitable outcome could be found.

Working with the housing team, Matthew applied for SDA funding through the National Disability Insurance Scheme (NDIS) and was approved. In 2020, Matthew moved out of the Clive Burdeu Residential Aged Care Facility and into his very own, brand-new, accessible unit.

Since moving out of aged care and into more appropriate housing, Matthew has seen an improvement in his health and wellbeing.

"It's improved my mental health by having more independence and more choices and has slowed down the progression of the disease. I can now have friends and family over. They can't believe how much space I have."

Churches of Christ Housing Services is committed to increasing the number of properties that are appropriate for people with a disability so that they may live in an independent and sustainable way.



# COVID-19 Rapid Response

---

## **The pandemic shines a light on the importance of a real home.**

We responded to housing difficulties created and exacerbated by the COVID-19 pandemic in the form of our COVID-19 Rapid Response program.

By partnering with the Queensland Government, we delivered a number of affordable housing opportunities by headleasing properties from the private market.

Our partnership involved working with the Department of Communities, Housing and Digital Economy who had initially provided resources to identify people experiencing homelessness during the pandemic and placing them in temporary accommodation, such as hotels and motels to ensure they were able to safely lockdown. Referrals for the program came from people identified as part of these high-risk groups, some of whom were also waiting on the housing register.

The market's record low vacancy rates and continued economic disruptions meant these vulnerable people were unable to transition to longer term accommodation on their own. The housing team responded by sourcing rental properties from the private market for the program participants while providing opportunity to connect to support services that would assist them going forward. The predominant cohort requiring assistance were single women and women with children.

We secured 20 properties across Ipswich, which will support countless individuals and families to transition through to longer term housing options.



# Supporting young people to gain housing independence

## Through Churches of Christ's world-first Youth CONNECT program, two Churches of Christ services are working together to help improve outcomes for young people.

Churches of Christ's Youth CONNECT program, initially launched in 2017 with the support of the Queensland Government, is a cutting-edge program that delivers a social benefit bond to help young people exiting state-based care increase their resilience to homelessness.

Many Youth CONNECT participants struggle to secure and maintain stable housing due to a combination of factors including age, a lack of renting experience and low incomes. Churches of Christ Housing Services assists by headleasing properties from the private rental market and subletting to Youth CONNECT participants.

This model alleviates concerns that real estate agencies and property owners may have when considering whether to engage in a traditional private rental lease with a young person who does not have a substantial rental history or income. Churches of Christ Housing Services manages the tenancy all within a supportive tenancy management approach and safe environment where the young people can experience and learn the skills required to be a tenant in the private market.

Billie\* is one example of a program participant who was supported to find a sustainable tenancy, which resulted in an excellent outcome. During her Youth CONNECT tenure, Billie lived in multiple housing situations including a share house, however none were sustainable long-term.

She remained engaged with her Youth CONNECT supports and maintained both her optimism and impetus by actively applying for private rentals, while also studying. Her rental applications were consistently knocked back for reasons surrounding her low income and lack of rental history.

Churches of Christ Housing Services was able to procure a property close to Billie's university and public transport. The property was leased from the real estate agency and sublet to Billie and her housemates, who moved into the townhouse in April, 2020. Billie managed her tenancy for over a year very well. During property inspections, she and her housemates—also part of the Youth CONNECT program—met the property owner, whom we encourage to attend inspections. The real estate agency commented on how well-spoken and polite Billie was in the interactions they had with her.

Due to their commendable management of the tenancy, Billie and her housemates were encouraged to make an application to rent the property directly from the real estate agency, without Churches of Christ Housing Services' further involvement. The housemates were successful in their bid and took over the lease in their own names in October, 2020.

To May 2021, the Youth CONNECT program has received 300 referrals. Billie is only one of many participants who has utilised the infrastructure of the Youth CONNECT program, including the foundation of stable housing facilitated by Churches of Christ Housing Services, to develop practical skills and a solid rental history. Through the program, Billie has become a successful tenant in her own right.

\*Billie's name has been changed for privacy reasons.

