



# Annual Report

{2018-2019}



# Snapshot: 2018-19

Our vision is to transform lives so individuals and families experience a greater sense of joy, hope, possibility, connectedness, purpose and meaning.

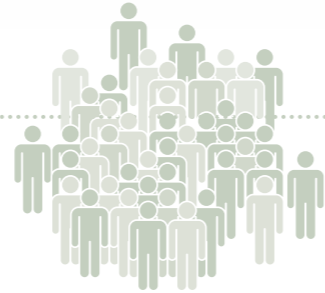
**\$828 million**

Total assets



**64**

affiliated churches



**\$292 million**

Total operating revenue



**10,717**

Medical Santo patients and clients



**3665**

Staff



**10** integrated communities



**1060**

Volunteers



**2** capital developments finished



**5** capital developments underway



**3736**

People assisted across our Housing Services



**1358**

Housing Services properties managed



**4782**

children, young people and families supported



**1213** Children enrolled in early childhood education programs



**1346**

Foster and Kinship Carers



**2204** children and young people in out-of-home care



**947** vulnerable families assisted through family support services



**20** young people in the CYCLE program



**74** Active Youth CONNECTclients



**12,027**

Seniors supported in our communities



**1174**

Retirement village residents



**8772** Home and Community Care clients



**2081** Residential Aged Care places (operational)



**1720** Virtual Dementia Tour™ participants



**11,540,261 km** travelled by staff



**9000+** members of the public and industry engaged through events



Bringing the light of Christ into communities

## About Churches of Christ in Queensland

Churches of Christ in Queensland has a significant presence in Queensland, Victoria and Vanuatu with hundreds of local services, positively impacting tens of thousands of lives each year. We operate a range of missional and community care services to assist families, the elderly and people in need through church communities and our care services groups operated through Churches of Christ Care and Churches of Christ Housing Services.

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For more information, including our Consolidated Financial Report 2018-19, visit [cofc.com.au](http://cofc.com.au)

### Our legal status

Churches of Christ in Queensland ARBN 147 481 436 (incorporated in Queensland) is a legal body incorporated under the Letters Patent issued pursuant to the Religious Educational and Charitable Institutions Acts 1861-1959. Churches of Christ Housing Services Limited ABN 25 604 517 026 is a not-for-profit company limited by guarantee and is a wholly owned subsidiary of Churches of Christ in Queensland.

## Message from the Chair of Council

Welcome to the Annual Report 2018-19. As Chair I welcomed the 136th annual gathering of the Conference of Churches of Christ in Queensland. The Conference Council celebrates this season of growth in our organisation across Queensland and beyond, as we complete a busy 2018-19.

We have a continuing mission of 'bringing the light of Christ into communities'. This shared story is known throughout our churches and care services. Our identity is founded in the person and work of Jesus Christ — it is at the core of what we do.

First and foremost, we are a growing, Christ-centred, collaborative faith movement, and building the Kingdom of God is our priority. The key workings of Council is understanding our responsibility to our member churches and our relationship to the Board.

Churches of Christ is an apostolic Christian movement with historic understandings of the Christian faith. Our approach balances apostolic essence and a diversity of opinions. The Council maintains our key theological position and faith-based issues.

We continue to proclaim those self-evident doctrinal truths that are simply declared through the Scriptures. The Council also, as steward of our movement, promotes friendship between churches, encouraging evangelism and caring engagement with the needs of our community.

I commend Council members for their wisdom, and acknowledge the valuable contribution our two retiring Council members, Andi Owens and Chris Gribble have made. Your servant hearted contributions are the strength of the Conference.

Our churches have a zero tolerance to any form of harm or abuse. Not only do we believe that Christ calls us to protect the vulnerable (Matt 18:1-6), it is a legal requirement of the constitution is for member churches to comply with the Safe Church Policy, with churches declaring to abide by the policy covered by insurance. Failure to adopt the Safe Church Policy means that the insurance policy is void, and leaders and key individuals of the church are personally liable for any substantial claims made against them. Council is responsible for the Ministry Ethics Unit and the Healing and Redress sub-committee. We have submitted our application to be part of the National Redress Scheme.

We believe that God the Father is the source of all good things. There is a stream in God's Spirit that desires to flow like a river to the nations (Ezk. 47, Jn 7:37-39). Its current brings wellbeing and hope-filled faith to the least, lost and lonely. Jesus invites us all to drink deeply. More than that—to release more of those streams of life to people around us. Let it flow to others. You and I need the courage to jump into that inviting stream. How deep do you want to go with God? We invite you to join us in the swim.

For everything that comes from God alone. Everything lives by his power and everything is moving towards Him. To Him be glory evermore.

Geoff Charles  
Chair of Council and Conference President

Geoff Charles, Chair of Council and Conference President



## Message from the Board Chair

Ken Ewald, Board Chair



The Churches of Christ in Queensland Board is responsible for good governance and risk management of the organisation: "Let everyone be subject to the governing authorities, for there is no authority except that which God has established. The authorities that exist have been established by God." Romans 13:1

It has been a pleasure to work with my fellow Board members, Council and Executive this year to bring about many successes in the midst of new challenges from our insurers and government authorities.

As we ponder over the year gone by, let us be thankful for the ability to manage our responsibilities for this great organisation that provides so much for thousands of people in our care throughout Queensland, Victoria and Vanuatu.

This year we have seen two Board members, Rilla Roberts and John Adermann, successfully complete their full terms. They have been succeeded by Steve Slade and Dale White who are both committed Christians with professional experience and expertise to complement the Board's skill matrix.

The Board participated in the formation of the new Strategic Plan for 2019 – 2024, which will guide the organisation with the vision, mission, values and the 'Churches of Christ Way' over the next five years.

As part of the process to develop this plan, it has been particularly rewarding to visit most of our churches through two information presentations run by our Chief Executive Officer Gary Edwards and senior managers.

There are many ongoing challenges including the National Redress Scheme, Safe Churches, the Royal Commission into Aged Care Quality and Safety and the need to ensure all of our facilities are correctly covered by our insurers as they continue to seek updated and new requirements for existing and new risks.

A comprehensive review was carried out on Churches of Christ in Queensland's Risk Management Framework and has now been updated and implemented throughout the organisation.

This year, we have seen our organisation continue to grow with the opening of the Warwick and Little Mountain campuses. The next 12 months will see Fassifern Aged Care Service, Hillcrest affordable living and Lady Small Haven Retirement Village on the Gold Coast come online. Planning is also underway on another 83 affordable living units for seniors on Bribie Island, to complement our largest integrated community.

The Board and Council members were honoured to visit all of our operations in the Wide Bay region during May. We all came away having learnt so much from the conversations and inspirational stories shared all who participated from the conversations and inspirational stories.

The Board and I look forward to the next 12 months knowing that God will continue to bless the organisation in all that it does in bringing the light of Christ into communities.

Blessings,

Ken Ewald  
Chair of the Board

## Message from the CEO

“

You can develop a healthy, robust community that lives right with God and enjoy its results only if you do the hard work of getting along with each other, treating each other with dignity and honour.

James 3:18 (MSG)

”

At Churches of Christ in Queensland we seek to transform lives: to advance the physical, mental, emotional and spiritual wellbeing of everyone we work with, striving to bring uplift to every person and situation we encounter. In 2018-19, we have continued on our journey of enhancing communities and creating places where everyone is welcome and can call on our help, regardless of religion, beliefs or background.

This year, I delighted in meeting with our church communities to connect with, listen to and discover how we can better assist. I have personally engaged with 55 of our 64 affiliated churches through our regional engagement program where I have had opportunity to connect with church leaders and elders and listen to what is on their heart.

### Strategic Plan

This year, our Strategic Plan 2015-18 draws to a close. We have achieved much and have a great deal to celebrate, learn from and grow as we strive to fulfil our mission of 'bringing the light of Christ into communities'. Our strategic priorities over the last three years have served us well. They have focussed on: connecting with Christ, growing our core services, building our capacity and funding our mission and growth, and we have seen great success in these areas. We have commenced work developing our next Strategic Plan 2019-2024 that will see us through our next season. We have listened to the learnings and insights from our church communities, staff, services, partners and our Board and Council. We look forward to finalising this plan shortly and sharing it with our staff who will be key to its successful implementation.

### Changing aged care environment

In line with the aged care sector throughout Australia, we continued to experience financial pressures during 2018-19. This was a consequence of successive government decisions that limited increases in financial support for resident care to less than half of the increased cost of staff and other service costs for the year.

