

2016-17 ANNUAL REPORT



Bringing the light of Christ into communities

On behalf of Churches of Christ in Queensland, I welcome you to our 2016-17 Annual Report.

Over the past 12 months, our local churches and care services continued to model the unconditional love of God and promote the light of Christ. We have been privileged to provide an array of contemporary missional and community services to communities and individuals across Queensland, with extended community partnerships with Churches of Christ in Victoria, Tasmania and Vanuatu.

Each year, a great deal of work goes into publishing the annual report and ensuring it accurately reflects and celebrates the many wonderful things being accomplished in our churches and services, and by our staff and volunteers for the communities we dedicatedly serve.

This year is no different. I am proud and energised by the reports within this publication – they truly highlight the

journey of growth and development we have been on as an organisation as we continue to live our values and deliver our mission.

To each of you, I offer my praise and encouragement for the things you do each day to bring the light of Christ into communities.

No matter what your role or involvement is with Churches of Christ in Queensland, I believe you will be uplifted by the stories and reports contained within these pages.



Geoff Charles
Chair of Council and
Conference President



The 2017 Annual
General Meeting
will be held at
Churches of Christ
Kenmore Campus
on Thursday
16 November 2017
at 6:30pm.



CHURCHES OF CHRIST IN QUEENSLAND WAS PRESENTED A BRONZE AWARD FROM THE AUSTRALASIAN REPORTING AWARDS FOR THE 2015-16 ANNUAL REPORT.

Churches of Christ in Queensland is one of the top 10 not-for-profit organisations in the Health and Community Services sector in Australia (BRW Top 500 Private Companies, September 2017).

Churches of Christ in Queensland is a top 10 Social Assistance Services organisation, and in the top 208 private companies nationally (IBISWorld Top 500 Private Companies 2017).

Table of Contents

Our Vision	
Our Identity	2
We are Churches of Christ.....	2
Historical foundations.....	2
Our mission	3
Our vision.....	3
Our values in action	3
Conference Council Update	4
Board Update	6
Chief Executive Officer's Report	8
Organisation Structure.....	15
Our Organisation	
Governance.....	16
Conference Council.....	16
Board.....	18
Chief Officers Team.....	22
Executive Team.....	23
Governance Group.....	24
Funding, Industry and Peak Bodies	25
Our People	
Our Supporters and Donors.....	26
Excellence in Service Awards	28
Staff Years of Service Recognition.....	33
Our Work	
Mission Development	38
Churches of Christ Medical Santo.....	41
Children, Youth and Families.....	42
Housing Services	46
Seniors and Supported Living	50
Our Support Services	54
Business Support.....	54
Centenary Development Foundation.....	54
Communications and Marketing.....	55
Financial Services	57
Human Resources.....	58
Procurement, Fleet and Sustainability	61
Sales and Customer Service	62
Our Financials	
Financial Overview.....	64
Our Locations	
Kingdom Access Places	69
Directory of Affiliated Churches.....	74
Directory of Care Services	76

Churches of Christ in Queensland ARBN 147 481 436 (incorporated in Queensland) is a legal body incorporated under 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.

OUR VISION

Our Identity

We are Churches of Christ

Our identity, existence and purpose as an organisation is found in Jesus Christ as revealed in the scriptures.

Churches of Christ in Queensland is a church and community organisation that includes a group of affiliated, mainstream Christian churches and a range of care and community services and faith-related groups.

We have been an active part of the Queensland community for almost 135 years. We have a significant presence in Queensland, Victoria and Vanuatu, with over 300 services in more than 100 communities.

Historical foundations

As we read in the Acts of the Apostles, the Christian church was called into existence in AD 30. Since that time there have been many struggles and wrestling with ideas. In the early part of the 16th century, Martin Luther protested against practices that had developed in the Catholic Church, and he released the Bible and a new understanding of being 'justified by faith' to the world. Later, John Calvin stressed the divine sovereignty of God and John Wesley agitated for more spirituality in the churches. Around these great movements of God, strong denominations grew, but so did divisive walls. As time went on, more and more splits occurred as people

claimed authority and insight. By the 19th century, there were hundreds of groups claiming to be the true 'denomination'.

In the midst of all this, a non-denominational movement emerged that centred on Christ and the Bible. The Spirit of God was moving in the lives of many people unknown to one another, yet who shared a common sense that Christ had founded one church, one body, with one mission. Their collective heart was to call on all Christians to unite on the basis of a restoring New Testament faith and practices. There was a conviction that through this reformation, the church would be renewed into what God intended.

Churches of Christ in Queensland is part of this 'restoration movement', which began in the UK and the USA from the 17th century. Believers from various denominations came together with the goal of restoring men and women to God and pursuing an uncluttered approach to New Testament faith and practice. They saw themselves as a movement and had no thought of founding another denomination. Their self-understanding was: "*We are Christians only, not the only Christians*". They still had theological differences, but they insisted that this was acceptable as long as major beliefs were based on the Bible. A shared principle of the Churches of Christ movement was the saying from Saint Augustine, used by John Wesley and other Christian leaders: "*In essentials, unity; in opinions, liberty; in all things, love*".

God's Spirit is on me; he's chosen me to preach the Message of good news to the poor, Sent me to announce pardon to prisoners and recovery of sight to the blind, To set the burdened and battered free, to announce, "This is God's year to act!"

LUKE 4:18 (MSG)

Our mission

We exist to bring the light of Christ into communities through love — engaging with all people and particularly helping those who need our support the most. Through our churches and care and support services we positively impact tens of thousands of lives each year.

Our vision

Our vision is to transform the lives of individuals and families so they may experience a greater sense of joy, hope, possibility, connectedness, purpose and meaning. We will uplift and bring dignity to those who suffer, seek justice for the oppressed and restore a sense of belonging for the disenfranchised.

It is our belief that our holistic approach to individual, family and community need, delivered through a philosophy of love for all people, gives the potential to successfully meet societal challenges. Our reputation for advancing the physical, mental, emotional and spiritual health of individuals, families and communities in an integrated and relevant way will grow. We expect the number of our services in children, youth and families; housing and community services; seniors living; and local church congregations to grow commensurately.

Our values in action

As our name implies, 'Churches of Christ' is founded on the teachings and values of Jesus Christ who calls on every one of us to individually be a light in the place we are in, and collectively to be the light of the world through the expression of love.

He calls upon us to be united in this effort and to work together as one body: This is not just something we do, but rather, it is a way of life.

Flowing from this understanding of who we are, and what we stand for as an organisation, is a commitment to our three core values:

- modelling unconditional love
- behaving with integrity
- being good stewards.

Our values and vision call us to develop deep understanding, respect and commitment to human rights. When we model unconditional love and seek to uplift communities, we are working to advance people's right to access and experience physical, mental, emotional, cultural and spiritual wellbeing. We also seek to advance the right that all people have to self-fulfilment and self-determination, and the right to access care, shelter, safety and economic wellbeing.

We recognise and respect the dignity, worth and autonomy of all people and their rights to freedom, justice and equality.

Conference Council Update

In 1983, during our minister's retreat that preceded the '100th Anniversary Conference', we experienced a confronting time of personal honesty and passionate pursuit of God in worship.



People shared their hearts, tears and prayers for one another. Towards the close, Dr Bob Fife, Professor of History at Milligan College in the USA, a foremost authority on our global movement of Churches of Christ, was deeply moved. In his usual slow and thoughtful manner, as a careful historian, he offered a prediction. Then he corrected himself. He was extremely deliberate.

"I have a prophecy. If the spirit tonight is an indication then the first 100 years will only be a prelude to the symphony."

As a young pastor I wrote this down, and now at our 134th Annual Report of Churches of Christ in Queensland, I can say emphatically that the orchestra is in full swing. God has assembled a great band of healthy churches and accomplished leaders in our community services area. We are experiencing a season of God's favour and compassion for lost, needy and broken people. The music that 'people matter to God' is being heard in many places in Queensland and beyond.

It is a privilege to have been elected as Chair of our Conference Council. The Council is appointed by the Affiliated Churches ('Conference') and is charged with numerous roles:

- to foster the mission and objectives of Churches of Christ in Queensland, to provide encouraging oversight of churches
- to advise the Board on strategic intent
- to act as key theological advisors of our movement

- to appoint and review the performance of the Board and its Directors.

In short, the Council is a steward of Churches of Christ in Queensland between Conferences for the long-term sustainability of our movement.

In the past 12 months, the Council has:

- worked with the Board to recruit and appoint the Chief Executive Officer
- endorsed the Board's decision to encourage all churches to become ChildSafe
- travelled with the Board to the Fraser Coast — Maryborough, Hervey Bay and Bundaberg to inspect and understand the challenges of being one of the largest employers in the region
- endorsed the restructure of the Professional Standards Unit
- recommended organisational adjustment and potential changes to the Constitution:
 1. The successors to the offices identified in the Letters patent are: President — now Chair of Conference Council; Treasurer — now Chair of the Board; Secretary — now the Executive Director.
 2. Replace the Secretary wording with 'Conference Administrator' or similar.
 3. Remove the Secretary from membership of Council and Board.
- worked with the Board to fortify our strategic plan.

FAYRE WHITTLE SHARES HER STORY AND FAMILY HISTORY AS A MEMBER OF GYMPIE CHURCH OF CHRIST.



God can do more in weeks and months than we can do in years without Him. We thank God for his expansive activity through so many people in such a short season. Partnering with God is impacting so many places in and beyond Queensland.

When God gives gifts, he usually wraps them in a person. We honour our past Chief Executive Officer, Dean Phelan for his strategic leadership gifting to our churches and organisation. Dean brought courageous imagination and practical insight into his role. We also thank God for the servant-heart of Steve Slade, Conference Secretary for over a decade, which concluded this year.

Council fully endorses the appointment of our new Chief Executive Officer, Dr Paul Scully who commenced his church ministries in Queensland and further developed his pastoral heart in the community services sector. He brings a wealth of expertise and conviction to his office.

We stand in a prophetic moment. Jesus is continuing to build his church and care for community through you.

Geoff Charles
Chair of Council and
Conference President

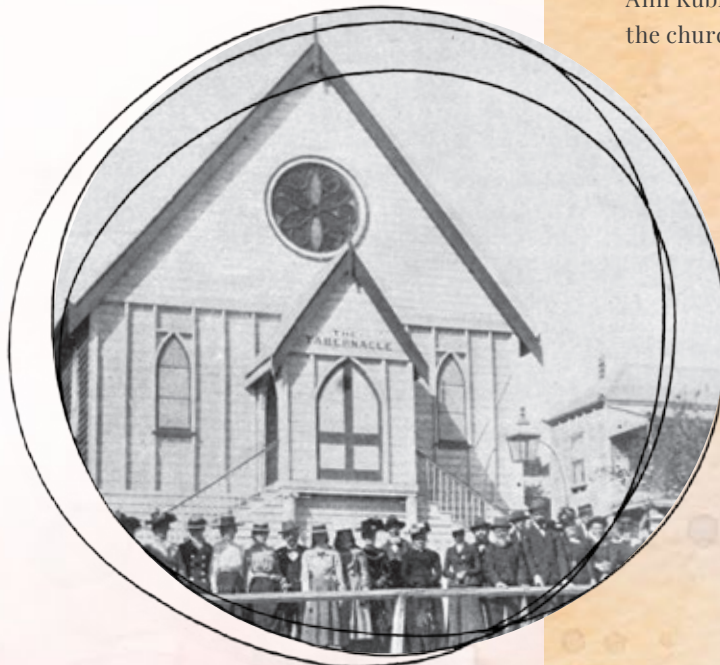
130 years at Gympie

Gympie Church of Christ reached a significant milestone this year and celebrated it's 130th anniversary with a special service and barbeque lunch on 9 October.

The event was a special and poignant reflection of the life of the church and the lives it has been a part of. Stories and memories were shared from Fayre Whittle, who spoke about her 'life as a member of the Church of Christ' and Council Chair Greg Runge who reminisced about his time living in Gympie. Lex Buchanan and Ann Kubler shared insights into the church's history.

*Lord, be gracious
to us, we long for
you. Be our strength
every morning,
our salvation in
time of distress.*

ISAIAH 33:2 (NIV)



THE 'TABERNACLE' ON CRESCENT ROAD, GYMPIE. INTEREST-FREE LOANS OF £25 EACH WERE MADE BY THE MEMBERS OF THE CHURCH FOR THE BUILDING. IT WAS OPENED ON 6 AUGUST 1887 AND WAS SOON CLEAR OF DEBT.

Board Update

On behalf of the Board of Directors I am pleased to report that during the past fiscal year, Churches of Christ in Queensland has made excellent progress against our 2015-18 strategic plan priority areas while continuing to deliver our mission — ‘to bring the light of Christ into communities’.



It has been a year of change for the organisation and I am proud that the Board, with support from the Council and Executive Team, has remained steadfastly committed to ensuring the objectives of Churches of Christ in Queensland are achieved.

In January 2017, Chief Executive Officer Dean Phelan was diagnosed with a serious illness and resigned from his role. For seven years, Dean led the organisation with an unwavering commitment to bring together our

churches and care services as one body. The Board is extremely grateful for the many significant contributions Dean has made since joining the organisation in 2010.

David Swain acted as Chief Executive Officer during the first-half of 2017, and provided strong leadership during a time of uncertainty. On behalf of the Board, I would like to extend our thanks to David for ensuring the Board and Executive Team maintained momentum and focus, and for his heartfelt engagement with staff across the organisation.

Thank you Dean Phelan

On Tuesday 16 May a celebratory morning tea was held at Kenmore to thank Chief Executive Officer, Dean Phelan. More than 250 people including church representatives, Council and Board members, staff and volunteers gathered for a fond farewell before Dean's last day on 3 July.

We are thankful to Dean for modelling our values and ensuring we all work towards one mission.



LEFT: JANETTE PHELAN, DEAN PHELAN, GEOFF CHARLES, GARY EDWARDS AND DAVID SWAIN AT DEAN'S FAREWELL.



Board highlights

Over the past 12 months, the Board made a number of important decisions, endorsed plans, and approved significant investment to ensuring we progress against the four priorities of our strategic plan. These are outlined below.

- Approved \$3.2m in funding to commence stage 1 and 2 of construction of the Meridan community hub and seniors living facility to form part of the integrated community on this site.
- Approved \$1.6m in funding for early construction of the Warwick residential aged care facility and community centre on the existing campus.
- Approved \$1.9m in funding to commence the construction of the clubhouse Regency Park Retirement Village in Warwick.
- Endorsed the development of 50 affordable living townhouses at Kallangur.
- Endorsed the closure and transfer of seven early childhood long day care centres to align with the objectives for Children, Youth and Families services.
- Approved the acquisition of Rockingham Aged Care Service in Cardwell.
- Approved the purchase of Sugarland Gardens Retirement Village in Bundaberg.
- Approved \$5.5m in funding for the development of a community centre at Kenmore.
- Approved \$5.3m funding to purchase land at North Lakes.
- Approved negotiations with Westpac Bank for a five-year debt facility.

In addition to these approvals and commitments, the Board has been actively involved in the communities in which we operate. Each year, the Board and Council travel to one of our regional

areas to meet with local staff and to see our services and affiliated churches first-hand. This year the Board and Council travelled to the Fraser Coast, visiting Maryborough, Hervey Bay and Bundaberg. The insights gleaned during these visits have contributed to our current strategic focus for developing services and expanding partnerships in the Fraser Coast area.

Appointment of Chief Executive Officer

The recruitment of the Chief Executive Officer position was completed in June 2017 with the appointment of Dr Paul Scully. Paul brings a considerable amount of experience, vital to continue the organisation's growth trajectory. He has held positions with UnitingCare Queensland and, most recently, was Chief Executive Officer of Baptist Care in South Australia where he oversaw a period of considerable expansion and re-engagement of care services with local communities and congregations.

Paul has a long association with Churches of Christ in Queensland. He completed his initial theological training at Kenmore Christian College in 1984, now the site of the Head Office of the organisation he now leads. After his training he served as a Minister with three Church of Christ congregations in metropolitan and regional Queensland.

Paul has a Doctorate of Ministry from Fuller Theological Seminary in the USA, Masters Degrees in Pastoral Care and Counselling, a Bachelor of Arts and a Bachelor of Theology. He is a Fellow of the Australian Institute of Management and has been recognised for his leadership by the Australian Institute of Management in 2015.



DR PAUL SCULLY.

Thanks

I greatly appreciate the large amount of time each Board member contributes to the effective running of Churches of Christ in Queensland. Their insightful leadership contributes to positive outcomes for everyone connected to the organisation.

I am honoured and thankful for this opportunity to serve as Chair of the Board.

All glory to our God.

A handwritten signature in blue ink, reading "Gary Edwards". The signature is stylized and cursive.

Gary Edwards
Chair of the Board

Chief Executive Officer's Report

Today we are one Body, with one mission and one shared strategic plan to forward the Gospel, with organisation-wide strategies to enable this to happen.



As both our Board and Council Chairs have indicated in their reports, it has been a significant year of continued progress, flourishing and change for Churches of Christ in Queensland. For me, change came unexpectedly following diagnosis and hospitalisation for Leukaemia, which led to my decision to officially step down from the role of Chief Executive Officer at the end of the financial year.

Hence, I write this, my last Report, with some feeling and reflection on the seven plus years since taking up the role at the start of 2010, as well reflecting on the significant challenges and great opportunities going forward.

Firstly, I want to highlight some of this year's achievements in the context of our 2015-18 Strategic Plan.

Highlights of 2016-17

We continued to experience God's blessings as we have sought to shine the light of Christ in communities by focussing on our four strategic priorities:

1. Connecting with Christ
2. Growing our core services
3. Building our capacity
4. Funding our mission and growth.

Connecting with Christ

- From 1 March – 9 April, held a 40-Days of Prayer event across our movement.
- Our largest ever 'Centrifuge' event was held in June, with 350 participating.
- The L10 conference for young adults was held in September, attracting 230 attendees.
- The majority of our affiliated churches are represented on a local Strategic Action Leadership Team.

- The number of Kingdom Access Places further increased to 398 with commensurate increases in the numbers of people being connected.
- Partnership between Digi Youth Arts (Indigenous not-for-profit) and our Children, Youth and Families services supported young people to write, direct and act in a play 'Dislocated', staged at Brisbane Powerhouse in October.
- The overarching Positive Wellbeing Model of Care was developed for Seniors and Supported Living, focusing on identity, attachment, inclusion, occupation and security of seniors, with strong links to pastoral and spiritual care.

Growing our core services

- Three new congregations affiliated with Churches of Christ in Queensland: Eikon Community, Beth-El Church and Mountain Top Community Church.
- Successful tenders in Children, Youth and Families early intervention and prevention, including one Family and Child Connect service and four Intensive Family Support services.
- Significant growth of our South-East Foster and Kinship Care Service, and a sibling residential facility established in the south west region.
- Our Children, Youth and Families work was focussed on four priority areas of need:
 - skilling parents
 - supporting families in need
 - caring for vulnerable/abused children
 - assisting at-risk young people to successfully transition to independent adulthood.

This meant we exited seven of our centre-based early childhood services (with the exception of Cunnamulla), with five centres transferred to Nambour Christian College.

- Construction of our Kallangur affordable living development commenced early 2017.
- Construction of our residential aged care extension at Stanthorpe commenced in November 2016.
- Early works commenced on our Meridan community hub and seniors living campus
- Construction of our Warwick Campus commenced, including a 128-bed residential aged care service and community centre.
- Eight new units completed at Regency Park Retirement Village and new clubhouse approved .
- A new property was purchased in Mackay for our Children, Youth and Families services.
- We acquired the Rockingham Aged Care Service in Cardwell and Sugarland Gardens Retirement Village in Bundaberg.
- Our Munruben location to form the basis of an education program to support the YOUTH Connect Social Benefit Bond program that will be established in Logan.
- Work in Cherbourg and Atherton, resulting in tangible outcomes for those communities.

Building our capacity

Two new senior executive roles were created:

Children and Youth Advocate

Organisationally, we care for some of the most vulnerable children and young people in society whose voice isn't always heard, which places them at even more risk.

It is imperative that every child and young person who comes in contact with Churches of Christ feels safe, and is safe from all forms of harm.

Reporting to the Chief Executive Officer and Board Committees as necessary, Jane Carter was appointed to this senior executive role with oversight of ensuring:

- we are a child safe organisation (including our churches, care services and support areas)
- relevant care services are child and young person focussed
- the voice of children and young people is heard in the organisation
- the best interests of children and young people is appropriately advocated for, both within the organisation and by the organisation
- the organisation appropriately responds to recommendations of the Royal Commission into Institutional Responses into Child Sexual Abuse and similar future enquiries.

Commissioning Director

Tracey Hurst was appointed as Commissioning Director for our major building projects to ensure a commissioning plan was developed and is implemented on time for each of our major construction projects at Stanthorpe, Warwick, Meridan and Boonah.

All necessary operational matters including staff recruitment, sales, marketing, procurement, systems and processes are being coordinated to ensure

that each new campus is ready to go when the building works are completed.

Learnings are also being captured for our future developments.

- The Professional Standards Unit was redesigned, with a view to establishing a Ministry Ethics Unit, and a separate Healing and Redress scheme.
- Networking breakfast hosted at Hillstone St Lucia with corporate partners and colleagues from various government departments, peak bodies and like organisations.
- A historic gathering with the Boards of Queensland Council of Social Services and the Community Services Industry Alliance was convened in May to promote their unique contribution and our shared vision with these organisations.
- Completed in January 2017, Wattle Apartments was awarded the highest level of sustainability certification available from the Urban Development Institute of Australia, receiving all six Green Leaves for its 40 new apartments.
- Stronger links initiated with the Department of Aboriginal and Torres Strait Islander Partnerships
- Continued to implement our Reconciliation Action Plan 2015-17 with ongoing delivery of our Aboriginal and Torres Strait Islander Cultural Awareness Strategy and training, including Executive Team training.
- Specialist Aboriginal and Torres Strait Islander Engagement Officers were trialed in our Children, Youth and Families services.
- The medical centre on Santo, in Vanuatu, continues to develop and extend its care and ministry.
- Our Head Office building was completed and occupied in April 2016. The three-level car park was completed and opened in December 2016. The Community Centre will be completed by November 2017.

Funding our mission and growth

- Focused on new forms of funding for social services, including the first Australian social benefit bond to promote stable housing and resilience in young people with experience in statutory care entering independence.
- Wattle Apartments, the 40-apartment community housing development at Acacia Ridge was funded 80% by the Queensland Government, who are supportive of our integrated campus model where community housing, retirement living, residential aged care and community care services alongside other health and integrated facilities are co-located in the one campus.
- Land donated to value of \$2.5 million in Kallangur for construction of a 50-townhouse affordable living development.
- Establishment of Churches of Christ Housing Services as a company limited by guarantee to maximise Tier 1 status.
- New investments in Centenary Development Foundation received totalled \$2m.
- Centenary Development Foundation assisted four churches with loans totalling \$411,000.

Overall, our financial position is very strong at the end of the financial year, demonstrating our ability to continue to fund our mission and growth in the years ahead.

Financial snapshot 2016-17

The Annual Report gives us the opportunity to provide a snapshot of the diversity, influence and responsibilities that we have as we minister and reach out into communities.

The financial statements demonstrate in financial terms the magnitude of our involvement in mission delivery and capacity for future mission sustainability.

Top line numbers for 2016-17:

	\$('000)
Total revenue from operating and finance activities	259,041
EBITDA:	13,380
Net Profit:	8,154
Total Assets:	794,310
Net cash flow from operating	12,159
Cash spent on acquiring property, plant and equipment, investment property, and intangible assets	68,087

The Financial Overview is given from page 64, with more detailed information presented in the supplement Consolidated Financial Report.

This year some significant accounting changes are reflected in our financial statements. The major change was that in the 2015-16 financial year we conducted a review of the retirement living assets classifications and determined, in discussion with our auditors, that given the purpose of these assets they should not be treated the same as aged care assets. Aged care assets are held for the purpose of 'service delivery' whereas retirement living assets have the underlying purpose of being held for 'rental and/or capital appreciation.' This decision triggered a change in accounting policy with retirement living assets being reclassified as investment properties.