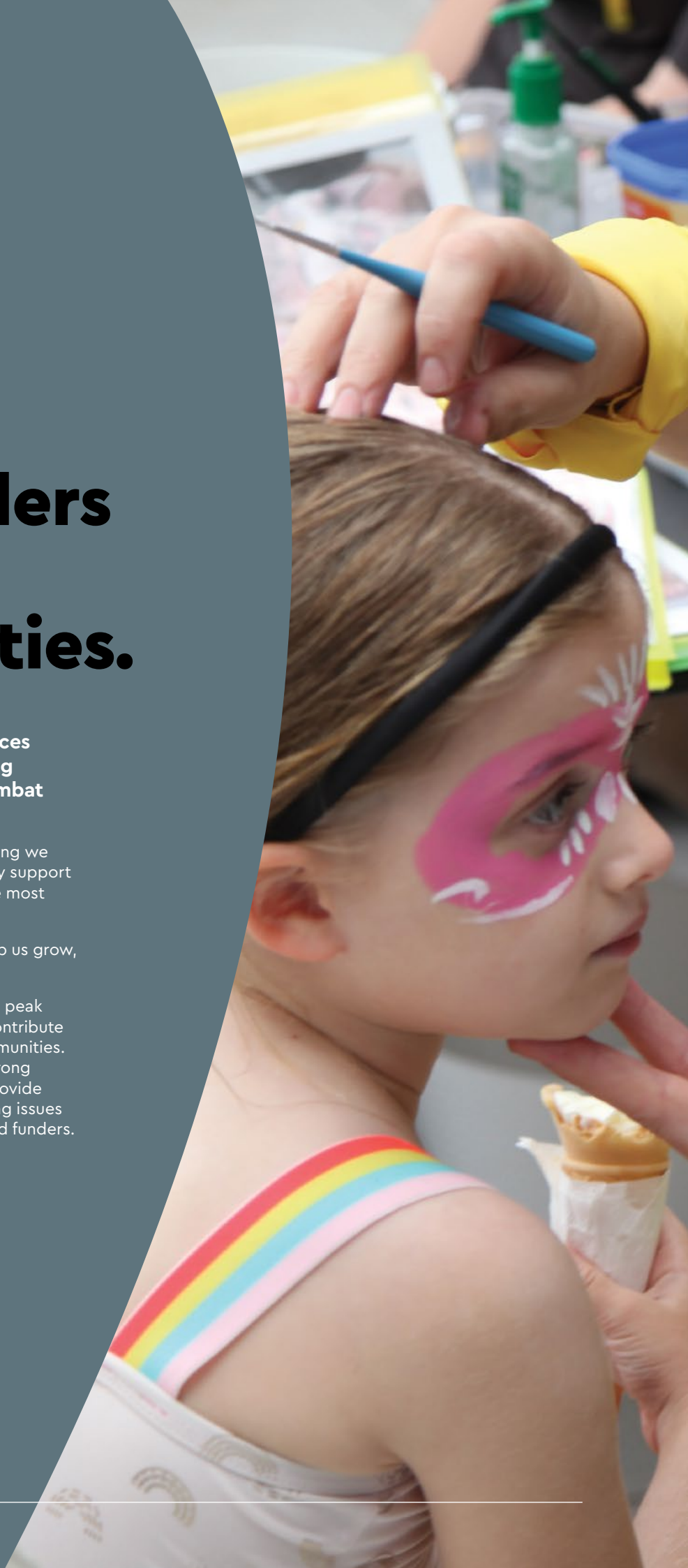
# Engaging stakeholders and communities.

**Churches of Christ Housing Services value being a leader in developing strategies and programs that combat loneliness and disadvantage.**

Partnerships are at the centre of everything we do and the way we work. Our community support partners help us sustain tenancies for the most vulnerable in our community.

Our government and sector partners help us grow, invest in and manage our portfolio.

We are proud to support the work of our peak and industry bodies as they ultimately contribute to the wellbeing of our tenants and communities. We collaborate and partner to build a strong housing and homelessness sector and provide strategic leadership on affordable housing issues that influence policy, decision makers and funders.