In recognition of the financial challenges facing the sector, a short term additional financial commitment was made by the government during the federal election cycle. This was not extended beyond 30 June 2019, which will result in further pressure on financial results across the sector in the coming year. Further regulatory reform in development during the year will impact all providers in coming years, including national clinical indicator reporting. Planning is also underway to replace current consumer assessment and funding processes (ACAT and ACFI), as well as federal government in-principle support to deregulate the supply of residential aged care beds with the aim of increasing consumer choice and quality of care and services.

As an organisation, continuing to manage our financial and human resources to remain viable and sustainable for the long term is paramount. Churches of Christ in Queensland is working in one of the most intense financial climates ever experienced in the aged care industry in Australia.

In the midst of this time of unprecedented change in our external environment, we have continued our focus on extending our services to more people and communities. I am delighted that within this climate, we continue strong in our purpose to deliver high quality seniors, social and support services. The organisation has managed well and there has been no loss to the frontline workforce, and in many areas we are above the industry standard.

### Royal Commission into Quality and Aged Care

The Royal Commission into Aged Care Quality and Safety was established by the Federal Government on 8 October 2018. The Commission's interim report will be delivered in late 2019, with its final report in 2020. Significant industry reform is anticipated across the sector.

All leading aged care providers, including Churches of Christ Care, were invited by the Commission to prepare a submission, including views on where the Royal Commission might focus its attention. In particular, the Commission asked providers to consider what areas need to be changed, and how they might be changed. We lodged our submission and continue to contribute to discussion taking place with our industry partners and stakeholders.

We welcome any reforms that will make the aged care sector better and more person-centred. We believe our society must place greater emphasis on productive, successful and meaningful ageing, and that life is about meaning, purpose and connectedness. We are committed to openness, transparency and continuous improvement in relation to the quality of care we provide for our seniors and their loved ones.

### National Redress Scheme

This year we submitted our application to opt-in to the National Redress Scheme. We anticipate our application will progress smoothly through the appropriate processes. Churches of Christ in Queensland supports the Prime Minister's apology to victims and survivors of institutional child sexual abuse, and the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse. The Royal Commission's findings and the parameters of the National Redress Scheme bear witness to the long-lasting, deep pain caused when organisations and institutions fail to respond to child sexual abuse.

We are committed to protecting the safety and wellbeing of children and young people, and have 'zero tolerance' of child abuse.

### Employee engagement survey

This year, we engaged social research experts Best Practice Australia (BPA) to conduct an employee engagement survey so we could get a reliable and accurate read of our organisational health through the eyes of our people. We had an amazing response rate, with 2692 staff and 343 volunteers responding, which represents 75 per cent of our people. The results indicate our values and mission are largely what attract people to work, and stay with us. We are committed to our people and organisational culture. BPA have been engaged for the next five years to help us measure the health of our organisation to see how we are progressing with change for the better.

### I love Aged Care tour

Of great joy to me this year has been visiting each of our aged care services, with members of our Executive Team and Board, to meet with our retirement living, community care and residential aged care staff. We were delighted to meet and spend time with them, listening to the way in which they go about their day-to-day work with devotion and serving others with utmost care. We can only do what we do with the support of our aged care staff and I am incredibly humbled to see firsthand the way our staff deliver care and support.

Our journey is a privileged, exciting and rewarding road to walk for each of us. For all who have gone before us, and for those who continue, or come after us: Christ must always remain our inspiration and at the heart of all we do.

God Bless,

Gary Edwards  
Chief Executive Officer

Gary Edwards, CEO



# Building community

Churches of Christ in Queensland has been on a journey building our organisational capacity and investing in infrastructure across South-East and regional Queensland. We have developed new campuses, commenced construction of new seniors and supported living developments, and in partnership with the Queensland Government, delivered new affordable housing solutions. All are underpinned by our unique integrated community model.

## Little Mountain, Sunshine Coast

In a Queensland first, our new Little Mountain Campus fosters intergenerational engagement featuring a state-of-the-art residential aged care service, with an energetic community hub and aquatic centre for residents and the community to enjoy in an environmentally sustainable development. From the outset we sought to create a campus distinctly different to any existing community and aged care model in Queensland. A place where possibilities for its residents and the wider community were opened up, and where inclusiveness is the norm, with sustainability, health, care and community connection. The campus includes the Little Mountain Aquatic Centre, which has been embraced by the local community, offering a range of formal programs and swimming options that meet the needs of local people, groups and schools.

- Opened February 2019
- \$37 million project
- Aquatic centre with 25m lap pool and 7.5m learn to swim pool
- Community hub with café, auditorium and community rooms
- Churches of Christ Care Community Care regional office
- 96-bed residential aged care service incorporating Cottage model of care
- Specialised seniors gym.

### Green initiatives employed during design and construction:

- Solar photovoltaic system to reduce energy demand
- Air-conditioning heat exchange system
- Inbuilt switches to automatically turn off air conditioning when windows are open
- Recycling and reuse of all construction waste
- Establishment of an ecosystem to attract native birds and animals.

Aerial view of Little Mountain Campus on the Sunshine Coast.



## Integrated community model

Churches of Christ in Queensland's integrated community model (referred to as a Campus) brings together our care, church community and support services to deliver uplift to the lives of on-campus residents and broader community. Informed by the needs of the local community, campuses allow residents to access the services and social supports available in a setting where they feel safe, respected and valued. Our integrated campus model is not about a group of buildings in one location; it is a philosophy of holistic client care and service.

## Warwick, Southern Downs

Our Warwick Campus comprises a new community hub, 128-bed Warwick Aged Care Service, Southern Downs Community Care regional office, Café open to the local community and is co-located with our existing 99-unit Regency Park Retirement Village. The \$36 million development has been uniquely planned to meet the needs of individual residents and the local community.

The new aged care service opened in August, it features our cottage model of care and specialised senior's gym in a modern and home-like facility that is affordable, accessible and promotes resident health and wellbeing.

The completion of the aged care service and community centre, to complement the existing retirement village, was the culmination of many years of consultation and planning. We are proud to have delivered such a wonderful campus to support the local community.



The new Warwick Aged Care Service has a warm, home-like feel.

## Boonah, Scenic Rim

Expansion of our existing Boonah Campus commenced in April 2019 with start of construction of a new 64-bed residential aged care facility. The building has been designed to capture the essence of the region and provide residents with access to the local environment surrounded by landscaped gardens, central courtyard and a newly developed man-made lake. The new \$24 million project, when completed in mid-2020, will replace an existing 40-bed nursing home, which has a number of limitations restricting its ability to accommodate the growing needs of the region.



Artist impression of the new aged care service at the Boonah Campus.

## Cottage model of care

International research and clinical expertise in aged, dementia and palliative care has led to development of our unique Cottage model of care, an innovative approach that creates a home-like environment with care and support at hand.

We have developed 'Cottages' that contain 16-bedrooms in a warm, home-like atmosphere, with each resident having their own ensuite bedroom, with shared breakout spaces, dining, lounge and outdoor facilities. Design, both interior and structural, have been selected to incorporate interior dementia design principles and discreet security measures that support resident safety.

A fundamental feature of our model rests in locating a care team in each cottage, rather than having them work across a number of isolated wings. It allows carers to build relationships with residents and better understand and meet their needs and health care.



Artist's impression Lady Small Haven Retirement Village

### Benowa, Gold Coast

In September 2018 we commenced construction of the first stage in the redevelopment at our Lady Small Haven Retirement Village at Benowa.

When complete in mid-2020, the \$42 million project will feature a new retirement living complex with 65 retirement living units, a clubhouse, outdoor pool, self-serve café area, hair and beauty salon, entertaining rooms, landscaped gardens and barbeque area. This is the first stage in our longer term vision for the campus.

Units have been designed under the Livable Housing Australia Guidelines, with the highest levels of accessibility standards allowing residents to age-in-place. The first stage of the development received sustainability certification from the Urban Development Institute of Australia (UDIA) with its scientifically-based assessment scheme, EnviroDevelopment, awarding the development five of the six sustainability ratings: ecosystems, waste, energy, water and community.

### Crows Nest, Darling Downs

In partnership with the Queensland Government's Department of Communities, Disability Services and Seniors under the Elderly Parent Carer Innovation Initiative, we completed construction of a purpose-built property which provides appropriate accommodation for the security, safety and independence of aging parents with an adult child living with a disability. The \$590,000 project opened in October 2018.