The Board believes this classification better reflects the organisation's usages and presents its 'Statement of financial position' more fairly. The accounting standards required us to apply this reclassification fully from 1 July 2016 and our statements have been restated to reflect this for comparison purposes.

The second significant accounting change was our housing services moving to a wholly owned subsidiary Limited

by Guarantee Company in February 2017, which coincided with Government approval of us as a Tier 1 housing provider. The housing financial results are fully included in our consolidated reports.

Some reflections 2010 to 2017

In contrast to the recent census data relating to religion, Churches of Christ in Queensland's health and growth over the past seven years are a strong indication that our clarity about who we are and what we stand for as Churches of Christ, and our mission, ministry and cultural development strategies, are on the right track.

In 2009-10, we had 207 places (local churches and care services) where at least some people were active Christians keen on forwarding the Gospel.

Today we have 398 Kingdom Access Places with much more intentional strategies in place for encouraging a healthy Christian culture and communities of faith.

For the past 50 years Christianity and church involvement has been declining across Australia—from nearly 90 per cent of Australians identifying as Christian in 1966, down to just over 50 per cent in 2016, and around only eight per cent actually attending a church of any denomination on an average Sunday morning.

In the years before the 2010 changes, Churches of Christ in Queensland was experiencing similar difficulties with significant entrenched conflict and silos focussed only on trying to grow their own individual areas.

Today we are working together as one Body with one mission focussed on others rather than ourselves. We continue to build a culture of 'colleagues in mission' with one shared strategic plan focussed on forwarding the Gospel, and organisation-wide operational strategies enabling this to happen.

Strategic Action Leadership Teams

In 2010, we talked about 'clustering' in regions so as to better support and encourage each other. To this end, we invited a small group of passionate, local leaders to be part of our first action learning team aimed at bringing more of the light of Christ into their community. We called this working group a Strategic Action Leadership Team or SALT.

Today there are 30 SALTs working throughout Churches of Christ in Queensland, with local leaders wrestling with how to best enable more of the light of Christ to be shining in their communities.

The SALTs have been the engine room for the development of new community kingdom access places and encouragement for local churches and care services.

The SALTs are supported by Mission Action Partners who initiate and coordinate

expert technical assistance as required to develop local Mission Action Strategies, including community engagement, research, care service requirements, building developments, and finance.

The work of our SALTs, Mission Action Partners, and chaplains in partnership with our local church leaders and care services, has translated into the establishment of many new places that today are enabling individuals, families and communities to newly experience the light of Christ.

Key Statistics Comparison: Financial years 2010 to 2017

	2009-10	2012-13	2013-14	2014-15	2015-16	2016-17	GROWTH 2010-2017
Kingdom Access Places	207*	222	244	275	303	398	92%
People regularly connecting with Kingdom Access Places	30,000+*					40,000+	33%
Affiliated churches	64	64	64	63	63	63	-2%
Affiliated Aboriginal and Islander Christian Fellowship	6	6	6	6	6	6	-
Average Sunday worship attendances	6,220	7,038	7,361	7,217	7,552	7,808	26%
Strategic Action Leadership Teams	0	5	20	24	29	30	0 to 30
Registered clients receiving care	14,000+					20,000+	43%
Foster and kinship carers	667	920	801	876	975	1,000	50%
Family day care and in-home carers	276	198	214	306	398	286	4%
Housing places	583	1,096	1,120	1,229	1,228	1,268	117%
Independent living units	556	797	791	797	951	1,074	93%
Approved operational aged care beds	1,355	1,673	1,770	1,719	1,717	1,812	34%
Mission, care and support staff	2,907	3,034	3,281	3,277	3,377	3,333	15%
Registered volunteers (including visiting ministers)	740	646	898	1,195	1,508	1,627	120%
Government subsidies – Churches of Christ Care (\$000)	86,855	136,040	146,837	156,945	167,637	177,856	105%
Total revenue from operating and finance activities (\$000)	138,970	198,640	215,917	232,139	238,146	259,041	86%

This table broadly reflects our reach into the communities we serve.

**Kingdom Access Places were not defined in 2009-10. Figure of 207 is made up of 64 affiliated churches, 6 indigenous fellowships, and 137 individual care services; 30,000+ is people connecting with all of these services, churches and fellowships.*

Integrated Communities

In 2010, we began the intentional development of our first integrated community campus at Mitchelton. The concept brought together two imperatives:

- the integration of complementary services to provide better overall care outcomes
- the development of new faith communities—in this model through the building of a genuine, holistic community culture concerned with the physical, emotional and spiritual wellbeing of all residents, clients, staff and neighbours.

Essentially, these follow Christ's teaching to love God and love our neighbours.

The Mitchelton Campus brought together community housing for seniors, retirement living, residential aged care, community care services, and tailored church services to meet the needs of the residents and wider community—all co-located in the one campus.

Today, there are other major integrated community campuses at Townsville, Springwood and Acacia Ridge, with new developments in progress at Warwick, Stanthorpe, Meridan and Boonah. In other regions, churches and care services are working together in more integrated ways.

Looking Forward

While we celebrate and thank God for the numbers of people being reached with the Gospel, and for the overall growth in our missional footprint, there are many ups and downs that make up the overall figures shown in the Key Statistics Comparison table opposite.

In many communities, the challenges of being a local church pastor and an openly Christian leader are great, and unlikely to get any easier.

Consumerism is all-prevailing. Social media and the ease with which people can access spiritual 'gurus' online, mean there is no longer a felt need to belong to a local community church.

At the same time, the Royal Commission findings on Institutional Responses to Child Sexual Abuse have irrevocably shaped many people's view of Church leaders and the Church itself.

Many people resent Church leaders telling them what their stand should be on matters, such as same sex relationships, refugees and women in leadership.

Christian leaders are viewed with suspicion by sections of the media and Government.

Yet the Gospel still offers life and answers to people searching for purpose, meaning, hope and love.

Social needs continue to grow. The need for compassion and care in our communities seems to grow larger every year.

So, despite the difficult Australian cultural terrain, the opportunities for expanding our mission remain great.

Our reputation for being a trusted provider of relevant, holistic care, and our large portfolio of development work, will enable us to continue to respond and expand what's possible in the future.

But the shape and form of being God's church in local communities will continue to be a significant tension point going forward. As already indicated, all mainstream denominational leaders are challenged and anxious about the inexorable decline in local church membership. The institutional church is ageing, and the urgency to plant new churches and reinvigorate existing ones is huge.

However, the reality of the past 50 years shows that we have to get to know our communities a lot better, and to really listen to their deeper needs and stories if we are to have any hope of changing things.

Listening with a heart of compassion, and seeing with fresh eyes what is needed to bring light and life to people today, will lead us into new possibilities for being God's church in communities.

Trying to plant and invigorate predetermined models of church without deeply listening to, and understanding, our neighbours whom Christ has asked us to love, reflects a focus on ourselves. Jesus taught us to put the needs of the other before our own.

We are aptly named as Churches of Christ. If we stay united in our focus on the three essentials that Christ taught us, then, as always, his Church will grow:

1. Love God with all our heart, mind and strength
2. Love our neighbour as our self
3. Live the way of life Jesus showed us, teaching others and inviting them into the Kingdom of God.

*I have come that they may have life,
and have it to the full.*

JOHN 10:10 (NIV)

Acknowledgement and thanks

I would like to acknowledge and thank so many people—Council and Board members, the Chief Officers, and Executive Team members, staff, volunteers, donors, contractors, suppliers and supporters for your contribution to who we are and what we do as Churches of Christ.


Thanks also to the many, many people who have prayed for and supported Janette and I during the recent difficult period of illness.

There are so many friends that I want to name for their contribution to this past season, but space prevents me. I must, however, mention Gary Edwards, Chair of the Board and Greg Runge, past Council Chair, for their care and wise counsel. I especially want to acknowledge and thank David Swain for his leadership and constant support throughout my tenure, Gerry Weatherall who has passionately driven our mission initiatives over the past seven years, Bruce Warwick who has been a daily spiritual encourager, and the whole Executive Team who each stepped up and kept the organisation sailing smoothly in my absence.

Finally, I want to acknowledge and thank Janette, my lifelong partner in life and ministry. Her steadfast love, encouragement and care through many highs and lows have been the greatest blessing of all.



Dean Phelan
Chief Executive Officer



DIGI YOUTH
ARTS PRESENT
THE PLAY
'DISLOCATE'.

Telling their stories, through their words

We partnered with Digi Youth Arts, an organisation that encourages Indigenous young people to tell their stories, to deliver and perform an original play. **Dislocated** was set in a futuristic world, and told a story of loss, separation and hope.

The collaboration connected 11 Aboriginal and Torres Strait Islander young people and culminated in a three-night performance at the Brisbane Powerhouse. The performers were outstanding, prompting audiences to reflect on the multiple levels of meaning presented in the starkly beautiful play.

NAIDOC Week

Our vision is for Aboriginal and Torres Strait Islander children, young people, families, Elders and community to have access to culturally competent and capable care services and feel safe, engaged, and supported to achieve the best possible outcomes.

NAIDOC Week connects our community through recognising and celebrating Aboriginal and Torres Strait Islander cultures. This year, Tammy Wallace (Group Manager for Inclusion and Diversity) gave a lunchtime presentation to our Head Office staff about NAIDOC Week and its significance. Staff also created an artwork that embodies inclusion and diversity by placing their handprint on canvas to acknowledge cultural respect.

In North Queensland, we participated in various community events including the NAIDOC march across three locations: Mount Isa, Townsville and Mackay.

Regional staff also attended and participated in the Deadly Choices NAIDOC event and were involved in the NAIDOC breakfast hosted by the NAIDOC committee.



During the 2016-17 financial year, a number of realignments were made to our organisational structure. These changes enable us to pursue the objectives within our strategic plan and position us for growth.

Reconciliation Action Plan

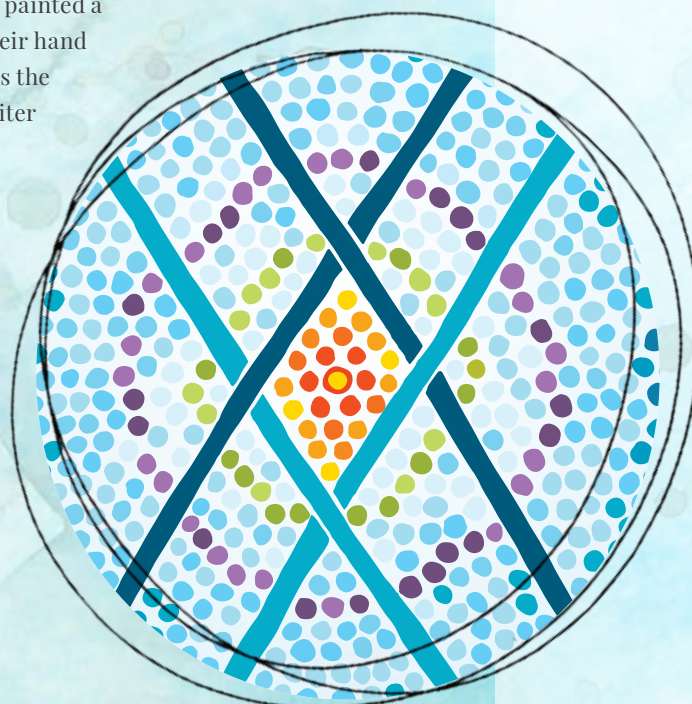
In 2015, we released our Reconciliation Action Plan 2015-17. This milestone heralded a new era of recognition and commitment to Aboriginal and Torres Strait Islanders. The actions outlined in the Plan have helped to foster stronger relationships with Aboriginal and Torres Strait Islander partners and communities.

Our second Reconciliation Action Plan will be released in October 2017.

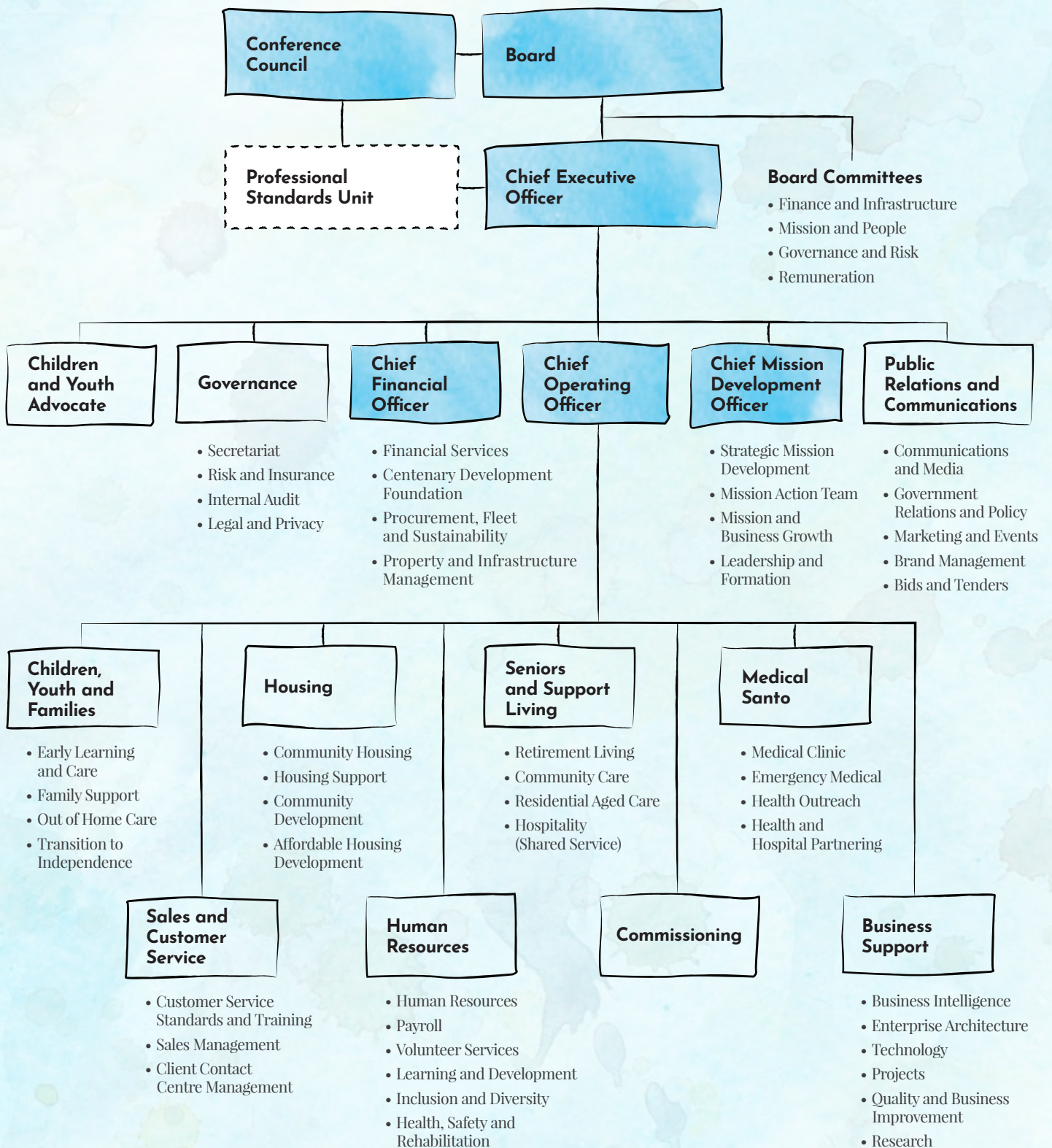
Reconciliation Week

During Reconciliation Week, our Moreton Bay Intensive Family Support Service, Families Together, hosted a Reconciliation Morning Tea with Elders from the community in attendance including: Uncle Mick Douglas, Uncle Gordon, Aunty Jude, Aunty Tricia and Aunty Carole.

Local artist, Michael McPherson painted a picture that the Elders placed their hand prints upon. The artwork reflects the local Aboriginal and Torres Strait Islander and other Indigenous people who have travelled to live here as well as our commitment to supporting this community.



OUR INNOVATE RECONCILIATION ACTION PLAN WILL BE LAUNCHED IN OCTOBER 2017.



**This diagram represents the highest level reporting relationships in the organisation, and broadly outlines the functions performed by groups/teams. Each function does not necessarily represent a discrete group/team.*

OUR ORGANISATION

Governance

Churches of Christ in Queensland is a community governed organisation. It is not owned by anyone, nor does it have any legal shareholders.

CONFERENCE COUNCIL MEMBERS (LEFT TO RIGHT): GARY EDWARDS (CHAIR OF BOARD), STEVE NIXON, DALE WHITE, GREG RUNGE, CHRIS GRIBBLE, CHRIS DOWNS, RUE MASUNUNGURE, MYLES WALDRON, GEOFF CHARLES (CHAIR).

INDIVIDUAL PHOTOS ARE DEAN PHELAN (CHIEF EXECUTIVE OFFICER), RON HAWKINS, ANDI OWEN AND STEVE PEACH.

The Conference Council (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, 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.

Conference Council

Our Council, elected by our affiliated churches, met bi-monthly during 2016-17. The principal responsibilities of the Council include appointing the Board,

fostering the mission and objectives of the organisation through intentional prayer and encouragement, and ensuring we are 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. These committees are:

- Professional Standards Unit
- Council and Board Membership

Greg Runge stood down as Chair of Council at the Annual General Meeting in November and Geoff Charles was appointed Chair of Council at the December full meeting of Council.



COUNCIL MEMBERS AS AT 30-6-17**ELECTED MEMBERS**

Andi Owen	Gympie Church of Christ	
Chris Downes	Silverdale Church of Christ	
Chris Gribble	Highfields Church of Christ	
Dale White (Deputy Chair)	HumeRidge Church of Christ	
Geoff Charles (Chair)	Springwood Church of Christ	Council and Board Membership (Chair)
Greg Runge	Westside Church of Christ	
Myles Waldron	Mackay Church of Christ	
Ron Hawkins	Gladstone Church of Christ	
Steve Nixon	Kingaroy Church of Christ	
Steve Peach	Southport Church of Christ	

EX OFFICIO MEMBERS

Gary Edwards	Chair, Churches of Christ in Queensland Board	Council and Board Membership
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MEETING ATTENDANCE RECORD 1-7-16 TO 30-6-17

ELECTED MEMBERS	NUMBER OF COUNCIL MEETINGS ATTENDED	NUMBER OF COUNCIL MEETINGS ELIGIBLE TO ATTEND
Andi Owen	4	6
Chris Downes	6	6
Dale White	4	6
Geoff Charles (Chair)	6	6
Greg Runge	6	6
Myles Waldron	5	6
Ron Hawkins	5	6
Steve Nixon	4	6
Steve Peach	4	6

EX OFFICIO MEMBERS		
Gary Edwards	6	6



CHURCHES OF CHRIST IN QUEENSLAND BOARD (LEFT TO RIGHT): GARY EDWARDS, JOHN ADERMANN, KEN EWALD, DOUG SPARKES, RILLA ROBERTS, GEOFF CHARLES, JILL GRAY, JILL CARSON, DAVID SWAIN AND STEVEN MULLER. INDIVIDUAL PHOTO DEAN PHELAN (CHIEF EXECUTIVE OFFICER).

Board

The Board, appointed by the Council, met monthly during the 2016-17 financial year.

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

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

- Finance and Infrastructure
- Mission and People
- Governance and Risk, and
- Remuneration.

The Council Chair is a full member of the Board and Council. The Chief Executive Officer is the most senior member of the organisation and reports directly to the Board. The Group Manager – Governance is a non-voting member of both the Council and the Board, and reports directly to the Chief Executive Officer.

Board members

Doug Sparkes

BA MA LLB GradDipLP JP (Qual) GAICD

Doug joined the Board in February 2014 and is Chair of the Mission and People Committee and a member of the Remuneration Committee.

As a Principal Education Officer and Solicitor for the Queensland Building and Construction Commission, he is responsible for developing and reviewing domestic building contracts and for educating and assisting industry associations, contractors and homeowners with legal issues. From 1997 to 2012, Doug also owned and operated a large family farming and grazing property on the Darling Downs.

He has previously worked in Canberra and Africa with the Diplomatic Corps, and in the building industry in Queensland.

Doug and his wife Ruth are members of the Westside Church of Christ, where he previously served as an Elder.

Gary Edwards (Chair)

BCom CPA FCA FAICD

Gary joined the Board in July 2010 and was appointed Board Chair in January 2013. He is also Chair of the Finance and Infrastructure and Remuneration Committees. As Board Chair, Gary is also a full voting member of the Council and its Board and Council Membership Committee.

Gary is currently the Managing Director of a significant property company. Previously, he was the Managing Director for one of the largest Queensland-based commercial retailers, and has worked as a Chartered Accountant.

During the year, Gary was a Board member of West Moreton Hospital and Health Service, and a member of the Board's Finance Committee and Risk and Audit Committee. 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.

With experience in strategic planning, Gary brings senior financial management expertise, knowledge and experience in community services and corporate governance, together with local church involvement to the Board.

Gary and his wife Rechelle are members of the Whitehill Church of Christ, where he has held numerous leadership positions over many years.

Jillian Carson

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

Jillian joined the Board in December 2015.

As the Chief Executive Officer of a private residential aged care operator in Victoria, Jillian has had more than 20 years of senior level 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).

She brings considerable industry and corporate board-level experience.

Jillian 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. 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 has a personal commitment to growing and developing others and has actively engaged in training, coaching and mentoring people both formally and informally over many years. She has extensive experience and qualifications in business leadership and management, ministry and learning and development.

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

John Adermann

BMin DipMin GAICD

John joined the Board in July 2010 and is also a member of the Mission and People Committee.

John has served in ministry and pastoral roles with Churches of Christ in New South Wales and Queensland for more than 20 years, and is currently involved in a professional capacity with various community and political groups in Queensland.

He brings a lifetime of experience in local church Boards and ministry leadership.

John and his wife Tina are members of the Camp Hill Church of Christ, where he was formerly the pastor for 14 years.

Ken Ewald

MAICD CDec GAICD

Ken joined the Board in September 2014, and is also a member of the Finance and Infrastructure Committee.

Recently retiring from commercial business, Ken brings a lifetime of experience in senior executive roles with Australasian financial planning and risk advisory companies, including National

Mutual, AXA Australia, Western Pacific and Shadforth Financial Group.

He is actively involved in numerous church and charitable Boards, including the Bayside Strategic Action Leadership team, Redland Foundation and Young Life Australia.

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 is married to Noela and they have five children.

Rilla Roberts

RN FRCN PGCertAdvNursPrac (DementiaCare) MAppEthics (Healthcare) GradDipNurseAdmin DipAppSc (NursingEd)

Rilla joined the Board at its inception in January 2010, having previously served on the Churches of Christ Care Board. She is also a member of the Governance and Risk Committee.

Rilla is an aged care consultant and health educator, with many years' experience in executive and nursing leadership roles in the healthcare sector, principally in aged care.

Rilla and her husband Adrian are members of the Sunnybank District Baptist Church.

Steven Muller

LLM (Commercial) LLB GradDipLP

Steven joined the Board in July 2012 and chairs the Governance and Risk Committee and is a member of the Remuneration Committee.

He is a senior lawyer practicing in the areas of commercial litigation and insolvency with a mid-tier Brisbane law firm and brings considerable experience through this and previous legal roles.

Steven and his wife Claudia attend Springwood Church of Christ. He was previously a member of the Fernvale Community Church until March 2017.

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 Council and the Mission and People Board sub-committee. He is a Director on the Council of Churches of Christ in Australia and 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.

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.

Dean Phelan

(Chief Executive Officer)

MA(Hons) GDipAppPsych BA MAPS GAICD

Dean joined the Board in February 2010 and is also a member of the Finance and Infrastructure Committee. Dean is a full member of the Board, ex officio due to his role as Chief Executive Officer. He is also Chair of Council's Professional Standards Unit and a member of Council's Board and Council Membership Committee.