# Partnering for opportunity

**Fundamental to our service offering, we provide enhanced support and community development initiatives, utilising our strong network of partners to provide a holistic service.**

We would like to acknowledge our following partners who supported us during the year:

- Department of Communities, Housing and Digital Economy
- Focused on Care
- InCommunity (Tenancy Skills Institute)
- RACQ Foundation
- Baby Give Back
- GIVIT
- Good360
- Share the Dignity
- Regional networks:  
Gold Coast Homelessness Network,  
Ipswich Housing and Homelessness Network,  
Local Level Alliance, Moreton Bay South Care  
Coordination, Under 1 Roof.



## **POWERHOUSING AUSTRALIA MEMBERSHIP**

This year Churches of Christ Housing Services joined PowerHousing Australia, a national network of growth and Tier 1 regulated Community Housing Providers (CHPs). PowerHousing Australia is a part of an international network that brings together housing organisations across Canada, the United States, the United Kingdom and Australia.

This membership will allow us to engage with fellow CHPs across the country. Our aim is to foster collaborative approaches, support research opportunities, share best practice, represent our sector to influence policy decisions and support the development of aggregated financing and procurement products.

We look forward to the positive outcomes that our relationship with PowerHousing Australia and its fellow members will produce.



**Pictured above:** Team members from the Whitehill Church of Christ with from centre right Housing Chaplain Dave (pictured below left) and Housing Coordinator, Jamie Beahan (pictured below left).



## WORKING WITH OUR LOCAL CHURCH COMMUNITIES

### Helping to make ends meet for our tenants.

We have a strong and longstanding partnership with the Whitehill Church of Christ in Ipswich.

The Church supports us in the form of food relief, toiletries and other essential household items for our tenants and families who may be facing financial hardship and other challenges. We are grateful to the Whitehill Church of Christ for their ongoing support and kindness to our tenants.

## LATEST NEWS WITH HOusetalk

### A quarterly newsletter reporting on matters of broad interest to our tenants.

Each season we include advice, opportunities and community activities. *HouseTalk* (pictured above) features season-specific information and is distributed across our whole portfolio.

We encourage tenants to make submissions that others will find valuable or enjoy learning about.

## TENANT ENGAGEMENT MEETINGS

### Creating opportunities for tenants to connect and engage.

Newly developed for 2021, tenant engagement meetings (pictured above) were introduced to support engagement and provide a chance for tenants and staff to come together in an informal yet purposeful setting. Meetings are held locally across the regions we operate in and focus on a community's local needs, as well as serve as key consultation forums for us to solicit tenant feedback. These meetings unite the tenant body to advocate for their communities and bring a visible Housing Services presence to the communities we support.

We encourage tenants to play a role in shaping our services that, together, help us continually improve the way we work and the customer experience. We look forward to sharing the outcomes of the activities of these groups over the next year.



## HELPING TO SUSTAIN SUCCESSFUL TENANCIES

In early June, 2021, Churches of Christ Housing Services' partnership with the Tenancy Skills Institute came to fruition, as we delivered our first Skillsets for Successful Tenancies course.

The two-day course saw two housing team members, who are accredited trainers, successfully pass eight Churches of Christ Children Youth and Families (CYF) Supported Independent Living (SIL) clients who sat the course (*pictured above*).

The course is a four-module, competency-based training program that covers the topics of communication; rights and responsibilities; maintaining and cleaning a property; plus finances and budgeting.

Its goal is to provide both future and existing tenants with a solid foundation to help gain and maintain tenancies in the private rental market. On completion of the course, successful participants receive a certificate endorsed by dozens of real estate agencies that they can present as part of their future rental applications.

We are pleased to be able to offer tools such as the Skillsets for Successful Tenancies course that will assist those who may be facing discrimination or difficulty when trying to access the private rental market. We plan to continue delivering the course to upskill as many clients across the organisation as possible.

## NETWORKING WITHIN OUR LOCAL COMMUNITIES

Each year Churches of Christ Housing Services maintains a presence at housing and homelessness events in Brisbane, Ipswich, the Gold and Sunshine Coasts (*team members pictured above*).