It features two separate properties: a two-bedroom unit with adjoining studio apartment; and a one-bedroom unit designed with the highest level of accessibility standards, including features making them suitable for people who use a wheelchair. They are located nearby to local amenities, and in close proximity to our Crows Nest Residential Aged Care Service, which will be available to provide required assistance to the property's residents.



Artist's impression Hillcrest Apartments.

### Hillcrest Apartments, Logan City

In partnership with the Queensland Government's Department of Housing and Public Works, we commenced construction in March 2019 of a new over 55s affordable housing development at Hillcrest. The 32-apartment complex, comprising one and two bedroom apartments, is on vacant land co-located with our existing Clive Burdeu Aged Care Service. Together they another integrated campus to provide a range of senior's accommodation and care services in the one location. The apartments are designed to Gold and Platinum standards under the Livable Housing Australia Guidelines, which emphasises the highest levels of accessibility standards enabling residents to age-in-place. The \$9.3 million project is set to be completed in mid-2020.

## Our faith in communities

Through the year, our Church and Community Engagement group have focused on the essentials of providing support and building unity. The group consists of four teams who work across our care services to bring the light of Christ into communities. They are: Strategic Mission Development, Integrated Communities, Church Engagement and Chaplaincy.

The team has implemented a new clustering framework in locations across Queensland where local churches and services are brought together. Each of the six clusters has a Regional Engagement Partner to help leaders collaborate, identify new opportunities and provide strategic leadership. They are assisted to develop these plans by our local Strategic Action Leadership Teams.

The Church Engagement team has welcomed the experience of new members to the team. They team responded to enquiries from our churches and assisted with the planning of new churches, new affiliations, ordinations and helping leadership in our churches.

As we focused on building our capacity and growing our core services, the team has been managing and developing our integrated communities. These innovative destinations that respond to the needs of their local communities can be large and complex, but the impact and transformation they have on the lives of those they interact with can be great.

Chaplaincy Manager Kevin Hamer



### Key stats

- 64 affiliated churches
- 20 Strategic Action Leadership Teams
- 6 regional engagement partners
- 4 church plants
- 3 new church congregations (to be affiliated at 2019 AGM)
- 25 Community Chaplains
- 11 Church Engagement Team members
- 1 Generations Team
- 10 integrated communities
- 6 regional church cluster meetings

“When we see people breathing a little easier, or feeling valued, listened to and loved, we know we are making a difference to that person in that moment. –Kevin Hamer”

## Ministry highlights

God is in action through all of our team and the work they do. Some key highlights for the year include:

- Planning for the new Strategic Plan 2019-24, which will take our movement to the next level of character and competence.
- Four church plants and three new churches to be affiliated in November 2019.
- The committed work of 25 Community Chaplains in residential aged care, housing, community care, and at our campuses.
- Our Regional Engagement Partner working with Fernvale Church of Christ to meet the needs of a marginalised community residing in a caravan park in the Somerset region.
- The Mooring 'a bit more' digital inclusion for homeless people on the Gold Coast in conjunction with Housing Services.
- Churches attended regional meetings with us to address issues including the Royal Commission and spiritual leadership.

- Caboolture Church of Christ and Children, Youth and Families services aligned in a common mission and sharing resources.
- Exponential growth of Coffee Chaplaincy to the mentally ill, as the ministry celebrated 10 years in 2018.
- Partnered with Mission Australia in a community development strategy for the Far North.
- Presented our integrated model to Leading Aged Services Australia in a defining moment that tested our assumptions in the public domain and confirmed that what we are doing is unique and special.

"I am really pleased with the massive contribution of our team and the influence for the Kingdom they are making and achieving. We are grateful to God for the roles we play, the work we have and the Kingdom we serve in. May Christ be glorified in it all."  
Tim McMenamin – General Manager, Church and Community Engagement.

# Our Churches

Aboriginal & Islander Christian Fellowship: Mareeba Community Fellowship  
 Aboriginal & Islander Christian Fellowship: Normanton Christian Centre  
 Aboriginal & Islander Christian Fellowship: Cross Flow Ministries  
 Aboriginal & Islander Christian Fellowship: Logan Aboriginal Community Church  
 Aboriginal & Islander Christian Fellowship: Mount Isa Christian Centre  
 Aboriginal & Islander Christian Fellowship: Tarragindi Office  
 Acacia Ridge Church of Christ  
 Ann Street Church of Christ  
 Annerley Church of Christ  
 Arana Hills Church of Christ  
 Beth-El Brisbane  
 Bongeem Church of Christ  
 Boonah Church of Christ  
 Boondall Church of Christ  
 Bribie Island Church of Christ  
 Brisbane North Church of Christ  
 Browns Plains Church of Christ  
 Bundaberg Avenell Heights Church of Christ  
 Bundaberg Church of Christ  
 Burleigh Heads Church of Christ  
 Caboolture Living Hope Church of Christ  
 Caloundra Church of Christ  
 Camp Hill Church of Christ  
 Chinchilla Church of Christ  
 Dalby Church of Christ  
 Fernvale Community Church  
 For JC Church  
 Gatton Church of Christ  
 Gladstone Church of Christ  
 Good Shepherd Church of Christ  
 Gympie Church of Christ  
 Hanmaum Church of Christ  
 Hervey Bay Church of Christ  
 Highfields Church of Christ  
 HumeRidge Church of Christ  
 Kingaroy Church of Christ  
 Kingsthorpe Church of Christ  
 Lakeshore Community Church of Christ  
 Little Mountain Church of Christ  
 Lowood Church of Christ  
 Ma Ma Creek Church of Christ  
 Mackay Church of Christ  
 Marburg Church of Christ  
 Maryborough Door of Hope Church of Christ  
 Mount Walker Church of Christ  
 Mountain Top Community Church  
 Murgon Church of Christ  
 Outback Church of Christ  
 Redcliffe Church of Christ  
 Redlands Church of Christ  
 Rising Sun International Church  
 Rivers Church of Christ  
 Rockhampton Church of Christ  
 Roma Church of Christ  
 Rosevale Church of Christ  
 Sanctuary Park Church of Christ  
 Silverdale Church of Christ  
 Southport Church of Christ  
 Springwood Church of Christ  
 Sunnybank Church of Christ  
 The Lakes Church  
 Toowoomba North Church of Christ  
 Townsville Church of Christ  
 Vietnamese Church of Faith  
 Warwick Church of Christ  
 Westside Church of Christ  
 Whitehill Church of Christ  
 Withcott Church of Christ  
 Zillmere Church of Christ



Donna Savill with CEO Gary Edwards following her ordination as first female ministering to person.

## Transforming lives in Vanuatu

Churches of Christ Medical Santo has grown over the past six years to become a vital service for the island community who have come to rely on the clinic's expertise, and transforming the lives of the local ni-Vanuatu people.

This year, with the installation of a permanent Service Manager and the experience of a full-time volunteer Registered Nurse, the service has blossomed, with 10 local ni-Vanuatu people now employed. We treated 10,717 patients, with 94 per cent from the local community. Through our outreach services we impacted the lives of 2058 people in rural and remote communities who otherwise would not have access to primary health services. The new Community Based Rehabilitation Program visited 1149 clients. The rehabilitation program was funded as a pilot project for six months through Global Mission Partners, and is now funded through a friendship grant from the Australian Department of Foreign Affairs and Trade for the coming 12 months.

A series of volcano eruptions in August 2018 on neighbouring Ambae declared a national emergency meant some of the island's inhabitants were evacuated to Santo. We provided free medical treatment to those displaced by the disaster.

This year, we have embraced opportunities to build relationships and spread the word of the vital work the clinic is doing, both with officials in Vanuatu and through presentations and networking opportunities, including with local churches, Lions and Rotary clubs and medical conferences in Australia and New Zealand.

We are thankful to the 108 volunteers who have given their time to the clinic, particularly the 41 clinical volunteers including doctors, nurses, midwives, physiotherapists, occupational therapists, dentists and a maxillofacial surgeon from Germany who partnered with us to assist at the hospital. We have also been supported by 36 students.

We are also pleased to have now acquired additional land behind the clinic to build additional staff accommodation.