Dean and his wife Janette are members at Westside Church of Christ where Janette is a current Elder.

Dean's full biography is on page 22.

David Swain

(Acting Chief Executive Officer)

R.N Dip Bus BHHhSc MEd(AWE) GAICD

David was Acting Chief Executive Officer from January 2017 during Dean Phelan's extended leave of absence.

David's full biography is on page 22.

Greg Runge

BE (Mining) FAusIMM FAICD FIQ

GradExecManProgramAMC

Greg joined the Churches of Christ in Queensland board in 2013. He is the general manager of an ASX-listed company, and has had prior roles including managing director of a large national industrial minerals company. He has served on a number of commercial and local church boards.

Greg and his wife Wendy are members of the Westside Church of Christ, where he has held leadership positions for many years.

BOARD MEMBERS AS AT 30-6-17

APPOINTED MEMBERS

Doug Sparkes	Westside Church of Christ	Mission and People (Chair)
Gary Edwards (Chair)	Whitehill Church of Christ	Finance and Infrastructure (Chair) Remuneration (Chair)
Jillian Carson	Southern Community Church of Christ	Governance and Risk
Jill Gray	Newlife Uniting Church	Mission and People
John Adermann	Camp Hill Church of Christ	Mission and People
Ken Ewald	Redlands Church of Christ	Finance and Infrastructure
Rilla Roberts	Sunnybank District Baptist Church	Governance and Risk
Steven Muller	Springwood Church of Christ	Governance and Risk (Chair)

EX OFFICIO MEMBERS

Geoff Charles	Council/Conference President	
Dean Phelan	Chief Executive Officer	Finance and Infrastructure
David Swain	Acting Chief Executive Officer	Finance and Infrastructure
Greg Runge	Chair of Council/Conference President to November 2016	

MEETING ATTENDANCE RECORD 1-7-16 TO 30-6-17

APPOINTED MEMBERS	NUMBER OF BOARD MEETINGS ATTENDED	NUMBER OF BOARD MEETINGS ELIGIBLE TO ATTEND
Doug Sparkes	9	11
Gary Edwards	11	11
Jillian Carson	9	11
Jill Gray	11	11
John Adermann	11	11
Ken Ewald	10	11
Rilla Roberts	10	11
Steven Müller	10	11
EX OFFICIO MEMBERS		
Dean Phelan	7	11
David Swain	5	5
Geoff Charles	5	6
Greg Runge	5	5

Cairns Street Chaplains caring for the city's revellers

Cairns Street Chaplains received funding to operate the State Government's 'Safe Nights Precinct' for the Cairns CBD. They provide on-the-ground support to alcohol and drug-affected patrons, and others who are at risk on the streets at night.

This street-run chaplaincy is enabled by a mobile response unit. Our Procurement, Fleet and Sustainability team helped to negotiate the generous donation of an ambulance from Queensland Health to further support the service.

CAIRNS STREET CHAPLAINS PROVIDING WELCOMED SUPPORT TO REVELLERS IN THE CAIRNS CBD.



Chief Officers Team

Chief Officers are responsible for leading the organisation and forwarding our mission.

They promote our purpose and values and inspire the Executive Team, 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 the organisation. 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.

Dean Phelan

Chief Executive Officer

Dean Phelan, with his wife Janette, moved from Melbourne to take up the Chief Executive Officer position in February 2010. His major skills are in the areas of leadership, people management, strategy and organisational change.

He has extensive experience in the healthcare and social service sectors, having been chairman of two healthcare related company boards and a director of several not-for-profit organisations including Global Mission Partners. He was President and Chair of the Vic/Tas Conference of Churches of Christ, and Chair of the Vic/Tas Community Care Board.

Dean's experience includes Chair of the Health and Medical Committee of the International Labour Organization (ILO) – the UN specialised agency, which seeks to promote social justice and internationally recognised human and labour rights.

Dean was a member of the Executive Team of Epworth Healthcare for 10 years and he co-founded two national companies providing human resources, organisational psychology and support services for over 14 years.

Dean has professional qualifications in applied psychology, a Bachelor and Masters of Arts, and is a graduate of the University of Melbourne Graduate Business School. He also studied theology, trained as a spiritual director and is endorsed as a Church of Christ minister. Dean is a member of the Australian Psychological Society and the Australian Institute of Company Directors. He is the current Chair of the Council of Churches of Christ in Australia.

Gerry Weatherall

Chief Mission Development Officer

Gerry Weatherall served as a member of Conference Council for two years in 2004 and 2005 and was a member of the Churches of Christ Care Board in 2009 and the Churches of Christ in Queensland Board in 2010.

In November 2010, he was appointed Director of Mission Development as part of the Executive Team, and in 2014 became the Chief Mission Development Officer. Gerry and his family have been active members of Rivers Church at Kallangur for over 30 years.

Gerry spent his early working life as a technical officer and instructor in the public sector and later in the private sector as a company owner. His roles have varied from general manager, chief technology officer, and chief executive officer to executive director of international publicly-listed companies. He is currently a member of the Queensland Council of Social Services and Queensland Community Alliance boards.

Along with his wife Joy, Gerry also worked for many years in mission roles in Vanuatu. He maintains a keen interest in the production of large music events, has his own recording studio, and was the technical producer of 'The Lord Mayor's Carols in the City' for seven years.

As Chief Mission Development Officer Gerry is responsible for developing the mission of Churches of Christ in Queensland across all aspects of the organisation, ensuring that all of who we are and all of what we do is directed by, and aligned with, our mission to bring the light of Christ into communities. Gerry is passionate about his role and humbled by God's calling to be part of the team at Churches of Christ in Queensland.

David Swain

Chief Operating Officer

Having held a number of key leadership positions since being employed as Churches of Christ Care's Organisation Development Manager in 2002, David has an in-depth working knowledge of the care and support services operations of Churches of Christ in Queensland. He took up his current role of Chief Operating Officer in November 2014. David is also the Secretary of the Board's Mission and People Committee.

Combined with hands-on experience in care delivery, David draws on a range of skills and qualifications across management, business, health and human services. He holds a Diploma of Business, Bachelor of Health Science and a Master of Education. He also maintains registration as a nurse and is a graduate member of the Australian Institute of Company Directors.

David actively participates in industry and sector reform initiatives. He has previous experience with a number of not-for-profit boards, currently serving on the Community Services Industry Alliance Board. He is also an active member of the Department of Communities, Child Safety and Disability Service's Child and Family Stakeholder Advisory Group, and the Inclusive Brisbane Professional Advice Alliance.

During 2016, David successfully completed the Advanced Management Program at the Wharton School, University of Pennsylvania.

Michael Brand
Chief Financial Officer

Michael is responsible for ensuring the organisation has sufficient financial resources and appropriate infrastructure to operate effectively and sustainably, while pursuing its operational and strategic goals.

Joining in September 2015, Michael has a background in finance, infrastructure development and executive leadership

from over 25 years' experience in both ASX listed and not-for-profit companies. He commenced his career at KPMG where he became a qualified Chartered Accountant and member of the Institute of Chartered Accountants.

Michael has also successfully attained graduate diplomas in both Applied Corporate Governance and Applied Finance and Investment to complement his career progression.

After six years working at The Wesley Hospital as Director of Finance, Michael has a keen appreciation for the drivers and culture of working at a values-based organisation. This, in combination with his experience working for large global ASX listed companies where the focus is on growth and stakeholder returns, means Michael has the blend of experience necessary to ensure Churches of Christ in Queensland can implement the current strategic plan.

Executive Team

The Executive Team includes senior representatives from each of our mission, service and support areas. This functional leadership team ensures the delivery of missional and care services.

The Executive Team consists of the Chief Officers and the following Executive Managers:

- **Brent Sweeney,**
Acting Group Manager,
Strategic Mission Development
- **Bryan Mason,**
Director – Seniors and Supported Living
- **David Swain,**
Chief Operating Officer
- **Dean Phelan,**
Chief Executive Officer
- **Desley Millwood,**
Director – Public Relations
and Communications
- **Don Mansfield,**
Group Manager, Finance
- **Frances Paterson-Fleider,**
General Manager, Housing Services
- **Gerry Weatherall,**
Chief Mission Development Officer
- **Jane Carter,**
Children and Youth Advocate
- **Leanne Rutherford,**
General Manager, Children,
Youth and Families
- **Mark Bradley,**
General Manager, Human Resources
- **Michael Brand,**
Chief Financial Officer
- **Mike Folland,**
Acting General Manager,
Mission and Business Growth
- **Rob Cavaye,**
Group Manager, Business Support
- **Rue Masunungure,**
Group Manager, Governance
- **Steve Drinkall,**
Group Manager, Mission Action
- **Tim McMenamin,**
Group Manager,
Strategic Mission Development
- **Tracey Hurst,**
Director – Commissioning



Governance Group

The Governance Group supports the Council and Board by providing relevant expertise, quality resources and advice to our services and affiliated churches. They ensure these stakeholders meet corporate, community and regulatory accountabilities and provide this support through corporate secretarial, legal and privacy, risk management, internal audit and ongoing ChildSafe training for our churches.

Major developments this past financial year have included the review of our group insurance scheme policy to align with emerging risks, and ensuring adequate cover for our affiliated churches and services in Queensland, Victoria and Vanuatu.

Staff in our ChildSafe program continued to embed child safety principles through continuous training and support to affiliated churches. All affiliated churches that run child-focused activities are ChildSafe compliant.

Our dedicated Internal Audit team completed 24 care and corporate services audits. It re-developed audit test programs and processes and launched an innovative e-learning tool to equip staff on matters related to theft, dishonesty and fraud.

The recruitment of in-house legal and privacy professionals has bolstered the legal expertise support provided to the organisation and affiliated churches.

Moving forward

Our focus for the 2017-18 financial year is to:

- Establish a more systematic, disciplined approach to evaluating and continually improving the effectiveness of the organisation's risk management and internal control processes.
- Decrease legal expenditure by using in-house legal professionals and collaborating with specialist firms to provide pro bono assistance.
- Collaborate with the Mission Development team and the Children and Youth Advocate role to improve church governance and compliance with the Royal Commission into Institutional Responses to Child Sexual Abuse recommendations.
- Develop a coordinated approach to manage contractual risks through a Contracts and Contractor Management working group, reporting directly to the Governance and Risk Committee.

Women ready to SHINE

Women from across our services are taking part in our SHINE Women program.

This nine-week personal development program aims to empower women by equipping participants with the knowledge and skills to develop greater self-awareness and personal growth.

SHINE celebrates individuals and their personal strengths, helping them to build self-confidence and resilience so that they are empowered to achieve their goals.



LEFT: REGENCY PARK SHINE WOMEN. YVONNE MULLER AND MODUPE AKIB (FRONT ROW, CENTRE), WITH WOMEN FROM THE PROGRAM.

BELOW: CHURCHES OF CHRIST IN QUEENSLAND STAFF WITH HOUSING SERVICES RESIDENTS WHO COMPLETED THE SHINE WOMEN PROGRAM (LEFT TO RIGHT) DONNA SAVILL, JOANNA BUTLER, LYDIA BUHSE, SHERRILL PATON, BELINDA SCHMID, COLLEEN SANK, DEBI HOGARTH AND LYNNE FELDON.



Funding, industry and peak bodies

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 in which we serve.

The invaluable support and/or fiscal contribution of these organisations, allows us to provide and augment our essential care and missional services to a growing number of individuals and communities in need.

We acknowledge the significant support and contribution of 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 and Training
- Department of Employment
- Department of Social Services
- Department of Health
- Department of the Prime Minister and Cabinet
- Department of Veterans' Affairs
- Department of the Treasury

The Queensland Government

- Department of Communities, Child Safety and Disability Services
- Queensland Health
- Queensland Treasury
- Department of Education and Training
- Office for Early Childhood Education and Care
- Department of Justice and Attorney-General
- Department of Housing and Public Works
- 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

Industry and peak bodies

- Ageing in Diversity Advisory Group
- Australasian Delirium Association
- Australasian Fleet Management Association
- Australasian Housing Institute
- Australian and New Zealand Institute of Insurance and Finance
- Australia Housing and Urban Research Institute
- Australian Institute of Company Directors
- Australian Institute of Management
- Australian Institute of Training and Development
- 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
- Christian Management Australia
- Committee for Economic Development of Australia
- Community Housing Industry Association

- CHPs for QLD
- Community Services Industry Alliance
- CREATE Foundation
- Diversity Council of Australia
- Early Childhood Australia
- Family Day Care Queensland and Australia
- Foster Care Queensland
- 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
- Leading Age Services Australia
- Meaningful Ageing Australia
- National In-Home Care Association
- National Safety Council of Australia
- PeakCare Queensland Inc.
- Property Council (Qld and Vic)
- QShelter
- Queensland Children's Services Alliance
- Queensland Community Alliance
- Queensland Council of Social Service
- Queensland Law Society
- Queensland Social Enterprise Council
- SNAICC – National Voice for our Children
- Supply Nation
- Under 1 Roof Brisbane

OUR PEOPLE

Our supporters and donors

Income is generated through a variety of sources, including government funding, fee-for-service, grants and other commercial operations.

One distinct field of income generation is philanthropic fundraising. This includes a range of initiatives, activities, processes and media that combine to generate resources including money, in-kind support, goods and services and volunteer labour.

Thank you to 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.

DONORS \$500 TO \$999		
Dr Cherekee Hill	Dr Leonard Fabre	Atherton Tablelands Baptist Church
Mr Peter Wallace	Westside Church of Christ	Nubeena Retirement Village residents
Miss Enid Watson	Caloundra Church of Christ	Redcliffe Church of Christ
Grow Media	JGPC (John Gaskell)	Mr and Mrs John Packer
Mrs Mary Olsen	Mr and Mrs Leo and Joan Woodward	Mr Simon Cox
Mr Ian Narracott	Mr and Mrs Mark and Melinda Randall	Mr and Mrs John and Tina Rutherford
DONORS \$1,000 TO \$4,999		
Crows Nest Meals on Wheels	Uplift Pty Ltd	Mr and Mrs Greg and Wendy Runge
Mr Steve Drinkall	Mr Steve Webster	Mr Anthony Stenton
The Lakes Church	Gatton Church of Christ	Ying Mei Huang
Mrs Janette Phelan	Mr Kevin Hamer	Ms Jennifer Balson
Southport Church of Christ	Essendon Church of Christ	Boondall Church of Christ
Ocean View Estates Winery and Restaurant	Mrs Collette Poole	Bundaberg Distilling Company
Mr Nicholas Baker	Mrs Dianne Aiken	Spano Group
Mrs Tracey Hurst	Mrs Namwekona White	Mr Michael Loader
Mr Bruce Marshall	Mrs Beverley Jerdan	Mr and Mrs Cain and Joelen Bryan

DONORS \$5,000 TO \$9,999

Mr and Mrs Heath and Angela Sharp

Ms Joan Harvey

DONORS \$10,000 PLUS

Dementia Support Group Warwick

The Stockwell Webber Foundation

Carramar Co-op

St George Uniting Church

Busy Fingers Fundraisers Inc

Mountain Top Community Church

Samford Valley Community Church

Mr and Mrs Bruce and Sally Neumann

Mr Keith Buttsworth

Donated goods and services

During the year, our care services, men's sheds and community chaplains received a number of items and in-kind gifts valued at over \$42,000. We extend our thanks and appreciation to the following individuals and organisations for their kind and generous support.

- Mrs Cheryl Danks
- Now Buildings
- BlueScope Steel
- Adam from Stewart and Son Steel
- Mr Vic Baggio
- Mr and Mrs Lance and Lyn Smith
- Unilever

Bequests received

It is with heartfelt thanks that we recognise the following special individuals, and their loved ones, who supported us through a lasting gift — a legacy of love. These very special gifts will always be remembered. Thank you.

BEQUESTS RECEIVED	AMOUNT	
Estate of Marjorie Geeves	\$9,739.98	In Perpetuity
Clifford Willis Brown and Gyda Betha Brown Charitable Fund	\$17,085.09	In Perpetuity
Estate of Amanda Clancy	\$13,114.74	

Outstanding generosity

Thank you to Ian and Neva Handy for the generous donation of 9,000 square metres of land, valued at \$2.5 million. The couple, from Rivers Church of Christ, gifted the underutilised Kallangur property for an affordable housing development, comprising 50 architecturally designed, quality, affordable and energy efficient townhouses. Due for completion before the end of 2017, the townhouses increase the supply of vital affordable living for the region.



Thank you to Owen Stockwell (above) and the Stockwell Webber Foundation for your continued support of Churches of Christ in Queensland through the funding of a scholarship for study towards a career in the community services in central-west and south-west Queensland, and for generous donations to our Blackall service. Your support is greatly appreciated.



Excellence in Service Awards

The Excellence in Service Awards recognise individuals and teams in our churches and across missional services who demonstrate our values and deliver our mission — either in their work or personal life. We received 67 nominations for the 2016 awards, from which 30 were awarded.

Awards for south-east Queensland recipients were presented as part of the Annual General Meeting dinner. There were local celebrations in Hervey Bay, Chinchilla and Dalby where the Chief Executive Officer presented the awards. Local award winners were acknowledged in Mackay and Toowoomba at celebrations with their colleagues, family and friends.

Special Recognition Awards

Each year we recognise people whose commitment and dedication to bringing the light of Christ into communities is evidenced through their many years with Churches of Christ in Queensland.

Geoff Hopson

Mount Alford Lodge and Boonah Church of Christ

Since 1963, Geoff has been committed to the Boonah area, where he served in ministry at Boonah Church of Christ. His dream was to operate a facility that could be used to bring people from all walks of life together, to be spiritually and mentally revitalised. Today, Mount Alford Lodge is a place of serenity, peace and rest that draws the weary traveller into the presence of God through His creation.

Faye Bradford

Mackay Church of Christ

Faye is an active and thoughtful member of Mackay Church of Christ and openly speaks about her Lord and her faith in her everyday life. Throughout her 40-year association with the church she has had many roles including keeping accurate records of those attending church each week. She regularly sends cards to those who are ill, in hospital or leaving the district. Faye also rings past members or sends them a card or letter reminding them of their friends at church, showing them that they are in our thoughts.



LEX BUCHANAN ACCEPTING HIS AWARD.

Lex Buchanan

Gympie Church of Christ

Lex received a special recognition award for his commitment to the Gympie church and local community, providing stable support to the church and its fulfilment of God's plan for it. Lex has been a spiritual 'rock', providing steadfast support through difficult times.

In particular, the award recognises his contribution to Cooloola Christian College. He is one of the longest-serving members of the school's board and provided great wisdom during a difficult time in the school's leadership. He has interviewed staff, discussed issues of faith with people, and has provided unwavering encouragement.

The award also acknowledges Lex's service to aged care in the region. In his 90s now, Lex continues to visit local residential aged care services — discussing issues of faith and providing support and encouragement.

And this is the testimony: God has given us eternal life, and this life is in his Son.

1 JOHN 5:11 (NIV)



EVELYN COLBRAN
ACCEPTING HER AWARD.

Evelyn Colbran

Burleigh Heads Church of Christ

Evelyn travelled around south-east Queensland serving others, advocating for mission, and being a blessing to all those she met. Evelyn served in Women's Ministry for decades, first as Assistant Treasurer, and then as Prayer Convenor. Until her recent passing, she continued to fulfil the role of Prayer Convenor, praying for churches and ministries and coordinating prayer for our Women's Camps. Evelyn dedicated the past three and a half years to writing a history of the many women who have served the Lord and who have shaped ministry, mission and our churches over many years.

Evelyn passed away in early 2017. We were grateful to have had the opportunity to acknowledge her life's work.

Director – Communications, Desley Millwood visited Evelyn before her passing and presented Evelyn with a copy of her compiled stories and information; the outcome of her research over many years.

Excellence in Service Awards

Our Excellence in Service Awards recognise individuals and teams who exemplify our vision and mission, either through their work and involvement in our services and churches, or through their own dedication to helping vulnerable members of their community. The following people were nominated by their peers and recognised for their contribution.

This year's winners are only a snapshot of the many amazing people dedicated to bringing the light of Christ into communities.

Anna Ward

Service Manager

As a former Service Manager of Brig-O-Doon Aged Care Service and as the current Service Manager for Clive Burdeu Aged Care Service, Anna continually models the unconditional love of Christ to her residents, staff and families. She has demonstrated honesty and integrity as she worked to transform these services.

She is committed to providing high-quality care to elderly Australians who have sacrificed much of themselves throughout their lives to benefit younger generations.

Services Team

Bundamba Lodge and South West Supported Independent Living Services

The team at Bundamba Lodge and South West Supported Independent Living Service, work with the most vulnerable children and young people who are in care. This team exemplifies our value of modelling unconditional love on a daily basis. They make sure children and young people feel heard, they advocate for them to have contact with friends and family wherever appropriate, and facilitate this so that the children and young people remain connected – even when it means driving for hours.

'Love In A Box' Team

Chinchilla Church of Christ

The 'Love in a Box' team shine the light of Christ in the community through the creation of craft items for the Samaritan's Purse shoe boxes and other foreign mission organisations. Ten women of all ages spend a few hours a week sewing bags, shirts, dresses, shorts and pencil cases. They have a huge impact locally, encouraging women to support children around the world.

Craig Wilson

Team Leader, Allied Health Area Central

Craig has a genuine desire to help everyone. As well as being passionate about maintaining and improving resident capabilities, he promotes the Positive Wellbeing Model of Care with residents from five services. Through the implementation of a gym program at Buckingham Gardens Aged Care Service and a student placement program, he is improving the wellbeing and outcomes for residents. Craig knows the residents personally and develops meaningful relationships with them.



SOUTH EAST QUEENSLAND EXCELLENCE IN SERVICE AWARD AND SPECIAL RECOGNITION AWARD WINNERS WITH CHIEF EXECUTIVE OFFICER DEAN PHELAN AT THE 2016 ANNUAL GENERAL MEETING DINNER.

Daljit Singh

Registered Nurse

Daljit (DJ) joined Churches of Christ in 2011. When he arrived in Australia four years prior to working with Churches of Christ, he couldn't speak English and worked two to three jobs at a time to pay his way through university. Since graduating, DJ has achieved a great deal and in 2014, he was appointed to the position of Registered Nurse level 2 at Toowoomba Aged Care Service. In this role, DJ has been an inspiration. He has introduced many innovations including a beautiful farewell ceremony to residents when they pass away. DJ is a leader of the future and an absolute asset to Churches of Christ Care.

Debbie Sporer

Senior Operations Manager,
Community Care

Deb personifies unconditional love through her position as a Community Care leader. She values her staff and understands client needs. Every day she strives to make a real difference and enhance the quality of life for people in her care.

Fiona Waites

Facilitator, Learning and Development

Fiona models a positive and client-centred approach to staff development. Fiona was asked by Cornell University in the USA, to be a Therapeutic Crisis Intervention Instructor. She demonstrates a real desire to mentor young women and has been involved as a leader with the Girls' Brigade movement for several years.

Honni Hayton

Community Chaplain

Honni lives and models our core values in her everyday life as she works tirelessly to create the Scenic Rim Community Access Program, connecting volunteers in her community with people who require social support, companionship and other services. She has also helped to establish and run a local Youth Group for children over the age of 10, and develop learning programs for parents.

Homework Help Centre

HumeRidge Church of Christ

Led by Ross Savill, the Homework Help Centre has about 40 volunteers, each personifying the mission of Churches of Christ in bringing the light into communities. This program ministers to the Toowoomba refugee and migrant

community. The success of the Homework Help Centre has led to an increase in numbers in the English classes, as children are telling their parents about the help offered by the church. Positive links are being formed with the Muslim community and church members are being invited to different events.

Howard and Wendy Jiggins, and Georgina Pedler

Dalby Church of Christ

The Dalby Kitchen Crew's efforts extend beyond our church community. They provide a hospitality catering service to support camps, rallies, youth bush dances and local community events that take the love of Christ to the community – both in and around Dalby.