These events bring together various groups from both the housing and homelessness sector, as well as peripheral support agencies that focus on areas such as mental health, domestic and family violence, Indigenous issues and LGBTQIA+ support. These front-facing events allow us to engage with stakeholders beyond just our existing tenants and partnerships.

## BREAKING DOWN DIGITAL EXCLUSION

Digital exclusion can cause social isolation and prevent people from accessing essential information and services. More than 2.5 million people in Australia are not online and not able to take advantage of the educational, health, social and financial benefits of being connected.

Tenants are increasingly reliant on online services and training but face barriers to affordability and accessibility. Churches of Christ responded to this challenge by applying for a community grant with RACQ Foundation via its digital support service, DigiAsk. The RACQ Foundation grant provided us with \$20,000 to purchase brand new mobile phones and laptops to improve digital literacy and access amongst tenants, as well as for partner organisations' patrons who may be experiencing homelessness or housing stress.

# A bright young star

---

**Seven-year-old Darren (technically seven and a half—an important distinction for someone so young), is digitally connected at home and at school.**

Darren (*pictured below*) lives with his mum Sanying at one of the Churches of Christ Housing Services developments on the Gold Coast. The pair are recent newcomers to the Gold Coast, having only moved in to the partly-furnished property in February this year. Before the Gold Coast, Sanying and Darren had lived in Brisbane, Beaudesert and Mt Tambourine. When they relocated to the Gold Coast, they came with very few possessions of their own.

Now situated and currently in grade two, Darren is an all-round whiz-kid. Excelling at his schooling has been made possible by Darren's hard work and the provision of a laptop provided to him by Churches of Christ Housing Services. This is one of eight laptops the RACQ Foundation funded us to purchase and distribute under the DigiAsk banner, which is a project that aims to increase digital literacy and reduce social isolation.

The provision of this laptop has enabled Darren to complete homework each day after school, and conduct additional learning in maths and reading via the Prodigy and Epic online learning platforms. With many high schools and even some primary schools requiring students to 'BYO devices', Darren having access to his own laptop will ensure he is able to compete at an equitable level in his schooling going forward.

Mum Sanying says that the move to the Gold Coast has been an exciting one with lots of new things to learn and do. She is excited to see Darren thrive with these new opportunities, and warmly thanked Churches of Christ Housing Services for the support offered as they move into this new phase of their lives.





# Delivering more homes to meet demand.

**Churches of Christ Housing Services is well placed to leverage our financial position and reputation to invest in quality, affordable and sustainable homes that make a difference to people's lives.**

We have delivered 15 multi-unit developments over the last 10 years and while we are very proud of this achievement, we are also conscious of the scale of the housing affordability crisis. A capable and responsible provider of affordable housing, we continue to increase our contribution to affordable housing supply. This takes innovative thinking and vigilant planning coupled with strong collaboration with new and existing partners.



# Marblewood Apartments officially opened

**In April 2020, at the height of the pandemic, a group of older residents from across Logan and surrounds moved into a brand-new apartment development in Hillcrest.**

The 32 stylish and thoughtfully designed apartments are now home to 36 residents, and on 17 February 2021, Marblewood Apartments were officially opened.

Chief Executive Officer Gary Edwards spoke at the event, acknowledging the residents who now call Marblewood home.

"They are the reason we are here, and the focus of our mission—ensuring that all people have access to secure, appropriate and affordable housing," Gary said.

The opening took place almost 12 months since the first residents moved into their new homes, with the Honourable Leeanne Enoch MP, Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and local member for Logan, Linus Power MP in attendance.

"The year since we completed this development and residents have moved in was disrupted by the pandemic and prevented us holding the opening event earlier, which made me even more delighted that we could gather to officially open Marblewood Apartments and welcome the residents."

Marblewood Apartments was built in partnership with the Queensland Government's Department of

Communities, Housing and Digital Economy, with construction completed in February 2020.

"These bespoke apartments, designed specifically for seniors, are our fourth development as part of an under-occupancy initiative working with the government to provide a more appropriate and affordable housing option for tenants living in public housing. Our unique service offering ensures residents have access to aged care services, as well as pastoral and emotional support through our chaplaincy program," Gary said.

