

ANNUAL REPORT - 2023

Reflections.



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Acknowledgement of Country

We at Churches of Christ acknowledge the traditional custodians of the lands on which we stand and pay our respects to Elders past, present and emerging, for they hold the memories, traditions, cultures, hopes and aspirations of First Nations People.

We acknowledge and recognise the resilience of generations of First Nations People and stand with you now and always.

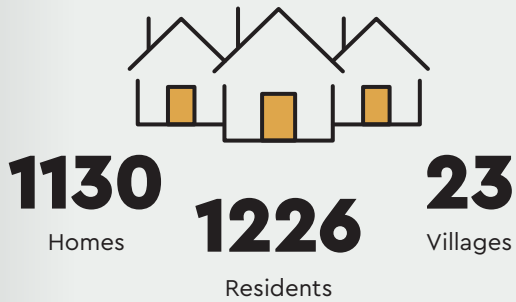
We are committed to walking alongside First Nations People to establish a foundation of trust and take meaningful action to preserve, affirm and promote the world's oldest living culture.

Our legal status

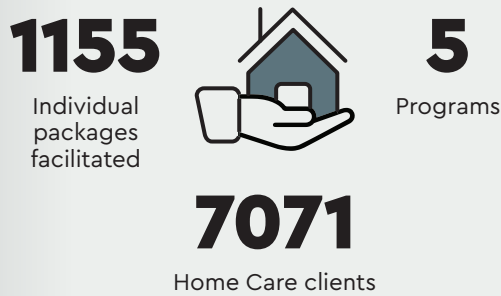
Churches of Christ in Queensland ARBN 147 481 436 (incorporated in Queensland) is a legal body incorporated under the Letters Patent issued pursuant to the Religious Educational and Charitable Institutions Act 1861–1959. Churches of Christ Housing Services Limited ABN 25 604 517 026 is a not-for-profit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

Who we serve...

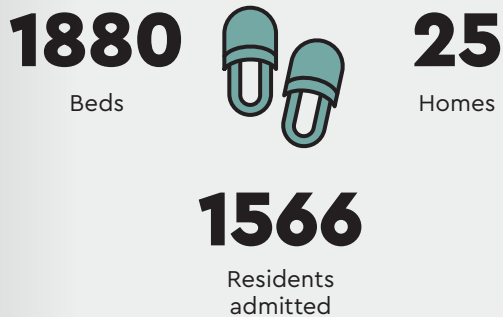
RETIREMENT LIVING SERVICES



HOME CARE SERVICES



RESIDENTIAL AGED CARE SERVICES



HOUSING SERVICES

1203
Properties



12

Families supported by Qld Gov. Immediate Housing Response for Families

2232

People supported



CHILDREN, YOUTH & FAMILY SERVICES

1358

Foster and kinship carers



493

Families supported by Family Support Services

2729

Children and young people in family-based care



Who we are...

CHURCHES OF CHRIST

3883

Team members



471

Volunteers

1539

Team members born overseas



AFFILIATED CHURCHES

62

Affiliated churches



160+

Ministering persons

4576

Church members



About Churches of Christ.

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

By empowering people to live hope-filled, meaningful lives, we are able to truly live our purpose—to bring the light of Christ into communities.

Through our local churches, care and support services, we assist tens of thousands of people each year.

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

The Churches of Christ Way



Message from our Council Chair Kevan Denny

Welcome to Churches of Christ in Queensland's 2023 Annual Report.

This year marks 140 years of Churches of Christ in Queensland, which is cause for celebration. It is a great example of the grace and mercy of our Lord Jesus Christ. His people are simply to live out His famous instructions, *"All authority in heaven and on earth has been given to me. Therefore, go and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely, I am with you always, to the very end of the age."* (Matthew 28:18–20).

A faithful God, leading faithful people, resulting in God building His church.

As we look back over the past 140 years, I am reminded of the Children of Israel crossing the Jordan River in Joshua 4. They left the slavery of Egypt and escaped into the freedom God had set before them. They made that choice; they saw His hand at work and yet soon after decided to not do what He asked; to not trust Him. They suffered again and yet God's protective hands were upon them. Many years later, they were to decide again. God was asking them to cross the flooded Jordan River to enter the Promised Land. What would they do?

How many times over the past 140 years has our movement in Queensland been on a similar journey? How many times have we been given opportunities by God and not taken them? How many times have we journeyed under God's protection but not achieved our potential? Looking back is a great reminder of God's faithfulness.

God's instructions were clear. The whole nation was to cross the river but only after they had consecrated themselves. They were required to be sacred, set apart, clean before God. Romans 12:1 tells us this is how we are to be if we are to be used by God. We are, *"Through the compassions of God, to present our bodies a living sacrifice, holy, well pleasing to God,*

which is our reasonable service." Joshua went on to say, if we do this, *"The Lord will do amazing things among you."*

Led by the priests, and the ark of the covenant, the whole Nation entered the Jordan River. Amazingly, it stopped flowing and the people crossed on dry ground. They would have heard the stories of the first time this happened, at the Red Sea, as their ancestors escaped Egypt. Then Joshua asked each tribe to take a stone from the middle of the river and set them up to serve as a sign. In the future, when the children asked what these stones meant, they would tell them what happened today.

Joshua 4:24 tells us, *"He did this so that all the peoples of the earth might know that the hand of the Lord is powerful and so that you might always fear the Lord your God."*

The rocks reminded them to tell the stories. I hear many stories from our churches and services—stories that again demonstrate the power and might of our God. Stories of the transforming power of the Gospel. Stories of God patiently waiting, guiding, and leading. Stories of God's people stepping out in obedience, even when it doesn't make sense, to follow the call of the Master. What a privilege to serve the King of Kings.

The Council's primary role is to advance the mission and objectives of Churches of Christ and to affirm key theological and faith-based issues. We maintain responsibility for appointing a skills-based Board of Directors and by fostering the mission and objectives of the organisation. Council also approves the Churches of Christ in Queensland Constitution and related policies at the Annual General Meeting. The Council is mindful of the legislative landscape requiring institutions like ours to strive to be safe places, well led and healthy. We are therefore constantly striving to identify and manage conflicts that might arise between church, commercial and charitable purposes imperatives.

The Council is responsible for the endorsement of Ministering Persons and has three committees:



The Ministry Ethics Unit; Healing and Redress Group; and Council and Board Nomination Committee.

As Chair, I serve as an ex-officio member of the Board and represent Churches of Christ with the Heads of Churches in Queensland and the Board of the Council of Churches of Christ in Australia.

Churches of Christ exists to bring the light of Christ into communities, not only through the Churches but through our Seniors Living, Housing, Children Youth and Families Services, and Chaplaincy. We live by our values and honour God in all we do.

On behalf of our member churches, I thank our Board for their guidance. Board members are selected because they are Christians who actively pursue Jesus and have the necessary skills required on the Board. During the year, Council appointed Steven Muller to the Board. I thank all our Board members for their dedication under the leadership of Nigel King as Chair.

In January 2023, Gary Edwards, our Chief Executive Officer, retired and Mike Folland was appointed Interim CEO. I thank Mike for his leadership throughout this period.

Council would like to especially mention the work of the Church and Community Engagement Team, led by Donna Savill. They work tirelessly to ensure our member churches are safe, well led, and healthy.

This team, including the Regional Engagement Partners, has attended to some very complex issues. They have done so with integrity, loyalty, and compassion.

To all the Churches of Christ staff, thank you. You make such a difference in the lives of so many.

The Council is elected to represent the Conference of Affiliated Churches. I would like to thank Geoffrey Runge, Steve Peach, Laura Snook, Patrick Hegarty, Sharman Irvine, and Matthew George for their commitment and service during this year. The same applies for Carol Joseph, who retired during the year.

It has been an honour to serve as Chair of the Conference Council and we look forward to welcoming new Council members to strengthen this team.

While this past year has been frustrating in many ways as we faced financial and other pressures, we step out in faith trusting the true living God. As a Council, we will continue to represent, listen, and support our members. May I remind you that looking back brings us to today and today leads to tomorrow. The Council will continue to make Godly decisions today to impact the future built on the past.

Blessings,

Kevan Denny
Council Chair

Message from our Board Chair Nigel King

Welcome to the 2023 Annual Report.

As Board Chair, it's my privilege to lead the Churches of Christ in Queensland Board in our collective responsibility for the governance, strategic direction, and oversight of the organisation.

Over the past year, there have been a number of notable changes to the makeup of the Executive Group.

Chief Executive Officer Gary Edwards retired in January 2023, and Mike Folland accepted the position of Interim CEO. I want to acknowledge Gary's contribution as both Board Chair and CEO since 2013, and extend my gratitude to both Mike and Gary for their leadership this year.

Mike has stepped up from his role as Executive Director Children, Youth and Families (CYF) and Housing Services, and has provided measured and compassionate leadership during a challenging year in our movement's history.

We have also farewelled Chief Financial Officer Michael Brand, Executive Director Church and Community Engagement Tim McMenamin, and Executive Director Shared Services Norma Abayeskera, and welcomed new team members in interim capacities, including Donna Savill (Interim Executive Director Church and Community Engagement), Grant Hawgood (Interim Executive Director Children, Youth and Families), Drew Standish (Interim Executive Director Shared Services), and Chris Brunings (Interim Chief Financial Officer).

I commend the Executive for their effectiveness and cohesion as a newly assembled leadership team.

Like many organisations and sectors across Australia, the post-pandemic operating environment has brought labour and resource shortages, escalating

inflationary and cost of living pressures, and increased compliance and legislative requirements.

These challenges combined to create significant financial pressures for us over the past year. At 30 June 2023, our earnings before interest, taxes, depreciation and amortisation (EBITDA) was \$17 million and we recorded a net loss of \$40 million.

As a large not-for-profit community services organisation, approximately 90 per cent of our operating revenue is derived from either State or Federal Government funding, depending on the service delivered. Unfortunately, the level of funding has not kept pace with the rate of inflation.

In response to our financial challenges, the Board, in conjunction with the Executive Group, spent significant time in the first half of 2023 reviewing our organisation's operations to ensure its ongoing sustainability into the future.

As we undertook our analysis across all CYF services, it became apparent we could not identify a pathway to sustainability for some areas of the business. As a result, we took the difficult decision at the end of FY23 to transition away from Youth Residential Care, Supported Independent Living Services (SILS), and a number of Family Support Services.

On behalf of the Board, I sincerely thank the CYF team members impacted by these changes for their contribution and professionalism. They made a meaningful difference in the lives of young people and families over many years and worked tirelessly to support our young people through the transition to new care providers.

We will continue to offer foster and kinship care, and we remain the largest provider of these services in Queensland. As recognised leaders in the field, we intend to continue to participate in the child



protection sector into the future and are privileged to continue to provide care and support to vulnerable children and families on behalf of the Department.

The Board and Executive are continuing to review other areas of our service delivery and business and anticipate that it may be necessary to make further difficult decisions in the coming year to ensure the ongoing viability of the organisation.

Our Seniors Living services have continued to implement and respond to the many changes from the Royal Commission into Aged Care Quality and Safety. The Board approved the closure of three Residential Aged Care services over the course of the year, Woorim, Petrie Gardens and Amaroo. The closure of a service is never taken lightly. I thank the Seniors Living team for supporting residents and their families through their transition to new accommodation, which in most cases was to an alternative Churches of Christ service.