### Thank you

We are also thankful for the support received from:

- Barwon Health Group for a Point of Care i-Stat machine
- Global Mission Partners
- Department of Foreign Affairs and Trade for the Community Based Rehabilitation Program
- In-kind donations from numerous sources, in particular from Direct Relief USA for the significant contribution of medications and consumables.
- Team of midwives in Southport for two new examination lamps and baby scales
- Donations towards the Clinic Truck Campaign
- Funding from a private donor to vaccinate several village families against Hepatitis B.



## A brighter future

Churches of Christ Care offers a range of services to children, young people and families throughout Queensland. Services include early learning and care, family support, out-of-home care, and transition to independence programs, with support provided based on the needs and interests of communities. Currently we support almost one quarter of all children and young people in statutory care in Queensland, and continue to seek opportunities to develop integrated responses that combine our service offerings to better meet the needs of children, young people and their families.

Our core principles are that every child, young person and family is supported to thrive, not just survive and a genuine commitment to reduce the over-representation of Aboriginal and Torres Strait Islander children and young people in the child protection system.

The Gili Burra Advisory Committee plays a critical role in influencing our work to achieve positive outcomes for Aboriginal and Torres Strait Islander children, families and communities. The committee provides cultural advice and considerations relating to our practice when working with children, young people and families across Queensland.

As part of the growth of our Regional Engagement Program, we established seven Aboriginal and Torres Strait Islander Engagement Officer positions across Queensland, who will develop local regional development action plans for their area.

These plans will create more opportunities to work with, engage, hear, and empower local Indigenous leaders, children, young people, families and communities.

In June 2019, we were recertified in the Sanctuary Model of Care for another three years, a wonderful achievement after initial certification in 2013. The Sanctuary Model of Care underpins what we do and is an internationally recognised approach focused on an understanding of the impact of trauma on a child or young person.

“

**Our core principles are that every child, young person and family is supported to thrive, not just survive and a genuine commitment to reduce the over-representation of Aboriginal and Torres Strait Islander children and young people in the child protection system**”

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## Early Learning and Care

We provide home and centre-based care options for Queensland children, delivering educational programs based on approved learning frameworks that are influenced by the child's interests, cultural background and knowledge.

As the only early childcare and kindergarten provider in the Cunnamulla region, people rely on our service so they can continue in their roles at the local health services, schools and services that help to keep the town alive.

Our family day care services in the Fraser Coast and Wide Bay regions and Jamboree Heights in Brisbane, provide options for parents looking for childcare within a family environment at an approved educator's home. This year, we provided quality care to over 650 children and their families.

Our In-Home Care service in the Wide Bay region, provides care for 279 children from birth to 16 years in their own home by an approved educator. This year the service benefited from an \$189,000 grant from the Department of Education and Training. We have established Pathways to Early Learning and Development (PELD) services in Bundaberg and on the Fraser Coast, which have focused on family-centred activities and evidence-based practice that supports childhood development, parent and child connectedness and positive parenting outcomes.

*Pictured: Service Manager Rebecca Westendorp, first Service Coordinator Jeanette Oldfield, and Children, Youth and Families General Manager Leanne Rutherford celebrate 40 years of Family Day Care in Maryborough and Hervey Bay.*



### Key stats

- 1213 clients
- 9 services:
  - 1 Early Childhood Centre (Cunnamulla)
  - 1 Kindergarten (Cunnamulla)
  - 4 family day care services (Gin Gin, Hervey Bay, Maryborough, Jamboree Heights)
  - 1 vacation care (Cunnamulla)
  - 1 in-home care (Wide Bay)

## Family Day Care service celebrates 40 years

For four decades educators at Churches of Christ Family Day Care in Maryborough and Hervey Bay have been helping build community by supporting families and nurturing children across the Fraser Coast. Churches of Christ Care was the first family day care scheme in the Wide Bay region, established in January 1979 at Hervey Bay. The family day care service continues to play an integral role in the community, providing care to families from the Sunshine Coast to regional Gayndah and Mundubbera.



## Out-of-Home Care

Our services, including foster and kinship care, residential and supported independent living services, continue to develop improved responses to the therapeutic care needs of children, young people and families across urban, regional and remote areas of Queensland. The majority of children are cared for by foster and kinship carer families, who selflessly provide safety, support and love to children and young people in need. The remainder receive support through our residential care services. We have supported over 150 young people aged 12-17 who are unable to be cared for in a traditional family-based environment with an alternative support service.

This year, we piloted the Adventure Based Therapeutic Program, where experiential learning activities with young people in residential and supported independent living programs. Led by an Aboriginal and Torres Strait Islander staff member, the team held two camps, where young people were able to build self-confidence and relationships. In late-2018 we conducted our bi-annual Foster and Kinship Care Satisfaction Survey, with follow-up focus groups in April 2019. The findings were encouraging, including that our foster carers feel they receive a high-level of support, and that their understanding of the Sanctuary Model of Care has increased since the last survey. A number of recommendations were made to guide continued improvement to better support and enhance our responses to foster carers and children and young people.

### Key stats

- 1346 foster and kinship carers
  - 643 foster carers
  - 703 kinship carers
- 2204 clients
  - 1948 children and young people in foster/kinship care
  - 52 children and young people supported in independent living services
  - 104 residential care service clients
  - 114 assessment and intervention services

## Family Support services

We continue to see encouraging outcomes in our Families Together – Intensive Family Support services and Targeted Support Services. Through 14 family support services, including Families Together, Family and Child Connect, and Assessment and Intervention services, we have assisted almost 500 vulnerable families to address their multiple and/or complex needs and helped to build their capacity to safely care for and protect their children. An additional 1494 families were referred to our Family and Child Connect services, with 762 families supported, ensuring they were connected with the right services and advice at the time it is needed.

### Key stats

- 788 Intensive Family Support Service referrals
- 483 Intensive Family Support Service cases
- 1494 Family and Child Connect Service referrals
- 764 Family and Child Connect service families supported

## CYCLE

The Children, Youth Centre for Learning and Employment (CYCLE) program addresses the educational and psycho-social needs of young people in our out-of-home-care services who are disengaged or excluded from mainstream schooling. In 2018-19 it supported 20 young people, with additional support also provided as an outreach service to young people unable to attend the CYCLE site. The CYCLE program uses innovative approaches to classroom teaching to engage young people in learning. One such successful initiative implemented this year was a rap song writing workshop for young people in the program. The young people were encouraged to engage in project-based learning through integrating the modalities of song writing and music.

Connecting with Culture is another new, innovative program trialled in CYCLE. The program reconnects Aboriginal and Torres Strait Islander young people with their cultural heritage.

## Youth CONNECT

Youth CONNECT, developed in partnership with the Queensland Government, is a world-first Social Benefit Bond focused on supporting young people, who have exited or are exiting statutory care and are homeless or at risk of homelessness, to build their resilience to homelessness. For many young people the time of moving into adulthood increases their vulnerability to a number of challenges as they establish their independence. These young people may experience a number of adverse outcomes including homelessness, legal issues, unemployment, substance abuse and mental health issues. The program has a housing-first approach and emphasises education, employment and connection to community, which can influence their individual future trajectory towards achieving sustainable homefulness. Each young person receives individual case management focused on practical and therapeutic strategies. Through our Housing Services we offered appropriate accommodation to some of the young people alongside additional education in tenancy management.



# The journey home

Churches of Christ Housing Services Ltd is a wholly owned subsidiary of Churches of Christ in Queensland and is a leading provider of housing solutions for people in housing need. Our vision is to empower communities through quality housing solutions, enhancing and transforming the lives of more people by providing safe, secure and affordable homes that people want to live in. Our philosophy is to empower our residents and work with them to develop communities where they feel they belong and can make a contribution, and this underpins all we do.



Artist's impression Hillcrest Apartments.

## Managing a portfolio of more than 1300 properties across 17 local government areas, we are one of the most diverse providers in Queensland, with expertise in:

- tenancy and property management
- housing support services
- community development
- asset management
- property development.

## We work to build safe, inclusive and viable communities for our residents, which provide access to:

- quality and sustainable living environments
- service to improve health and quality of life
- opportunities to learn and work.

Our focus continues to be growing our portfolio to help more people access appropriate affordable housing in their communities. In partnership with the Queensland Government's Department of Housing and Public Works we commenced construction of 32 units for seniors at Hillcrest and planning for a new 83 unit development for seniors on Bribie Island. Also in partnership with the Department of Housing and Public Works we have secured the acquisition of 20 new-build properties in Ripley. These properties will form part of the Housing Services Affordable Living portfolio and will offer the potential for low cost home ownership. A total of nine townhouses were available from February 2019 with the remaining properties available across the next financial year.