Contained within this modern building are a range of innovations and design features that ease the cost of living for residents by reducing utility bills and household running costs. They have also been designed with high accessibility standards which will enable residents to remain in their homes as their needs change.

"It is fair to say that the residents at Marblewood Apartments have well and truly settled into their new homes. It is heartening to witness the sense of community growing here amongst residents and seeing them come together to socialise and support each other in the great community spaces with the support of the housing services team."

"The development is a testament to the productive partnership between the Queensland Government, community, the builders, NCM, and architect Ryall Smyth," Gary said.



**Pictured above:** From left: Churches of Christ Board members Doug Sparks and Dale White, Alicia Follent, General Manager Churches of Christ Housing Services, Gary Edwards, CEO Churches of Christ, The Hon. Leeanne Enoch MP Minister for Communities and Housing, Minister for Digital Economy and Minister for the Arts and local member for Logan, Linus Power MP. **Pictured, top right:** Birri Gubba, South Sea Islander and Scottish descendant, musician Waveney Yasso performing the Welcome to Country. **Pictured, bottom right:** Shirley Thompson Marblewood Apartments tenant, Gary Edwards CEO Churches of Christ, and Denise Wilcox Marblewood Apartments tenant.





# North Ipswich Housing Hub model

## **Social housing precinct model to connect to specialist support and services and community engagement activities.**

Churches of Christ Housing Services is set to acquire management of 30 new units delivered by the Queensland Government, a number of which are designed to Gold and Platinum Level under the Livable Housing Australia Standards.

The site, located at North Ipswich, will provide people experiencing homelessness, those at risk of homelessness or those in inappropriate housing in the Ipswich community with secure and accessible housing and the opportunity to build social and community connections.

The vision for the North Ipswich Housing Hub (*pictured above*) is for a coordinated precinct-based community development strategy that will bring together community and public housing developments within one hub.

The mix of homes provide a variety of living options to serve a broad demographic and create natural diversity of people living together.

The precinct model will benefit the tenants of public and community housing and wider community stakeholders for the region in a holistic, proactive and person-centred response to the needs of vulnerable people.

**Pictured above:** The North Ipswich development is a stone's throw from Riverlink Shopping Centre and also provides easy access to both bus and train lines, parks and sporting fields.



## Coolamon Apartments Stage II Bongaree, Bribie Island

---

### **Local seniors upsize their quality of life when choosing to downsize.**

In June 2021, we were proud to complete construction of Queensland's largest purpose-built seniors community housing development at Bongaree, Bribie Island (*pictured above*). Stage II of Coolamon Apartments is Churches of Christ Housing Services' fifth under-occupancy project, a successful model which provides senior tenants under-occupying public housing family homes the choice to transition to more suitable accommodation, thus freeing up family homes for families desperately in need.

The \$27.1 million jointly funded project delivered a further 83 affordable homes—forming Stage II of a larger master-planned community, which includes 170 units of affordable housing accommodation.

The affordable housing apartments are co-located with the adjacent Churches of Christ's retirement living, home care and aged care services, as well as our local church; enabling tenants to remain in their community and access the support they need when their requirements change in the future.

All contemporary designed units feature open plan living spaces and generous patios or balconies. The development incorporates sustainable and renewable technologies, including an embedded energy network, solar, water efficient fixtures and fittings, LED lighting and building design, which promotes natural cooling and ventilation.

The design is focused on accessibility, with all apartments achieving Gold and Platinum design under the Livable Housing Australia Guidelines. Tenants also have convenient access to mobility scooter parking and charging bays. At the centre of the development is a community room for tenants to socialise, connect and enjoy. Other community facilities include an off-leash dog area and barbeque area. We look forward to welcoming tenants to their homes in August, 2021.

# Little Mountain affordable housing project

---

## **Delivering more affordable and accessible housing options for seniors to age in place in the Sunshine Coast.**

We look forward to developing our sixth integrated campus housing product in another partnership with the Queensland Government to deliver 40 units of affordable accommodation for seniors currently under-occupying public housing family homes in the Sunshine Coast Regional Council area. The development will consist of 32 one-bedroom units and eight two-bedroom units. The development will also consist of an additional 10 Specialist Disability Accommodation (SDA) units to maximise independence for people living with very high physical support needs.