As the housing crisis continues across Queensland, the Board was proud to see the first sod turned on a new housing development in Ipswich, which will provide 41 new units for over 55s. This \$21 million project delivered in partnership with the Queensland Government will make a significant contribution to the housing stock in Basin Pocket.

Thank you to the Council, Board and Board Committees for your governance of our movement and your ongoing commitment to a sustainable future for Churches of Christ.

Thank you to Board Member, Steve Slade, who resigned from his position on the Board this year to concentrate on his health. I also thank Ken Ewald who has completed his nine-year term on the Board in October 2023.

Thank you again to Mike Folland and the Executive Group for your outstanding leadership and commitment during a difficult year. It has been a privilege to work alongside you.

God bless,

A handwritten signature in black ink, appearing to read 'Nigel King'. The signature is stylized with a large, vertical loop at the top and a wavy line at the bottom.

Nigel King
Board Chair



Message from our Interim CEO Mike Folland

It is an honour to present this 2023 Annual Report as Interim Chief Executive Officer for Churches of Christ in Queensland.

I wish to acknowledge the significant contribution of Gary Edwards, who retired from the position of CEO in January this year. Gary served as Chair of the Board from 2013–2018 and CEO from 2018 until his retirement.

As you will read throughout this report, we are celebrating 140 years of Churches of Christ in Queensland. We are part of the world-wide Restoration Movement and aspire to be a contemporary Christian movement based on New Testament principles—uncluttered Christianity, believer-led, empowered by the Spirit, strongly ecumenical, and open to work with all Christians to progress the Kingdom of God. We try to not get bogged down in hierarchical church governance, but seek to be nimble, dynamic, and authentic. For me, the phrase, "Authentic Christianity" expresses us well.

AUTHENTIC CHRISTIANITY

I am convinced that Australians are hungry for authentic spirituality—something that is real, meaningful, true, and life-changing. We offer this through faith in Jesus Christ.

Simple Christianity, however, is not simplistic. Churches of Christ has had a strong history of robust and academic theological education. The principals and lecturers of the Kenmore Bible College were all people of deep faith and intellectual rigour. Today, we also seek to be theologically informed and provide evidence-based, compassionate care.

As a living expression of our faith in action, we care for tens of thousands of individuals and families each year. We strive to make a difference in people's lives with meaningful outcome-focussed care: It is our mission expressed in action, 'bringing the light of Christ into communities'.

SHINING THE LIGHT

Mark 3:21–22 says, "He (Jesus) said to them, 'Do you bring in a lamp to put it under a bowl or a bed? Instead, don't you put it on its stand? For whatever is hidden is meant to be disclosed, and whatever is concealed is meant to be brought out into the open.'"

For the past 140 years, we have proclaimed the Gospel of Good News that brings light and hope and new life. Sometimes, bringing the light can reveal aspects of society that need transformation. Our work in child protection and aged care reform are just two examples, as well as the messages delivered by our preachers every Sunday.

This year has also seen light shine upon our own financial and operating systems, revealing significant challenges, impacted by external and internal factors.

EXTERNAL FACTORS

Over the last few years, there have been major reforms in the aged care and child protection sectors, which have led to increased costs at the same time as a reduction in real funding. Both Federal and State Government funding has become more complex and continue to lag behind the true cost of providing many of our services.

We are not alone in this funding challenge. The 2023 Stewart Brown Aged Care Financial Performance Report noted that 66 per cent of all surveyed Australian aged providers (1,237 aged care homes) made and operating loss, and 43 per cent made an EBITDA loss in the previous year. This is the same in the child protection sector, where the methods of contracting and the true cost of delivering some services, has meant that almost every major service provider in Queensland is operating at a loss for some or all their services.

I assure you that we have been tracking these changes over the past few years and actively lobbying Federal and State Government ministers

OUR GROWTH OVER THE PAST DECADE

Residential Aged Care Beds



+17.5%

2012-13	1600
2022-23	1880

Retirement Living Residents



+53.25%

2012-13	800
2022-23	1226

People supported by Housing Services



+103.6%

2012-13	1096
2022-23	2232

Foster & Kinship Carers



+47.6%

2012-13	920
2022-23	1358

Operating Revenue

+86.3%

2012-13	\$198.6M
2022-23	\$370M

Team Members

+27.9%

2012-13	3034
2022-23	3883

and director generals regarding the need for change. We are active contributors to all the major peak bodies that represent our industries and work closely with other key stakeholders and colleagues in other service providers.

Our divestment from residential homes for young people and family support services in our CYF services this year saw 120 young people move to other service providers and 350 team members were either redeployed or received redundancies. These decisions by the Board and Executive Group were painful and not taken lightly. I, on behalf of the Executive Group, offer sincere thanks to all of the impacted team members, and our many churches who faithfully provided long-term support to many of these services, we appreciate the care and compassion you showed to the young people and families.

INTERNAL FACTORS

As previously mentioned, these external factors have affected all major service providers. The difference is how each organisation has adapted internally to meet these challenges. Those organisations that have managed to adapt quickly, reduce costs, transform business systems, and invest in technology, have largely performed more strongly. Further, organisations with alternative income sources (other than Government funding) have proven more resilient. Churches of Christ has not been as nimble in responding to these external changes as we evidently needed to be.

One reason why we have not responded to changes as quickly as we should have is our significant growth as an organisation over the past 10 years. Looking back at the 2012-13 Annual Report the story of growth is impressive.

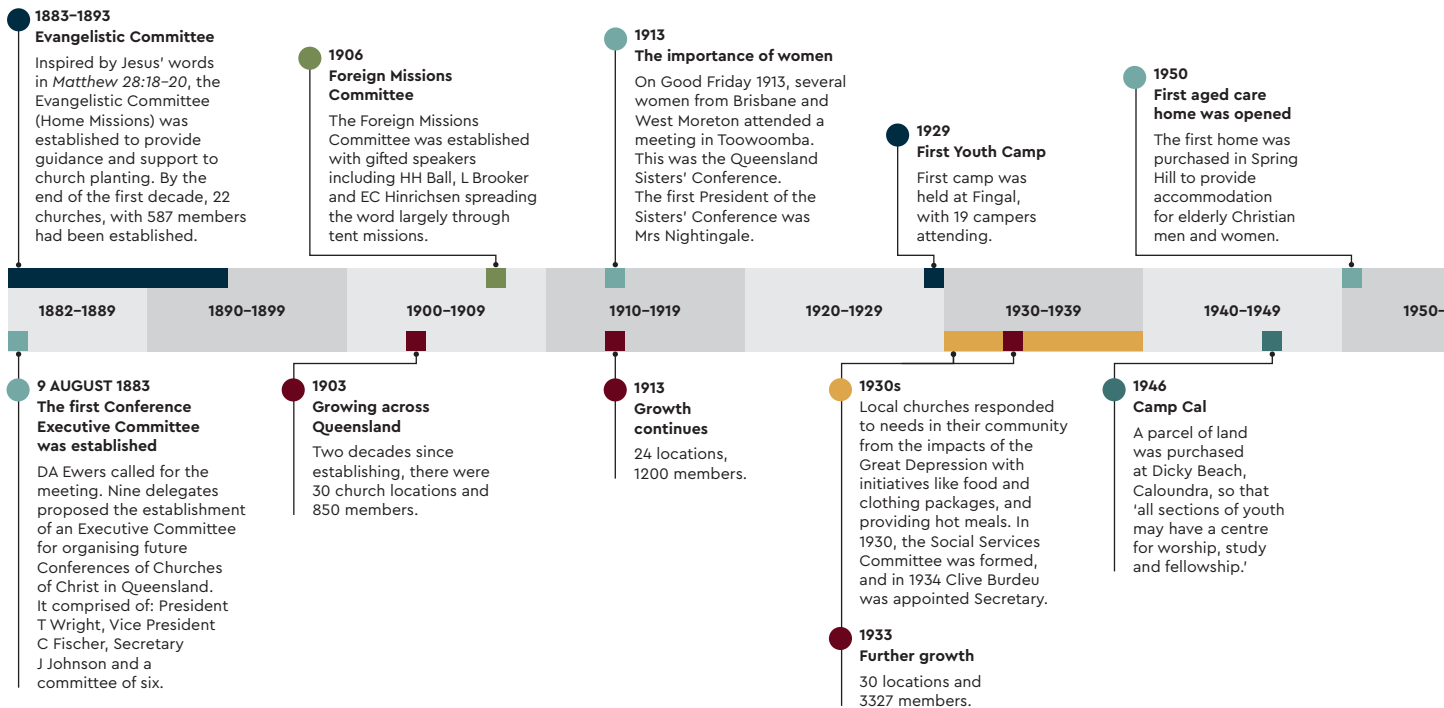
We have grown from a medium-size to a large not-for-profit organisation very quickly—but we have not matched this growth with investment into mature business systems or IT infrastructure. The infographic above highlights our growth over the past decade.

The ongoing tension and challenge for leadership in 'for-purpose' organisations like ours is to maintain the right balance of missional purpose and commercial reality. We cannot continue to care for precious young people, residents, and tenants if we run out of money. Likewise, we do not wish to operate like a strictly for-profit operation and focus solely on profits and commercial key performance indicators. As has been said before, a not-for-profit (for-purpose) business must also be a not-for-loss organisation.

The Executive Group is committed to working with the Board to meet these challenges with faith and resolve. I thank the team for their expertise, commitment, and heart. Thank you to the Board and Council for your guidance and thank you to the 3883 Churches of Christ team members for delivering compassionate care and support day in and day out.

We are looking forward to the next 140 years of authentic Christianity and evidence-based, compassionate care.

Mike Folland
Interim Chief Executive Officer



140-year anniversary

From our very beginnings, the Churches of Christ story has been one of unity.

At a time when momentum was growing to unite Australia into one federation, Churches of Christ's future leaders were coming together to bring many different churches under one name too—Jesus Christ.

And so, in the late 1800s, the story of Churches of Christ in Queensland began. Unified under one core driving force—a concern for the wellbeing of people physically, emotionally, and spiritually—the Church flourished throughout Queensland.

Some of the early leaders that inspired the growth of the Church include James Johnson, Carl Fischer, Stephen Cheek, DF Denham, David Ewers, and Frederick Troy.