Working with the Queensland Government's Department of Communities,

Disability Services and Seniors we also completed a new property in Crows Nest to provide appropriate accommodation for aging parents with a son or daughter with disability. This property was constructed as part of the Department's Elderly Parent Carer Innovation Initiative. In addition to supporting all of our residents through our Housing Chaplaincy program, we have supported young people to build resilience to homelessness through the Youth CONNECT Program, with accommodation provided to 17 young people and additional education initiatives aimed at helping them to maintain their tenancy.

Through our DigiAsk initiative, we continued to provide advice on 'all things digital' to vulnerable people experiencing homelessness or living in social housing. Through this free and inclusive service, we enable individuals to become or remain connected to the community in which they are living, to their family and friends and to other specialist services providing support.



Artist's impression Bongaree Apartments on Bribie Island.

## Key stats

- 3736 people assisted across housing programs
- 1593 tenancies
- 17 Queensland local government areas
- 1358 properties:
  - 543 properties owned and managed
  - 518 properties managed on behalf of the Department of Housing and Public Works
  - 297 properties managed on behalf of the NRAS, Lady Musgrave Trust and Brisbane City Council
- 25 partnerships with specialist support agencies
- 500 patrons through our DigiAsk Service since December 2017

## Our residents include:

- 10% Aboriginal and Torres Strait Islander people
- 9% Non-English speaking background
- 63% reporting a disability or medical condition
- 63% of head of household tenants are female with an average age of 53
- 52% of head of household tenants are aged over 55
- 17 young people housed as part of the Youth CONNECT program.
- Many of our residents are low income earners:
  - 32% receive a Disability Support Pension
  - 28% receive an Aged Pension
  - 16% receive Newstart Allowance.

Housing Services staff were proud to be winners at the 2019 Australasian Housing Institute Awards.



## Award winning

Our efforts to provide quality housing and services have been recognised by our housing sector peers and the construction industry:

- 2018 Queensland Award for Affordable Housing at the Urban Development Institute of Australia (UDIA) Awards for our Kurrajong Townhouses development at Kallangur.
- 2019 Australasian Housing Institute (AHI) Qld Awards for our DigiAsk program, Kurrajong Townhouses and our wonderful Bribie Island Social Club. The Bribie Island Social Club also received a highly commended recognition at the AHI National Awards.

# Supporting seniors in our communities

Our Seniors and Supported Living Services provide home and community care, retirement living and residential aged care to seniors in our communities. We shine the light of Christ in the services, care and support we provide through meaning, purpose and connectedness for our clients. We are committed to progressing innovative care that supports each resident to celebrate their personal life journey. We offer residents and their families' peace of mind in knowing we have been providing quality seniors living for over 85 years. Our services are based on our Positive Wellbeing Model of Care, and help build the positive emotions that are integral to healthy ageing. We tailor our services to meet our client's individual strengths and preferences to enable them to live life to the fullest.

## Retirement Living

Our villages allow residents to age-in-place with consideration of their individual freedom, independence, privacy, dignity and security.

Many of our villages are co-located with a residential aged care service or community care service, meaning our residents can access a continuum of care as their needs change.

Following updated legislation in the retirement living industry, we have updated our contract offerings in Queensland over the past year. With a money back guarantee, guaranteed buy-back and flexible payment options, the contract offerings make it simpler and more attractive for purchasers. We also reviewed our internal staffing arrangements and had a renewed focus on meeting consumer demand for our units which resulted in increased sales.

### Key stats

- 23 villages (18 Queensland, 5 Victoria)
- 1051 units
- 1174 residents

“We did not lose ourselves or our independence when we moved here, in fact we have ventured out more than we imagined,”

*Fassifern Retirement Village resident John Gellatly pictured his wife Jan.*



## Home and Community Care

Comprising 12 service locations, most of our clients access our services using means-tested government subsidies, however we also serve privately-funded clients.

We partner with our other seniors and supported living services through a number of initiatives such as residential high care respite, cottage respite options on the Darling and Southern Downs and Wide Bay, and an eight-week gym program at the Little Mountain Aged Care Service's specialised seniors gym.

Home maintenance and modification services, veteran home care services and respite are an important part of our offering. We welcomed an additional 94 veterans into our community following the closure of their service.

We have responded to industry-wide issues surrounding pricing transparency and quality. Newly developed information packs helped our clients not only understand the fees and charges for our services as part of the new legislation, but also how to compare them with other service providers.

### Key stats

- 8772 clients
  - 859 home care packages
  - 245,419 hours of direct care
  - 62,486 hours Commonwealth Home Support Program services
  - 1597 hours Queensland Community Care Services hours\*
  - 9 Veteran Home care Services locations\*\*
- \* Blackall, Brisbane, Bundaberg, Gold Coast and Warwick.  
\*\* Bribie Island, Brisbane, Bundaberg, Darling Downs, Hervey Bay, Gold Coast, Sunshine Coast, Townsville and West Moreton.

## Virtual Dementia Tour™

The Virtual Dementia Tour™ (VDT™) allows people to experience first-hand what it is like to live with dementia by means of sensory stimulation.

The VDT™ encompasses a 10 minute sensory experience, followed by a facilitated 30 minute debrief by a qualified certified trainer, which assists to raise awareness and educate people to be more empathetic and compassionate when engaging with and delivering care to people living with dementia.

The VDT™, exclusively licenced to Churches of Christ in Queensland in Australia, is used as an educational tool in more than 20 countries and has positively impacted more than 3 million people.

This year, there were 1720 participants from across various industries and sectors, including health, aged care, building and architecture, education, 462 Churches of Christ Care participants. We also partnered with the Darling Downs West Moreton Primary Health Network to deliver the program to 26 aged care services to assist staff to better understand the multi-sensory challenges of dementia to improve person centred care. From this group of 520 participants 91.2 per cent said the VDT™ 'significantly' or 'greatly' improved their understanding of the multi-sensory challenges of living with dementia.

Home and Community Care introduced Gladys Mae into their marketing campaign.



The VDT™ is at the forefront in driving social change and is creating shared value across sectors, as it creates safer communities for people living with dementia and assists with reducing social isolation. The VDT™ has been proven to meet existing and emerging need, with an estimated 447,115 Australians currently living with dementia, which is expected to rise to over 1.07 million by 2058 (Dementia Australia, 2019).

## Residential Aged Care

This year we opened two new purpose-built state-of-the-art services opening in Warwick and Little Mountain and commenced an expansion project at our existing campus in Boonah.

This year, we have focussed on preparing for the implementation of new Aged Care Quality Standards from 1 July 2019, which are designed to enhance the way our residential aged care services are delivered for and with residents. This is the first revision of standards in 20 years and has demanded significant organisational focus, with extensive system and process revision, staff education, and engagement with regulators and consumers.

We have had a strong focus on succession planning, management and leadership training through the Management Development Initiative and Adventures in Leadership programs. We have supported the effective transition to new leadership at 10 of our services, which included five internal promotions.

Our teams are well placed to continue their focus on bringing uplift and transforming lives in our communities. We are proud to have reduced our staff turnover by three per cent, and have had a 40 per cent reduction in time lost through staff injury to be at a level that is now 28 per cent below the industry average.

### Key stats

- 30 services (28 Queensland, 2 Victoria)
- 2081 operational places
- 94% occupancy
- 663,946 occupied days.

“ Little Mountain was close to our home and family. We are both more than happy with our new home, the staff are wonderful and we are more than satisfied with the daily programs and activities. Our new home at Little Mountain is all that you can wish for in your later years.

*Les and Glennis Leroy Dyson, Little Mountain Aged Care Service residents, pictured.*

## Busy in the background

### Human Resources

The Human Resources team partners with the organisation to improve the fit between people and strategic and operational objectives. We streamline people management practices and implement a positive workplace culture, conditions of service, and benefits improvements. Remunerating our 3665 hard-working employees correctly is paramount and this year we resourced and focused on ensuring the integrity of our payroll systems and processes.

We delivered the employee engagement survey ‘The Canvass 2019’ in May 2019 with an impressive 75 per cent workforce response rate. Implementation plans are being developed in response to the feedback in the surveys. Encouragingly, the results showed that we have a culture of ambition and our staff genuinely love to care for our residents, clients, and children and young people and see that our values set us apart from other employers.