The master-planned community at Little Mountain is also home to other Churches of Christ services, including home care and residential aged care. All tenants will enjoy access to community facilities within the campus, including an aquatic centre, café and community centre.

As part of Churches of Christ's integrated campus model, which brings multiple services together on a common campus, we provide opportunities for tenants to age in place so that as their needs change, they can stay in their communities. We look forward to turning the first sod in September 2021.



**Pictured above:** Artist impression of the 50-apartment development and community centre.

# Supporting and developing our people.

**We pride ourselves in attracting exceptional staff, maintaining a positive culture and providing meaningful development opportunities. Our high calibre team are highly skilled with the capacity and passion that drives our performance and underpins the quality of our services.**

The investment we make in our people is recognised in our employee engagement level, which is very high. We invest in our team through training and professional development opportunities and we will work collaboratively to develop the professionalisation of the social housing sector.







**Pictured above:** The Housing Services team came together for their team building day in December 2020.

## Our people

---

**During 2020–21 our staff successfully completed the following training opportunities.**

- Trauma Informed Care Training—  
Blue Knot Foundation
  - > Foundations for building trauma awareness
  - > Trauma awareness in practice
- Mental Health First Aid
- Mental Health First Aid Refresher Training
- Two staff became accredited trainers for the Tenancy Skills Institute Skillsets for Successful Tenancies – Dollars and Sense course.

*"Training provides time away from the busyness of everyday tasks to self-reflect and learn new ways of thinking and working."*

– **Karen Bozier**

Manager, Housing Program Practice,  
Churches of Christ

With that in mind and a growing awareness of how common trauma and mental illness is, and how it affects the health and wellbeing of ourselves, our clients, families and communities; we invested heavily this year in training for all our staff in these two key areas. We see trauma awareness and mental health training as crucial to both our employees, wellbeing and development, but also the wellbeing and care of our clients. Investing in both the personal and professional development of our staff, is an investment in the future of our business and will benefit our clients and the communities we work in.



### Investing in skills and expertise

We invest in our people to enable them to enjoy fulfilling and rewarding careers. All team members have access to professional memberships with the Australasian Housing Institute, including a variety of remote learning programs and courses. Staff have the opportunity to gain externally accredited professional qualifications and are encouraged to work closely with line managers on their professional development plans.

### Recognition of prior learning

Over the past year, Churches of Christ Housing Services staff took up the opportunity to complete Recognition of Prior Learning (RPL) courses offered by TAFE Queensland. Staff can utilise their real-world experience from their employment or volunteer work to gain credits towards various qualifications.

This year, four of our colleagues have been assessed and approved for their RPL qualifications—all in the areas of community services and leadership and management—with more staff continuing their assessment, hoping to complete their RPL by the end of 2021. We are proud to be able to recognise the diversity of our workforce and their previous experiences that help inform our current service delivery.



### Representing our sector at industry events

Alicia Follent, General Manager Churches of Christ Housing Services, was proud to be selected as part of a panel of inspiring industry leaders at the Australasian Housing Institute (AHI) International Women's Day breakfast. The influential leaders shared their insights on the topic of challenging the leadership gap and how they will choose to challenge 2021.

**Pictured above:** An inspiring group of panellists at AHI International Women's Day breakfast, from left: Alicia Follent, General Manager Housing Services Churches of Christ; Kristan Conlon, Partner McCulloch Robertson Lawyers; Nataiaie Carrington, CEO Bloom HR; Greta Egerton, Projects Director, BHCL; and Frances Paterson Fleider, State Manager CHL Queensland.

# A rewarding career in the social housing sector

Meet Senior Housing Officer Hayley Oudyn



## Why did you pursue a career in social housing?

I pursued a career in social housing because of my own background growing up. My family had experienced periods of homelessness, such as when we lived in multiple government housing properties, or in our private rental homes we often had to access support from local community services to assist with paying our rent. As a young person I began to look up to the workers that would support my family. I admired the work they did and hoped one day I would be able to help others in the same way providing a safe home for those in need. I feel it was fate that when I was 20-years-old, my job service provider sent me for an interview for an administration role, I wasn't aware the role was with the Department of Housing until I arrived for the interview.