Jodie Mears

Group Manager, Volunteer Services

Jodie's commitment to excellence is demonstrated every day. She works tireless to develop individual, team and organisational capacity and capability. Her trust in, and respect for, our values is reflected in her calm manner, her willingness to listen, her thoughtful delegation and her ability to engage with staff and volunteers at every level.

Katrina Hampson

Westside Church of Christ

Katrina has been involved in Youth Ministry with the Westside Church of Christ in Jamboree Heights for 10 years. Over this time, she has significantly grown the youth group and built a solid leadership team of young adults. Katrina has also run the 'It's Not About Me' camp over the past three years, challenging youth to make their own houses out of cardboard boxes and live on \$2 per day. Camp attendees also focus on doing something each day for people living in the community. Celebrating 10 years at Westside, Katrina has impacted hundreds of lives with her great sense of humour, energy and her desire to see young people become the light of Christ in their local community and the world.

Lynda Summers

Manager North, Residential Aged Care

It would be very difficult to find anyone within Churches of Christ Care who has travelled more kilometres than Lynda Summers in her role as Area Manager North. When at home, Lynda continues to demonstrate our three core values of unconditional love, being a good steward, and behaving with integrity as a Rural Fire Fighter. She also uses her nursing expertise as a volunteer at the Medical Santo clinic in Northern Vanuatu.

Lynne Feldon

Community Chaplain

Lynne is very diligent about her work and is very sensitive to people's needs and responds in a very caring, professional and thoughtful manner. Lynne brings security and safety to people, going above and beyond the role of Community Chaplain. It is all the little things Lynne does— nothing is ever too much trouble; she provides encouragement and support to the housing staff and tenants, and she always has food hampers on hand.

Mark Wall

Community Chaplain

Mark is a rural Community Chaplain in the South Burnett region. Mark has provided support to the local community in many ways. Food aid is now more widely available to families in outlying areas and supplies of much-needed hay have also been made available for starving cattle, and farmers have been brought back from the brink of bankruptcy through significant volunteer support and advocacy.

Mark has also provided suicide intervention and one-on-one pastoral care for rural men, as well as supporting a number of men's sheds that are now flourishing and helping to meet the social and mental health needs of rural men.

Most importantly, many people in Mark's community have had their hope for better times ahead restored.

Michelle Wade

Personal Care Worker

In her love and compassion, Michelle always puts residents first. She shows unconditional love to all residents and seeks to advance their wellbeing. Michelle contributes to a wonderful, positive environment and has decorated the dementia unit with residents' artworks. She goes above and beyond to create an environment which is homely and bright, and has truly invested her complete energy, talent and passion for the betterment of residents.

Muhammad Bashir

Care Manager

Muhammad has a strong faith that guides him in all his decisions and interactions at work and in the community. He is much loved by staff, residents and families. He is an example to staff and models unconditional love for the residents. He upholds the highest levels of integrity and honesty in his day-to-day life and

his kindness and professionalism has provided a safe haven for families and staff. Muhammad is actively engaged in his local community and is very well respected at his local Mosque. He provides support and help to anyone in need.

Philip Manson

Maintenance Coordinator

Phil is a genuine, caring person who truly wants to improve people's lives and takes steps daily to help others in need. Phil is excellent at identifying low-cost solutions to problems and he has made significant savings for the Acacia Ridge development. Phil was actively involved in the Whitehill Church Life Keys program for many years and also led the Valiant Man program supporting men to restore their moral and spiritual integrity.

Peter McCartney

Maintenance Officer

Peter not only ensures all our residents live in a safe environment, he also spends time getting to know each of them and their interests. He presently has two male residents who assist him with the gardening and landscaping at the service, providing these men with a sense of purpose. He not only performs an exceptional job at Amaroo but has assisted Toowoomba, Inglewood and Crows Nest with their maintenance requests and concerns.

Rachel Bremner

Customer Service Centre Manager

Rachel has an incredible work ethic and leads by example in how she deals with her staff and our aged care clients. She embodies our values, striving for the best outcomes each and every day for our organisation, our clients and employees. Her dependability and constant modelling of unconditional love is encouraging and it is reassuring to have her as a leader in Community Care.

She takes time to understand everyone's personal journeys and is always caring and supportive.

Samantha Feather

Family Support Worker

Sam is a remarkable woman of faith who believes her role as a Christian is amplified in her position as a family support worker. Sam touches the light in every person who attends the 'Bringing Up Great Kids' course and helps them be positive role models for their children. She has demonstrated unconditional love with her efforts to support men and women incarcerated in the Stuart prisons, and has been able to incorporate her parenting program into the prison routine through her dedication.

Sue Walker

Registered Nurse

Sue believes a holistic approach is key to effectively caring for a client: healing a client involves body, mind and soul. She has initiated a project where staff and clients create bags for the men and women in Hervey Bay who were experiencing, or are at risk of, homelessness. Part of this project includes giving bags to women in the Domestic Violence Shelter for Mother's Day and also giving bags to the homeless men living in the Men's Shelter for Father's Day.

Tina Jonas

Building Management Officer,
Property And Development

Tina's ability to be punctual in all areas of her work, including managing tradespeople, and her relationship skills are second-to-none. Suppliers have remarked that they have never dealt with such a professional and knowledgeable person. Tina shows full respect to the Churches of Christ system and its values and she is a pleasure to work with.

Awards and Recognition

Australasian Housing Institute Queensland Awards

We congratulate Murray Thomson who was awarded the most Inspirational Team Member at the Australasian Housing Institute Professional Excellence in Housing Awards. Murray is an extraordinary person with a genuine passion and heart for the people and communities in which he works.



MURRAY THOMSON ACCEPTING HIS AWARD.

Beryl Wiltshire Scholarship

Hollie Dennien, Housing Support Worker and Ron Keaton, Children Youth and Families were awarded the Beryl Wiltshire scholarship at the 2016 Annual General Meeting Dinner.

Beryl Wiltshire AM was a highly respected leader in welfare and community work in Australia especially during her long and distinguished career with Churches of Christ Care. She was Queensland Mother of the Year and the recipient of the 1996 Order of Australia for service in the field of social welfare.

Beryl was a friend, counsellor, and mentor who had a particular talent for identifying the potential in people and quietly assisted many with funding for their education and training.

A scholarship continues the tradition she established and is designed to meet the tuition and associated costs of a person or persons who wish to embark on a career of service within the social, welfare, human services, and caring sector. An annual sum of \$5,000 is available to fund one or more scholarships for study towards a qualification at any educational or training organisation which may lead to a career in the caring profession.



HOLLIE DENNIEN ACCEPTING HER AWARD.



RON KEATON ACCEPTING HIS AWARD.

Staff years of service recognition

The following staff were recognised for reaching significant milestones during the year. We are so thankful for the support of our staff and volunteers and appreciate their work commitment and loyalty shown over many years.

35 YEARS OF SERVICE		
Bell	Julie-Ann	Toowoomba Aged Care Service
30 YEARS OF SERVICE		
Le Flay	Jan	Centenary Family Day Care
Staib	Carol	Family Day Care Wide Bay
25 YEARS OF SERVICE		
Berlese	Michelle	Carramar Aged Care Service
Beutel	Jan	Retirement Living
Chisholm	Myrna	Fassifern Aged Care Service
Everist	Judith	Fair Haven Aged Care Service Maryborough
Fitzgerald	Kerry	Fair Haven Aged Care Service Maryborough
Heaton	Gail	Bribie Island Aged Care Service
Hooper	Gwendolyne	Crows Nest Aged Care Service
Hughes	Mary	Centenary Family Day Care
Jennings	Carole	Woorim Aged Care Service
20 YEARS OF SERVICE		
Currie	Janine	Toowoomba Aged Care Service
Farraway	Robyn	Fair Haven Aged Care Service Maryborough
Sheedy	Bernadette	Marana Gardens Aged Care Service
Sparnon	Lesley	Homesteads Aged Care Service
Stockill	Shelley	Fair Haven Aged Care Service Maryborough
Toganivalu	Mary	Clive Burdeu Aged Care Service
Zerafa	Claudia	Centenary Family Day Care
15 YEARS OF SERVICE		
Archbold	Marie	Family Day Care Wide Bay
Bajracharya	Ramita	Centenary Family Day Care
Baker	Wendy	Homesteads Aged Care Service
Beutel	Nicole	Crows Nest Aged Care Service

15 YEARS OF SERVICE

Bozier	Karen	Housing Services
Callaghan	Rita	Crows Nest Aged Care Service
Cronau	Mary	Fair Haven Aged Care Service Maryborough
Crossley	Eileen	Moonah Park Aged Care Service
Duncan	Carlene	Crows Nest Aged Care Service
Finn	Patricia	Information, Technology and Projects
Harris	Antonetta	Fassifern Aged Care Service
Henderson	Shirley	Lady Small Haven Aged Care Service
Jensen	Victoria	Toowoomba Aged Care Service
Keirnan	Dawn	Gracehaven Aged Care Service
McClure	Sandy	Seniors and Support Living
Paine	Deborah	Community Care Gold Coast
Rataj	Joanna	Oak Towers Aged Care Service
Razzaque	Aktara	Centenary Family Day Care
Rodwell	Michelle	Family Day Care Wide Bay
Senthilnathan	Inparani	Centenary Family Day Care
Sharp	Dawn	Lady Small Haven Aged Care Service
Sivaanathan	Vasuki	Centenary Family Day Care
Southward	Christine	Early Childhood Centre St George
Wells	Jeanne	Lady Small Haven Aged Care Service
Youssef	Namat	Lady Small Haven Aged Care Service

10 YEARS OF SERVICE

Ahipene	Pauline	Lady Small Haven Aged Care Service
Bandara	Madumathi	Centenary Family Day Care
Bashar	Jolly	Centenary Family Day Care
Bell	Lorraine	Carramar Aged Care Service
Boyles	Lorraine	Arcadia Aged Care Service
Brealey	Jennifer	Lady Small Haven Aged Care Service
Bruggemann	Annie	Community Care Bundaberg
Clark	Barbara	Crows Nest Aged Care Service
Cohen	Lili	Kingswood Lodge Residential Service
Collins	Catherine	Fassifern Aged Care Service
Conrau	Marilyn	Clive Burdeu Aged Care Service
Courtman	Jennifer	Clive Burdeu Aged Care Service

10 YEARS OF SERVICE

Crowe	Donna	Jacaranda Place Residential Service
Darcy	Margaret	Early Childhood Centre Cunnamulla
Dissanayake	Dona	Oak Towers Aged Care Service
Dodd	Suzanne	Bribie Island Aged Care Service
Donnelly	Theresa	Crows Nest Aged Care Service
Donovan	Teresa	Crows Nest Aged Care Service
Downie	Breanna	South East Foster and Kinship Care Service
Edwards	Vahn	Learning and Development
Follent	Alicia	Housing Services
Fraser	Tania	Crows Nest Aged Care Service
Gojo	Wondmu	Oak Towers Aged Care Service
Green	Andrea	Community Care Gold Coast
Gunner	Arsenia	Toowoomba Aged Care Service
Gyemore	Lynette	Toowoomba Aged Care Service
Hammond	Nancy	Family Day Care Maryborough
Harris	Gayel	Fassifern Aged Care Service
Hayton	Honni	Community Chaplain
Henricus	Heidi	Arcadia Aged Care Service
Herath	Niranjala	Centenary Family Day Care
Howard	Llewellyn	Community Care Brisbane and Logan
Jiao	Yan	Oak Towers Aged Care Service
Kelaart	Sheila	Oak Towers Aged Care Service
Kelleher	Sandra	Fassifern Aged Care Service
Kent	Geraldine	Gracehaven Aged Care Service
Kirby	Sheila	Marana Gardens Aged Care Service
Kriekenbeek	Diane	Oak Towers Aged Care Service
Kuhanesan	Nilamathy	Centenary Family Day Care
Liang	Weiwei	Centenary Family Day Care
Llewellyn	Darren	Kingswood Lodge Residential Service
Loh	Chee	Oak Towers Aged Care Service
Macintyre	Dugald	Children, Youth and Families
May	Sharon	Bundamba Lodge Residential Service
Maye	Gina	Toowoomba Aged Care Service

10 YEARS OF SERVICE

McDonnell	Kerry	Lady Small Haven Aged Care Service
McMurray	Juanita	Family Day Care Wide Bay
Mohammed	Victoria	Fair Haven Aged Care Service Maryborough
Moysey	Kelly	Arcadia Aged Care Service
Nessa	Azizun	Centenary Family Day Care
Neuss	Doris	Lady Small Haven Aged Care Service
Nguyen	Dien	Finance Group
Nielsen	Leila	Fair Haven Aged Care Service Maryborough
Offner	Cheryl	Homesteads Aged Care Service
Peacock	Debra	Early Childhood Centre North Buderim
Porter	Jeffrey	Community Care Gold Coast
Robertson	Kaye	Arcadia Aged Care Service
Robinson	Shirley	Lady Small Haven Aged Care Service
Roles	Janette	Gracehaven Aged Care Service
Scott	Andrea	Property and Infrastructure
Senanayake	Pradeepa	Centenary Family Day Care
Shaw	Jacqueline	Community Care Wide Bay
Siale	Joyce	Brig-O-Doon Aged Care Service
Slocombe	Vicenta	Rockingham Aged Care Service
Smith	Suzanne	Children, Youth and Families North Coast
Spalding	Lynne	Homesteads Aged Care Service
Stevenson	Kylee	Family Day Care Wide Bay
Trott	Shirley	Toowoomba Aged Care Service
Valentine	Amelia	Homesteads Aged Care Service
Vatansever Ly	Nursen	Oak Towers Aged Care Service
Vela	Melanie	Homesteads Aged Care Service
Villani	Arcangelina	Arcadia Aged Care Service
Webb	Lynette	Gracehaven Aged Care Service
Welsh	Kerry	Channel Place Residential
Wenzel	Toni	Fassifern Aged Care Service
Wild	Yvonne	Brig-O-Doon Aged Care Service
Wilson	Maureen	Retirement Living
Zeuhlke	Kylie	Arcadia Aged Care Service

COMMUNITY CHAPLAIN MARK WALL (RIGHT) HAS BEEN BUSY IN THE SOUTH BURNETT REGION PROVIDING HOPE THROUGH RURAL CHAPLAINCY.

Rural chaplain connects communities with support

Mark Wall continues to spearhead a rural chaplaincy service in the South Burnett region.

A rural chaplain is not a counsellor or a church pastor, they are a caring companion who provides consistent support to the local community. In this instance, Community Chaplain Mark Wall takes walks with struggling farmers to listen and offer unbiased spiritual and emotional support, regardless of personal beliefs or individual situations.

COMMUNITY CHAPLAIN MERISA HOLLAND, RIGHT, WITH NEW WATTLE APARTMENTS' RESIDENT JUDY.



Blank canvas excites new chaplain

Community Chaplain Merisa Holland has been helping residents of our brand-new Wattle Apartments at Acacia Ridge settle into their new homes and community. Our Acacia Ridge Campus encompasses the new over-55s housing development and Brig-O-Doon aged care service and retirement village.

Building a connection

Brad has become a regular at The Access Place in Atherton, and enjoys his regular conversations with Community Chaplain Kerry Parry.

Brad has become a handyman for the cafe, and assisted in building and establishing a free pantry for the local community.

The Access Place provides a welcoming sanctuary for Brad where he can contribute and sit and chat with Kerry.



KERRY AND BRAD AT THE ACCESS PLACE IN ATHERTON.

OUR WORK

Mission Development

Churches of Christ in Queensland enables individuals and communities to connect with Christ by providing a range of missional and outreach opportunities wherever there is a need.

The Mission Development team engages many people in the Churches of Christ community and beyond, helping people to connect with the kingdom of God by living out our core values of unconditional love, good stewardship and integrity. Mission Development champions our mission to bring the light of Christ into communities

Leadership and formation

In the past year, we have designed a new Leader Development and Formation framework comprising servant leadership, personal and spiritual formation, current leadership, and management practice. In 2017 the first cohort of 22 staff were welcomed into the Management Development Initiative and younger leaders through our new Leadership Teams' Weekend, in partnership with the Queensland Servant Leadership Forum.

Much of this year has focused on preparation, but we are now excited to roll-out this program and make a genuine investment in the future leaders of our movement.

Mission Action Team

Our Mission Action Team works alongside teams to help them to deliver our mission of 'bringing the light of Christ into communities'. The team includes members working across chaplaincy, personal and spiritual formation, leadership development, and youth and families.

This year the chaplaincy team have provided pastoral care to over 3,000 people, initiating a range of community development projects such as men's sheds, community gardens, youth centres and mental health support groups.

Strategic mission development

The ties between our mission development work with Mission Action Partners (MAPs) and Strategic Action Leadership Teams (SALTs) has strengthened this year, helping to unite the organisation in mission. Our MAPs are deeply embedded in communities and able to catalyse mission opportunities that wouldn't be possible without their strategic presence.

The 30 SALTs continue to do important work refining mission strategies in a local context. Their ability to bring leaders to the table to explore the future is a unique characteristic of our movement and one that allows the voice of local leaders to have real influence.

Mission and Business Growth

The Mission and Business Growth team supports the organisation's strategic mission objectives by working with the SALTs to identify and progress growth opportunities and seeking funding opportunities for new and existing mission initiatives.

The Mission and Business Growth team has three main areas: mission enterprise, acquisitions and capital development projects, and funding and supporter engagement.

Mission enterprise

Our social enterprises have grown to include Access Place Gardens and Mowing South East Queensland and Townsville, and The Access Place Café in Atherton.

Access Place Gardens and Mowing social enterprise project delivers quality landscaping and grounds maintenance. These services are provided to business partners whilst facilitating valuable outcomes for disadvantaged people, including those with a disability, and brings long-term benefits to local communities. Social procurement has become a key component in many government and

commercial contracts and demonstrates an organisation's commitment to 'give back' to the local community.

On-the-job training gives our trainees a supportive environment in which to learn practical skills and appropriate workplace behaviours in a real work environment. Established in 2014, we have built strong relationships with a wide range of customers and partners including Churches of Christ in Queensland's properties, other not-for-profit organisations, government and commercial businesses, and are currently providing regular services to over 1,200 properties throughout Queensland.

They also support the Cairns Street Chaplains program, as well as the continued management of the Gidgee Inn Motel in Cloncurry.

Acquisitions and capital development projects

During the year, centres of strength—both existing and emerging—have been identified in a 15-year strategic plan. Mission and business growth activities have been centred on these areas with key achievements including the completion of two acquisitions with two more in due diligence at the end of the financial year. We are currently managing the development of four integrated campus projects across Queensland and we are progressing other priority projects through robust financial analysis and strategic consideration.

Youth CONNECT Social Benefit Bond

We have been selected by the Queensland Government to deliver one of three pilot Social Benefit Bonds to address complex social issues. The Youth CONNECT program will be a world first to focus on improving the lives of young people transitioning from statutory care into adulthood and independence in the general community.

As a first step towards building this resilience, Youth CONNECT will ensure that every young person participating in the program has access to safe, stable, affordable and appropriate accommodation.

We will work with the young person to develop their own safety net and support network, and to build skills they need to live in their community.

Funding and supporter engagement

Our funding team works with our services, churches and the SALT to identify and pursue funding for those programs and services not currently funded. Our aim is to invite people to partner with us in mission by investing their time, money, goods and services and expertise.

During 2016–17 we reviewed our approach to funding the mission, which resulted in the development of an innovative funding strategy for mission focused on inviting and enabling people to engage in our mission.

Our key highlights and achievements at a glance

- Developed a new missional community in Hervey Bay connecting approximately 60 people each week for a deeper shared life and exploration of a Christ-centred spirituality.
- Finalised a five-year Sunshine Coast SALT strategy and commenced implementation with the Meridan Campus development.
- Appointed Max Conlon as the MAP for Aboriginal and Torres Strait Islanders.
- Established new SALTs in Gold Coast South, Bundaberg and Gladstone.
- Staged successful FUSE Camp with over 200 high school students participating.
- Partnered with Cairns Street Chaplaincy to provide care for people in the Cairns entertainment precinct.
- Achieved certification for the Cairns Street Chaplains program, meeting the Human Services Quality standards.
- Successfully delivered Fly In, Fly Out Chaplaincy pilot program in rural Queensland.
- Gained funding, in partnership with Mission Australia, for a new community development role in south Cairns to work with churches, schools and local groups.
- Raised more than \$11,000 through our Flood and Cyclone Appeal following Tropical Cyclone Debbie. Funds were used to replace vital household items lost by families connected to our Mackay Children, Youth and Families services.
- Raised more than \$7,500 for community chaplaincy through internal fundraising and workplace giving.
- Raised more than \$8,000 in our End of Financial Year Appeal to support the work of our community chaplains.
- Eighteen people actively participated and worked in our social enterprise programs, along with 12 volunteers.
- Secured a substantial Government contract with the Office of Economic Development providing stability for Access Place Townsville.
- Initiated a community development program at the Gidgee Inn Motel in Cloncurry, supporting six local community activities.
- Successfully acquired Sugarland Gardens Retirement Village, Bundaberg (115 Independent Living Units) and Rockingham Aged Care Service, Cardwell (62 beds and four senior rental units).
- Submitted a development application for the re-development of the Boonah campus.
- Commenced the extension of Villa Carramar Aged Care Service in Stanthorpe to accommodate over 100 residents.
- Commenced the construction of Warwick and Meridan campuses consisting of residential aged care and community hubs.
- Relocated our young people from Kingswood Lodge to a more appropriate property in New Beith.
- Adopted our integrated communities scope of practice and began a pilot phase of implementation.

Moving forward

Over the coming year, our focus will be to investigate potential models of chaplaincy within our Seniors and Supported Living and Children, Youth and Families services.

We will implement our scope of practice into our Integrated Communities and seek to start two new church congregations whilst supporting others to discern and follow their calling.

We will also look to develop recruiting and advancement initiatives for staff under the age of 30.

Key statistics

- 30 Strategic Action Leadership Teams
- 12 Mission Action Partners
- 2 new church congregations being developed (Kenmore and Meridan)
- 7 Housing Chaplains
- 9 Community Chaplains
- 15 Seniors and Supported Living Chaplains
- 3 generations teams - children and families; youth and young adults; second half of life
- On average, chaplains record over 9,000 pastoral care related connections each quarter
- Our chaplains spend approximately 70% of their time sustaining and guiding clients, 30% healing and reconciling
- Mowed the equivalent of 8,558 'house blocks' through Access Place Gardens and Mowing

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 honor.

Churches of Christ Medical Santo

Our presence on the island of Santo has made a positive difference to the local community and others across Northern Vanuatu.

Over the past 12 months, Medical Santo has grown substantially and we have been blessed beyond what we thought possible in such a short time.

Additional volunteer accommodation at the clinic has been established and we have been given the use of a house by generous long-term volunteers, adding another four bedrooms.

All buildings we use for volunteer accommodation now meet Australian standards for the gas, plumbing and electrical work, as certified by Australian volunteers who have generously given their time to Medical Santo.

The clinic has treated more than 7,200 people and our program in rural communities has provided free treatments to more than 5,200 people since opening in 2013.

Our key highlights and achievements at a glance

- Treated 1,781 patients in the clinic, of which 79%.
- Progressed with our extension to the clinic including the installation of solar panels and air-conditioning, as well as the addition of a purpose-built storeroom, dental room and treatment areas.
- Received support from 66 volunteers including 17 doctors, 28 other medical professionals and students, and 21 tradespeople assisting with the building extension and other areas.
- Welcomed the Minister of Health (Vanuatu) Hon Jerome Ludvauneon and his Director General George Taleo to the clinic in April 2017.

Physiotherapists see immediate results for people with a disability in Vanuatu

Ben and Ros Aspinall volunteered with Churches of Christ Medical Santo to deliver much needed physical therapy to people living with a disability. They visited 11 remote villages and provided physiotherapy and medical assistance. Ben and Ros also helped local families to access support services and community networks of people to help improve their lives.



Children, Youth and Families

We offer a broad range of services for children, young people and families throughout Queensland. These 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 individual communities.