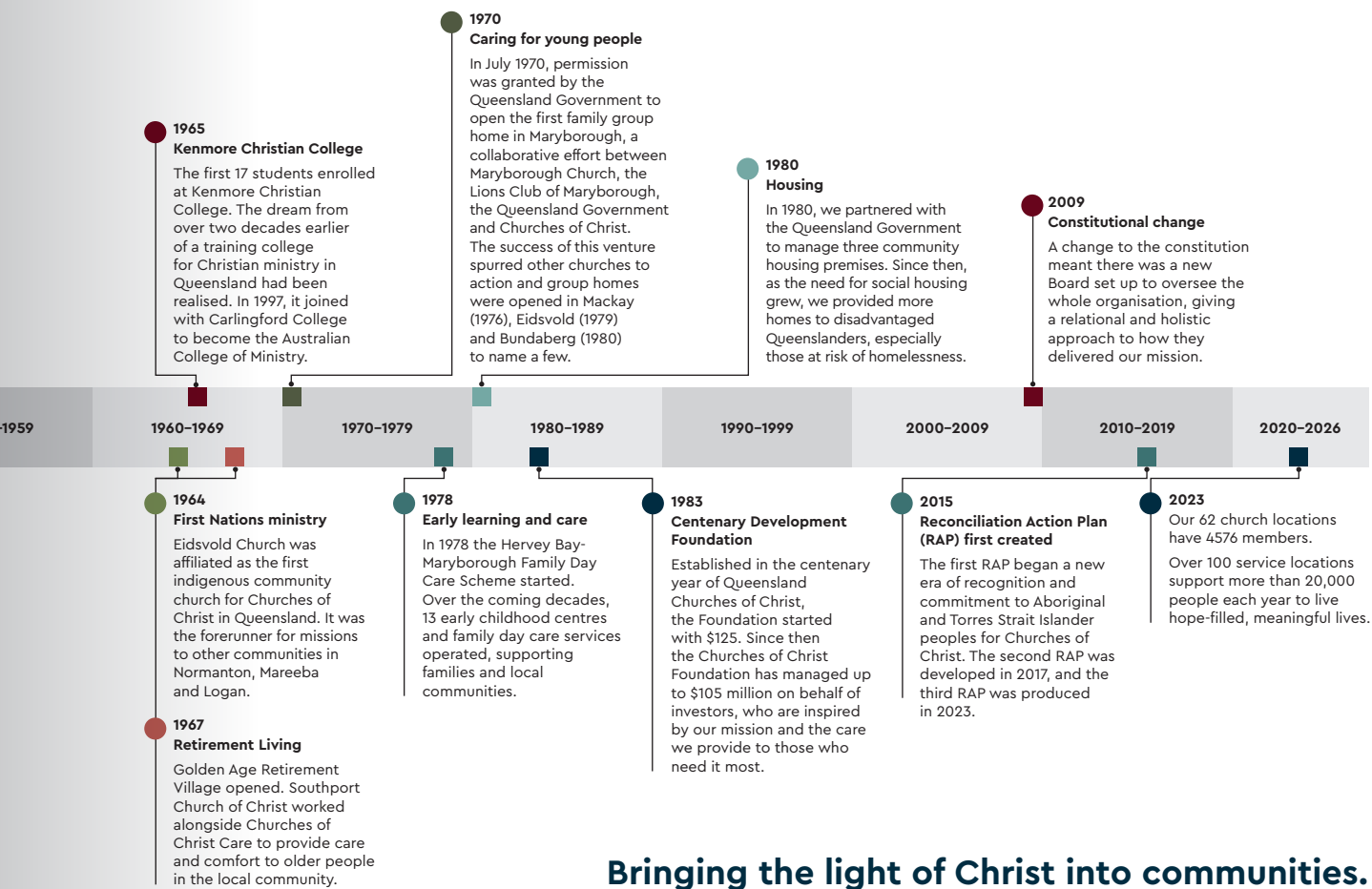
On 9 August 1883, in the Toowoomba lounge room of Frederick Troy, the first Executive Committee was held for the purpose of organising future Queensland conferences.

Here it was agreed to unite on the intention to act on the words of Jesus:

He said, *"Therefore go and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely, I am with you always, to the very end of the age."*
Matthew 28:19–20.

Together, these early leaders would be pioneers into the frontier colony. They'd go beyond the extreme limit of settled land to lead the way for a simple Christianity for all of humanity regardless of race, age, gender, or social class. That spirit of togetherness and unity lives on in the Church today.

Through the timeline above, you can learn more about our movement's journey, as we celebrate 140 years of bringing the light of Christ into communities.



Bringing the light of Christ into communities.

As we embarked on a journey to recognise our rich 140-year history in Queensland, we reflected on the evolution of our key values and beliefs. Above all one theme stood out—the story of unity.

Across our movement, churches, staff and our broader community were invited to learn more about who we are. A series of six videos celebrate our story, share who we are and how far we have come. You can view the videos by scanning the QR code to the right.

Churches and congregations have enjoyed events, and educational luncheons, culminating in an on-stage celebration at the 140th Annual General Meeting.

Images on page 19, show the activities some of our churches organised to mark the anniversary with their congregations and special guests.

Right: Mrs Nightingale, Sisters' Conference first President, 1913.



Scan QR code to view videos online.

Church and Community Engagement.

Key Statistics

62 Affiliated churches

4576 Church members

14,600+ People connecting with churches each week

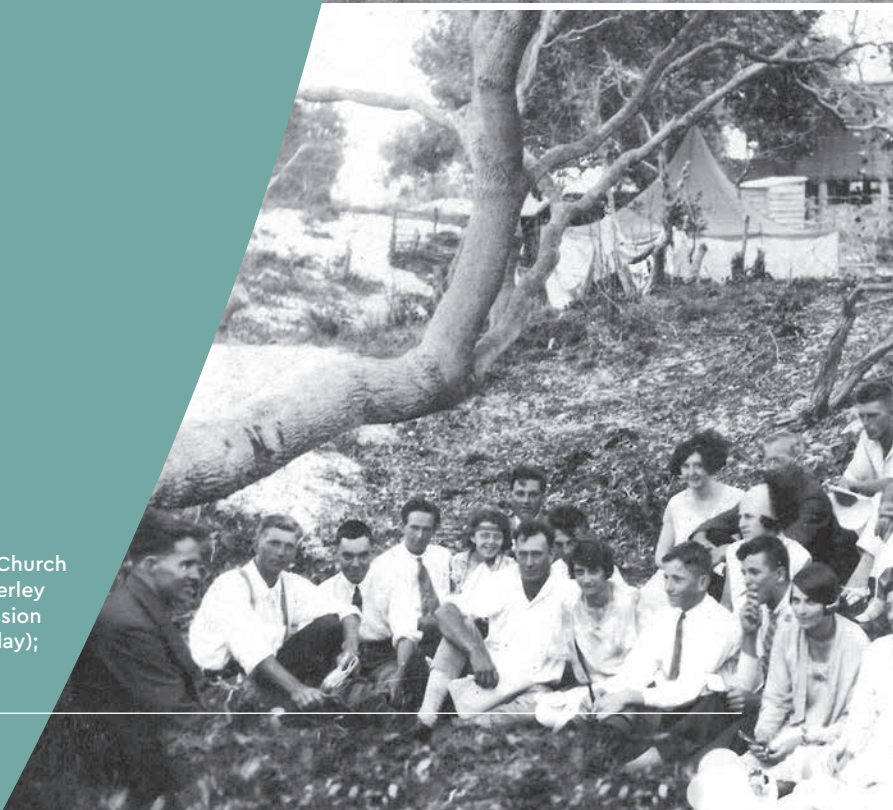
175 Baptisms

160+ Ministering persons

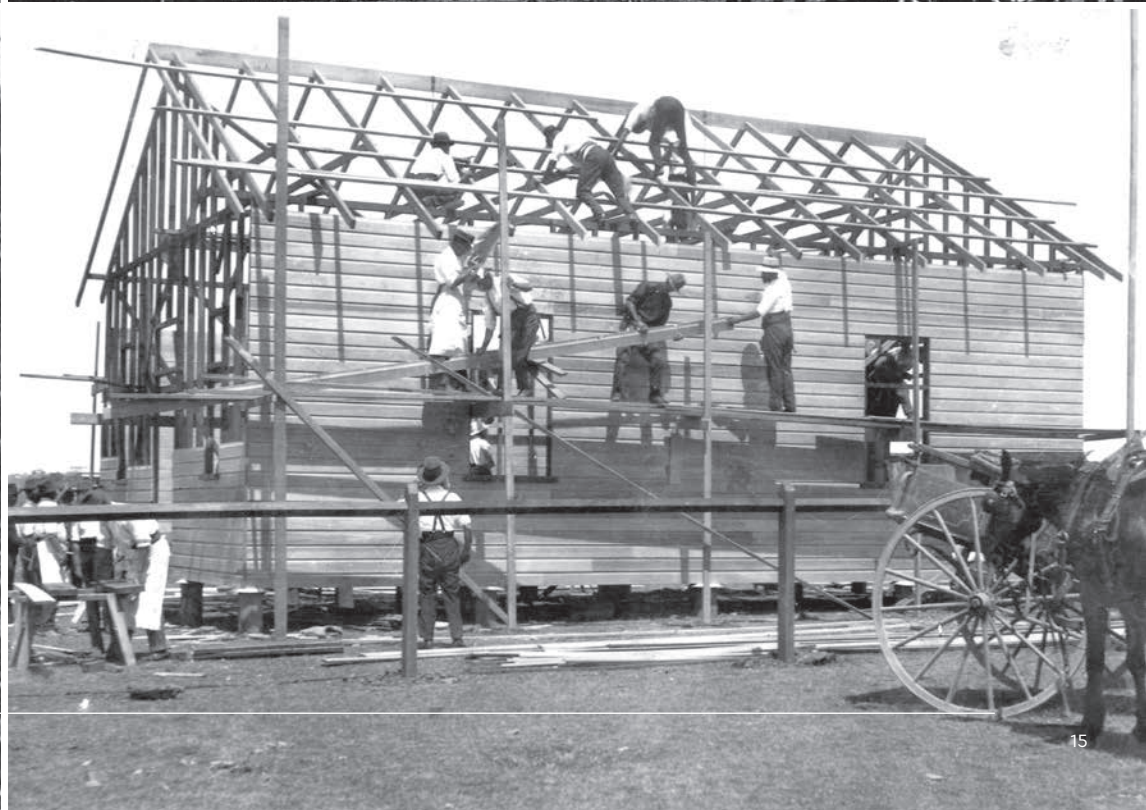
6 Regional Engagement Partners

30 Chaplains

9 Integrated campuses



Collage (clockwise from top left): 1890s – Tannymorel Church of Christ members; 1930s – Unemployment meals, Annerley Church of Christ; 1898 – Indigenous Pacific Islander Mission Church, Childers; 1914 – Hawthorne Chapel (built in a day); 1929 – First youth camp, Fingal.



United in His love

This year we celebrate 140 years as Churches of Christ in Queensland. We reflect on our history, consider where we are now, and dream about the future. We reflect on what has shaped us as Churches of Christ and how we are aligning with God's mission. We dream about what the future could be—for us collectively as Churches of Christ, for our churches, and for us individually.

The Church and Community Engagement team consists of Chaplains, Church Engagement staff and Regional Engagement Partners (REPs), as well as staff on our integrated campuses. We seek to invest in the wellbeing of our people, the health of our churches, and the integration of our mission.



Catapult conference, Mt Tamborine.

Our teams serve our 62 churches, over 160 ministering persons, our staff, and the people we support across our services in a myriad of ways. We also connect with members of the community who engage with our churches, services, and campuses.

Our churches are supported and resourced as they serve over 14,600 people each week through regular church services, ministries, and community outreach activities. We aim to encourage our pastors and church leaders as they share the message and love of Jesus and serve and bless people in their community.

The Chaplaincy Team, consisting of 30 Seniors Living, Housing Services and CYF chaplains, are leaders in compassionate, best-practice spiritual care. In the 2022–23 period, they recorded over 39,000 pastoral contacts, and we appreciate their commitment and care as they help people experience welcome, wellbeing, home, community, and hope.