## What is your role?

I am currently employed as a Senior Housing Officer in a relief role. I manage our Youth CONNECT tenancies and provide relief coverage for our housing officers when they are on leave. I also support new housing officers with training and settling into the role. Plus, I assist with new housing projects and welcoming tenants into new developments.

## What can a typical day look like?

I spend my days both in and out of the office. A typical day for me consists of: responding to enquiries from our tenants and stakeholders; property inspections and managing repairs; allocating new tenancies; plus managing tenant accounts and neighbourhood disputes. All while supporting my colleagues and assisting tenants to access further support as they need.

## What do you find the most rewarding?

Being able to see how providing a safe and affordable home can change and improve people's lives and overall wellbeing is so rewarding. Meeting a client for the first time at their housing interview and then seeing them again at their first property inspection settled in their home with the weight of housing stress lifted off their shoulders, I find very worthwhile. A stable and safe home opens a door for anyone to begin taking steps to overcome other barriers they may be experiencing in life whether it's with employment or further education, health and wellbeing, overcoming addiction, family stability and routine or finding a general sense of community. It's a reward to hear a tenant's story, how their life has changed and what they have achieved since being suitably housed.

## What are the frustrations?

The biggest frustration I feel most people would agree with at the moment is the COVID-19 pandemic. We have all adjusted well to the changes in our everyday and work lives but each time there's an outbreak it's still disappointing to have to cancel or postpone community events, access to our on-site community centres, property inspections and non-urgent maintenance.

Communication has been key during this period, while at times work tasks are restricted, staff are still here and able to provide a service to our tenants.



# Spotlight on chaplaincy

## Meet Housing Chaplain Dave Sedwell

**Chaplain Dave is one of two chaplains that support the Ipswich Housing Services community. Dave is, at his heart, a family man, but behind his kind smile and welcoming words, Dave, like many of us, has been on a journey to get where he is today. Dave put his thoughts down on paper.**

"I think it's pretty safe to say that we are all on a journey of discovery. Woven through life's many colourful dimensions and experiences, we all face the positive, the negative and everything in-between while we try to find our little niche—the place where we find purpose, joy and fulfilment.

Throughout my younger years, I struggled with feelings of low self-worth, a lack of purpose and difficulty finding true happiness. I wondered what acceptance was. Often striving in my own strength, I would come up empty. I felt the pull and struggle between what I hoped for and my experienced reality.

To say this all radically changed one day on a Blokes' Beach Camp at Burleigh Heads would be an understatement. Now, in retrospect, I can say that it was the first time I felt the difference between the rules of religion and how they could be different to a relationship of unconditional love with Jesus. That camp was an experience where God's love melted away all my fears, shame and inadequacies and offered me hope and belonging for the journey ahead. This was the start of a journey which has led me to be where I am today.

I am a qualified chef by trade, but God had other plans for my life. I felt in my heart God leading me out of the hospitality industry which was something that I was very passionate about. It was a fleeting sarcastic comment by a work colleague in the kitchen one night that confirmed this leading and fuelled a desire to go into chaplaincy.

I would play the Christian radio station in the kitchen at work sometimes and there was an ad about becoming a school chaplain with SU Queensland. He suggested I should apply, not thinking I would, but I did. Long story short, I got the job and spent 11 years supporting the kids, staff and parents in several primary schools in the Ipswich area. Also, during that time, I became employed as a youth worker for a local church.

My life's journey thus far has greatly contributed to the position I am in now. I feel very blessed and honoured to be part of the Churches of Christ team serving as a Housing Chaplain throughout the greater Ipswich area.

Our core practices are providing holistic pastoral care both proactive and reactive, nurturing healthy communities, developing active volunteers and to nurture a Jesus-centred spirituality. This keeps us pretty busy, with over twenty blocks of units in the Ipswich patch. I liken Housing chaplaincy to shocks on a car or a tube of 'Selleys No More Gaps', playing an important role in the background smoothing out the harshest of life's challenges, helping heal the cracks of past hurts, disappointments, grief and loss. Generally walking with people through their ups and downs.