Churches of Christ Care is one of the leading not-for-profit providers of high quality, approved early learning and care services in Queensland, operating services for children aged 0-16 years. Our services focus on community need, and include home-based care, centre-based care and community-based care, all with flexible support options.

We provide family day care and in-home care throughout regional Queensland. We also operate a long day care early childhood centre and kindergarten in Cunnamulla and the Family Support Service in Maryborough.

All of our services meet or exceed all relevant legislations and are evaluated and monitored as part of the national approach to quality and assessment. We operate both in-scope and out-of-scope services under the National Quality Framework.

Early learning and care services

Reshaping our early learning and care services to become a specialist provider in early intervention services for vulnerable children and families was a key focus during the 2016-17 financial year. Our efforts in this area will help to address the growing need for improved accessibility to quality early childhood programs in our communities.

To address this issue, we have had to make some difficult decisions about the continuation of a number of services. After decades of dedicated service to local families, Churches of Christ exited seven of our early childhood centres. Five of these services

were transferred to a new provider and continue to operate, while the Southport and Raceview centres closed. We continue to provide a range of early childhood services in Cunnamulla, Brisbane and Wide Bay, including Family Day Care, In-Home support and Family Support programs.

Family support

Another key area of focus has been on providing support and intervention services to children and families. Over the year we developed strong formal partnerships with Healthy Options Australia, Drug ARM and the Queensland Centre for Domestic and Family Violence Research. These partnerships have ensured we can provide a specialised response to families through the targeted training of over 400 staff.

Out-of-home care

With demand for out of home care continuing to grow, our services in this area continued to expand throughout the financial year. Churches of Christ in Queensland cares for approximately 20 per cent of all children in care across the state. Much of this care is provided by our approximately 1,000 foster and kinship carer families who give their time, homes and hearts to provide the care, support and love to children and young people in desperate need.

For young people who are unable to be cared for in a family-based environment, we provide alternative care services, such as therapeutic residential care.

This past financial year and in the year ahead, our focus is identifying more options

and resources to meet the individual needs of young people and creating experiences and opportunities for them to grow and develop into happy, healthy and resilient individuals in the future.

This can be a challenging task due to the complexity of care required. Many young people in our care have suffered trauma or have basic developmental needs.

Others require access to mental health, education and alcohol and other drug programs. There is also an increasing over-representation of Aboriginal and Torres Strait Islanders in our care.

We have a number of key initiatives in place to support our front-line carers with these challenges and remain committed to improving the lives of these vulnerable young people.

Transition to independence

The transition to adulthood is a challenging time for many young people, even those from relatively stable home or family environments. Rising rental costs, expensive further education, and high youth unemployment all mean that more young people are staying at home, or returning home, for longer than previous generations — often into their mid-20s. Unfortunately, many young people transitioning to independence from statutory care do not have a safe and stable family home-base to return to in times of need. As a result, a large percentage of these young people experience periods of homelessness, low educational attainment, unemployment, mental illness, imprisonment and substance abuse.

Our focus is to support this 'transition to independence' period and help identify opportunities to intervene early and turnaround the course of these young lives. Over the past 18 months, we have used the Outcomes Star measurement tool to capture the journey of change for each young person placed in our care.

New opportunities to support young people, who have transitioned to independence and are no longer in the care of the state, were also identified during the year. In particular, Churches of Christ in Queensland was successful in securing one of only a handful of Social Benefit Bonds (SBB) as part of the Queensland Government's SBB pilot program. The Bonds are an innovative way of tackling complex social problems and improving outcomes for people in our communities most in need. They use private sector funding to support the social service sector to develop new service innovations. Investors receive a return when agreed outcomes are achieved, rather than when the services are delivered.

Churches of Christ in Queensland has developed Youth CONNECT – the first social benefit bond in the world to support young people leaving state care with a holistic program focused on improving their long-term chances of living independently and building their resilience to life challenges.

The Youth CONNECT program has been developed based on our experience in supporting young people in out-of-home care, allowing us to provide even greater levels of support to young people during and after their transition to independence.

The transition from Kingswood Lodge to Bluegum House

Due to the age and location of Kingswood Lodge, which had been in operation since 1989, we needed to find a new property. After much searching, we found one at New Beith. The young people and staff moved in time to celebrate Christmas in their new home. The young people named the house Bluegum, and enjoy the space offered by the acreage block.

Early Intervention

SERVICE	REFERRALS	ANNUAL CASES
Brisbane Intensive Family Support	256	170
Moreton Bay Intensive Family Support	113	70
Bundaberg Intensive Family Support	101	42
Mackay Intensive Family Support	46	38
TOTAL Intensive Family Support	516	320
Bundaberg and Fraser Coast Family and Child Connect	1,044	1,202

Early intervention and prevention services continue to grow in service delivery and reach to vulnerable children and families. We anticipate continued growth in these services, with funding to deliver an additional three Intensive Family Support services, a Targeted Family Support service and the Assessment and Service Connect program. The services continue to work with a high number of families who are experiencing domestic and family violence. Our responses to these families are enhanced through our partnership with the Centre for Domestic and Family Violence Research and integrated service delivery with local domestic and family violence services.

Transition Services

NUMBER OF CLIENTS WHO RECEIVED CARE DURING THE YEAR		
SUPPORTED INDEPENDENT LIVING SERVICE	2015/2016	2016/2017
Mt Isa	5	9
Townsville	5	9
Mackay	2	4
Bundaberg	1	2
Maryborough	9	6
South West	5	3
South East	21	9
North Coast	5	8
Brisbane	6	16
TOTAL	59	66

Our transition services experienced 11.9 per cent growth, supporting more young people to transition from care. We have worked closely with the Department of Communities, Child Safety and Disability Services to provide tailored support to young people recognising their needs for safety and stability as they transition from care.



SUZANNE SMITH, JUDY HOLT, RHYLL MCNICOL, RACHEL DAWSON AND HANNAH TAYLOR WITH ONE OF THE OVER 2,000 QUILTS THAT HAVE BEEN MADE TO PROVIDE COMFORT FOR CHILDREN IN CARE.

Over 2,000 quilts in 10 years for kids in care

The Caloundra Church of Christ's 'Care to Quilt' group has been making quilts for the past 10 years, with over 2,000 quilts gifted to children in foster care.

Some of these children who arrive in foster care with no possessions receive their own personalised quilt which provides stability and comfort, particularly if they move from one family to another.

Mount Isa recognised for Service Excellence

Foster and Kinship Care Mt Isa was awarded the Service Excellence Award for Children and Family Services by Young People Ahead at the North West Community Services Ball. The award recognises the positive outcomes achieved for children and families and acknowledges the strong partnerships the service has nurtured within the north-west region.

CYCLE (Child, Youth, Centre for Learning and Employment)

In 2016, approximately 38 young people continued to participate in the CYCLE program with the majority meeting their academic requirements and transitioning to the next grade level. The CYCLE program helps meet the educational needs of children and young people who have been suspended, expelled or who are disengaged from school.

CYCLE has had some great success stories:

- 38 young people have reengaged in learning and want to achieve their goals, including one person who had not attended school in over six years.
- Three young people were supported by staff as they completed and passed an online Certificate II Makeup Artist course.
- A young person was offered a free gym membership and work experience after making a positive connection with a fitness trainer at the YMCA where CYCLE had weekly sessions.

Our key highlights and achievements at a glance

- Developed and strengthened support networks for families by providing opportunities to role model and learn new parenting skills and the importance of positive interaction between parents and children.
- Officially opened our Brisbane and Mackay 'Families Together' (Intensive Family Support) program.

- Twelve educators and 51 children from Jamboree Heights and Chinchilla and Districts Family Day Care participated in the 2016 Queensland Premier's Reading Challenge.
- Continued to develop our partnerships with the Aboriginal and Torres Strait Islander Community Health Service; Aftercare; Drug ARM; and the Queensland Centre for Domestic and Family Violence Research.
- Staff and young people previously housed in Kingswood Lodge, moved into their new home on acreage at New Beith.

Moving forward

In the coming year, we will continue to focus on those initiatives and programs that allow us to provide the most appropriate support to children, youth and families in our communities. Specific activities earmarked for the year ahead include:

- Becoming a specialist provider in early intervention services for vulnerable children and families.
- Increasing accessibility to quality early childhood programs across Queensland and providing greater integration between early childhood services and families accessing our family support services.
- Providing additional specialised training to address domestic and family violence.
- Increasing engagement with local Aboriginal and Torres Strait Islander families, Elders and communities.
- Implementing multi-systemic and integrated responses for families with multiple complex needs.
- Writing curriculum for the CYCLE program in line with the Australian National Curriculum and expand the program to other service types and locations throughout Queensland.

NUMBER OF REGISTERED FOSTER AND KINSHIP CARERS						
			2015-16	2016-17		
SERVICE LOCATION	NUMBER OF FOSTER CARERS	NUMBER OF KINSHIP CARERS	TOTAL	NUMBER OF FOSTER CARERS	NUMBER OF KINSHIP CARERS	TOTAL
Mount Isa	55	12	67	58	11	69
Townsville	68	16	84	67	20	87
Mackay	47	32	79	47	33	80
Bundaberg	45	27	72	49	32	81
Fraser Coast	91	41	132	90	34	124
South West	118	42	160	133	41	174
South East	173	78	251	166	69	235
North Coast	5	100	105	4	97	101
Brisbane	–	25	25	0	49	49
Total	602	372	975	614	386	1,000

NUMBER OF CLIENTS WHO RECEIVED CARE DURING THIS YEAR										
					2015-16	2016-17				
SERVICE	FOSTER/KINSHIP CARE (GENERAL AND SPECIALIST)	SUPPORTED- INDEPENDENT LIVING SERVICES	RESIDENTIAL CARE SERVICES	ASSESSMENT AND INTERVENTION SERVICES	TOTAL	FOSTER/KINSHIP CARE (GENERAL AND SPECIALIST)	SUPPORTED- INDEPENDENT LIVING SERVICES	RESIDENTIAL CARE SERVICES	ASSESSMENT AND INTERVENTION SERVICES	TOTAL
Mount Isa	200	5	7	–	212	170	9	8	–	187
Townsville	145	5	22	294	466	240	9	10	225 (61 families)	484
Mackay	217	2	–	118	337	240	4	–	132 (40 families)	376
Bundaberg	112	1	–	–	113	176	2	–	–	178
Maryborough	301	9	–	170	480	247	6	–	113	366
South West	550	5	8	–	563	502	3	4	–	509
South East	865	21	46	72	1,004	718	9	33	29	760
North Coast	195	5	4	–	204	220	8	4	–	232
Brisbane	34	6	15	–	55	53	16	60	–	129
Total	2,619	59	102	654	3,434	2,566	66	119	499	3,221
Increase on prior year	<-2.0%	<6%	17%	-26%		-2%	+11.9%	+16.6%	-22%	

Housing Services

Churches of Christ in Queensland is a leading provider of housing solutions for people in housing need.

Managing a portfolio of more than 1,200 properties across 14 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, and
- property development.

We have regional offices in Brisbane, Ipswich and on the Gold Coast and site offices at most of our developments, ensuring we are accessible and responsive to individual and community needs.

The vision for our housing services is to empower communities through quality housing solutions, enhancing the lives of more people by providing safe, secure and affordable homes that people want to live in.

In February 2017, Churches of Christ Housing Services Ltd, a wholly owned subsidiary of Churches of Christ in Queensland, was created to support the continued growth of our housing portfolio to provide more options for low to moderate income earners.

During the financial year, we assisted 3,118 people across all housing programs, entered into or maintained 18 formal partnerships with specialist support agencies, and continued to expand our property and accommodation portfolio. Our key achievements and highlights are included below.

Kallangur affordable living development

By the end of 2017, our first non-government funded affordable living project will be completed. The Duffield Road Kallangur development will deliver 50 quality, architecturally designed townhouses with a mix of one, two and three bedrooms. Philanthropists, Ian and Neva Handy donated the land to support the growth in supply of affordable living options for those living in Kallangur or with a connection to the Kallangur community. Due for completion in October 2017, the townhouses will predominately accommodate key workers (employed across the retail, hospitality, and community services sectors), seniors and people living with a disability. Ten of the 50 townhouses will be built to gold level accessibility standards.

Wattle Apartments completed

Wattle Apartments provide 40 modern, thoughtfully designed, low-maintenance homes for seniors under-occupying public housing family homes. The \$15.6 million development, was delivered in partnership with the Queensland Government. Public housing tenants living within a 10 kilometre radius of Acacia Ridge were given first preference to voluntarily transition. Wattle Apartments achieved full occupancy within weeks of opening, which was testament to its market acceptance.

At the official opening of Wattle Apartments, the project was formally acknowledged for achieving the highest possible sustainability rating under the Urban Development Institute of Australia's scientifically-based assessment scheme. The development was commended for exceptional performance across all six sustainability elements of ecosystems, waste, energy, materials, water, and community.

The apartments are complemented by a community centre, community gardens, off-leash dog park, barbeque area and mobility scooter parking and charging bays. The development is located close to a range of amenities including retail precincts, public transport, parks, libraries and medical services.



WATTLE APARTMENTS, 425 MORTIMER ROAD, ACACIA RIDGE.



LAUNCH OF THE LOGAN RESEARCH REPORT.

Launch of the Logan Research Report - Building Housing Options

In May, we presented the Building Housing Options report to the Queensland Government. The report was developed in close collaboration with peers at Brisbane Housing Company and helps build on our collective experience in providing modern, purpose-built housing for downsizing public housing tenants. This valuable research will contribute significantly to the evidence base regarding the housing needs of older Queenslanders.

Tenant engagement

We encourage resident involvement in a number of ways including our Tenant Advisory Group. This is a way of encouraging our residents to be actively involved in changes relating to their housing as well as promoting connection with the local community.

Asset management

To ensure the appropriate management of the housing assets, we conduct regular inspections (routine, entry and exit) to ensure a high standard of amenity and service is maintained. The housing management database holds information on each property including equipment, fixtures, fittings and appliances, and record the condition and expected life cycle of each item. We have implemented environmentally sustainable features in our properties to improve the sustainability performance and the financial wellbeing of tenants through reduced energy costs. Planned maintenance for the complexes built under the Nation Building Economic Stimulus Plan Initiative will be a major focus for the coming year as these complexes start to age.

Property Portfolio

449

OWNED PROPERTIES (35%)

520

DEPARTMENT OF HOUSING AND PUBLIC WORKS MANAGED PROPERTIES (41%).

299

NATIONAL RENTAL AFFORDABILITY SCHEME/ LADY MUSGRAVE TRUST/BRISBANE CITY COUNCIL MANAGED ACCOMMODATION (24%)

Tenant Demographics

11%

ABORIGINAL AND TORRES STRAIT ISLANDER

8%

NON-ENGLISH SPEAKING BACKGROUND

65%

REPORTING A DISABILITY OR MEDICAL CONDITION

63%

OF HEAD OF HOUSEHOLD TENANTS ARE FEMALE WITH AN AVERAGE AGE OF 53

62%

OF HEAD OF HOUSEHOLD TENANTS ARE AGED OVER 55

Better accommodation for younger people in residential aged care or public health facilities

The disability share house at Crows Nest will become home to three adults with a disability, providing independent living for people who are, or are at risk of, residing in residential aged care or who are long-stay in public health facilities.

Churches of Christ in Queensland provided the land for this project and the construction was funded through capital assistance provided by the Department of Communities, Child Safety and Disability Services under the accommodation for people in residential aged care or public health facilities initiative. A 47-year-old male and a 49-year-old female currently residing in nursing homes have been identified as potential residents.

Partnership with Lady Musgrave Trust

We partnered with Lady Musgrave Trust to provide short-term housing assistance to single women, and those with children who are homeless or at risk of becoming homeless. Additional wrap-around support is provided by specialist providers to help the young women work through any barriers preventing access to longer term and sustainable accommodation opportunities.

Partnership with Umpi Korumba Aboriginal and Torres Strait Islander Corporation

In May, Umpi Korumba Aboriginal and Torres Strait Islander Corporation appointed Housing Services to provide project management consultancy services to help them deliver capital grant-funded construction and upgrade works to enhance its housing portfolio and better reflect the needs of tenants.

Family and Individual Support Service (FISS)

FISS meets the needs of families who are homeless or in crisis and unable to access private or social housing. This service also provides clients with individualised support to help them redevelop self-reliance and independence. During the year, we assisted 298 clients (23.75 % above target) with 205 under the aged of 18. We also provided 7,462 nights of accommodation to families either experiencing homelessness or at imminent risk of homelessness. Over 90 per cent of these families were able to exit the program into secure and sustainable housing.

In May, we welcomed the Australian Government's new \$375 million National Housing and Homeless Agreement that will provide funds for three years from 2018-19. These extra funds in addition to the current \$115 million of annual homelessness funding provided under the National Partnership Agreement on Homelessness is a much-needed boost and will help Churches of Christ in Queensland deliver expanded services in this area.

Moving forward

In the coming year, we will continue to identify new opportunities to deliver more affordable housing options, in line with the objectives of the Queensland Government's Housing Strategy 2017-2027. Key projects currently underway or planned for the next financial year include:

- Publish results of the Acacia Ridge Social Outcomes Study in partnership with The University of Queensland.
- Deliver the Elderly Parent Care Innovation Initiative in Crows Nest.
- Complete the 50-townhouse affordable living development at Kallangur.
- Launch the Youth CONNECT Social Benefit Bond program addressing homelessness for young people leaving state care.

Housing programs snapshot 2016-17

4,745

MAINTENANCE REPAIRS COMPLETED + 842 NRAS MAINTENANCE REPAIRS

82%

SURVEY RESPONDENTS WERE SATISFIED WITH THE QUALITY OF MAINTENANCE SERVICES PROVIDED (2015 TENANT SURVEY) + 92% NRAS (2016 TENANT SURVEY)

100%

STAKEHOLDERS STATED OUR SERVICE PROVIDES VERY EFFECTIVE OR EFFECTIVE SERVICES TO MEET CLIENTS' NEED (2016 STAKEHOLDER SATISFACTION SURVEY)

3,118

PEOPLE ASSISTED ACROSS ALL PROGRAMS

2,670

HOME VISITS AND MAINTENANCE INSPECTIONS + 947 NRAS MAINTENANCE INSPECTIONS

340

PROPERTY CONDITION SURVEYS COMPLETE WITH 100% ACHIEVING REQUIRED STANDARDS

76%

RESIDENTS FELT THEIR QUALITY OF LIFE HAD IMPROVED SINCE BECOMING A RESIDENT

98%

ALLOCATIONS FROM THE HOUSING REGISTER WERE VERY HIGH OR HIGH NEED CATEGORY

1,558

TENANTS ACROSS ALL HOUSING PROGRAMS

85%

OVERALL TENANT SATISFACTION RATE (2015 TENANT SATISFACTION SURVEY) + 87% NRAS (2016 TENANT SURVEY)

89%

SURVEY RESPONDENTS WERE SATISFIED WITH THE QUALITY OF THE MAINTENANCE SERVICES PROVIDED (2015 TENANT SURVEY) + 92% NRAS (2016 TENANT SURVEY)

70%

ALLOCATIONS WERE HOMELESS OR WERE IN UNSUITABLE OR CRISIS ACCOMMODATION

18

FORMAL PARTNERSHIPS WITH SPECIALIST SUPPORT AGENCIES THAT CAN SUPPORT OUR RESIDENTS



HOUSING SERVICE'S MARK FERRARI AND DAMIEN MCCOMB AT THE LADY BOWEN PRECINCT EVENT.

In poverty, small things count

During Anti-Poverty Week (16-22 October), we joined other housing support services and organisations to plan and host an event at Lady Bowen Precinct in Spring Hill. The mobile office was set up to distribute towels, linen and toiletry items donated by Ocean View Estate.

Led by Queensland Shelter, the event connects local Spring Hill residents with support and referral services and helps foster community spirit.

Outstanding generosity

Ian and Neva Handy from Rivers Church of Christ, gifted 9,000 square metres of land in Kallangur for a new affordable living townhouse development.

The generous donation is helping to grow the supply of affordable housing in the region. The Duffield Road development, due for completion in October 2017, includes 50 architecturally designed, affordable, and energy efficient townhouses.

RIGHT: A SOD TURNING CEREMONY WAS HELD AT THE KALLANGUR SITE ON 13 FEBRUARY. (LEFT TO RIGHT) FRANCES PATERSON-FLEIDER, DENISE SIMS (MORETON BAY REGIONAL COUNCILLOR), GARY EDWARDS, PASTOR DAVID TAYLOR (RIVERS CHURCH OF CHRIST), IAN HANDY AND DAVID SWAIN.



Seniors and Supported Living

Seniors and Supported Living Services consists of home and community care, retirement living and residential aged care. During the 2016-17 financial year, there was strong growth across all business streams and improved profitability (21%).

We also made a number of investments in technology that contributed to improved care and services across all our business streams including the electronic client management systems in community care and residential aged care, biometric time recording system, and improved incident reporting systems, which has resulted in improved efficiency and data management.

Improving staff capability was also a major focus this past financial year. In May, we launched the Management Development Initiative for aspiring aged care managers. The initiative gives identified staff the skills they need to be well-equipped leaders of tomorrow. The 12-month program will cover topics including compassionate communication, cultural awareness, mental health first aid, finance, human resources, leadership and more. It is designed to create well-rounded and competent managers.

We also further embedded the Positive Wellbeing Model of Care across all three business streams with a successful 'Purpose and Passion' forum held for all Seniors and Supported Living management.

Community care

Our community care services improve the wellbeing and independence of thousands of clients across Queensland, New South Wales and Victoria. Clients are supported to continue to live an abundant life in their own homes, or other community-based accommodation, for as long as possible through a variety of services accessed on their behalf.

During the reporting period, there was significant legislative reform and changes in the community care services industry. Most notably, the control of home care packages has transferred from the provider to the consumer, as at February 2017, creating greater competition and market expansion.

Despite these changes, our home and community care business was able to support an additional 3,700 clients and achieved a high level of home care packages, reaching 97 per cent occupancy through optimising reform changes prior to 27 February national queue changes commencing.

We also established a presence in Melbourne, with the opening of the Community Care office in Chesterville Retirement Village, Cheltenham.

Over the past six-months, the number of Indigenous clients has risen by 60 per cent. This success continues to benefit the individuals, community, and the organisation and helps position Churches of Christ in Queensland as a leader in the sector. Our staff and management play an active role in this area, and during the past financial year, they have participated in many local Indigenous events, including the Townsville

COMMUNITY CARE	2015-16	2016-17
Number of allocated home care packages	621	615
Annual turnover	\$18,850,000	\$19,241,000
Hours of direct care	186,068	265,005
EBITDAC	\$1,402,000	\$2,589,000
Average number of clients who received a service every month	1,206	2,911
Total number of clients accessing services	5,861	9,524

Service coverage – from Townsville in the north to northern New South Wales in the south and west to Blackall.
*EBITDA (Earnings Before Interest, Taxation and Amortisation)

RESIDENTIAL AGED CARE PERFORMANCE SUMMARY	2014-15	2015-16	2016-17
Operational places	1,719	1,717	1,812
Occupancy	95.10%	95.76%	96.77%
Occupied days	593,166	601,136	611,894
Revenue	\$141,903,337	\$149,815,009	\$155,489,266
Bonds and Refundable Accommodation Deposits	\$120,617,047	\$147,668,005	\$196,291,369
EBITDAC	\$22,200,000	\$22,530,000	\$26,955,000

*EBITDA (Earnings Before Interest, Taxation and Amortisation)

NAIDOC Breakfast with Elders, prominent dignitaries and government representatives, as well as events held at St James Retirement Village throughout NAIDOC week. Our increasing presence in these communities is bringing a multidimensional perspective to the health, wellbeing and self-determination of the Aboriginal and Torres Strait Islander people in Northern Queensland.