The six REPs bring uplift to the services and churches across our movement through regional partnerships that enhance the mission and culture of Churches of Christ. They facilitate 17 Regional Hubs across the state. These hubs regularly bring together leaders from across our services, churches, and the community to find ways to address local community needs and deliver our mission of bringing the light of Christ into communities.

The Regional Hubs also provide extra support to our residents and clients, encourage community building, facilitate activities and outings to combat social isolation, arrange Christmas gift drives, organise events, and help celebrate our amazing foster and kinship carers.

Our nine integrated campuses bring all that we are as a movement into one holistic, unified expression and presence within a particular geographic community. By integrating aged care, home care, retirement living, affordable housing, a faith community, and shared facilities such as a community centre or auditorium, they offer a unique opportunity to build community and be a hub for their surrounding community.

Two of these campuses, at Little Mountain and Warwick, include cafes that are open to the public and function centres for campus and community activities. The Little Mountain campus on the Sunshine Coast also boasts a aquatic centre where we see hundreds of children learn to swim each year and many community members swim laps and attend aqua aerobics classes.

JOY SPRINGS UP AS COMMUNITIES UNITE OVER EASTER

Friendship, joy and laughter were plentiful when a diverse cohort of Churches of Christ communities came together at an Easter Luncheon hosted by Oasis Church of Christ Bundamba. The event was an authentic collaboration organised by staff from our Housing, Home Care, CYF, Chaplaincy and Church and Community Engagement teams through their Ipswich Hub meetings.

Regional Engagement Partner Steph Luckey said the goal was also to combat isolation for people who use Churches of Christ services. "We wanted to promote social connection between our Ipswich Housing complexes and provide an opportunity for Home Care clients and staff to connect and engage with others in their community."

Lunch began with live music and 37 people came together to celebrate. Eileen and John from the small community of Walloon travelled especially for the occasion. "Eileen said she almost didn't come but was so proud of herself and grateful that she did. She cares for her husband who has dementia and it's been really difficult for her at times," Steph said.

After the meal was over, Eileen led the dancing. "Eileen shared that she used to sing and dance all the time but hasn't in over 24 years as she's gotten older and been busy with the duties of being a carer," Steph said. "Eileen said dancing and laughing today brought her so much joy and reminded her 'she's still got it!'"



Eileen and Jeff, both Home Care clients, enjoying a dance at the Easter Luncheon.

Housing residents Tamika, Cheryl and Shane came from three different Churches of Christ campuses, and sat together for lunch, agreeing they liked celebrating Easter, with delicious food and great music.

Pastor of Oasis Church, Mark, recognised the importance of bringing people together. "Events like this are important because people need to see that the church is very approachable and wants to be a part of their lives," he said.

"For me this is about the Father and his love. The world came to us today and we need to respond to them with the love of Jesus."

INSPIRING EMERGING LEADERS



At the end of January, around 170 youth and young adult ministry leaders came from across Queensland to the Catapult conference at Mount Tamborine where they experienced inspiring messages on leadership, strategic planning time in their leadership teams, child safety training, great opportunities to network and share stories, and meaningful times of prayer and worship. Particularly impactful for the leaders was the time of commissioning and blessing as they returned to their cities and towns across Queensland.



Another event hosted by Churches of Christ is Fuse, a camp designed for high school students from across our state, held in July each year. Young people come together for an action-packed week of fun activities, inspiring messages, challenging discussions, and good friendships.

For our pastors, chaplains, and church leaders we host Regional Gatherings and our annual Ministers' Forum where we continue to invest in our people and build our movement and identity.

Our churches

We have 62 affiliated churches across Queensland.

CHURCH	 Members	 Baptisms
Aboriginal and Islander Christian Fellowship	60	2
Church of Christ Acacia Ridge	10	0
Church of Christ Ann Street	21	0
Church of Christ Annerley	20	0
Church of Christ Arana Hills	143	2
Bongeen Church of Christ	20	0
Church of Christ Boonah	70	0
Church of Christ Boondall	26	0
Bribie Island Church of Christ	55	1
Brisbane North Oasis Church of Christ	40	0
Churches of Christ in Qld Bundaberg (Bundaberg Church of Christ)	82	1
Church of Christ Burleigh Heads	80	9
Caboolture Living Hope Church of Christ	31	0
Church of Christ Caloundra	155	3
Chinchilla and District Churches of Christ Circuit	57	0
Church of Christ Dalby	45	1
Door of Hope Church of Christ Maryborough	47	10
Fernvale Community Church	18	3
For JC Church	70	0
Church of Christ Gatton	37	0
Churches of Christ Gladstone	16	1
God's Will Brisbane Church	227	0
Good Shepherd Church of Christ	14	0
Gympie Church of Christ Horseshoe Bend	93	2
Church of Christ Hervey Bay	21	1
Highfields Church of Christ	84	2
HumeRidge Church of Christ	496	21
Kenmore Church of Christ	92	20
Church of Christ Kingaroy	83	1
Kingsthorpe Church of Christ	45	0
Lakeshore Community Church of Christ	48	0

CHURCH	 Members	 Baptisms
Little Mountain Church of Christ Unlimited Association	50	0
Churches of Christ Lowood	8	0
Church of Christ Ma Ma Creek	26	0
Church of Christ Mackay	120	5
Church of Christ Marburg	18	0
Mount Walker Church of Christ	24	0
Mountain Top Community Church	21	0
Munruben Church of Christ	40	0
Church of Christ Murgon	27	0
Oasis Church of Christ Bundamba	30	3
Outback Church of Christ	18	2
Church of Christ Redcliffe	85	0
Church of Christ Redlands	30	2
Riverlife Church of Christ	62	1
Church of Christ in Qld Pine Rivers (Rivers Church of Christ)	150	5
Rockhampton Church of Christ Ltd	26	1
Church of Christ Roma	64	1
Rosevale Church of Christ	25	1
Church of Christ Nambour (Sanctuary Park Church of Christ)	51	3
Silverdale Church of Christ Kalbar	40	0
Southport Church of Christ	265	19
Springwood Church of Christ	104	8
Church of Christ Sunnybank	75	9
The Lakes Church	271	10
Church of Christ Toowoomba North	197	10
Townsville Church of Christ (Common Ground Church of Christ)	80	1
Vietnamese Church of Faith	15	1
Warwick Church of Christ	21	0
Westside Church of Christ	104	0
Whitehill Church of Christ	168	11
Withcott Church of Christ	55	2

 Number of members  Number of baptisms 2022-23



LOWOOD: Lowood Church of Christ celebrated the 140 years of Churches of Christ in Queensland and 74 years of their church at an event on 6 August 2023. The founding Vogler family, members of the congregation and special guests joined in celebrating the milestones.



ANN STREET: Ann Street Church of Christ celebrated their 140th anniversary on 10 September. As one of our founding Churches, this city centre church has seen many local changes in its lifetime!



HERVEY BAY: On July 31, Hervey Bay Church of Christ celebrated being a part of the 140-year story. Congregation members enjoyed a Sunday Service and luncheon and learnt about the founders and inspirational leaders of Churches of Christ's past.



REDLANDS: Redlands Church of Christ celebrated our 140-year anniversary with a moving service followed by a luncheon. Congregation members enjoyed learning the history of our movement.

Children, Youth and Families.

Key Statistics

2729 Children and young people
in family-based care

1358 Foster and kinship carers

493 Families referred to family support
services

300 Youth CONNECT participants
throughout program

582 Team members



HOME IS MORE THAN JUST SOMEWHERE TO LIVE

Adams

Grace* moved out of her Supported Independent Living placement when she turned 18, and was supported by the Youth CONNECT program as she transitioned out of the statutory care system into adulthood.

Grace and her partner, Oscar, lived with his father for a time, but yearned for their own space.

With the support of her Youth CONNECT case worker, Grace and Oscar, were able to overcome one of their greatest barriers to finding a place of their own—they didn't have the technology or access to digital platforms to be able to search for properties.

Through the Youth Housing and Reintegration Service, they successfully applied for a laptop. They were further supported by the Youth CONNECT team to navigate the highly competitive private rental market, who made sure applications were well prepared and provided personal reference checks to increase chances of success.

While searching for a new home, Grace was also diligently looking for a job, with her case manager offering guidance throughout her quest. They celebrated together when she secured a role as a pharmacy assistant. After several months, Grace and Oscar were finally accepted for a townhouse, an accomplishment that marked a significant turning point in their lives as they found the privacy and freedom they desired.

With Youth CONNECT's support, Grace received additional funding from the Youth Housing and Reintegration Service to cover essential household items, as well as donations to furnish their home.

This successful outcome not only fulfilled Grace and Oscar's desire for independence but instilled a sense of stability and autonomy for the young couple. Youth CONNECT's commitment to the wellbeing and success of their participants is evident in the comprehensive and personalised approach they each receive to achieve their personal goals. *This story has been de-identified.

It takes a community

For over 50 years, Churches of Christ has been a respected provider of services for children, youth, and families across Queensland.

We care for over 20 per cent of all children and young people in statutory care in Queensland, providing a safe home for children as far north as Cape York, to Mount Isa, all the way to the southern Gold Coast.

Our family support and transition-to-adulthood services also help young people and families to build resilience, grow and develop.

In 2022–23, CYF continued to grow its services, with annual revenue reaching \$70 million for the first time, in part due to additional foster and kinship care

placements. We also received funding for a pilot program to improve family connections for young people in residential care by identifying family members.

This year, the Youth CONNECT program entered its final year. In a world-first, the six-year program was funded by social impact investors and backed by the Queensland Government under a social benefit bond. The program was designed to help participants achieve stable housing, employment, education and work readiness, and personal development—including cultural strength building. An independent audit of the innovative program was completed in 2023, with a success rate 52 per cent. This result, which places us at a High 2 performance band for the bond, verified the positive outcomes the program provided participants.

NINA'S* FOSTER CARE JOURNEY

Nina lives with a variety of significant disabilities and relies on a wheelchair. Since she was seven she has been in foster care, after her needs extended beyond what her birth family could manage.

Her health conditions mean she is fully reliant on her care givers to meet her needs. After moving between various foster families, Nina found her forever home when she was 12, moving in with carers Julie and Aaron, and their children Isabelle, Elliott, Karina and dog Bear.

Nina has been able to thrive thanks to the love, support, and advocacy of her foster family. She has also been able to reconnect with her birth family, something which has brought her great joy as she also connects with her Torres Strait Islander culture. This connection to culture has

also been supported by our Cultural Practice Team and her dedicated case worker, who facilitates cultural activities, her own cultural storyline, and support for her NDIS workers to be of Torres Strait Islander descent.

An example of the special relationship Nina experiences with her foster family occurred when Nina graduated from high school in 2022. As a distance education student, the school did not have a formal she could attend, a rite-of-passage for other young people. But Nina didn't miss out: her foster brother Elliott took her to his formal and they shared in the special milestone together. Nina wore a sparkly princess gown made especially for her and took a twirl with Elliott on the dance floor and had photos with her friends. It was a very special occasion for them both.

*This story has been de-identified.



Another program of note is the Next Step Plus service in Townsville and Mount Isa. This program supports young people aged 15 to 25 years who have had a care experience to access the assistance they need to navigate their entry into adulthood.