This may be through just taking time to stop and listen, offer encouragement and journey with them. Also, through practical support with food hampers, finding and delivering furniture to those who have none, hospital visits, transporting people to their doctors appointments, hosting community BBQs to build unity and friendships and connecting them to support agencies and local churches. Lastly, but definitely not least, praying with and for people."



# Managing effectively and strengthening our financial viability.

**Churches of Christ Housing Services has a strong reputation for its corporate governance and effective management. We remain financially sustainable during these challenging times and continue to deliver positive annual operating surpluses. We continue to perform positively against industry wide key performance measures.**

We are committed to investing in information technology and enhancing our integrated housing management system that drives business performance. We are introducing mobile work solutions to help staff work remotely and to improve customer service.





# Crows Nest solar power savings

---

**We work proactively to elevate the environmental sustainability of our projects, both large and small, and continue to implement methods that will maximise affordability for our tenants.**

This year we retrofitted our purpose-built Specialist Disability Accommodation (SDA) property in Crows Nest with a large solar power system, which has the ability to significantly reduce electricity costs.

At any one time, the property can house four people who each have an independent bedroom with ensuite. Common areas, such as the kitchen and the laundry, are shared by tenants, and a fifth bedroom can be used as an office or by a live-in carer. During typical usage, the property utilises approximately 35 kWh of electricity per day.

The home, originally completed in 2017, now boasts a significant solar power system consisting of twenty 330-watt solar panels, a 5 kW inverter and a 9.8 kWh battery, whose total cost of nearly \$12,000 was expended solely by Churches of Christ Housing Services with no costs passed on to tenants.

On average, this solar power configuration will produce 30.7 kWh worth of power per day from the sun, taking into account the shorter available daylight during winter months. As a result, the energy produced by the solar power system will almost break even with the property's average daily electricity consumption, resulting in a significant, if not total, reduction in electricity costs. The system will remain efficient and useful for many years to come, and by producing 30 kWh worth of power per day, will pay for itself in a little under four years' time.

Churches of Christ Housing Services Crows Nest development is designed with a high level of accessibility in mind for people with significant physical impairments requiring high levels of support, and has achieved High Physical Support Certification under the National Disability Insurance Scheme (NDIS) SDA Design Standards. The addition of a solar power system to the development compliments our commitments to environmental sustainability, while also reducing costs for tenants.





## Internal maintenance services

---

### **Providing financial efficiencies while giving opportunities for people to upskill.**

Our internal maintenance services initiative is a start-up social enterprise run by Churches of Christ Housing Services since July 2019. The initiative focuses on landscaping and grounds maintenance and sources contract opportunities through our large portfolio of public and affordable housing, other Churches of Christ services and the open market.

This initiative reduces maintenance costs and takes profits that would otherwise be lost to external contractors and reinvests the funds in providing our housing and community programs. Simultaneously, the initiative provides jobs and training opportunities for people who may otherwise be excluded from the labour market. This is achieved through a suite of targeted skills training, practical work experience and support.

With a growth strategy in place, we aim to expand our maintenance service offerings to include building cleaning and maintenance, house clearance, furniture removals and community-use site management. This ensemble of services will not only meet the diverse needs of customers, but also give workers the opportunity to develop skills across a wide range of disciplines.

We currently employ six staff with plans to expand into new regions within our housing portfolio.

During the 2020–21 financial year, the initiative turned a profit and we are now focused on increasing its capacity to hire and upskill workers. We plan to do this in various ways, including the Queensland Government's Back to Work Program, disability employment participants and school-industry partnerships.



### **Year in Review**

The *Year in Review* is an annual Churches of Christ Housing Services publication that highlights our achievements and spotlights our clientele, staff and partnerships.

The insights and experiences of those featured in the *Year in Review* are important to us and we kindly thank the people who have shared their stories. We look forward to the opportunities that 2022 will bring.





41 Brookfield Road  
Kenmore Qld 4069  
07 3327 1674  
hosingservices@cofcqld.com.au

**COFC.COM.AU/HOUSING**