We value our volunteers and in the past year we have refocused our efforts in managing our volunteer program and are confident of a vibrant and stable volunteer program moving forward.

Our Innovate Reconciliation Action Plan has guided us for the past two years, and we have recorded a number of achievements, including:

- an increase in Indigenous staff (from 81 to 95)
- delivered more cultural responsive and supportive services through partnerships with 40 Indigenous agencies, businesses and committees
- 35 Indigenous staff members met to network and review our recruitment and retention strategies
- 85 staff complete Indigenous Cultural Training, including members of our Board and Council
- We welcomed special guests Dub Leffler and Delvene Cockatoo-Colls as we marked National Reconciliation Week and NAIDOC Week.

The Inclusion and Diversity team has also expanded their focus to gender equality and women in leadership.

The Health, Safety and Rehabilitation team have been working on improving the organisation’s safety culture, strengthening our safety management system and building relationships with the business units.

“ We streamline people management practices and implement a positive workplace culture, conditions of service, and benefits improvements. ”



35 staff attended the first Indigenous Staff Network Forum in June 2019.

## Public Relations and Communications

The Public Relations and Communications group supported our services and broader organisation to communicate and engage effectively through marketing and advertising campaigns, social and digital media, publications and media relations. We completed successful marketing campaigns for our Home and Community Care, Retirement Living and Children, Youth and Families services, proving targeted promotion of our services in local communities. Events bring our vast organisation together to celebrate, communicate and network. We engaged with our organisation and movement through 19 official events, including the Annual General Meeting and Ministers Forum, Centrifuge, Purpose and Passion conference, NAIDOC Week, and other focused events. Our online communications remains key to engaging with our community. There were over 334,000 unique visits to our 13 websites, and 68,621 people like and follow us across our six Facebook pages. We engaged with 15,000 people in our church and care service communities through three editions of our Networking magazine, which share our stories.



With a renewed focus on cooperation across teams, better than expected outcomes were achieved, particularly in retirement unit sales, which far surpassed expectations.



Pictured: Residential Aged Care General Manager, Anne McGill (centre), with guests at the Little Mountain Health Professionals VIP event.

## Property, infrastructure and fleet

Following a realignment of teams, the Property Group now has a broader focus on assets and facilities, with Fleet and Procurement and Capital Projects all under the one umbrella. This change means that greater efficiency can be achieved through one team managing our facilities from concept and planning stage through to operational maintenance. The group has focused on being good stewards and building capacity. The Fleet team introduced a new way for staff to buy ex-fleet vehicles, while also reviewing the types of vehicles purchased to ensure that they are fit for purpose for our teams, including more four-wheel drives for our services in regional and remote areas. The team also managed over \$7 million in capital expenditure upgrading our residential aged care services to ensure they meet the care needs of residents.



## Sales and Customer Service

With a number of new services and a competitive industry landscape the Sales team have been inspiring demand for our retirement villages and aged care services. With a renewed focus on cooperation across teams, better than expected outcomes were achieved, particularly in retirement unit sales, which far surpassed expectations. Through 76 formal events, expos, information sessions, sponsorships and open days, we engaged with over 9000 members of the public and industry. A key focus of our work was engaging with local communities in the lead up to the openings of our Warwick and Little Mountain campuses. We engaged with over 1000 Warwick locals, and 2000 on the Sunshine Coast during our open week events, including local residents and health and industry professionals.

## Centenary Development Foundation

Through the Centenary Development Foundation (CDF), we are able to support our vital mission activities and impact the lives of people in our communities. A "Religious Charitable Development Fund" under an exemption to the Banking Act 1959 issued by APRA (Australian Prudential Regulation Authority), any surplus generated by CDF, after paying interest to all clients, is used to fund our unfunded activities and enables us to deliver our mission. The weighted average interest rate earned at 30 June 2019 was 2.27%, reduced from 2.74% in 2018. The RBA cash rate remained at a low 1.50%, reducing to 1.25% on 4 June 2019. On 30 June 2019, we wound down operations of our Ministers' and Employees' Benefits Scheme following a decision made by Churches of Christ in Australia. Our new Long Service Leave Provision Savings Account was well received by churches and Ministers. We also introduced two other new savings products – the Growth at Call for churches and paid staff and the Chaplaincy Fund to assist in raising funds for our chaplains' work. Following the introduction of an annual grants program for our churches, grants totalling \$68,482 were paid to 17 churches to help them reach out into their communities, meet needs and practically demonstrate the good news of Jesus.

Pictured: Zillmere Church of Christ received a CDF grant for their activities to improve church engagement with their local community. Pictured is their 'Pins and Needles' program where participants learn to sew and conversational English.

## Governance

The Governance group supports the Council and Board by providing relevant expertise, quality resources and advice to our services and affiliated churches, enabling them to meet corporate, community and regulatory accountabilities. They provide this support through corporate secretarial, legal and privacy, risk management and internal audit. In light of the Royal Commission into Institutional Responses to Child Sexual Abuse recommendations, the Board and Council endorsed the creation of a Redress team within the Governance Group to provide support and redress to those that may have experienced historical abuse within our services. The Governance Group reports monthly to the Governance and Risk Committee on enterprise level strategic and operational risks and recommendations emanating from audits. This year saw the development and launch of a new Risk Management Framework to support good governance and sound decision making. The new framework will assist us to achieve our objectives, prevent harm, and become more resilient. We conducted 21 internal audits this year, providing independent, objective and constructive assurance designed to add value and improve the organisation's operations. The Governance Group facilitated quality, sustainable, accessible, face to face safe church awareness workshops for local church leaders in the Brisbane, Toowoomba and Wide Bay regions.



Through Centenary Development Foundation (CDF), we are able to support our vital mission activities and impact the lives of people in our communities.

## Finance

The 2018-19 period welcomed in an era of change for Financial Services. With the introduction of a new billing system and the start of the implementation of a new accounting system, there has been great commitment from the team to adapt to these changes which benefit our clients and customers. The on-boarding of our two new aged care services in Warwick and Little Mountain entailed wrapping up of the capital projects for these developments and setting up ongoing accounting support for billing and reporting purposes.



## Learning and Development

The Learning and Development team delivered targeted programs across the organisation and externally for professional and personal growth. The Therapeutic Crisis Intervention program has been delivered on behalf of Cornell University in the United States, which is of great credit to our organisation. The flagship program presents a crisis prevention and intervention model for residential care of children and young people. Across 58 sessions over 600 staff took part, with a further 300 external participants from other care organisation took part in 15 programs. Through the Connect program, 45 staff and 10 pastors were able to step away from their normal duties and experience the work of their colleagues in services.

We have provided support to our current and future leaders. We commenced the second program of the successful Management Development Initiative, with 20 staff taking part. We also commenced the second program of Adventures of Leadership, with 53 staff enrolled. We have hosted over 500 students for the on-the-job placements across

our services, and Master of Organisational Psychology students from The University of Queensland.

Through the ShineWomen, 25 women have participated in the solutions-focused program designed to empower women and guide them on a journey to discover their personal value, resilience and potential.



Across 58 sessions over 600 staff took part, with a further 300 external participants from other care organisation took part in 15 programs



## Working with others

We work with government, industry and peak bodies to ensure we deliver high-quality missional and care services and to understand and inform policies that are likely to impact individuals and the communities we serve. The invaluable support and/or fiscal contribution from these organisations allow us to do our work of supporting people in need and delivering wellbeing. We acknowledge the significant support and contribution from Australian state and federal governments, the Vanuatu Government, and local councils across Queensland and Victoria.