The Queensland Government announced the Extended Post Care Support program that extends the age to which young people could receive support in the child protection system from 18 years to 21 years. Through our partnership in the Home Stretch campaign and advocacy in the sector, we successfully obtained funding to deliver the Extended Post Care Support program in Townsville and Mount Isa.

Through the combination of Youth CONNECT, Next Step Plus, and Extended Post Care Support programs, we are a leader in providing services to young people transitioning to adulthood from statutory care in Queensland.

We also continue to be a leader in the Queensland child protection sector. In April 2023, we were proud to be the platinum sponsor of the Queensland Foster and Kinship Care Conference held in Cairns. The event brought together foster and kinship carers, industry leaders, and government and non-government partners to celebrate the work of carers in the community and discuss new and improved ways of supporting children and young people in family-based care. Our sector leadership extends to being selected as a pilot organisation to implement the revised Child Protection (Placement)—Investment Specifications as we work collaboratively with government to extend the support and assistance provided to kinship carers.



Scan the QR code to access the Youth CONNECT Annual Investor Report.

The Youth CONNECT program extends support to young people with job seeking and work experience.

In 2023, the decision was made to transition out of Youth Residential, Supported Independent Living Services, and Family Support Services. This was a hard decision for us, but a necessary one. We will continue to provide foster and kinship care services, which represent most young people in our care. We will also continue to offer Intensive Foster Care, Family Care Finder, Next Step Plus and Youth CONNECT.

We remain one of the largest providers of child protection services in Queensland, and we intend to continue to be a significant part of the sector into the future. In the time since the decision was made, we have worked with the Department and new providers through the transition in a planned way that ensures positive outcomes for the young people and families.

CYF proudly delivers high-quality services to children, young people, families, and foster and kinship carers in Queensland. We continue to build the reputation of Churches of Christ through our community engagement activities, work with Aboriginal Community Controlled Organisations, government departments, and peak bodies in the child protection and out-of-home family-based care sector.

Housing Services.

Key Statistics

2232 People assisted

1203 Properties

60% Tenants aged over 55

67% Tenants reported having a disability or serious medical condition

6% Non-English speaking background

Main: Burdeu House in Spring Hill was our first aged care service. In the 1980s, a social housing development, Sienna Apartments, was built on the site.

Inset: 2009 – Sienna Apartments.





Creating vibrant communities

In the 2022–23 period, Churches of Christ Housing Services supported 2232 people with safe, secure, and affordable housing. We manage a portfolio of 1203 properties across 10 local government areas, and support residents to thrive through various housing programs, including crisis, transitional and long-term social housing.

During a period of significant housing stress and cost of living pressures right across our nation, demand for our services has grown to unprecedented levels. We continue to work closely with all levels of government, our partners, and our stakeholders to identify and achieve quality housing solutions for those in housing need.

In July 2023, we held a ceremonial sod turning for our newest social housing development at Basin Pocket in Ipswich (*pictured above*), which commenced construction in May. The \$21 million, 41-unit development will be our first seniors' community in Ipswich and will be tenanted by people over the age of 55 looking to downsize from large public housing properties. This model allows the vacant larger homes to be tenanted by families in need, who can fully benefit from their large size.

Across our portfolio, 60 per cent of our tenants are over the age of 55, and we have four purpose-built complexes specifically for people in this age group.

Construction of the Little Mountain Apartments on the Sunshine Coast also continued throughout the year. The development comprises 40 much-needed affordable social housing homes for seniors in the Sunshine Coast region. We expect to welcome the first tenants to the development in the first quarter of 2024.

The development also includes an additional 10 Specialist Disability Accommodation units for NDIS participants who require a safe, accessible, and affordable home. The Little Mountain Apartments are part of the Churches of Christ Little Mountain integrated campus, which also offers aged care and home care services and continues our commitment to providing opportunities for people to age in place.



In addition to working with the State Government to create much-needed homes in Ipswich and the Sunshine Coast, we are proud to have put forward a number of new proposals to the Housing Investment Fund (HIF). The HIF, in addition to the Federal Government's Housing Australia Future Fund, promises a record investment in the creation of more social and affordable homes. These opportunities wholeheartedly endorse the role Community Housing Providers play in solving Australia's housing crisis, and we are proud to continue our strong legacy of transforming lives through quality housing solutions.

In January, we extended our services to include Immediate Housing Response for Families (IHRF). The IHRF is a funding package by the Queensland Government for organisations like ours to provide rapid, targeted support to families at risk of, or experiencing homelessness, through providing brokerage and case management services. Through this program, we have supported 12 families consisting of 34 people with the equivalent of 450 nights of housing.

We believe that a holistic approach to client wellbeing consists of both bricks-and-mortar solutions and other complementary supports focusing on personal and community wellbeing. We are proud to empower people, build their capacity and create vibrant communities through our community engagement and chaplaincy programs and with the assistance of our partners.

While 2023 has been a testing year for many, we are optimistic about how we can continue to meet the housing needs of Australians next year and for many years to come.



HOME IN THE NICK OF TIME - LATOYA AND NOAH'S STORY

After three months living in a motel while pregnant, a young Ipswich family has finally found a place to call home. Latoya, Noah and their young child settled in a long-term social housing unit at East Ipswich.

A week before Christmas in 2022, the expectant parents found themselves living in a motel. Both aged 19, they were no longer able to stay with Latoya's relatives.

Having exhausted their options, the pair were reliant on a social housing offer to give them somewhere stable to live. The couple received the keys to the unit the day after Latoya gave birth to their first child, a son whom they named Emmerson.

"This was an excellent outcome for them," housing officer Dwanette said. "I know they had concerns about having to take their new baby back to the motel and how that would work, so offering them a property

just days before he was born and getting the keys to them the day after he was born was so uplifting."

The young couple are thankful for the support they've received from family, community organisations and housing providers. Now, with the stable foundation of social housing under their feet, they are excited to see what their future holds.

"I think the best part about it is that we have our own space now. I think that's what's made it all worthwhile. Our son has his own house, his own space to be himself in."

LATOYA

Seniors Living.

Retirement Living
Home Care
Residential Aged Care

Always feel at home.



Top right: 1960–1963 – Hillcrest Church of Christ Boys' Hostel.
Top left: 1963 – Hillcrest Church of Christ Aged Christians Home.
Main: 1965 – A new wing has been added.



Retirement Living

Key Statistics

1226 Residents
1130 Independent living units
23 Retirement villages
38 Team members

Our Retirement Living residents enjoy the benefits of independent community living, with the peace-of-mind that comes from living in their own maintenance-free home.

Our Retirement Living Services continue to operate 23 villages across Queensland and Victoria, with over 1226 residents in 1130 independent living units. For the financial year, there were total Ingoing contributions of \$184 million.

In the 2022–23 period, 89 units were sold, welcoming 113 residents to our village communities. Our villages continue to experience high demand, with long waiting lists for units in many locations.

Retirement Living is an integral part of the Senior's Living continuum of care and forms a vital component of our integrated communities. Many of our villages are located alongside other Churches of Christ services, including Residential Aged Care, Home Care and Housing Services.

Our villages offer well-maintained safe and supportive communities where our residents can age in place with freedom, independence, privacy, and dignity.

All our villages are supported by an onsite manager, administration and maintenance services. Several of our villages have participated in the optional accreditation reviews. Our villages at Bribie Island, Moonah Park, Fassifern, and Regency Park each well exceed the required standards with outstanding resident feedback.

Our residents want safe, private and well-maintained environments that have a sense of community and helpful on-site staff. We pride ourselves on the welcoming environment created at our villages through the commitment to a high standard of maintenance of each village's gardens and buildings.



INDEPENDENT LIVING AT 98 – GRAHAM HAS THE SECRET

Maintaining independence well into our 90s is an attractive vision for the future, however for Graham Archibald (*right*), he's living that happy reality now.

Having just turned 98, he is living his best life independently at Nubeena Retirement Village in Toowoomba. Graham has been a resident at Nubeena since 2004.

Daily walks, cooking, some cleaning, and using technology to keep up with life's necessities like online shopping, is all part of Graham's regular routine, as well as going on local bus trips. He says his longevity is in part due to regularly walking and doing puzzles, which he says is good for physical and mental health.

The other half of the secret to Graham's independent-living success is his ability to access help from our Home Care service. Our service supports him with laundry, fortnightly cleaning, and transport around town.



Home Care

Key Statistics

7071	Home Care clients
5	Home Care programs
1155	Individual packages facilitated
306,324	Home Care visits
381	Team members

Our Home Care team is here to help seniors maintain their independence and stay in their own home for longer. The range of home care services we provide help seniors maintain their home and garden and assist with their personal and health care needs.

In 2022–23, Churches of Christ supported 7071 clients in their home, providing over 306,324 episodes of care through our Home Care Services.

With the flexibility of the Commonwealth Home Support Programme (CHSP) funding, there has been an increase in our active clients accessing support that can be tailored to their individual requirements. With the benefit of roll-over funding, we have supported a greater number of clients across home modification, maintenance, and domestic service streams.

We currently have 1155 individual Home Care packages, providing a range of care and support across Levels 1–4. This vital program assists clients to remain in the comfort of their home and receive care and support commensurate with their care needs and choices.

Our programs are capably supported by 900 home care workers through home visits across a large geographical spread in Queensland. This year we introduced a centralised scheduling team to provide an enhanced staff and customer experience, including best route optimisation, geographical zoning, customer preference optimisation and greater flexibility.

Our large Home Care outlets in Brisbane and the Sunshine Coast have undergone accreditation with outstanding results and very positive customer feedback.

Residential Aged Care

Key Statistics

25 Residential Aged Care homes

1880 Registered operational beds

1566 New residents admitted

2497 Team members

We proudly operate 25 aged care services across Queensland (23) and Victoria (2), providing 1880 registered operational beds. The services admitted a total of 1566 new residents in the 2022–23 financial year. Demand for our Residential Aged Care services remaining high, with above industry occupancy rate of 92.6 per cent.

In July 2023, we recorded a reduction in operational beds in the past financial year following the closure of three services in Queensland.

We made the difficult but necessary decision to close Amaroo Aged Care Service in Gatton as a result of significant building damage and unsafe foundations that had been impacted by creek bed erosion from the nearby Tenthill Creek.

We also closed Woorim Aged Care Service on Bribie Island and Petrie Gardens Aged Care Service in Tiaro. The decision to close these small, 10-bed services was made due to the Federal Government mandate for 24/7 on-site registered nurses, which was, unfortunately, not viable for these services, which have larger services nearby.

All residents from each of the three closed services were successfully transferred to new homes of their choosing, with many deciding to remain within the Churches of Christ family. All staff were offered a variety of options, including suitable redeployment.

This financial year saw the introduction of AN-ACC funding, which drives the care minute requirements for individual facilities. We spent significant time understanding this driver, subsequently working with our IT department to build the 'care minutes dashboard', which allows service managers, in real time, to ensure their staffing requirements are consistent with the funding.



Overview of the sensory garden, Fair Haven Maryborough, a calm space that engages multiple senses.

This year, we opened premium living units at our Moonah Park (Mitchelton, Qld) and Oak Towers (Oakleigh, Vic) aged care services. These units provide an alternative product for residents. The premium living units are finished to a higher standard with additional extras, and their residents are provided with an enhanced food and dining experience. With these features, the units attract a higher room price. Moonah Park has had great success with this offering, with all 13 rooms occupied. The Oak Towers offering is building momentum, with half of the rooms currently occupied.