During the year we:

- Delivered 534 home care packages in 13 locations amounting to \$10,566,375.
- Delivered Commonwealth Home Support Programs services in 14 locations amounting to \$3,688,522.
- Delivered Queensland Community Care Services in six locations amounting to \$199,164.
- Delivered Veteran Home Care Services in 12 locations amounting to \$639,826.

Retirement living

Churches of Christ Care is one of the leading not-for-profit providers of retirement living, operating 23 retirement villages throughout Queensland (18) and Victoria (5). Our retirement villages promote an independent lifestyle where residents can age-in-place with freedom, independence, privacy, dignity and security, without the worry of garden and house maintenance.

During the reporting period, we acquired Sugarland Gardens Retirement Village, Bundaberg, accommodating more than 115 residents. This site has enabled the community care service team to establish an office within the village to service these new residents.

The Warwick Dementia Support Group and our community care team also developed a care service within Regency Park Retirement Village for residents and the wider community who live with dementia. This service will commence operation in August 2017.

In addition to the expansion of our village stock and care service, considerable effort has been focused toward maintaining accreditation for all retirement villages via the International Retirement Community Accreditation Scheme. Toowoomba, Crows Nest, Gatton, Townsville and Nambour services achieved re-accreditation, with the balance of our villages annual reviews endorsed.

Residential aged care

Churches of Christ Care is one of the leading not-for-profit providers of residential aged care in Australia, operating 29 residential aged care services throughout Queensland (27) and Victoria (2).

We provide a range of accommodation options including cottage-style, companionship and single rooms,

all with personalised care tailored to individual needs. This is complemented by a variety of specialist services including dementia, palliative, bariatric and respite care, as well as pastoral and spiritual support. We also offer engaging activity programs that cater for emotional, cultural, social, spiritual and physical needs.

During the reporting period, our residential aged care team supported an increase of 10,000 occupied bed days for the year. The refurbishment of the Crows Nest Aged Care Service was also completed alongside three separate sod-turning events for new developments at Stanthorpe, Meridan and Warwick.

Service delivery was also impacted by the Government-imposed cap on residential aged care funding. The funding from the Aged Care Funding Instrument (ACFI) and the retirement village's legislation review, may see potential changes proposed that will require some adjustment in the industry.

Our key highlights and achievements at a glance

- Acquired Rockingham Aged Care service, Cardwell.
- Acquired Sugarland Gardens Retirement Village, Bundaberg.
- Reported a 62.5% increase in the number of community care clients accessing services.

- Increased refundable accommodation deposits/bonds by \$48.6M in residential aged care.
- Secured exclusive mainland licence for the Virtual Dementia Tour®.
- Established a dementia respite cottage in Warwick.
- Refurbished Crows Nest Aged Care Service.
- Built eight additional units in Regency Park Retirement Village, Warwick.
- Community Care Townsville became the preferred provider of Indigenous community aged care services, and was recognised for being a culturally competent service.
- Reported a 60% increase in the number of Indigenous clients.
- Participated in local Indigenous events, including the Townsville NAIDOC Breakfast.
- Achieved a high level of home care packages, reaching 97% occupancy through optimising reform changes prior to national queue changes commencing.
- Delivered Commonwealth Home Support Programs in 14 locations amounting to \$3,688,522.

- Established a presence in Melbourne, with the opening of the Community Care office in Chesterville Retirement Village, Cheltenham.
- Established four resident gyms at aged care services.
- Established an Occupational Therapy Lead role to provide strategic direction to home modification, wellness and rehabilitative home care services.
- Delivered 534 home care packages in 13 locations amounting to \$10,566,375.
- Delivered Queensland Community Care Services in six locations amounting to \$199,164.
- Delivered Veteran Home Care Services in 12 locations amounting to \$639,826.

Moving forward

We anticipate continued growth and development across all three business streams over the coming year, in line with demand and our strategic priorities. In particular, the service will look to:

- Increase bed capacity in residential aged care through developments at Boonah, Warwick, Meridan and Stanthorpe.

- Seek to acquire further sites, with the aim of adding 300 beds per year over the next three years.
- Undertake development of new units at our retirement villages in Warwick, Boonah and the Gold Coast.
- Gold Coast sites at Lady Small Haven and Golden Age have achieved Development Application approval for new senior housing options and redevelopment of aged care services.
- Commence master planning for Cheltenham, Toowoomba and Harvey Bay properties.
- Implement and train staff in the Virtual Dementia Tour® before making it available to the wider aged care and general community.
- Increase community care service access in our retirement villages.
- Expand community care services as deregulation and lifting of the cap on home care packages takes effect.
- Enhance telehealth solutions and become integral to providing a platform for clients to connect with their communities and their families.

SENIORS AND SUPPORTED LIVING	2015-16	2016-17	% INCREASE
Revenue			
Residential Aged Care	149,112,000	155,489,000	
Community Care	18,850,000	19,241,000	
Retirement Villages	11,698,000	12,083,000	
Total	179,660,000	186,813,000	4%
EBITDA			
Residential Aged Care	22,530,000	26,955,000	
Community Care	1,402,000	2,589,000	
Retirement Villages	4,762,000	5,204,000	
Total	28,694,000	34,748,000	21.1%

*EBITDA (Earnings Before Interest, Taxation and Amortisation)

- Develop consumer-friendly products and tools that promote a range of lifestyle choices.
- Establish integrated care with general practice nurses, providing a holistic service to clients through their established medical networks.
- Occupational Therapy and Maintenance Discharge Service to enable clients to return home through partnerships with private and public hospital allied health teams.
- Implement sales strategies across all villages while exploring new initiatives to reduce village vacancy levels.
- Work with the five recently acquired villages to secure accreditation under International Retirement Community Accreditation Scheme.
- Develop new aged care services at Stanthorpe, Warwick, Meridian, Boonah and the Gold Coast.
- Complete rollout of the electronic medication management system.
- Focus on clinical education and training of registered nursing staff.
- Successfully undertake the three-year accreditation across 16 facilities.
- Implement improved and sophisticated clinical monitoring and audit tools.
- Develop dementia friendly programs including day and overnight respite, dementia cafes, dementia church services.
- Develop and roll-out of resident gyms and exercise programs.

ABOVE: THE KEEPSAKES CAFÉ SET UP DURING QUEENSLAND SENIORS WEEK.

RIGHT: BUCK'S GYM, DEDICATED EXERCISE ROOM AT THE ALEXANDRA HILLS SERVICE.

DAVID SWAIN JOINS SERVICE MANAGER CHERYLEE BAKER AND RESIDENTS TO CUT THE CEREMONIAL CAKE IN CELEBRATION OF THE MARYBOROUGH SERVICE'S 50TH ANNIVERSARY.

Dementia friendly café

For individuals living with dementia, visiting unfamiliar places can be disorientating and confusing, making everyday outings difficult. As part of Seniors Week celebrations, our Gold Coast Community Care Service hosted a dementia friendly café experience for people living with dementia and their families.

The Keepsakes Café, set up at Southport Church of Christ, attracted 50 people who enjoyed the supportive environment that fully considered the needs of their special guests.

The décor evoked a feeling of reminiscence, and carers had the opportunity to speak to dementia care specialists and access a range of information to help them care for their loved one.



Fair Haven Maryborough celebrates 50 years

On 24 September, our Fair Haven Aged Care Service celebrated its golden jubilee anniversary with a garden party and chapel service. There were many special guests including the daughter of Alf and Beryl Popp, who donated the land on which the service was built over 50 years ago.

Guests enjoyed viewing the memorabilia, including old photos, awards received for the gardens and surrounds and other artefacts. A time capsule was buried to be opened at their 75th anniversary celebrations.

New lease on life

Allied Health Team Leader, Craig Wilson, has seen a transformation in both staff and residents since the opening of 'Bucks Gym'. The dedicated exercise room features equipment specifically designed for seniors.

An 86-year-old resident who has increased his upper body strength by over 900 per cent and is enjoying a new lease on life since starting the gym program.

The specially designed gym equipment is being rolled out to our other aged care services.



Our support services

Business Support

The Business Support group manages the information, communication and technology needs of our organisation, as well as providing change and improvement support and expertise.

During the past financial year, we implemented a number of major changes to increase operational efficiency and ensure robust processes are in place to effectively support the business. There was a particular focus on optimisation and standardisation across the group, with new management frameworks implemented in the Information and Communication Technology (ICT), Quality and Business Improvement and Research teams to support process improvement.

The work included maturing the application support structure, building an integration platform, and developing an effective change management capability to support our business now, and into the future.

The Software Development team focused on new business systems, along with staff training and development to cater for the ever-changing environment and pace of technology. As part of a larger program of work to improved reliability, resilience and availability of our core information technology infrastructure, we have been able to increase business data capacity via new hardware.

The group also continued to support the delivery and governance of projects to increase their traction and success, alongside raising the accountability of business benefits for projects. The Project Management Office (PMO) oversaw the successful roll out of major projects for our children, youth and families, community care, residential aged care and volunteer services.

The Business Intelligence team continued to develop key performance indicators, including clinical indicators. This has generated increased engagement and is supporting improved decision making.

The Quality and Business Improvement team had a strong focus on business excellence, with the team working alongside the organisation to lead the way in process management, improvement and change. This work will be further supported once the research function is aligned with the team, and ultimately will help achieve better outcomes for clients and staff.

Our key highlights and achievements at a glance

- The PMO supported the successful delivery of major projects for our children, youth and families, community care, residential aged care and volunteer services.
- The Project Management Framework continued to provide visibility of projects throughout the project lifecycle, improving clarity around decisions, investments, benefits and outcomes.
- Enterprise Architecture supported the delivery of projects and helped inform product and vendor decisions to ensure selected technology and applications were aligned with our architecture principles.
- The ICT team handled more than 17,500 requests for assistance, up from 14,000 in the previous year. The team maintained a greater than 99.5% availability across all technology systems, including insulating the organisation from major worldwide virus and ransomware threats.

- The development team delivered several bespoke solutions to the business to support effective operational management. Solutions included bespoke SharePoint sites, internal support desks and strategic application reports.

Centenary Development Foundation

Centenary Development Foundation operates as a Religious and Charitable Development Fund under an exemption to the Banking Act 1959 issued by the Australian Prudential Regulation Authority. Any surplus generated, after paying interest to all clients, is used to fund the Mission team's operating costs.

Our client account base has reduced slightly from 2016, from 404 to 395 accounts, however 10 dormant accounts were closed. The proceeds totalling \$201.02 were remitted to the Public Trustee as required by legislation.

Weighted average interest rate earned was 2.59 per cent which is fair considering the Reserve Bank of Australia cash rate is 1.5 per cent.

We administer the Ministers' and Employees' Benefits Scheme on behalf of Churches of Christ in Australia. This scheme offers a savings account for churches throughout Australia to provide for the long service leave entitlements of ministers and employees. The scheme underwent a review during the year and the outcome is awaited. We also provide key administrative and financial support for the operations of the Gidgee Inn Motel in Cloncurry.



NETWORKING BREAKFAST.

Our key highlights and achievements at a glance

- Electronically scanned all client files, eliminating the need to keep paper records on site and ensuring the security of essential data.
- Achieved a net margin of interest and share income to earning assets of 1.95%, favourable considering banks have net interest margins varying between 1.46% and 2.11%.
- Supported our churches through tailored loans and services.

Moving forward

In the year ahead, the team will focus on strong stewardship of the organisation's finances to help support our mission activities. Key initiatives and areas of focus include:

- Attracting additional clients and funds under management.
- Introducing a small grants program.
- Developing new investment products.

Communications and Marketing

Our goal is to ensure all communication and engagement activities support the strategic plan and reflect the values, vision and mission of Churches of Christ in Queensland.

During the 2016-17 financial year, demand for communication support increased as the organisation continued to pursue its growth agenda. We have assisted the organisation with a wide variety of priorities – from bid preparation and materials development through to strategic advice and advocacy support.

Publications, tools, and business support

A key highlight for the team during the reporting period was the relaunch of our flagship publication, *Networking*. Changes to format, design, style and tone have helped to revitalise this magazine, which will now be issued quarterly. Each issue will focus on a guiding theme such as Spirituality, Innovation or Hope for the Future. The first issue of the enhanced *Networking* publication was delivered in early 2017 and continues to receive positive feedback.



REVITALISED NETWORKING MAGAZINE.

Another key achievement for the team was the successful launch of the Virtual Dementia Tour® educational tool. This project has the potential to secure our organisation's reputation as a highly respected and innovative seniors and dementia care specialist. Creator, PK Breville from the US, gave a presentation about the tour, which was broadcast live throughout Queensland to high-level health professionals.

Stakeholder engagement

In May 2017, we held a successful community engagement exercise for our Boonah development, presenting to over 100 staff, residents and the Strategic Action Leadership Team.

In June 2017, a networking breakfast was held at Hillstone St Lucia. Acting Chief Executive Officer David Swain was emcee alongside high-profile panellists including our own Jane Carter, Foster Care Queensland Chief Executive Officer Bryan Smith and Family and Child Commission Principal Commissioner Cheryl Vardon. The event was sponsored by Westpoint Hyundai.

Throughout the year we also continued to provide communication and stakeholder engagement planning expertise for the Stanthorpe, Warwick, Meridan, Kallangur and Acacia Ridge projects.

Government Relations and Policy

Churches of Christ in Queensland actively seeks fairness and justice for people and communities, and has made a long-term commitment to participating in public policy and influencing government on social and economic issues. Our vision is to influence social, political and economic systems so they promote uplift, wellbeing, dignity and justice for people and communities.

During the reporting period, we were involved in a number of government and industry reviews and forums including:

- The review of the Child Protection Act, and the Blue Card and Foster Care reviews.
- A joint working group with the Housing team on the Building Housing Options report, which was launched at the Parliamentary Annex in May 2017.
- We hosted a policy forum to examine the challenges and opportunities arising from moves to further introduce individualised funding, consumer-directed and person-centred approaches across human services. We took a holistic view of these reforms and were particularly interested in the current and future impacts on clients and their families, workers, organisations and communities.

We continued to provide advice to government to ensure funding and regulatory reform keeps people at the centre and focuses on positive outcomes. We also progressed significant work examining the impacts of the consumer directed care movement on people and the workforce more broadly.

Bids and Tenders

We continued to support our services and churches in identifying, preparing and lodging tenders and funding submissions to all levels of government and philanthropic organisations.

Total submissions lodged during the financial year valued over \$40 million, with successful funding in excess of \$13.1 million. In the Aged Care Approvals Round tender, we were awarded 80

residential aged care bed licences (40 Boonah, 40 Warwick).

Marketing

This reporting period, we focused on improving its understanding of customers across all service areas. A new research-based software tool was introduced to help achieve this and to allow us to identify similar audiences in the community. These insights have also helped to increase our advertising return on investment.

We continued to provide support to the business via a range of activities including a major campaign for retirement living. Launched in February 2017, it resulted in enquiries increasing by 11 per cent and contracts by 36 per cent, with the length of time from enquiry to contract halving. Marketing efforts were also expanded to support new retirement village acquisitions in Bundaberg and Toowoomba, along with the previous year's introduction of villages in Warwick and Melbourne.

Our digital presence also continued to grow, with page views increasing 17 per cent during the year, reaching more than 627,000 views. Our Facebook community also grew by 58 per cent to more than 52,000 followers, who engaged with our posts more than 280,000 million times. Additionally, our posts were viewed approximately 13.5 million times and our pay per click advertising was viewed more than 55 million times, with ads engaged with more than 310,000 times.

Therefore, as God's chosen people, holy and dearly loved, clothe yourselves with compassion, kindness, humility, gentleness and patience.

COLOSSIANS 3: 12 (NIV)

Our key highlights and achievements at a glance

- Actioned transition plans for Sugarland Gardens Retirement Village, Bundaberg (November) and Rockingham Aged Care Service, Cardwell (March). Both services have settled nicely into the Churches of Christ family.
- Coordinated communications and media for the announcement and signing of the Youth CONNECT Social Benefit Bond, which took place on 30 June 2017.
- Gained positive coverage of developments and acquisitions, including multiple front-page appearances in regional print media.
- Received national and international coverage for key projects, such as the Kallangur affordable living development and the Virtual Dementia Tour® launch.
- Moved to a more automated system of monitoring, reporting and distributing media.
- From 1 August 2016 to 30 June 2017, appeared in the media 1,578 times, reaching cumulative audience of 27,386,663, with advertising rate of \$20.4m.
- Marked National Harmony Day, National Reconciliation Week and NAIDOC Week at Head Office and across services.
- Coordinated a special morning tea at Head Office in May, with more than 200 guests joining our Executive, Council and Board members to acknowledge our departing Chief Executive Officer Dean Phelan.
- Increased the number of organic visits to our websites by 60% via the implementation of our Search Engine Optimisation project.

- Commenced an 18-month project to stage display rooms and capture new photography at all retirement and residential aged care services.
- Commenced a two-year volunteer-driven project to ensure all unit/room plans, building floor plans, site maps and local area highlight maps exist for all services.

Moving forward

In the coming year, we will continue to support the organisation's strategic plan and assist our services and mission teams achieve their objectives. A number of key projects have been earmarked, including:

- Further digitising our marketing and communication activities by looking at opportunities to use video or online tools as the primary mechanism for communication.
- Progressing a number of proactive policy pieces, including how the service system responds to young people with complex needs and how we can improve education outcomes for young people in the out of home care system.
- Planning the official opening of the Kenmore Campus, Stanthorpe Aged Care Service and the Warwick Campus.
- Identifying philanthropic funding opportunities for non-funded aspects of our business.
- Developing a new campaign for foster carer recruitment based on the findings from the marketing strategy.
- Using the new CRM to better understand our customers and refine our marketing campaigns.

Financial Services

Financial Services embarked with a clear set of goals and associated challenges to enable us to support the organisation's growth and ever-increasing demand for detailed financial information.

With retirement villages representing a significant part of our business, we accounted villages as investment assets, reflecting current market value as opposed to fixed assets, which are valued at cost price less an arbitrary depreciation calculation. External valuations for all villages determined any uplift in our liability to clients who have a capital gains share included in their unit contracts.

Four new businesses acquisitions (Assisi Court and Kilkivan Retirement Villages, Toowoomba; Sugarland Gardens Retirement Village, Bundaberg; and Rockingham Aged Care Service in Cardwell) required due diligence, followed by final acquisition accounting to reflect these new businesses correctly in our accounting reports.

During the reporting period, we also added two new dimensions to our periodic business results reviews, helping us to identify trends earlier.

We implemented a mid-year review of our performance against the budget which enabled us to produce a reforecast of the expected full year results.

Our key highlights and achievements at a glance

- Changed accounting policy for retirement villages to provide a far more accurate view of the financial operations.
- Significantly improved financial planning and control through the implementation of mid-month forecasting plus the mid-year reforecast.
- Achieved efficiencies in business acquisition accounting

Human Resources

The Human Resources team is made up of: Recruitment and Retention; Learning and Development; Industrial Relations; Payroll; Inclusion and Diversity; Health, Safety and Rehabilitation; Volunteer Services; and HR Business Partnering.

Collectively the group exists to foster a thriving workplace that enables our people to achieve the strategic priorities of the organisation. It was a positive year for the team who developed meaningful partnerships across multiple areas of the business. This collaborative commitment ensured a consistently high standard of client-focused service and care.

Our key highlights and achievements at a glance

- Assisted in reducing staff turnover in residential aged care by 3.5% and community care by 15.64%.
- Supported the recruitment of 900+ employees by processing over 18,800 applications and 1,100 police checks.
- Reduced the average time to fill vacancies from 55 to 37 days by working proactively with line managers on their recruitment strategies.
- Developed strategies that minimise workplace injury and improve injury management to promote early return to work.
- Responded to 505 reported incidents and completed 117 compliance and fire audits.
- Grown our diverse and engaged volunteering program to reach an organisation high of 1,600 volunteers who donated over 112,000 hours of time.
- Delivered a suite of seven online training modules to support volunteer development as a key point of difference to our industry peers.
- Developed and launched a ground-breaking industry engagement program aimed at supporting individuals with ambitions to work with seniors to gain real-life experience.
- Piloted, evaluated and commenced implementation of the Active Volunteering in Dementia (AViD) program.
- Developed our internal skills and knowledge by delivering programs such as: Managing Me, SHINE Women, orientation, Therapeutic Crisis Intervention, and Mental Health First Aid.
- Invested in our people through the delivery of 27 individual facilitated workshops and 89 e-Learning programs specifically tailored for each area of the organisation.
- Launched the Management Development Initiative; a long-term strategy designed to grow our internal capacity for residential aged care management.
- Continued to implement our Reconciliation Action Plan (RAP) and developed external partnerships with Aboriginal and Torres Strait Islander organisations to support these initiatives.
- Launched community protocols for engaging with Aboriginal and Torres Strait Islander communities and delivered training to all Children, Youth and Families staff to support this.

Moving forward

- Consolidate current Work Cover policies into a single comprehensive Work Cover Policy that considers the needs of the entire organisation.
- Champion the integration of volunteer management through roll-out of Better Impact – a volunteer management software solution.
- Employ strategies to support and recognise volunteers and reduce volunteer turnover.
- Launch and implement a second Reconciliation Action Plan.
- Improve recruitment and support of our Aboriginal and Torres Strait Island employees.

With a little care, children can bloom

A new volunteer program is helping children in out-of-home care look forward to the future with renewed confidence.

As part of the Robins Readers program, a volunteer visits a child and offers them support with reading, homework, social skills and confidence.

The program aims to connect young people with a role model who is motivated and committed to helping them blossom in confidence and learning experiences.



HOLLIE DENNIEN VOLUNTEERS IN THE ROBINS READERS PROGRAM, HELPING CHILDREN AND YOUNG PEOPLE IN OUT-OF-HOME CARE TO DEVELOP THEIR READING SKILLS.

FEMALE EMPLOYEES	2014-15	2015-16	2016-17
All employees	84%	84%	83%
Managers	72%	77%	63%
Senior managers	25%	53%	56%
Board members	9%	14%	37.5%

STAFF EMPLOYED AT 30 JUNE	2014-15	2015-16	2016-17
Mission Development	67	80	87
Care services total number of staff	3,046	3,247	3,064
Children, Youth and Families	575	603	466
Housing Services	33	35	43
Retirement Living	43	56	65
Community Care	250	247	279
Residential Aged Care	2,160	2,183	2,211
Business Support Areas	10	9	10
Public Relations and Communications	21	19	19
Information, Technology and Project Management	30	33	41
Human Resources	43	52	48
Procurement, Fleet and Sustainability	6	7	7
Governance	9	9	7
Finance and Infrastructure	53	38	50
Total number of staff employed	3,277	3,377	3,333
Number of registered volunteers	1,195	1,508	1,627

Volunteers stepping up

Today in Australia, the youth unemployment rate is approximately 12.6 per cent. The competitive job market is underscored by uncertainty and underemployment, making it even more difficult for young people to enter the job market.

The Step-Up program gives young adults the skills and confidence to move into paid employment and away from their current circumstances towards a positive future.

Through this new volunteer program, which offers coaching, mentoring, volunteering and skills development, we can support young people from disadvantaged backgrounds.

VOLUNTEERS TOM AND ANNA TOOK PART IN THE STEP UP PROGRAM.



HEALTH, SAFETY AND REHABILITATION	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
Number of claims	175	170	158	139	138	133
Average claims per month	14.58	14.17	13.17	11.58	11.50	11.08
Total cost of claims	\$1,115,710	\$767,012	\$1,121,562	\$353,184	\$381,258	\$352,488
Average cost per claim	\$6,375.49	\$4,511.84	\$7,098.49	\$2,540.89	\$2,762.74	\$2,650.30
Number of employment contracts at 30 June	3,451	3,463	3,593	3,625	3,662	3,630
Claims per capita	0.051	0.049	0.044	0.038	0.038	0.037
Total Salary Cost	\$119,383,124	\$118,197,660	\$138,898,934	\$147,627,468	\$153,674,708	\$167,052,223
Claims cost/Salary	0.93%	0.65%	0.81%	0.24%	0.25%	0.21%

VOLUNTEER SERVICES NUMBER OF REGISTERED VOLUNTEERS	2014-15	2015-16	2016-17
Children, Youth and Families	33	42	35
Housing Services	5	5	3
Retirement Living	101	112	108
Community Care	50	33	26
Residential Aged Care	893	1,009	943
Mission (includes Events from 15-16)	18	275	477
Other services	95	32	35
Total	1,195	1,508	1,627

Taking our past to the future

Preserving our history has come a long way and we have progressed from a few archive boxes under Clive Burdeu's house to a purpose-built facility located on our Mitchelton Campus.