### The Australian Government

- Attorney General's Department
- Australian Charities and Not-for-Profits Commission
- Department of Education Department of Employment
- Department of Social Services
- Department of Health
- Department of the Prime Minister and Cabinet
- Department of Veterans' Affairs
- Department of Foreign Affairs and Trade
- Department of Treasury

### The Queensland Government

- Department of Communities, Disability Services and Seniors
- Department of Child Safety, Youth and Women
- Queensland Health
- Queensland Treasury
- Department of Education
- Office for Early Childhood Education and Care
- Department of Justice and Attorney-General
- Department of Housing and Public Works
- Department of Aboriginal and Torres Strait Islander Partnerships
- Office of the Governor of Queensland

### The Victorian Government

- Department of Health
- Department of State Development, Business and Innovation

### The Government of Vanuatu

- Ministry of Health
- Department of Immigration
- Local councils
- Brisbane City Council
- City of Ipswich
- Moreton Bay Regional Council

### Industry and peak bodies and partners

- ACT for Kids
- Ageing and Diversity Advisory Group
- Altura Learning (previous Aged Care Channel)
- Australasian Delirium Association
- Australasian Fleet Management Association
- Australasian Housing Institute
- Australian and New Zealand Institute of Insurance and Finance
- Australian Christian Lobby
- Australian Housing and Urban Research Institute
- Australian Institute of Company Directors
- Australian Institute of Management
- Australian Marketing Institute

- Australian Mediation Association
- Australian Nursing and Midwifery Federation
- Australian Organisation for Quality (Qld)
- Australian Research Alliance for Children and Youth
- Australian Sanctuary Network
- Australian Society of Archivists
- Caboolture Regional Domestic Violence Service
- Central Queensland University
- Christian Management Australia
- Committee for Economic Development Australia (CEDA)
- Community Housing Industry Association
- CHPs for QLD
- Community Services Industry Alliance
- Council on the Ageing (COTA) Queensland
- CREATE Foundation
- Diversity Council of Australia
- DrugARM
- Early Childhood Australia
- Family Day Care Queensland and Australia
- Queensland Foster and Kinship Care
- Fundraising Institute of Australia
- Governance Institute of Australia
- GreenFleet
- Health and Community Services Workforce Council
- Institute of Hospitality in Health Care
- Institute of Internal Auditors Australia
- Kids Hope Australia
- Leading Age Services Australia
- Meaningful Ageing Australia
- MICAH
- Mission Australia
- National In-Home Care Association
- National Safety Council of Australia
- PeakCare Queensland Inc.
- Property Council (Qld and Vic)
- QShelter
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak - QATSICPP
- Queensland Children's Services Alliance
- Queensland Churches Together
- Queensland Council of Social Service
- Queensland Law Society
- Queensland Social Enterprise Council
- RATSCIC
- Reconciliation Australia
- SNAICC – National Voice for our Children
- Supply Nation
- The Smith Family
- Under 1 Roof
- University Southern Queensland



## Adventures in Leadership

The in-house Adventures in Leadership program is designed to improve the leadership fitness of every person at Churches of Christ in Queensland. It fosters a vibrant conversation and culture of leadership where good, stable, secure and servant-hearted leadership is modelled, recognised and celebrated.

Across the Emerging, Extension and Executive cohort levels, 53 leaders completed the 12-month program where they learnt how to lead themselves and others, and how to lead into the future. An additional 250 people took part in online leadership resources and through our four leadership lunches.

# Our governance

Churches of Christ in Queensland is a community governed organisation, in that it is not 'owned' by anyone, nor does it have any legal 'shareholders' per se. The Conference Council and the Board oversee the governance of the organisation on behalf of the Affiliated Churches and broader Churches of Christ community. We are a Christ-following movement of people, who are a part of the broader Christian church. Our purpose is to strive towards the goal of everyone, anywhere, being connected with someone who knows and loves Jesus. We resolve to model the imperatives of prayer, discipleship and mission as we seek to faithfully incarnate the purposes of Christ in the communities in which we live. Through our diversity, coupled with mutual support, and equipped through prayer, resources and action we strive to achieve relevant and life changing missional outcomes for the kingdom of God.

### Conference Council

Churches of Christ in Queensland affiliated churches elect a Conference Council (Council), who usually met bi-monthly during 2018-19. The Council appoints the Board, fosters the mission and objectives of the organisation through intentional prayer and encouragement, and ensures Churches of Christ in Queensland is represented in key civic and inter-church activities. The Council has two committees, with membership drawn from Council members, local church leaders, externally co-opted professional advisers, and relevant senior staff. For most of 2018-19 these committees were known as the Ministry Ethics Unit, the Healing and Redress Group and the Council and Board Membership Committee.

Churches of Christ in Queensland Conference Council L-R: Geoffrey Runge, Steve Peach, Carol Joseph, Kevan Denny, Vicki Marney, Geoff Charles (chair), Rue Masunungure, Andi Owen, Ken Ewald. Inset: Chris Gribble (top) and David Taylor



“ Thank you to the family and trust of Beryl Wiltshire for supporting our staff members to pursue a career in the caring profession through the Beryl Wiltshire Scholarship. ”

Beryl Wiltshire Scholarship recipient Nick Coriat with his family



# Funding our mission

As a not-for-profit community services organisation, we rely on a number of funding sources. In 2018-19, we submitted 43 tenders and grant funding applications, with an 85 per cent success rate. As a not-for-profit organisation, income is generated through a variety of sources, including government funding, fee-for-service, grants and other commercial operations. For further information about our income sources, please refer to our Consolidated Financial Report available online at [cofc.com.au](http://cofc.com.au).

One area that we receive support is through philanthropic fundraising. This includes money, in-kind support, goods and services, and volunteer labour. During the year, we ran two appeals. The North Queensland Flood Appeal raised \$22,160, and the ongoing campaign to raise money for a new truck for Medical Santo raised \$26,413.

We would like to thank each of our donors, supporters and funding bodies for their donations and in-kind gifts. Without your generosity, we would not be able to continue to assist so many people in need.

Thank you to the Stockwell Webber Foundation for their continued support of our staff through their scholarship. Also, thank you to the family and trust of Beryl Wiltshire for supporting our staff members to pursue a career in the caring profession through the Beryl Wiltshire Scholarship.

## Elected Council members at 30 June 2019

Name	Church	Notes	Council meetings attended	Council meetings eligible to attend <small>(1 July 2018 – 30 June 2019)</small>
Andi Owen	Gympie Church of Christ		7	7
Chris Downes	Silverdale Church of Christ	Resigned October 2018	1	1
Chris Gribble	Highfields Church of Christ		6	7
Geoff Charles (Chair)	Springwood Church of Christ (Logan)	Council and Board Membership Committee (Chair)	7	7
Geoffrey Runge	Sanctuary Park Church of Christ		2	3
Steve Nixon	Kingaroy Church of Christ	Resigned October 2018	5	7
Steve Peach	Southport Church of Christ		6	7
David Taylor	Redcliffe Church of Christ		7	7
Vicki Marney	Toowoomba North Church of Christ		7	7
Kevan Denny	Sunnybank Church of Christ		7	7
Carol Joseph	Bundaberg Church of Christ	Elected at AGM 2018	3	4
<b>Ex-officio members</b>				
Ken Ewald	Chair of Churches of Christ in Queensland Board	Appointed Board Chair on 1 September 2018	6	6
Gary Edwards	Chair of Churches of Christ in Queensland	Resigned 1 September 2018	1	1

## Board

The Board of Churches of Christ in Queensland is appointed by the Council and usually meet monthly.

The Board is the legal Board of Directors for the organisation. The principal roles of the Board include overseeing the governance of the organisation, approving and reviewing the Churches of Christ in Queensland strategic plan(s), and generally undertaking whatever course of action is necessary to ensure the organisation's objectives are achieved.

The Board has four committees, with membership drawn from Board members and relevant senior staff.

These are:

- Finance and Property
- Mission, People and Culture
- Governance and Risk
- Remuneration.

The Chair of the Council is a full member of the Board, and the Chair of the Board is a full member of the Council. The Chief Executive Officer is the most senior paid member of the organisation and reports directly to the Board. The Director of Governance is Secretary of both the Council and the Board, and reports directly to the Chief Executive Officer.