Our residential aged care services maintain compliance as we continue to work closely with the Aged Care Quality and Safety Commission to promote a continuous improvement culture and achieve positive resident outcomes.

Our property team has very capably supported us to maintain and enhance our facilities to ensure high quality, with safe and attractive built environments, with \$10 million spent on maintaining and improving our facilities this financial year.

To ensure we can provide high quality care, we have continued the roll out of best practice beds and mattresses for our residents, and have also embarked on a hoist replacement process to support staff safety and resident comfort.

The single greatest challenge across our aged care services is staffing. This is mainly a result of difficulties in the attraction and retention of registered nurses to our facilities. With the introduction of the Federal Government 24/7 registered nurse on-site mandate, our requirements have increased significantly. We have embraced the Aged and Community Care Providers Association (ACCPA) Transition to Practice program to attract and support graduate registered nurses in our facilities. We also continue to work in partnership with our People Services team to identify and implement strategies to fill this significant gap. We are grateful to the almost 2500 team members who work across our aged care services and provide compassionate and professional care and support to their residents.

SENSORY GARDEN PROVIDES RELAXING AND SUPPORTIVE SPACE FOR FAIR HAVEN MARYBOROUGH

Churches of Christ Fair Haven Maryborough officially opened its new sensory garden this year. The space provides a peaceful environment for residents to enjoy.

Service Manager Melinda Anderson said the garden can be especially beneficial for residents living with cognitive impairment.

"The sensory garden offers the opportunity for residents to see and touch the colourful plants, smell the floral perfumes, feel the breeze, and water the plants. By offering a calm space that engages multiple senses, we can help to reduce escalating behaviours and provide a space for residents to have some time to themselves, with support from staff or loved ones," Melinda said.

The sensory garden was designed to cater for a range of access needs, including flat and open areas allowing all residents to enjoy the garden.

"Residents are encouraged to visit the garden with loved ones or contribute to its upkeep along with our maintenance team by watering and pruning. It is a wonderful opportunity for our many keen gardeners to retain their hobby and enjoy the great outdoors in a safe environment."



EXPERIENCING THE WORLD FROM AN ARMCHAIR

Once a month, Oak Towers Aged Care Service residents take their seats and set off on a journey to destinations around the world, experiencing different cultures and seeing iconic sites.

From the comfort of an armchair, they enjoy new tastes, learn interesting facts, and listen to inspiring stories from across the globe.

With each new destination, the Oak Towers activity room is transformed into another country, with decorations of national flags and traditional clothing, music and local cuisines transporting the residents to the month's destination.

Lifestyle Coordinator Monica McCarthy said the residents love to take part in the armchair travel and look forward to it each month.

"It brings back memories and inspires residents and staff to tell their own stories," Monica said.

"Even for those who haven't travelled much, they're learning about other cultures, and we're all growing closer to each other."

Monica has seen many times how the armchair adventures enliven the hearts, minds, and conversations of residents.



"I overheard one resident being asked by her sister, 'What did you do today?'. The happy answer began with, 'I went to Nepal!'"

MONICA

Top: Oak Towers residents Ian and Jean, enjoy a taste of France. Inset: Residents' armchair adventures are documented with a 'passport' showing all the countries they have 'visited'.

Our People.

Key Statistics

3883 Team members

417 Volunteers

1539 Team members born overseas



Collage (clockwise from top left): 1958 – Mylo House opening; 1940 – Youth Committee; 1953 – Youth Workers Conference, Toowoomba; 1953 – Burdeu House first guests, accompanied by Matron Maiden (middle of back row).



United in one mission

We have a dedicated team of 3883 staff who deliver the highest standard of care and support every day. Our 440 volunteers increase wellbeing and bring hope to our residents and clients. Following a review of our People Services this year, we have streamlined our operations while nurturing a responsive and empathetic culture amongst our team.

EMPLOYEE EXPERIENCE

In 2022, we conducted the CANVASS survey with our team members. This past year, the results have been analysed, with key themes being: more transparent communication with leaders; work-life balance and flexibility where possible; career development; and remuneration.

The Employee Experience team has successfully executed several key initiatives aimed at enhancing our workforce's engagement and support, including a modified Reward and Recognition program to acknowledge the outstanding contribution of team members, a review of our employee benefit partners, and optimising communications through our employee engagement mobile application.

We held our CEO Shining Star Award ceremonies in November and December 2022, with the finalists and winners listed on page 40.

TALENT ACQUISITION

A total of 1537 new employment opportunities were provided throughout this financial year, including 1234 within our Seniors Living services, 212 in CYF services, and 28 with Church and Community Engagement.

Pilot initiatives were undertaken this year to identify and engage new employees to join all areas of our business. A highlight initiative was the large-scale Personal Care Worker Traineeship program across three of our residential aged care services. Following the 15 per cent increase in the minimum award rates for the Aged Care industry, we are excited to expand this program next year and engage more people who possess the required skills and align with our core values and missional purpose.

LEARNING AND DEVELOPMENT

This year, we continued to introduce more flexible learning and development opportunities for our valued team members. Given the 24/7 operation of our business, we continue to make strides in providing increased access to high quality content that can be worked through at a team member's own pace.

We also increased professional development opportunities for our team with the successful integration of LinkedIn Learning. There has been strong interest and engagement with the new platform.

Completion of mandatory training across the organisation increased to 80 per cent, up six per cent from the previous year, with an ongoing commitment to promoting and maintaining a compliant workforce.

We also strategically reduced the number of training plans by 20 per cent, allowing us to standardise across the business and enhance compliance rates. We also have greater access to data-driven decision-making with the introduction of a learning compliance dashboard, allowing us to proactively address compliance issues and continually enhance our training programs.



Celina Gibson (top) and Caitlin Shore (bottom), were both 2023 Beryl Wiltshire Scholarship recipients.

SUPPORTING OUR TEAM TO LEARN

Thank you to our generous and longstanding partners who fund three different scholarships, established to further the education of our staff and allow them to bring new knowledge and insights to their roles.

The Stockwell Webber Foundation Scholarship provides those living in rural and remote areas of Northwest and Southwest Queensland the opportunity to complete further education to grow their careers in the Aged Care Industry.

The Eziway Staff Study Assistance Scheme assists with up to \$5000 towards certified learning activities. Eziway, our salary packaging provider, have partnered with Churches of Christ for the last few years providing scholarships to our employees.

The Beryl Wiltshire Scholarship also allows individuals to apply in a share of \$5000 to go towards the cost of their studies in the community services industry. Beryl was a much-loved leader in Churches of Christ and had a passion for developing those in the caring profession, quietly funding the education of many. Today, her legacy lives on through the Beryl Wiltshire Scholarship.

These scholarships and programs mean that our team can realise their dreams and use the latest knowledge and research to influence their work. We thank each for their generous contributions and ongoing support of our staff.

EZIWAY STAFF STUDY ASSISTANCE SCHOLARSHIP

In 2022–2023 financial year, a total of \$108,384.28 was distributed to the following staff for the Eziway Staff Study Assistance Scheme:

- Uma Acharya
- Sudikshya Adhikari
- Binita Baral
- Simy Bonoy
- Nicki Budhathoki
- Kylie Bush
- Heena Choudhary
- Celina Gibson
- Nicole Grayson
- Saleena Gurung
- Andrew Hall
- Emily Hicks
- Maria James
- Susannah Kerridge
- Annalyse Murray
- Anesu Musarira
- Swastika Najgain
- Amand Pointing
- Rishav Sedai
- Babita Shankar
- Ty Trail
- Colleen Wilson
- Charlotte Wright
- Deborah Young

STOCKWELL WEBBER FOUNDATION SCHOLARSHIP

Stockwell Webber Foundation Scholarship gave a total of \$8072.70 to:

- Simy Binoy
- Emdily Hicls

THE BERYL WILTSHIRE SCHOLARSHIP

The Beryl Wiltshire Scholarship went to:

- Wendy Douglas
- Celina Gibson
- Caitlin Shore

Shining Star Awards

The CEO Shining Star Awards are our chance to publicly recognise team members and volunteers across our services and churches who have truly lived out our values and shone brightly in their communities.

We acknowledge and congratulate each of the 2022 CEO Shining Star Awards winners, as well as the finalists and all of those nominated.

Sunshine Coast and Fraser Coast Region

Outstanding Team Member	Annette White
Outstanding Team Member	Cheryl Daniels
Outstanding Team Member	Jessica Bevan
Leadership Recognition Award	Gemma Squire
Leadership Recognition Award	Geoff Potts
Leadership Recognition Award	Melinda Andersen
Leadership Recognition Award	Sandy Osmond
Outstanding Community Member	Evan Trebbin
Best Good News Story	Louise Cole
Quiet Achiever	Erin Hepburn
Quiet Achiever	Jason Burman
Quiet Achiever	Colleen Mark

Brisbane and North Queensland Region

Outstanding Team Member	Lachie Ashworth
Outstanding Team Member	John Broome
Outstanding Team Member	Aileen Freeth
Leadership Recognition Award	Brayden Keysecker
Leadership Recognition Award	Marnie Simmons
Leadership Recognition Award	Todd Shepherd
Leadership Recognition Award	Vicki Bork
Outstanding Community Member	Christine Mullighan
Outstanding Community Member	Yvonne Tibbett
Best Good News Story	Bethany Murphy
Quiet Achiever	Lauren Schleger
Quiet Achiever	Payroll Team
Quiet Achiever	Tatum Huiberts

Gold Coast Region

Outstanding Team Member	Casey McCarry
Leadership Recognition Award	Justin Elstob
Leadership Recognition Award	Andrea Green
Leadership Recognition Award	A. Hanley-Morgan
Best Good News Story	John Taufouo
Quiet Achiever	Joanne Lambert
Quiet Achiever	Jeremy Walsh
Quiet Achiever	Isabella Rovai

Melbourne Region

Outstanding Team Member	Arthur Kaimakamis
Outstanding Team Member	Bryce Alexander
Outstanding Team Member	Veronica Burgo
Outstanding Team Member	Sona Sapkota
Leadership Recognition Award	Jenny Pridmore
Leadership Recognition Award	Monica McCarthy
Quiet Achiever	Georgia Mamousis
Quiet Achiever	Larysa Tkachova

Western Region

Outstanding Team Member	Jemima Greenwell
Outstanding Team Member	Leanne Budden
Leadership Recognition Award	Jordan Elliott
Leadership Recognition Award	Silvia Pozzebon
Leadership Recognition Award	Tally Burton
Outstanding Community Member	Hayley Falcon-Green
Best Good News Story	Noo Shepherd
Quiet Achiever	Jordan Greaves
Quiet Achiever	Casey Purvis
Quiet Achiever	Laura Hurtz



Gold Coast Region award winners.



Melbourne Region award winners.



Brisbane and North Queensland Region award winners.



Sunshine Coast and Fraser Coast Region award winners.



Western Region award winners.

Safety

Churches of Christ values safety and we aim to prioritise safety in all that we do: safe culture, safe places, safe relationships, safe care.

We promote the physical and psychological safety of our team members, residents, clients, and communities across our organisation.

Following changes in Health and Safety legislation and understanding one in five Australians experiencing mental illness each year, Churches of Christ has applied an increased focus on mental health.

