

# Better Together.

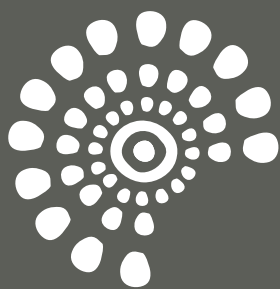


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## Acknowledgement of Country

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...

**1959**

Residential Aged Care beds



**1529**

Residents admitted to Residential Aged Care



**28**

Residential Aged Care homes



**2410**

People supported by our Housing Services

**1238**

Housing Services properties

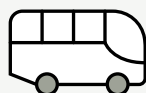


**5**

Home Care programs

**11,808**

Home Care clients



**2845**

Children and young people in family-based care

**224**

Young people in Residential and Supported Independent Living Services



**23**

Retirement villages

**1220**

Retirement Living residents



**1123**

Retirement Living homes

**125**

Youth CONNECT clients



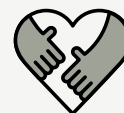
**1432**

Foster and kinship carers



**503**

Families supported through Family Support Services



# Who we are...

**3768**

Team members



**440**

Volunteers

**64**

Affiliated churches

**196**

Ministering persons



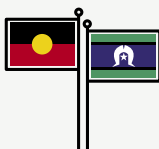
**1330**

Team members born overseas



**105**

Aboriginal & Torres Strait Islander team members



**67**

Church locations



**4823**

Church members

# About Churches of Christ.

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

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

Through our local churches, 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.

## Churches of Christ Way

### Why we exist

We exist to bring the light of Christ into communities. When we fulfil our purpose, people will experience:

Hope

Wellbeing

Community

Welcome

Home

### How we behave

Everything we do—how we treat each other and make decisions—is guided by our Values.

#### Unconditional Love

We make room for and show compassion to everyone.

We treat others as we would like to be treated and act with love so others can flourish.

#### Wise Stewardship

We are accountable for looking after and managing our people and resources wisely.

We purposefully invest time and resources to forward our mission.

#### Mutual Trust

We relate with honesty, respect and consistency.

We listen with empathy and respect the stories of others.

We strive to earn trust and treat each other and our community respectfully.

#### Continual Innovation

We believe there's always room for improvement and are willing to make changes for the better.

We support learning, celebrate growth and embrace new ideas.

#### Safety

We prioritise safety in all that we do: safe culture, safe places, safe relationships, and safe care.

We nurture the wellbeing of our people and those we serve and support.

People of all ages and circumstances feel safe with us and have a voice.

### What we do

- Build supportive integrated communities.
- Deliver innovative, holistic and caring services.
- Empower people to live hope-filled, meaningful lives.

Because we believe:

**Together, we can change lives for the better.**

# Message from our Council Chair Kevan Denny.

**Welcome to the 2022 Annual Report. This has been a year where most of what we know has been turned upside down. The world has changed, the Church world has changed, and the services we offer in the name of Jesus have changed.**

But the message of the Gospel, of Christ's love and the light He brings remains.

"Yes, God loved the world so much that He gave His Only Son so that everyone who believes in Him would not be lost but have eternal life." (John 3:16 ERV)

It is a year when we have all learnt to walk by faith, not by sight. For many, it is a little like King David in Psalm 57, known as the cave psalm. Young David, the shepherd boy, the anointed next King of Israel is being pursued by King Saul who wanted to destroy David, knowing that God had set His pleasure upon him. David fled and hid in the Cave of Adullam. Things were not good for David – he was afraid, and so he hid and wrote.

"Have mercy on me, O God. Have mercy on me. For in you I have taken shelter in the shadow of your wings. I take shelter until trouble passes."

As I speak to Church leaders in our own movement, in my role with Heads of Churches Queensland and with Australian Churches of Christ, there are large numbers of Churches that are pulling back due to the uncertain, shifting times. They are taking shelter. And yet like David, I have seen them experience peace and victory in the dark times as they exercise:

Transforming faith – verse 1: 'My soul trusts in You'. They believe God is going to come through for them.