We can look towards the future with assurance, knowing that the preservation of our historical documents and other artefacts will be managed and stored safely and securely.

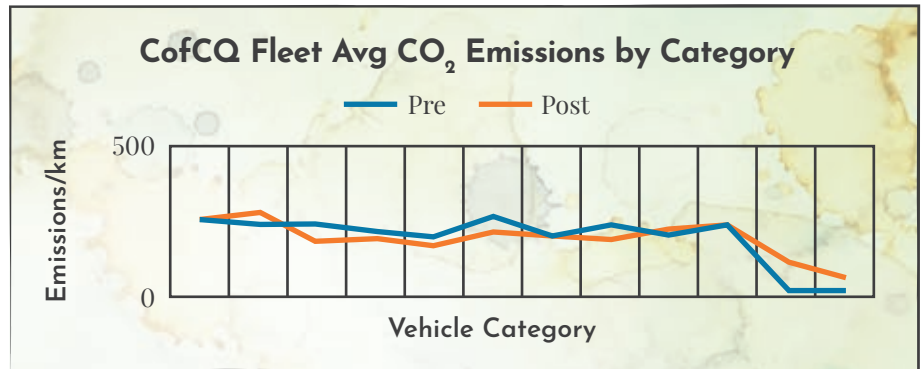


Procurement, Fleet and Sustainability

The Procurement, Fleet and Sustainability team have significantly shifted their focus this year to drive sustainability as a priority for Churches of Christ in Queensland. It was an exciting year for the team as they became more involved in larger, cross-organisational projects. This enabled the team to achieve direct savings and cost avoidance of nearly \$2.5 million, a 26 per cent increase on the 2015-16 result. This positive work directly impacts the organisation's ability to achieve its strategic priorities by ensuring financial sustainability and flexibility.

Over the past 12 months, the team has:

- Issued 220 purchase orders, generated 27 new contracts (at a value of over \$1.5m), and renewed eight existing contracts (at a value of over \$11m).
- Grown the vehicle fleet from 543 to 581 vehicles (7% increase), but with a deliberate emphasis on sustainable fleet management over the past three years to:
 - Increase the fleet by 26% but reduce average emissions per vehicle by 25%.
 - Increase kilometres driven by 15%, but reduce average emissions per kilometre by 18%.
- Introduced 20 electric vehicles to reduce emissions including the purchase of two plug-in hybrid electric vehicles that are charged from the solar panels on the Kenmore Head Office roof.
- Negotiated a partnership with Greenfleet to offset emissions of 430 existing vehicles. This resulted in the planting of 7,000 trees to absorb 1,850 tonnes of CO₂. These trees also support local natural environments, helping to protect turtles and provide a koala corridor.



- Transferred insurance providers to Vero to secure 24/7 accident support for staff.
- Fostered a partnership with Supply Nation (a leading advocate of Indigenous businesses within the supplier diversity space) to generate an increase in business opportunities for Indigenous Enterprises. This reflects commitments made in our Reconciliation Action Plan.
- Initiated a major review of the organisation's bus fleet, resulting in a reduction from 14 to eight vehicles requiring replacement. This secured significant savings and ensured a fleet of fit-for-purpose buses.
- Undertook three major sourcing activities (tenders), resulting in a change-of-supplier in two key categories as well as the retention of a current supplier with increased service provisions.
- Supported four large Information Technology projects, resulting in two successful acquisitions and the appointment of a Volunteer Management System.

Moving forward

Looking ahead to the next 12 months, Procurement, Fleet and Sustainability are planning to continue their positive trajectory in supporting the broader organisation needs and intend to:

- Review the organisation's carbon footprint and develop an environmental sustainability strategy and policy.
- Lead a review of Contract Management processes across the organisation including preferred software solutions to aid in the management of the 800+ contracts, and reduce risk.
- Implement initiatives (with support from Supply Nation) to identify more business opportunities for Indigenous suppliers.
- Work with key stakeholders and suppliers to reduce energy usage (including alternative means of power generation).
- Improve driver safety through a number of fleet initiatives, resulting in fewer vehicle crashes and less speeding infringements.

Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress and to keep oneself from being polluted by the world.

JAMES 1:27 (NIV)

Sales and Customer Service

Churches of Christ in Queensland is at the forefront of a not-for-profit shift to a greater focus on sales and customer service activities in response to more competitive markets. When aligned with our strong mission and core values, this focus positions the organisation for sustained occupancy levels in our services and future growth.

During the reporting period, we focussed on understanding our core business, identifying process gaps, piloting new strategies, and laying the foundation to better support business objectives across the organisation.

Our key highlights and achievements at a glance

- A major highlight was the successful pilot of the new Relationship Manager and Customer Relations Officer roles that delivered portfolio best results through the establishment of the organisation's first dedicated referral pipeline. Built on relationships and quality face-to-face engagement with referring health professionals, community groups and sporting clubs, coupled with a genuine drive to improve the admissions experience for our clients and families, the strategy has resulted in a 48% reduction in vacant bed days per month from 262 in January to 137 in June. It has also positioned the organisation to efficiently fill the 68 new beds opening in Stanthorpe in November.
- We began a three-year Customer Engagement Project to centralise a significant portion of our customer journey and ensure all existing and potential customers enjoy a consistent experience whenever and however they engage with us. Integral to this project is a new Customer Relationship Management tool to replace the multiple legacy systems, and an omni-channel contact centre with marketing automation capability.
- We commenced a two-year volunteer-driven project to ensure all unit/room plans, building floor plans, site maps and local area highlight maps exist for all sites, and are consistent and professional across the board. These diagrams, together with the new photography, will greatly improve our on-line and print collateral, driving more enquiries.
- The team commenced major projects to deliver a new Customer Relationship Management tool and an omni-channel contact centre with marketing automation capability, as well as a new end-to-end customer feedback and mystery shopping program.
- We also successfully piloted our first relationship marketing strategy in the Darling Downs to ensure vacancies at Warwick could be filled quickly by driving enquiries towards our retirement living and community care services.
- In August 2016, our first sales open day was held at Regency Park Retirement Village in Warwick to unveil eight new units and promote six existing vacancies. More than 100 guests attended and we have since sold eight of the 14 units available (57%).

Moving forward

In the coming year we will continue to deliver on key strategies including:

- Replicating the sales referral pipeline in our other key regional hubs in order of priority.
- Implementing a new end-to-end voice of customer and mystery shopping programs.
- Completing photography and imagery projects, and holistic refresh all of our sales material.
- Delivering a volunteer concierge program across all residential aged care services.
- Developing generic and role-specific sales and customer service training programs.
- Identify and leveraging all value-add opportunities to improve our customer experience.
- We will deliver customer, family, partner and paid agency testimonial and referral programs.

Planting trees, saving turtles, living our values

We have partnered with Greenfleet to offset the 1,850 tonnes of carbon emissions produced by our vehicle fleet each year to help natural environments grow and flourish. In May 2017, we planted trees in Bundaberg and on the Gold Coast.

The planting at the Barolin Nature Reserve in Bundaberg backs onto the Mon Repos Conservation Park which supports the largest concentration of nesting marine turtles on the eastern Australian mainland. Over 80,000 trees have been planted in the reserve, restoring the forest and in turn protecting the turtles.

EWaste Connection a solution for Western Brisbane

Our Access Place Social Enterprise has partnered with EWaste Connection, an electronics recycling and refurbishment centre in Kenmore. EWaste was established as a social enterprise, advancing social and public welfare to support people with a disability to engage in work and interact with others.

NATHAN FENTON-SMITH
FROM ACCESS PLACE
SOCIAL ENTERPRISE AT
EWASTE CONNECTION.

GREENFLEET TREE PLANNING DAY ON
THE GOLD COAST 5 MAY 2017. (LEFT TO
RIGHT) GRAHAM WHEAT, KATHRYN RAINS,
ELIZABETH HUTCHINSON, SHANNON
TOWNSLEY AND GABRIELLE ROUSSETOS.



OUR FINANCIALS

Financial Overview

The Annual Report is our opportunity to provide our stakeholders and interested parties a snapshot of the diversity, extent and the spread of influence we have as we reach out into communities.

The financial statements demonstrate in financial terms the magnitude of our involvement in mission delivery to positively impact on our social environment. These statements provide all stakeholders with the opportunity to view in financial terms the strength, performance and capacity for the future sustainability of the organisation in growing our mission.

The statements provide numerous indicators of financial activity relative to different aspects of our organisational financial position or performance and as such need to be looked at as a combination to gain a full understanding of the organisation as a whole.

When looking at these statements we can see three separate stories unfold. Firstly, the 'Consolidated statement of profit or loss and other comprehensive income' shows a raw trading result for the year which this year shows a surplus of \$8.154 million. It must be noted however that significant contributors to that profit were the gains on the acquisitions of the Chesterville, Assisi Court, Kilkivan and Sugarland retirement villages plus the Rockingham residential aged care facility.

Secondly however, if read in conjunction with the Earnings Before Interest, Taxation and Amortisation (EBITDA) of \$13.38 million it gives us a better understanding of our operating results before the application of the non-cash expense of depreciation. We must be mindful of the fact that we have substantial assets all of which have useful lives and we have an obligation to provide for their replacement at some future point in time. To this end there are significant charges for depreciation in our profit or loss statement that have no cash implication at this stage. Depreciation is the accounting recognition of the diminishing value of these assets. We should note that even where we acquire assets at no cost, (for example, the Rockingham Aged Care facility acquired this financial year), those assets still have a useful life, ultimately having to be replaced and as such a depreciation charge is equally applicable to those assets.

The concept of EBITDA (de facto cash trading from operations) is an important measure for us as cash accumulation is essential to sustain our future needs for asset replacement and support of growth.

Thirdly, our 'Consolidated statement of financial position', is a statement of our

asset strength at our year end, however we gain a better understanding if viewed as a trend over the past five years (see Total Assets chart in this overview). We can see continued growth as we expand into new kingdom access places. This is our best indicator of our ability to sustain the delivery of our mission into the future.

This overview is presented as a supplement to the financial statements themselves and is designed to make the information contained within them more easily interpreted to not only understand the journey just concluded but equally importantly to disclose trends and results that identify our capacity to move forward with our planning to ensure not only the continuity of but also the expansion of the delivery of our mission.

In the prior year the financial focus was on providing significant investment in our support services and processes to enable the successful roll-out of the 2015-18 Strategic Plan objectives. It was a year of planned increases in expenditure in the areas of technology, staffing and processes. This year we continued, albeit less aggressively, with this focus of setting a platform of improved technology and processes allowing us to take advantage of this in our 2017-18 budget with a break even budgeted profit.



MAURICE KINGSTON, 98, IS ABLE TO REMAIN LIVING SAFELY IN HIS OWN HOME THANKS TO OUR COMMUNITY CARE SERVICES.

That being said, there were however some significant changes from an accounting aspect that are reflected in our financial statements.

The major change was that in the 2015-16 financial year we conducted a review of the retirement living assets classifications and found that given the purpose of these assets they should not be treated the same as aged care assets. Aged care assets are held for the purpose of 'service delivery' whereas retirement living assets have the underlying purpose of being held for 'rental and/or capital appreciation.' This decision triggered a change in accounting policy with retirement living assets being reclassified as investment properties.

The Board believes this classification reflects the organisation's usages and presents its 'Statement of financial position' more fairly. The accounting standards required us to apply this reclassification fully from 1 July 2015 and our statements have been restated to reflect this for comparison purposes. All of the following charts and commentary reflect this restatement of our accounts.

The second significant accounting change was with our housing services moving to a wholly owned subsidiary Limited by Guarantee Company in February 2017 as the service moved to an approved Tier 1 provider. The results are fully impacted into our consolidated reports however we do now provide supplementary reports for housing services at the end of our general reports as we do for our aged care services.

As has been the case for several years, these financial statements represent a single point of truth regarding Churches of Christ in Queensland's financial performance and position.

The unified purpose of the organisation has been in place for some time and these financial statements apply consistent policies, including compliance with Australian Accounting Standards,

across all divisions and subsidiary companies.

Following the introductory remarks above, the remaining commentary is divided into sections which correspond to the major financial statements of the report, those statements being;

- consolidated statement of profit or loss and other comprehensive income
- individually significant items - those items noted in the statement of profit or loss and other comprehensive income highlighted due to their impact on the surplus for the year
- consolidated statement of financial position
- consolidated statement of cash flows.

In addition we have provided a section on cash spent acquiring investment properties as the past two years have seen an increase in this area.

Other points to note:

- Transactions within Churches of Christ in Queensland (such as a transaction between Centenary Development Foundation, part of the Non Public Benevolent Institution entity and the Public Benevolent Institution, Churches of Christ Care) have been netted off so that the transactions reflected in the financial statements are not overstated. This means that the financial statements reflect transactions with external parties only.
- The Churches of Christ in Queensland affiliated churches are external entities and for accounting purposes the Assets, Liabilities and Operations of churches do not form any part of these financial statements.
- Reflecting their status as external parties, a summary of transactions with affiliated churches can be found in the Related Parties Note 27 in the financial statements.

The changing face of home care

Research consistently shows that people are healthier and happier when they continue to age in their own home.

Thanks to our home and community care services, we are helping people to continue living in their own home and local community for longer.

With a 'doing it with you, not doing it for you' mindset, our Home Maintenance and Modification Service and occupational therapist work together to ensure people can maintain their independence in a safe environment.

At 98, Maurice Kingston receives community care so he can live an abundant life in his own home.

Commentary on the 2016-17 financial statements

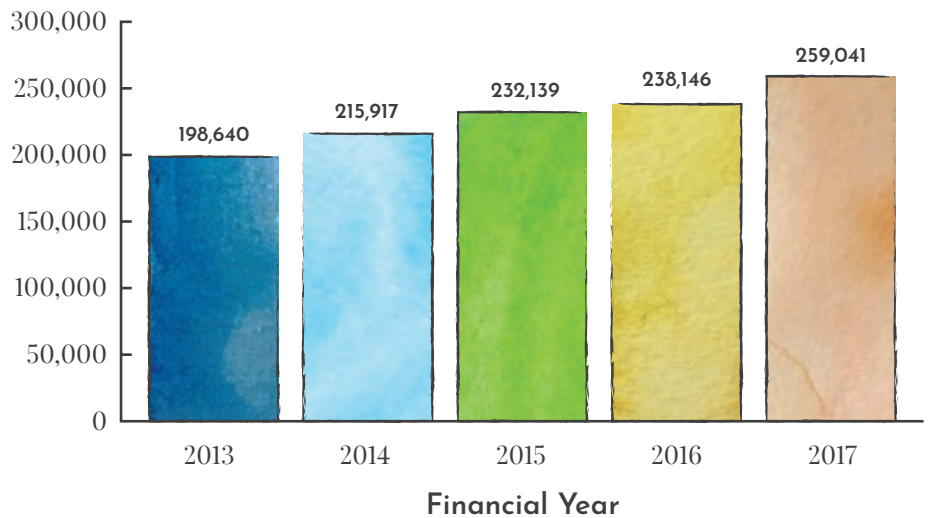
Our consistent revenue stream increases from Operational and Finance activities show a significant uplift this year with government grants and subsidies increasing by 6% and service income from clients also increasing by 6%. Whilst interest income was down by 14% and dividends received down by 2% we had an increase in realised gains (after selling) and unrealised gains (market value increase) on shares of 324%.

Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) gives us an indication of our operating performance without the distortions of depreciation and such. Depreciation is a non cash cost that has a significant influence on our results and as mentioned above, we have had significant asset additions over recent years, several of which were acquired at no cost to us yet we still must recognise their diminishing value over their useful life. We had depreciation and amortisation costs this year of \$21.4 million.

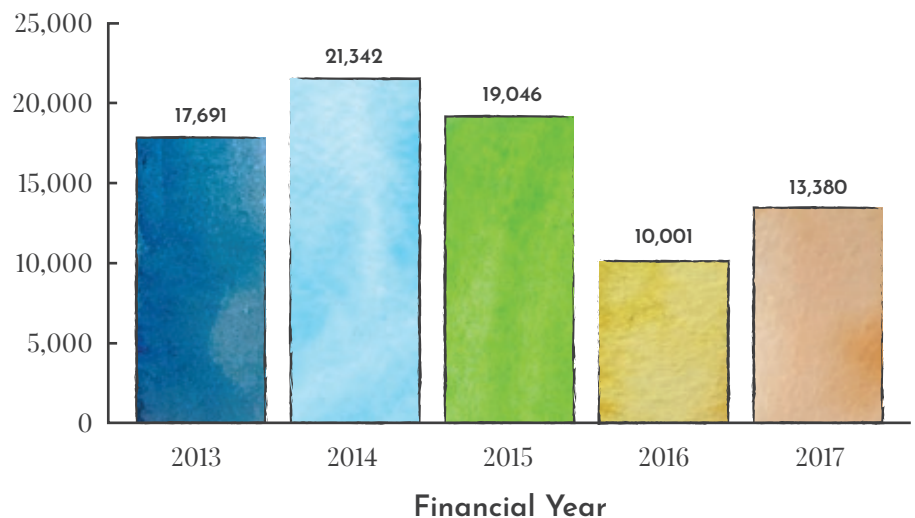
Our EBITDA of \$13.4 million was \$3.4 million higher than the previous year (FY 2015-16: \$10 million) however as outlined above, during the previous year there was planned expenditure on infrastructure, support service staffing and processes to enable the 2015-18 Strategic Plan to be successfully implemented. This year whilst we continued building this platform for growth we did so far less aggressively which is reflected in our cash flow from operations of \$12.2 million.

The net profit graph (next page) highlights the distorting effects of the individual abnormal items year on year. Whilst significant curtailing

**Total Revenue from Operating and Finance Activities
FY2013 to FY2017 (\$ ' 000)**



**EBITDA
FY2013 to FY2017 (\$ ' 000)**



of expenditure on infrastructure and support services substantially positively impacted our net profit results relative to the previous year, the most sizable contributors to the result were gains on the business acquisitions of Chesterville Retirement Village, two Toowoomba retirement villages, Sugarland Gardens Retirement Village and Rockingham Aged Care Service.

Individually significant items

As mentioned above, the net profit has significant distortions year on year from abnormal individually significant items that are one-off in nature and are considered unusual enough and material enough that they should be disclosed separately.

During the 2016-17 year there were five significant abnormal items contributing \$16.15 million to our results, those items being:

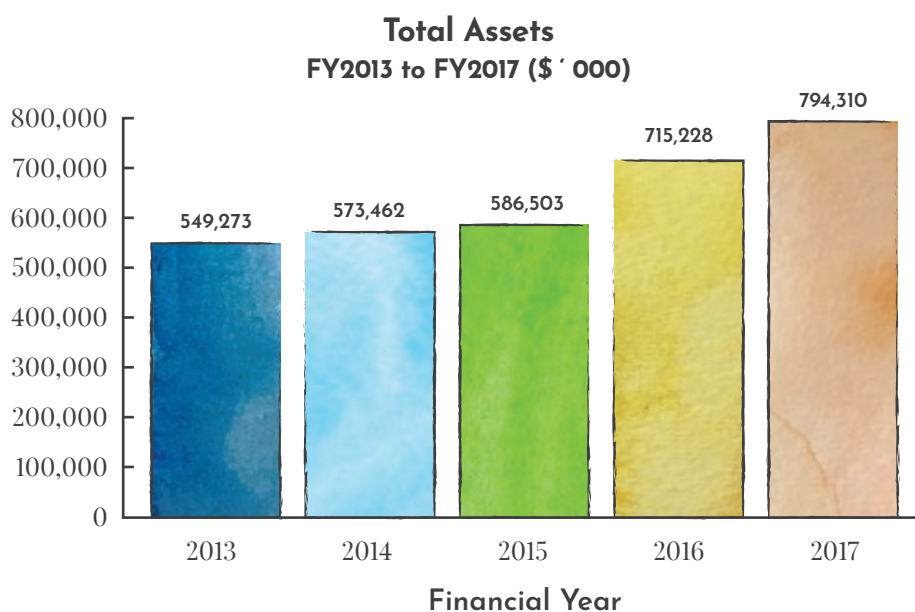
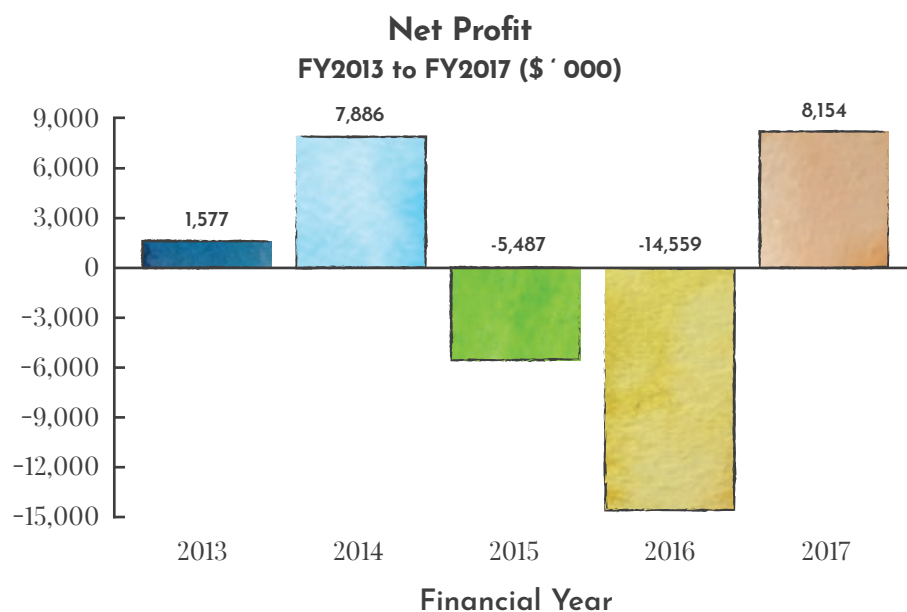
- \$2.5 million capital gift in kind
- \$16.3 million net gain on business combinations
- \$(0.4) million impairment loss on held-for-sale assets
- \$(4.1) million impairment loss on buildings
- \$1.85 million net gain on held-for-sale assets.

Statement of Financial Position

The organisation's financial position (formerly referred to as the balance sheet) reflects the accumulated history of our organisation and shows that we hold substantial assets which underlie our ability to deliver our missional outcomes into our communities.

By far the significant proportion of these assets is held in property, plant and equipment providing our service outlets in locations throughout Queensland and Victoria. Alongside these, we have represented the value of our aged care bed licences as intangible assets although carried at a conservative valuation given the uncertainty associated with the valuation of this class of asset.

In addition to our bed licences being reported as intangible assets, our motel management rights are also reported as an intangible asset plus this year we have reclassified our internally developed software as an intangible asset given it is now a material cost and technically not plant or equipment.



Our very strong liquidity levels are represented by the significant amount of cash and cash equivalents dominating our current assets and these are complemented at this stage by the absence of external debt funding. Our current liabilities, whilst significant at \$429 million, if viewed excluding

our client liabilities of \$334 million, further enhances the strength of our liquidity position. Client liabilities, whilst having to be repaid at the time of client departures are normally replaced by incoming clients. These liabilities are subject to their own prudential requirements regime.

Another significant balance on the consolidated statement of financial position is the non-current liability of government funding termed deferred income. This largely comprises of the amount of government funding received in relation to the National Building Initiative housing assets. It is held as a liability and progressively brought to income over the term of the 40-year service agreement. In this way it approximates the values in our total asset position.

In summary, our Financial Position is very strong, demonstrating not only our ability to continue to deliver but to expand our mission outcomes into our communities.