One of the key initiatives to enhance the health, safety and wellbeing of our workplace this year was an organisation-wide People at Work survey. At present, this is Australia's only validated and evidence-based psychosocial risk assessment survey tool, with benchmarking that measures psychosocial hazards.

Key findings of this survey will inform the development and implementation of strategies to address the psychosocial safety of our team members.

Other initiatives undertaken to improve mental health and reduce psychological injury this past year include:

- stigma reduction and increasing awareness about mental health
- increased employee assistance program promotion
- holistic wellbeing framework and resources to support employee wellbeing.

Each year in October, we mark National Safe Work Month to promote safety across all areas of our business. In October 2022, we marked the month with a series of informative newsletters, access to webinars, competitions, events and more. The focus of the month was building awareness of work health and safety, encouraging discussion about safety at work, and ensuring everyone is aware of health and safety hazards and how to manage risks to keep workers safe.

One focus for the reduction of injury is the use of the RiskMan platform, which has now been rolled out across the organisation. This reporting system allows team members to report hazards and incidents so that we can take proactive steps to reduce risk of harm, track injury trends and implement any changes required to enhance safety for all.

Modern Slavery Statement

As one of Australia's largest and diverse not-for-profit organisations, we recognise we have a responsibility to respect and advance human rights as an employer and a purchaser of goods and services. This work is strongly aligned to our values, as we work to empower people to live hope-filled lives and bring the light of Christ into communities.

With this, we play an important role in addressing modern slavery within our sphere of influence and are committed to continuously improve our approach to reduce the risk of modern slavery in our operations and supply chain.

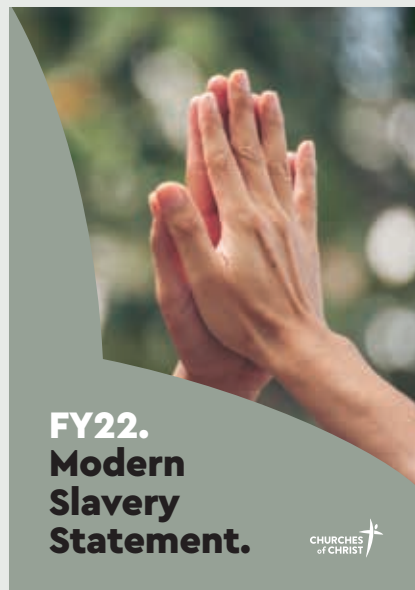
In December 2022, we released our FY22 Modern Slavery Statement, which is our third response under the *Modern Slavery Act 2018* and covers the 2021–22 financial year. The statement shows we continue to strengthen our procurement processes, take steps to better understand our risks, and engage with key suppliers.

Across our Modern Slavery Statements, we assess our effectiveness in identifying and managing modern slavery risks by tracking the progress of our initiatives, engaging with suppliers, and reviewing external assessments of modern slavery disclosures.

We also recognise the challenge in assessing the effectiveness of our initiatives due to the complexity of modern slavery and that many of the risks exist deep in our supply chains, where our visibility is limited.

We are committed to embedding our new strengthened procurement processes, as well as building relationships with suppliers to improve our understanding of risks within their operations and supply chains.

We are taking a continuous improvement approach to our commitment to reduce modern slavery risks in our operations and supply chains. We plan to further enhance our approach to monitoring effectiveness through a new procurement community of practice, as well as adding several metrics.



Scan the QR code to access FY22 Modern Slavery Statement

While we have not identified any incidents of modern slavery, we do have reporting mechanisms and have developed a protocol for reporting modern slavery risks, issues, or concerns.

Churches of Christ has incident reporting mechanisms that are part of our wider governance frameworks for managing risks. A new organisation-wide incident reporting system has recently been implemented, which staff can use to report any modern slavery issues or concerns.

We also have a Whistle-blower Policy, known as 'See Something, Say Something'. The policy and associated procedure outline how to report a concern, what happens when a report is made and how we protect the reporter. We do not tolerate any form of retaliation against anyone for reporting. Our people are encouraged to speak up when our values are not being followed. Reporting can also occur on an anonymous basis. Suppliers may also use the Whistle-blower reporting mechanism.

Our commitment to reconciliation

The launch of our first Reconciliation Action Plan (RAP) in 2015 heralded a new era of recognition and commitment to Aboriginal and Torres Strait Islander peoples for our organisation. In the years since, we have embedded this focus through subsequent action plans, with our third plan prepared in the 2022-23 period.

Via a range of activities on our journey so far, we have solidified our commitment to Aboriginal and Torres Strait Islander peoples. We have celebrated and respected their culture, acknowledged their contribution, and built lasting relationships and partnerships.

Through the development of our third plan, our second Innovate phase plan, we reflected on how far we have come, while whole-heartedly acknowledging the work we still need to do to achieve reconciliation. We have actively listened to Aboriginal and Torres Strait Islander peoples to better understand what we must change to achieve our goals: this is something that we must continue as we build relationships and continually strive to understand how we can embed reconciliation across all that we do.

The plan builds on our second RAP and addresses the initiatives that we were unable to deliver, and, vitally, includes clear governance and reporting processes to ensure we are intentional and accountable in delivering the actions.

Since we began our journey to reconciliation, our vision and understanding of what it truly means has broadened and deepened. There have been lessons learned, and we remain mindful of how much we have yet to learn and grow, to be an organisation that embraces and actions reconciliation as part of all that we do. It is with this mindset that we approached the third RAP.

We acknowledge the truth that reconciliation is a journey to which there is no finish line: we will always have more to accomplish.



NAIDOC WEEK IN TOWNSVILLE

Our Townsville Foster and Kinship Care, Next Step Plus, and Weeburra Giyu teams recently celebrated NAIDOC Week (*pictured above*).

The teams joined in the community march and held a stall for the Deadly Day Out, where the Weeburra Giyu team engaged with the families and children over their messy play activity, promoting playgroup and the importance of playing, learning, and growing.

It was a wonderful celebration, bringing the community together to share in culture with performance, entertainment, information stalls, and cultural arts and crafts.

NAIDOC WEEK IN LOGAN

Staff from our CYF and Housing sectors attended the NAIDOC Logan Family Fun Day at Kingston Butter Factory Cultural Precinct, where they made Aboriginal and Torres Strait Islander flag biscuits! (*Pictured opposite*)



**Working together in the communities we serve,
our vision for the future is that Churches of Christ will be to be:**

**A place of
welcome.**

**An organisation that
seeks guidance from
Aboriginal and Torres Strait
Islander leadership.**

**A place to
feel safe.**

**A place
of truth.**

**A place where we grow
thriving, respectful, and
creative partnerships.**

**An organisation
that doesn't
hide.**

**A place of
wellbeing.**



Scan the QR
code to access
Innovate RAP
2023-2025

Our commitment to being a Child Safe organisation

Please note the content of this article refers to child sexual abuse. See the information below for links to support services.

Children and young people are an important part of the Churches of Christ community, and supporting children and young people to learn and grow is one of our greatest privileges.

We offer many opportunities for children and young people to have fun, connect and belong—ensuring they are safe when they interact with us is our highest priority. And this is why we have made an ongoing commitment to being a Child Safe organisation.

Churches of Christ interact with over 6300 children and young people on any given week through our churches, youth groups and camps, cafes, in our housing properties or family-based care, and as visitors to our Seniors Living communities.

EACH CHILD HAS THE RIGHT TO BE SAFE

One of the outcomes from the Royal Commission into Institutional Responses to Child Sexual Abuse was to recommend that all organisations that interact with children, should embed the National Principles for Child Safe Organisations. These National Principles guide us in reducing the risk of sexual abuse and prioritising the safety and wellbeing of children and young people.

Everyday our CYF team do an exceptional job caring for and providing safety for children and young people. However, children interact with us across our whole organisation and movement, and by being a Child Safe Organisation, we ensure our whole workforce and movement understand their role in keeping children safe and know what to do if there is risk.

SO FAR ON OUR CHILD SAFE JOURNEY WE HAVE:

Launched the Churches of Christ Child Safe approach to embedding the National Principles with all staff across all service areas of our movement.

Involved almost 500 team members in the development of a Child Safe Commitment Statement, which was released in 2023.

Developed the 3 Whats Framework, which outlines: **What** behaviour is ok when we are interacting with children and young people; **What** behaviour is unsafe; and, **What** to do if you become aware of risk to the safety of children.

Committed to regular communication with our team members around the National Principles and how will we apply these in our practice.

Developed policies, procedures and resources to support our churches and our staff around safety, and to highlight the legal obligation each of us has to report risk of sexual abuse of children.




WHAT'S AHEAD

Our ongoing journey over the coming years will involve training all of our staff in the 3 Whats Framework and strengthening our recruitment activities that ensure we are employing suitable adults to work with children. We will also be providing accessible reporting pathways for children and young people, and those who care about them, to report harm. Finally, we will be creating and sharing resources for children, our staff and churches about increasing safety and who can help.



We are all guardians.
Let's keep kids safe.

The 3 Whats

-  What behaviour is ok?
-  What behaviour is not ok?
-  What to do when you become aware of unsafe behaviour?

KNOWING OUR LEGAL OBLIGATION TO REPORT

All adults in Queensland have a legal obligation under the Queensland Criminal Code to report and protect children from risk of sexual abuse. The Queensland Criminal Code states:

- All adults must report sexual offending by adults against children to the police unless they have a reasonable excuse [potential penalty is 3 years imprisonment]
- Adults in an institutional setting (e.g. including those or working or volunteering at a school, church, sporting club or care service) must protect children from the risk of a sexual offence being committed against them by an adult associated with an institution [potential penalty is 5 years imprisonment]



Please report any behaviour, allegation or actions by an adult (employed by or connected with Churches of Christ) that causes you to reasonably believe a child has been, or is likely to be sexually abused:

- If anyone is in immediate danger call Triple Zero (000).
- Contact Queensland Police Service via Policelink on 131 444.
- Please advise the Churches of Christ Safeguarding Response Group if you have reported via email: safeguarding@cofcqld.com.au.

The Foundation.

Key Statistics

507 Accounts

47 Churches assisted

7 Investment products

1984 – Membership of the CDF Board: Conference President, Horace B. Christensen (Chairman), Len A. Brooks (Treasurer), Noel W. T. Leitch, A. C. Male and A. John Sheriff (Secretary)

1984 – Report to the Council by John Sheriff (Secretary).



Centenary Development Foundation Board

In making this first report to Conference, the Board is conscious of its responsibility to fulfil the hopes that inspired the establishment of the Foundation as a Centenary Year project.

Following its appointment by Conference Executive, the Board held its first meeting on March 8, 1984. Nine meetings in all have been held as attention has been given to its charter to set up a Foundation to develop the objects of Churches of Christ in Queensland.

Membership of the Board has comprised: Conference President, Horace B. Christensen (Chairman) 3 Len A. Brooks (Treasurer) 8 Noel W. T. Leitch 9 A. C. Male 8 A. John Sheriff (Secretary) 8

The Foundation will be officially launched at the forthcoming State Conference when several exciting schemes towards the achievement of its purpose will be presented and explained.

John Sheriff, Secretary, 1984

The Churches of Christ Foundation fulfils the role of the group treasury operation.

Funds are accepted from retail clients and churches, with our current offering of seven investment products. We provide loans to Churches of Christ Queensland churches on application, help with grant funding to our churches, and assist in financing our mission of bringing the light of Christ into communities.