Churches of Christ in Queensland Board

L-R: Gary Edwards, Jill Gray, Dale White, Ken Ewald (Chair), Steven Slade, Jillian Carson, Geoff Charles, Nigel King. Inset: Doug Sparkes

“  
Our mission of ‘bringing the light of Christ into communities’ is founded on the teachings and values of Jesus Christ who calls on every one of us to be a light in the place we are in, through the expression of love.  
”





## Board members at 30 June 2019

Name	Church	Committee	Board meetings attended	Board meetings eligible to attend
Dale White	Humeridge Church of Christ	Mission People and Culture	6	6
Doug Sparkes	Westside Church of Christ (Brisbane)	Finance and Property (Chair)	12	13
Jillian Carson	Southern Community Church of Christ	Governance and Risk	5	6
Jill Gray	Southport Church of Christ	Mission and People	13	13
John Adermann (completed term)	Camp Hill Church of Christ (Brisbane)	Mission and People	11	12
Ken Ewald	Redlands Church of Christ	Finance and Infrastructure	13	13
Nigel King	Southport Church of Christ	Governance and Risk (Chair)	12	13
Rilla Roberts (completed term)	Sunnybank District Baptist Church (Brisbane)	Governance and Risk	6	6
Stephen Slade	Living Faith Lutheran Church	Finance and Property	6	6
Ex-officio members				
Geoff Charles	Springwood Church of Christ	Chair of Churches of Christ in Queensland Council/ Conference President	10	13
Gary Edwards	Whitehill Church of Christ	Governance and Risk	12	13
Guests with standing invitation to attend meetings				
Rue Masunungure (Director of Governance)			13	13

# Appointed Board members

### Doug Sparkes

*BA MA LLB GradDipLP JP (Qual) GAICD*

Doug joined the Board in February 2014 and is also Chair of the Finance and Property Committee and a member of the Remuneration Committee. Doug is a Principal Education Officer and solicitor working for the Queensland Building and Construction Commission. From 1997 to 2012, he owned and operated a large family farming and grazing property on the Darling Downs and he has previously worked in Canberra and Africa with the Diplomatic Corps. Doug and his wife Ruth are members of the Westside Church of Christ where he previously served as an elder.

### Jillian Carson

*RN FRCN BAppSc(AdvNurs) FNSWCN FAIM MAICD AFACHSE*

Jill joined the Board for the first time in December 2015, resigning on 30 June 2018 to attend to personal and business matters. She re-joined on 1 January 2019 and is a member of the Governance and Risk Committee.

Jill was Chief Executive Officer of a private residential aged care operator in Victoria, and has had more than 20 years of executive and board experience in the aged care and nursing sectors, including 10 years as Chief Executive Officer and Board Member of Churches of Christ Community Care (a ministry of the Churches of Christ Vic/Tas). Jill resides in Melbourne, where she is a member of the Southern Community Church of Christ.

### Jill Gray

*DBA, MBus, MMin, BA Diplomas in Vocational Education and Training, Training Design and Development, Screen and Media, and Certificate IV in Training and Assessment*

Jill joined the Board in July 2016 and is the Chair of the Mission, People and Culture Committee. She has held a number of leadership and management roles in government and the private sector, and has served in the church as an Elder, Church Councillor and Pastor. She has also facilitated vision planning for several churches and Christian organisations.

As a Management Consultant, Jill has conducted strategic planning and organisational reviews, prepared capability development strategies and conducted leadership development programs and mentoring for executive teams. She is also an experienced educator and has taught in vocational and higher education at TAFE, universities and private educational institutions.

Jill and her husband Marty are members of Newlife Uniting Church at Robina.

### Ken Ewald (Chair)

*MAICD CDec GAIC*

Ken joined the Board in September 2014, and is the current Chair.

Now retired from commercial business, Ken has vast experience in senior executive roles with Australasian financial planning and risk advisory companies. He is actively involved in numerous church and charitable Boards.

Ken is a member of the Redlands Church of Christ, where he has held numerous leadership positions over many years including Treasurer, Deacon and Elder. He and wife Noela have five children.

### Stephen Slade

*F CPA, FGIA, FCSI, FIML, GAICD, MProfAcc, PGDipAppCorpGov, Master of Music [Audiology Focus], BMsSon, CDec.*

Stephen joined the Board in January 2019 and is a member of the Finance and Property Committee.

For 10 years, Steve was the General Secretary of Churches of Christ in Queensland, and has had further executive experience in other not-for-profit organisations and commercial institutions alongside over 20 years' experience as a registered accountant. He is a member on six other commercial and charitable boards. Steve and his wife Julia have two school aged children. He is a member of the Living Faith Lutheran Church.

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“We are committed to developing good, stable, secure and servant-hearted leaders within Churches of Christ in Queensland.”

**Dale White**

*Bachelor of Theology (B.Th. Churches of Christ NSW), Master of Arts (ACOM almost completed)*

Dale joined the Board in January 2019 and is a member of the Mission, People and Culture Committee. Dale has previously served as a member of the Churches of Christ Council from 2011 to 2017.

Dale has been a Minister of religion since 1990 and has served as the Senior Pastor at the HumeRidge Church of Christ in Toowoomba from 1998 to 2019. Dale will resume a role as Senior Pastor at the Springwood Church of Christ in January 2020.

Dale and his wife Wendy enjoy travelling overseas and they have three children.

**Nigel King**

*ONC (Business studies), FCPA, FAICD, CFTP, JP (Qual)*

Nigel joined the Board in July 2018 after previously serving as a Board member from February 2013 to February 2016. Nigel is the Chair of the Governance and Risk Committee.

Nigel is a business and corporate affairs consultant and professional company director.

He is a member of the Church of Christ in Southport and has been involved in church life as a Deacon, Board member, Treasurer, Chairman of Youth for Christ on the Gold Coast as well as Chairman of Scripture Union on the Gold Coast. He is married to Cathy and has three children.

Ex officio members

**Geoff Charles**

**(Chair of Churches of Christ in Queensland Council/Conference President)**

*Dip.Min. BA. MA(Theol). GAICD.*

Geoff joined the Board in December 2016, having previously served on the Churches of Christ in Queensland Council and the Mission and People Board sub-committee. He is a Director on the Council of Churches of Christ in Australia and he is currently the Chair of the Council of Churches of Christ in Queensland and the Nominations Committee.

As a Senior Pastor with nearly 40 years ministry experience, he has balanced the realities of a growing church engaged with its local community and the challenges of Conference expansion. Geoff has pursued leadership dynamics and organisational health over many years through his practical approach and academic focus. He brings a lifetime of pastoral understanding, group dynamics and church leadership to the Churches of Christ in Queensland Board.

Geoff and his wife Wendy are members of the Springwood Church of Christ where he has served since 1982.

**Gary Edwards**

*B Com CPA FCA FAICD*

Gary Edwards was permanently appointment to the role of Chief Executive Officer of Churches of Christ in Queensland, effective 1 September 2018.

Gary had been in the role of Acting Chief Executive Officer of Churches of Christ in Queensland since July 2018. As well as Chair of our Board for six years, a member of our Council, and an active member of one of our local churches, Gary also brings with him many years of personal and business understanding of Churches of Christ in Queensland and the breadth of care services we offer. Gary has had previous experience within the business, community and Government sectors, and has personally contributed to many high level Boards.

Previous roles have included Deputy Chair of Bremer TAFE, Deputy Chair and Board member of Retravision Northern Ltd, Board Member of Ipswich City Rotary Club, Board Member of RT Edwards and Sons Pty Ltd, Deputy Chair of Westside Christian College and Chair of Elders at Whitehill Church of Christ.

Gary and his wife Rechelle currently attend Whitehill Church of Christ having done so for over 20 years.

**Chief Executive Officer**

The Chief Executive Officer is responsible for leading Churches of Christ in Queensland and forwarding our mission. They promote our purpose and values and inspire all stakeholders—particularly the Executive Group, staff and church leaders—to work together to achieve our collective vision and the strategic goals as agreed with the Board and overseen by Council. Reporting directly to the Board, the Chief Executive Officer is responsible for promoting the purpose and values of Churches of Christ in Queensland. This involves developing and implementing strategies to achieve a united mission-focused vision, while inspiring stakeholders to contribute to, and advance, these strategies through the wider community. The Chief Executive Officer and the Executive Group provide the strategic and operational leadership of the organisation.

## Executive Group

**Gary Edwards:** Chief Executive Officer

**Michael Brand:** Chief Financial Officer

**Bryan Mason:** Executive Director Services

**Rue Masunungure:** Director Governance

**Tim McMenamin:** General Manager Church and Community Engagement

**David McConaghy:** Executive Director Property

## Strategic Management Group

**Anne McGill:** General Manager Residential Aged Care

**Frances Paterson-Fleider:** General Manager Housing Services

**Leanne Rutherford:** General Manager Children, Youth and Families

**Chris Brunings:** General Manager Financial Services

**Debbie Sporer:** General Manager Community Care

**Steve Drinkall:** General Manager Leadership and Culture, Public Relations and Communications

**Mike Folland:** General Manager Office of the CEO

**Thomas Kitching:** General Manager Information Technology

**Joe Morgan:** General Manager Assets and Facilities

**Jodie McAloney:** Manager HR Business Partnering



*Transforming lives*

*Bringing the light of Christ  
into communities*

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