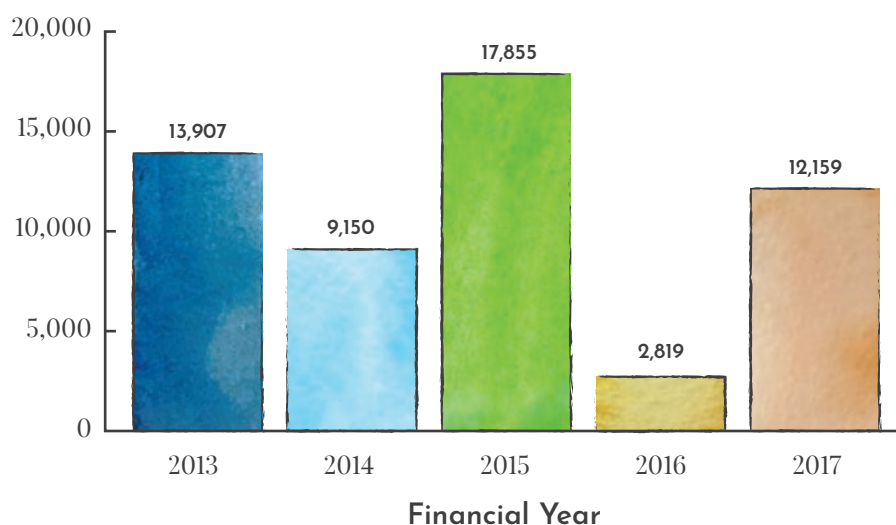
Statement of cash flows

The statement of cash flows is difficult to compare year by year because of the impact of the large business transactions, large capital grant income and related capital expenditure occurrences which have happened over recent years causing significant inconsistent movements.

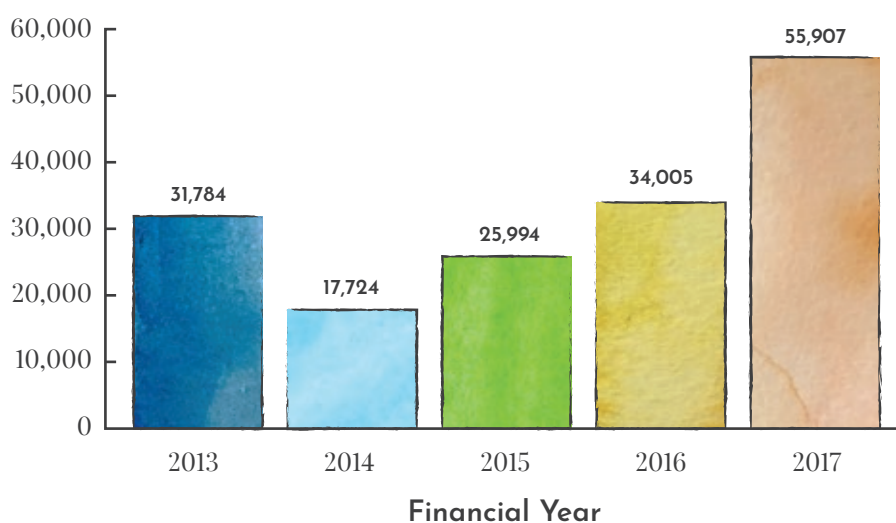
These transactions aside, if we look at the net cash flows from operations chart below, it shows a strong positive cash flow business this year having generated \$12.2 million in cash from operational activities. We can see a significant increase in our operational cash surplus from 2015-16 (\$2.8 million) resulting from curtailing our strategic expenditure.

Note 26 to the accounts details how the operating cash reconciles back to operating profit (loss) and the major contributors to the variance between operating cash and operating profit (loss) are our non-cash items such as the depreciation expense discussed earlier in this overview, a decrease in receivables, an increase in inventories, an increase in trade payables, an increase in loans and borrowings through Centenary Development Foundation, growing employee entitlement provisions plus the significant abnormal items detailed above.

**Net Cash Flows from Operations
FY2013 to FY2017 (\$ ' 000)**



**Cash Spent Acquiring PP&E
FY2013 to FY2017 (\$ ' 000)**



Capital expenditure on property plant and equipment

There has been significant increased expenditure over the past three years reflecting the numerous building projects, including the redevelopment of the Kenmore site, Stanthorpe Aged Care facility, Wattle Apartments at Acacia Ridge and the purchase of retirement villages.

Capital expenditure will continue to grow over the next three years as the current and planned new builds in aged care and housing services continue through to completion.

In conclusion, in reviewing each of the financial aspects of the organisation as discussed above it can be seen that each shows strength and growth and provide an established platform ensuring the viability of long term growth.

OUR LOCATIONS

Kingdom Access Places

A kingdom access place is a place of service and hospitality where people can gain access to the kingdom of God.

The kingdom of God is a way of being together in community and a way of being as individuals — underpinned by the belief that God loves each one of us unconditionally. Jesus said, ‘I am the way and the truth and the life. No one comes to the Father except through me’ (John 14:6). The early Christians were known as followers of the Way because they took Jesus at his word and lived out his Way in their local communities.

A kingdom access place is a presence in the community where people are intentionally trying to practise this Way and invite others to join in. They seek to love God and put Him first in their lives; to love one another and care for the poor, frail and vulnerable; and to live the richest and most fulfilling life they can. They aspire to live this Way of Jesus, and to tell and train others in this way of life.

LOCATION	CHURCHES	ACCESS PLACES, MAPS AND CHAPLAINS	STRATEGIC ACTION LEADERSHIP TEAMS	EARLY CHILDHOOD	CHILDREN, YOUTH AND FAMILIES	HOUSING SERVICES	COMMUNITY CARE	RESIDENTIAL AGED CARE	RETIREMENT LIVING
Women's SALT			✓						
Men's SALT			✓						
Generations Years SALT			✓						
Simple Church / Postcard Radio			✓						
BRISBANE									
Acacia Ridge	✓	✓	✓			✓	✓	✓	✓
Annerley	✓						✓		
Arana Hills	✓						✓		
Bayside			✓						
Bellbowrie					✓		✓		
Boondall	✓						✓		
Calamvale					✓		✓		
Camp Hill	✓						✓		
Carina Heights						✓			
Chermside						✓	✓		
Coopers Plains						✓	✓		
Darra						✓			
East Brisbane							✓		
Forest Lake					✓		✓		
Fortitude Valley						✓			

LOCATION	CHURCHES	ACCESS PLACES, MAPS AND CHAPLAINS	STRATEGIC ACTION LEADERSHIP TEAMS	EARLY CHILDHOOD	CHILDREN, YOUTH AND FAMILIES	HOUSING SERVICES	COMMUNITY CARE	RESIDENTIAL AGED CARE	RETIREMENT LIVING
Goodna						✓	✓		
Hamilton						✓	✓		
Holland Park						✓	✓		
Inner City Brisbane	✓	✓	✓				✓		
Jamboree Heights	✓			✓	✓				
Kedron	✓					✓	✓		
Kelvin Grove						✓	✓		
Kenmore		✓	✓	✓	✓	✓	✓	✓	✓
Keperra							✓		
Mitchelton		✓			✓	✓	✓	✓	✓
Moorooka	✓						✓		
Mount Gravatt						✓	✓		
Mount Gravatt East						✓	✓		
Murarrie						✓	✓		
Spring Hill						✓	✓		
Sunnybank	✓						✓		
Tarragindi	✓						✓		
Zillmere	✓					✓	✓		
NORTHERN ZONE									
Bray Park						✓	✓		
Bribie Island	✓	✓	✓			✓	✓	✓	✓
Buderim	✓						✓		
Caboolture	✓				✓		✓		
Caloundra	✓					✓	✓		
Dayboro	✓								
Kallangur	✓	✓				✓	✓		
Moreton Bay		✓	✓						
Mount Mee		✓							
Nambour	✓						✓		✓
Narangba	✓						✓		
Redcliffe	✓						✓		
Samford Valley		✓							
Sippy Downs							✓		
Strathpine						✓	✓		
Sunshine Coast		✓	✓				✓		
Wamuran					✓				
Woorim							✓	✓	✓
SOUTHERN ZONE									
Alexandra Hills	✓	✓				✓	✓	✓	
Benowa							✓	✓	✓
Berrinba	✓								
Browns Plains	✓	✓				✓	✓		
Burleigh Heads	✓						✓		

LOCATION	CHURCHES	ACCESS PLACES, MAPS AND CHAPLAINS	STRATEGIC ACTION LEADERSHIP TEAMS	EARLY CHILDHOOD	CHILDREN, YOUTH AND FAMILIES	HOUSING SERVICES	COMMUNITY CARE	RESIDENTIAL AGED CARE	RETIREMENT LIVING
Capalaba					✓		✓		
Coomera						✓	✓		
Gold Coast		✓	✓				✓		
Gold Coast North			✓						
Gold Coast South			✓						
Greenbank					✓		✓		
Hillcrest							✓	✓	
Kingston						✓			
Labrador						✓	✓		
Logan	✓		✓				✓		
Logan Central						✓	✓		
Miami						✓	✓		
Nerang		✓					✓	✓	
Ormeau						✓	✓		
Pimpama						✓	✓		
Robina							✓		
Southport	✓	✓				✓	✓	✓	✓
Springwood	✓				✓		✓		
Springfield	✓						✓		
WESTERN ZONE									
Basin Pocket						✓	✓		
Beaudesert						✓			
Bellbird Park						✓	✓		
Boonah	✓	✓	✓				✓	✓	✓
Booval						✓	✓		
Brassall						✓	✓		
Bundamba	✓				✓	✓	✓		
Camira						✓	✓		
Churchill						✓			
Chuwar						✓	✓		
Collingwood Park						✓	✓		
Dinmore						✓			
East Ipswich						✓	✓		
Eastern Heights						✓	✓		
Fassifern		✓	✓				✓		
Fernvale	✓								
Flinders View						✓	✓		
Gailes						✓	✓		
Gatton	✓	✓				✓	✓	✓	✓
Gleneagle						✓			
Goodna						✓			
Grantham						✓			
Ipswich/Ripley		✓	✓			✓	✓		

LOCATION	CHURCHES	ACCESS PLACES, MAPS AND CHAPLAINS	STRATEGIC ACTION LEADERSHIP TEAMS	EARLY CHILDHOOD	CHILDREN, YOUTH AND FAMILIES	HOUSING SERVICES	COMMUNITY CARE	RESIDENTIAL AGED CARE	RETIREMENT LIVING
Kalbar		✓					✓	✓	
Laidley						✓	✓		
Lockyer Valley			✓						
Leichhardt						✓	✓		
Lowood	✓					✓	✓		
Ma Ma Creek	✓								
Marburg	✓					✓	✓		
Moggill						✓	✓		
Mount Walker	✓								
North Booval						✓	✓		
North Ipswich						✓	✓		
One Mile						✓			
Raceview	✓					✓	✓		
Redbank						✓			
Redbank Plains						✓	✓		
Riverhills						✓	✓		
Riverview						✓	✓		
Rosanthal Heights						✓			
Rosevale	✓								
Sadlers Crossing						✓			
Silkstone						✓	✓		
Silverdale	✓								
Springfield	✓								
Withcott	✓						✓		
Wulkuraka						✓			
Yamanto						✓	✓		
NORTH AND CENTRAL QUEENSLAND									
Atherton		✓							
Avoca									✓
Blackall							✓	✓	
Cairns	✓	✓							
Cardwell		✓						✓	
Cloncurry		✓							
Far North Queensland		✓	✓						
Gladstone	✓	✓	✓						
Mackay	✓								
Mareeba	✓								
Mount Isa	✓								
Normanton	✓								
North Queensland		✓	✓						
Outback	✓								
Rockhampton	✓								
Tablelands/Walkamin	✓								

LOCATION	CHURCHES	ACCESS PLACES, MAPS AND CHAPLAINS	STRATEGIC ACTION LEADERSHIP TEAMS	EARLY CHILDHOOD	CHILDREN, YOUTH AND FAMILIES	HOUSING SERVICES	COMMUNITY CARE	RESIDENTIAL AGED CARE	RETIREMENT LIVING
Townsville	✓	✓			✓		✓		✓
WIDE BAY BURNETT									
Bundaberg	✓	✓	✓		✓		✓	✓	✓
Fraser Coast		✓	✓				✓		
Gin Gin		✓		✓			✓	✓	
Gympie	✓								
Hervey Bay	✓	✓		✓	✓		✓	✓	
Kingaroy	✓		✓			✓			
Maryborough	✓	✓		✓	✓		✓	✓	✓
Murgon	✓								
South Burnett		✓	✓						
Tiaro		✓						✓	
Torquay					✓		✓		
DARLING DOWNS AND SOUTH WEST QUEENSLAND									
Bongeen	✓								
Chinchilla	✓					✓	✓		
Crows Nest		✓					✓	✓	✓
Cunnamulla				✓				✓	
Far West Queensland			✓						
Dalby	✓						✓		
Goondiwindi							✓		
Highfields	✓						✓		
Inglewood		✓					✓	✓	
Kingsthorpe	✓								
Miles							✓		
Newtown							✓		✓
Roma	✓						✓		
Southern Downs		✓	✓						
Stanthorpe		✓					✓	✓	
St George		✓				✓	✓	✓	
Toowoomba	✓	✓	✓				✓	✓	✓
Warwick	✓	✓				✓	✓		✓
VANUATU									
Medical Santo		✓							
VICTORIA									
Cheltenham							✓		✓
Essendon		✓					✓	✓	✓
Murrumbena									✓
Oakleigh		✓						✓	✓
Ormond									✓
NEW SOUTH WALES									
Fingal Head	✓								
Murwillumbah							✓		

Directory of Affiliated Churches

Our movement includes over 60 local churches that together represent the wide spectrum of life and geographic locations.

In addition, we include dozens of new Christian faith communities which may be conducted in homes, schools, aged care services, child care centres, housing complexes, coffee shops, local parks, and community centres. The majority of these

groups have commenced in the last four years. These new 'kingdom access places' are not reflected in the statistics below, yet they represent over 2,500 additional people connected in their faith journey with Churches of Christ in Queensland.

AFFILIATED CHURCHES	AVERAGE TOTAL ATTENDANCE TO WORSHIP SERVICES (WEEKLY)	ACTIVE MEMBERS	BAPTISMS	MEMBERSHIP YEAR
Aboriginal and Islander Christian Fellowship	188	50	5	1929
Acacia Ridge Church of Christ	20	17	1	1953
Ann Street Church of Christ (Brisbane City)	50	40	3	1883
Annerley Church of Christ	31	6	2	1913
Arana Hills Church of Christ	181	115	6	1966
Avenell Heights Church of Christ (Bundaberg)	33	22	0	1970
Beth-El Community	50	70	2	2006
Bongeen Church of Christ	53	59	2	1977
Boonah Church of Christ	75	77	0	1894
Boondall Church of Christ	58	45	0	1916
Bribie Island Church of Christ	60	43	0	1975
Brisbane North Church of Christ (Kedron)	33	51	0	1992
Browns Plains Church of Christ	90	35	0	1980
Bundaberg Church of Christ (Twyford Street)	141	117	1	1923
Burleigh Heads Church of Christ	75	72	3	1982
Caboolture Living Hope Church of Christ	31	28	2	1986
Caloundra Church of Christ	257	190	4	1974
Camp Hill Church of Christ	46	42	0	1957
Chinchilla Church of Christ	115	76	2	1951
Dalby Church of Christ	45	44	2	1956
Door of Hope Church of Christ (Maryborough)	85	83	0	1892
Eikon Church of Christ	23	41	0	2005
Fernvale Community Church	31	35	4	1997
Gatton Church of Christ	107	46	2	1955
Gladstone Church of Christ	63	53	4	1953

AFFILIATED CHURCHES	AVERAGE TOTAL ATTENDANCE TO WORSHIP SERVICES (WEEKLY)	ACTIVE MEMBERS	BAPTISMS	MEMBERSHIP YEAR
Good Shepherd Church of Christ (Brisbane City)	48	34	2	2011
Gympie Church of Christ	70	42	0	1886
Hervey Bay Church of Christ	20	15	0	1974
Highfields Church of Christ	70	100	2	2002
Hume Ridge Church of Christ (Toowoomba)	990	586	15	1882
Kingaroy Church of Christ	120	76	1	1909
Kingsthorpe Church of Christ	39	29	4	1988
Lakeshore Community Church of Christ (Buderim North)	175	68	3	2002
Lowood Church of Christ	13	10	0	1949
Ma Ma Creek Church of Christ	17	25	0	1885
Mackay Church of Christ	64	70	2	1937
Marburg Church of Christ	12	14	0	1895
Mount Walker Church of Christ	26	37	0	1884
Mountain Top Community Church	30	50	5	2007
Murgon Church of Christ	22	15	0	1960
Oasis Church (Springfield and Bundamba)	175	70	4	2002
Outback Church of Christ	40	61	0	1991
Redcliffe Church of Christ	79	69	6	1956
Redlands Church of Christ	25	40	0	1979
Rising Sun International Church (Moorooka)	55	34	3	1931
Rivers Church (Moreton Bay)	230	285	5	1975
Rockhampton Church of Christ	127	21	2	1928
Roma Church of Christ	64	70	4	1888
Rosevale Church of Christ	30	26	1	1891
Sanctuary Park Church of Christ (Nambour)	87	89	1	1951
Silverdale Church of Christ	60	54	5	1920
Southport Church of Christ	886	274	4	1957
Springwood Church of Christ	510	162	9	1974
Sunnybank Church of Christ	278	80	8	1914
The Lakes Church (Cairns and Tablelands)	310	340	14	1969
Toowoomba North Church of Christ	298	198	3	1922
Townsville Church of Christ	52	41	3	1930
Vietnamese Church of Faith (Jamboree Heights)	13	19	0	2004
Warwick Church of Christ	52	51	0	1883
Westside Church of Christ (Jamboree Heights)	324	147	10	1993
Whitehill Church of Christ	328	189	7	1922
Withcott Church of Christ	108	104	1	1982
Zillmere Church of Christ	20	18	3	1882
TOTAL	7,808	5,070	172	

Directory of Care Services

Head Office

41 Brookfield Road
Kenmore Qld 4069
Phone: 07 3327 1600
Fax: 07 3878 1268

Children, Youth and Families

Early Learning and Care

Cunnamulla
Gin Gin
Hervey Bay
Jamboree Heights
Maryborough

Prevention and Early Intervention

Bundaberg
Caboolture
East Mackay
Jamboree Heights
Maryborough
Torquay
Townsville

Assessment and Intervention Services

Mackay
Maryborough
Springwood
Townsville

Fostering and Kinship Care

Bundaberg
Bundamba
Caboolture
Mackay
Maryborough
Mitchelton
Mount Isa
Springwood
Townsville

Residential Out-of-home Care

Bellbowrie
Berrinba
Bundamba
Calamvale
Capalaba
Forest Lake
Greenbank
Mount Isa
New Beith
Townsville
Wamuran

Transition Services

Bundaberg
Bundamba
Forest Lake
Mackay
Maryborough
Mount Isa
New Beith
Townsville

Housing Services

Kenmore
Booval
Southport

Seniors and Supported Living

Retirement Living

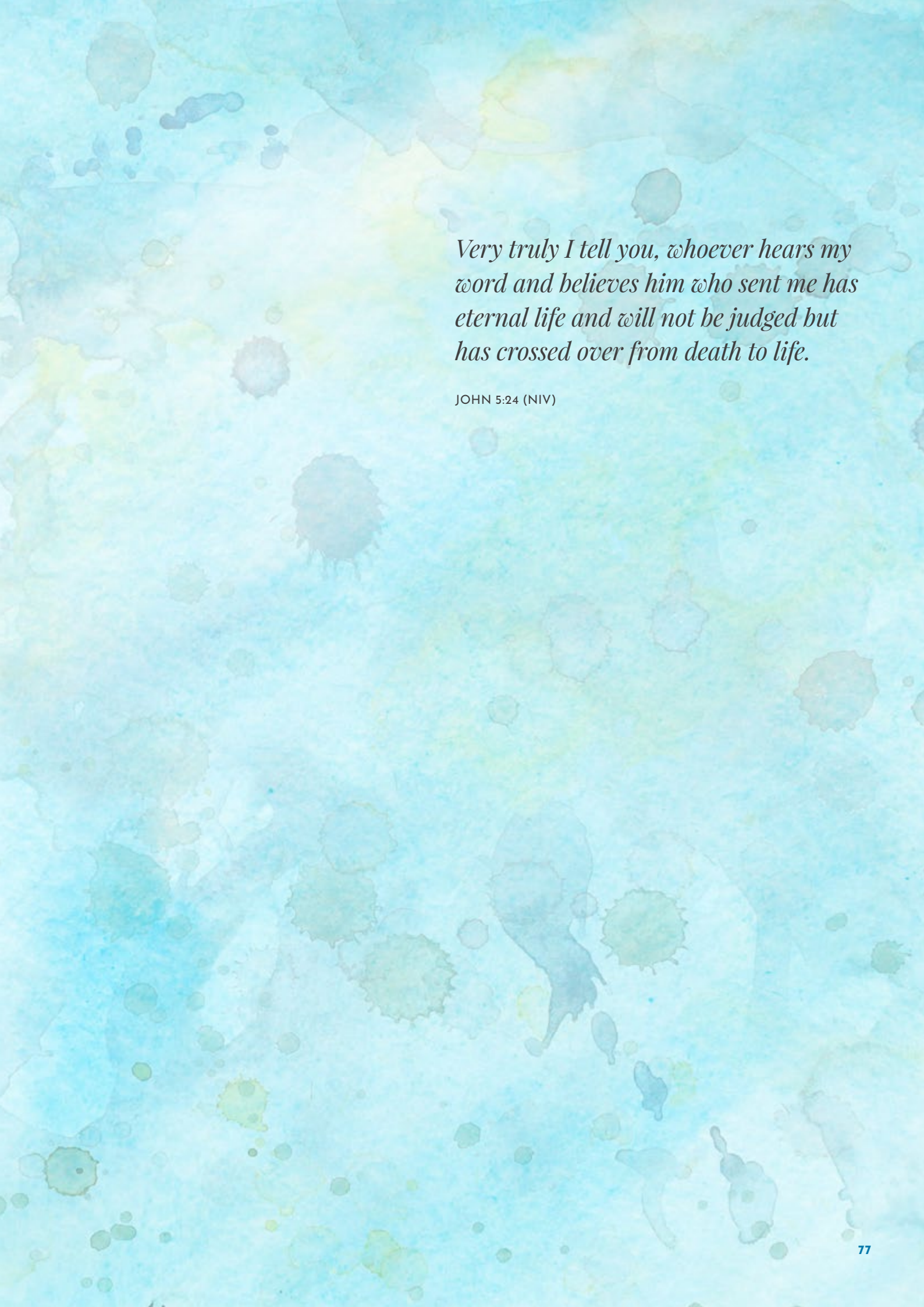
Acacia Ridge
Avoca
Benowa
Bongaree
Boonah
Bundaberg
Crows Nest
Gatton
Maryborough
Mitchelton
Nambour
Newtown
Southport
Toowoomba
Townsville
Warwick
Woorim
Cheltenham
Essendon
Murrumbeena
Oakleigh
Ormond

Home and Community Care

Blackall
Boonah
Bribie Island
Bundaberg
Cheltenham
Hervey Bay
Keperra
Southport
Sunshine Coast
Toowoomba
Townsville
Warwick

Residential Aged Care

Acacia Ridge
Alexandra Hills
Benowa
Blackall
Bongaree
Boonah
Bundaberg
Cardwell
Crows Nest
Cunnamulla
Gatton
Gin Gin
Hervey Bay
Hillcrest
Inglewood
Kalbar
Maryborough
Mitchelton
Nerang
Southport
Stanthorpe
St George
Tiara
Toowoomba
Woorim
Essendon
Oakleigh



Very truly I tell you, whoever hears my word and believes him who sent me has eternal life and will not be judged but has crossed over from death to life.

JOHN 5:24 (NIV)



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