In the 2022-2023 financial year, our return has increased as interest rates have increased.

The Foundation continues to be on the lookout for new investment products. Our Foundation Building Fund term investment helps to support our churches with the important work they do in communities, as well as our seniors living, affordable housing and child, youth and family services. The Christmas Club investment has proven to be a favourite, especially with our staff members, who are saving for their Christmas spending.

We were formerly known as the Centenary Development Foundation, in recognition of our establishment at the Centenary Conference of Churches of Christ in Queensland in 1983. The initial founders invested just \$125 and over the four decades since, The Foundation has responsibly managed over \$105 million on behalf of investors who are inspired by our mission.

Thank you to all the compassionate churches and individuals who have invested with The Foundation in the past 40 years, helping fund our community chaplains, church upgrades and other important ministry work that changes people's lives for the better.

Our Governance.

**The Churches of Christ
Conference Council
and Board oversee the
organisation's governance
on behalf of our affiliated
churches and the community.**



1883 – Churches of Christ in Queensland first Conference delegates.



Conference Council



Conference Council members L-R: Nigel King, Laura Snook, Steve Peach, Kevan Denny (Chair), Sharman Irvine, Patrick Hegarty, Geoffrey Runge, Matthew George.

Representatives from our 62 affiliated churches elect each member of the Conference Council. The Council, who meet bi-monthly, foster the mission and objectives of Churches of Christ through intentional prayer and encouragement.

They also represent our movement on critical civic and inter-church activities. There are three Council committees:

- Ministry Ethics Unit
- Healing and Redress Group
- Council and Board Membership /Nominations Committee

Conference Council members

Kevan Denny (Chair) – Sunnybank Church of Christ

Steve Peach – Southport Church of Christ

Matthew George – Highfields Church of Christ

Geoffrey Runge – Sanctuary Park Church of Christ

Laura Snook – The Lakes Church of Christ

Patrick Hegarty – Kenmore Church of Christ

Sharman Irvine – Westside Church of Christ

Ex Officio

Nigel King – Southport Church of Christ

Board of Directors



Board of Directors L-R: Steven Muller, Jill Gray, Ken Ewald, Nigel King (Chair), Kevan Denny, Jillian Carson, Dale White.

As the legal Board of Directors for Churches of Christ in Queensland, the group oversee the organisation's governance, approving its direction and ensuring relevant actions are taken for strategic objectives to be achieved.

There are four committees comprising board members and senior management as follows:

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

Board of Directors members

Nigel King (Chair) – Southport Church of Christ

Dale White – Springwood Church of Christ

Jillian Carson – Southern Community Church of Christ

Jill Gray – Springwood Church of Christ

Ken Ewald – Redlands Church of Christ

Steven Muller – Springwood Church of Christ

Ex Officio

Kevan Denny – Sunnybank Church of Christ

Board member meeting attendance for Churches of Christ in Queensland Board and Churches of Christ Housing Services Board meetings (July 2022–June 2023):

Nigel King	13/13	Steven Muller (joined December 2022)	8/8	Doug Sparkes* (resigned January 2023)	4/6
Dale White	13/13	Mike Folland (guest from January 2023)	7/7	Steve Slade* (resigned June 2023)	9/11
Jill Gray	13/13	Kevan Denny	12/13	Gary Edwards* (retired January 2023)	6/6
Jillian Carson	13/13				
Ken Ewald	11/13				

* Fewer total number of meetings attended due to retirement/resignation prior to 30 June 2023.

Board Members



Nigel King

ONC (Bus), FCPA, FAICD, GAICD, CFTP (Snr), JP (Qual)

Nigel joined the Board in July 2018 after serving as a Board member from February 2013 to February 2016. Nigel chaired the Governance and

Risk Board Sub Committee from 2018 until being appointed as Board Chair in October 2022. Nigel has significant commercial experience and is currently a business and corporate affairs consultant and professional company director. He has been a member of Southport Church of Christ since 1987 and has been involved in church life as a deacon, Board member, treasurer, Chairman of Youth for Christ on the Gold Coast and Chairman of Scripture Union on the Gold Coast. Nigel is married to Cathy and they have three adult children and ten grandchildren.



Jill Gray

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

Jill joined the Board in July 2016 and is the Chair of the Mission,

People and Culture Committee. She has held several 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 who taught vocational and higher education at TAFE, universities and private educational institutions. Jill is currently a Program Manager with the Department of Employment Small Business and Training. Jill and her husband Marty are actively involved at Springwood Church of Christ.



Jillian Carson

RN FRCN BAppSc(AdvNurs) FNSWCN FAIM MAICD AFACHSE

Jill joined the Board in December 2015, resigning on 30 June 2018 before re-joining on 1 January 2019. Jill is the Chair of the Governance and

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



Dale White

Bachelor of Theology (Churches of Christ NSW), Master of Arts (ACOM), Graduate Australian Institute of Company Directors (GAICD)

Dale joined the Board in 2019 and is a member of the Mission, People and Culture committee.

Dale served as a Churches of Christ in Queensland Council member from 2011 to 2017 and is also a Board member with Global Leadership Network Australia. Dale has had a life-long involvement with Churches of Christ. He has been a Minister since 1990 and serves as Senior Pastor at Springwood Church of Christ. Previously he was Senior Pastor of HumeRidge Church of Christ in Toowoomba for 21 years, and before that served at Mount Clear Church of Christ, Victoria. Dale and his wife, Wendy, enjoy spending time with their three adult children and partners.



Steven Muller

LLM (Commercial) LLB GradDipLP

Steven was a previous member of the Churches of Christ Board between 2012 and 2018 and was Chair of the Governance and Risk Committee for five years.

He joined the Board again in late-2022. In 2020, Steven founded Muller Property Group, acquiring, and managing a boutique portfolio of commercial retail properties. For almost 16 years, Steven practiced as a lawyer in a mid-tier Brisbane firm, culminating in the position of partner. He brings a wealth of professional and legal expertise to his position on the Board. Steven and his wife Claudia attend Springwood Church of Christ.



Kevan Denny

MA (Church Leadership), Grad Dip (Counselling), Bth, JP (Qual)

Kevan joined the Board in 2020 as the Chair of the Council of Churches of Christ in Queensland. He was elected Council Chair after the 2020

AGM, having served on the Council for four years. He is a Director of the Council of Churches of Christ in Australia, serving on the Queensland Heads of Churches Committee and as Chair of Sunnybank Local Chaplaincy Committee. Kevan married Debbie in 1982, and has two adult children and two grandchildren. He commenced as a Pastor in 1999, with the past ten years at Sunnybank Church of Christ. Kevan has a heart for the local church and believes that in an ever-changing world, the message of the cross, hope in Jesus and discipleship as the focus.



Ken Ewald

MAICD CDec GAICD

Ken joined the Board in September 2014 and completed his term as Board Chair on 7 October 2022. Now retired from farming and commercial business,

Ken has vast experience in senior executive roles with Australasian financial planning and risk advisory companies. He is actively involved in numerous church and charitable boards. Ken is a member of the Redlands Church of Christ, where he has held leadership positions over many years, including Treasurer, Deacon and Elder. He and his wife Noela have five children and enjoy travelling within Australia and overseas. Ken concluded his period on the Board in October 2023.

Executive Group



Executive Group L-R: Donna Hart, Chris Brunings, Rue Masunungure, Mike Folland (Interim CEO), Donna Savill, Grant Hawgood and Drew Standish.

The Executive Group is responsible for leading the organisation and forwarding our mission. They promote our purpose and values, and inspire team members and church leaders to work together to achieve our collective vision and the strategic goals, as agreed with the Board and overseen by Council.

Executive Group members

Mike Folland – Interim Chief Executive Officer

Chris Brunings – Interim Chief Financial Officer

Grant Hawgood – Interim Executive Director of Children, Youth and Families

Donna Hart – Executive Director Seniors Living

Rue Masunungure – Executive Director Governance

Donna Savill – Interim Executive Director Church and Community Engagement

Drew Standish – Interim Executive Director Shared Services



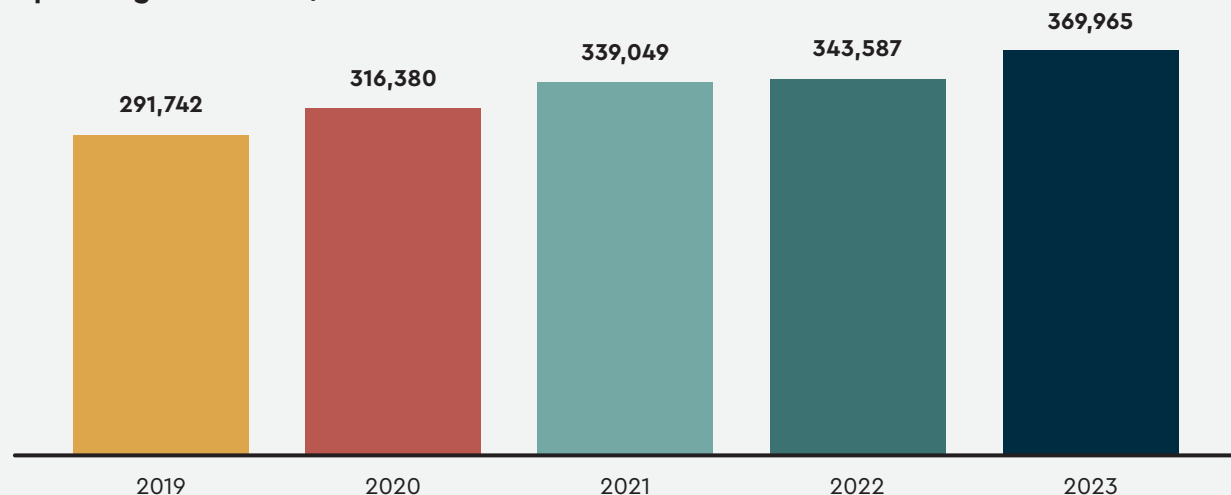
REGIONAL GATHERINGS

Throughout May and June, a group of our leaders attended and facilitated our Regional Gatherings church tour. The leaders; comprising our Interim CEO Mike Folland, Executive Director Church and Community Engagement Donna Savill, and Chair of Council Kevan Denny, travelled to eight locations across Queensland to connect with our Church Ministries.

In each location, the groups heard updates from Mike and Donna about our 140-year history, learnt about our vision for the celebrations from Kevan, and heard many stories from our Church communities. They were gatherings full of inspiring tales, delicious food and opportunities to discuss important topics, and pray together.

Our financial highlights

Operating Revenue – \$ '000



\$370m

Total operating revenue for the year ended 30 June 2023



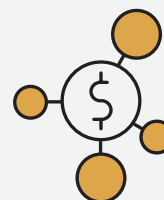
\$17m

Earnings before interest, taxes, depreciation and amortisation for the year ended 30 June 2023



\$40m

Total cash spent acquiring property, plant and equipment, investment property, and intangible assets for the year ended 30 June 2023



\$866m

Total assets at 30 June 2023

MATTHEW 28:18-20

“All authority in heaven and on earth has been given to me. Therefore, go and make disciples of all nations, baptising them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely, I am with you always, to the very end of the age.”

CHURCHES of CHRIST

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