Refuge in God's presence – verse 1: "For in you I have taken shelter in the shadow of your wings". Here, the dark times turn to Holy times, where Christ is the light.

Patiently waiting for God's intervention – "I take shelter until trouble passes".

We are coming out of the uncertain times and things are certainly different. Yet, as the Lord leads us, we will find new ways to be the Church, to reach the lost and bring hope to a struggling world. I see this occurring from St George in the West to Cairns in the North and Burleigh Heads in the South. New ways, new vision, new hope.

Churches of Christ is known for 'Bringing the light of Christ into communities', not only through the Churches but through our services and chaplains. We have a great team.

On behalf of our member churches, I thank our Board for their guidance. I am honoured to work alongside such a dedicated team that not only display Christian values but live them. I love the fact that our Board are all committed Christ followers.

During the year, Council reappointed Jill Gray, Steve Slade, Jill Carson and Dale White for a further term. We also acknowledge the four years Ken Ewald served as Chair of the Board. He has guided and led us competently, and in such a Godly manner. His impact is significant. Ken's term as Chair was completed on October 7 2022, and Nigel King commenced in this role. Ken will continue serving on our Board.



Thank you to Gary Edwards, our Chief Executive Officer, for his leadership and commitment. Gary is a man of integrity and demonstrates love and passion for God in all he does.

To all the Churches of Christ team, we thank you for your dedication and service, which genuinely makes a difference.

Council would like to especially mention the work of the Church and Community Engagement Team, led by Tim McMEnamin. They work tirelessly to ensure our member churches are healthy and well-led. I am excited to see the Elder/Board Training Package rollout.

Your Council is elected to represent the Conference of Member Churches. I would like to thank Geoff Runge, Steve Peach, Carol Joseph (Deputy Chair), Laura Snook, Pat Hegarty and Matt George for your commitment and service during this year. The same applies for Ben Zambra who unfortunately resigned 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.

Council's primary role is to foster the mission and objectives of Churches of Christ and to affirm key theological and faith-based issues. We maintain responsibility for appointing the Board and fostering the mission and objectives of the organisation. We endorse Ministering Persons and have three committees: The Ministry Ethics Unit; Healing and Redress Group; and Council and Board membership committee. I also serve as an ex-officio member of the Board and represent Churches of Christ on the Heads

of Churches and the Australian Church of Christ Board, along with Carol Joseph.

Your Council is also heavily involved in setting new policies that it believes will stand Churches of Christ in good stead for the years ahead. We have introduced the Minimum Governance Standards for Affiliated Churches. We approved the Person of Concern policy, procedure and guidelines and the Board Renewal Policy. We endorsed the National Redress Policy and approved the changes to the Centenary Development Foundation to become the Churches of Christ Foundation.

Your Council is elected to represent you, pray for you, visit you and are here to listen and support you. Together, under the guidance of the Holy Spirit, we make a difference.

Blessings,

Kevan Denny  
**Council Chair**

# Message from our Board Chair Nigel King.

**The past 12 months, we have witnessed the Lord bless our organisation time and again and given us strength to forge ahead and shine His light.**

In October 2022, I was appointed Chair of the Churches of Christ Board, replacing Ken Ewald, who stepped down from the role to allow a steady transition over the next 12 months before he is due to complete his allowed nine years as a board member in August 2023.

The Board is responsible for the professional governance of the organisation. In the 2021-22 period, there have been many challenges presented to us, which, alongside the Council and Executive, we have strategically navigated and finished in a promising position despite the challenges in our path. The ongoing disruptions and challenges of COVID, have continued to be a key issue presented to the Board. In December 2021, we implemented a vaccination mandate for all staff across Churches of Christ. As a large community services organisation, we are committed to keeping our communities safe and we believed the vaccination mandate was an essential step to achieving this. We thank our team who understood this requirement and their role in protecting themselves and others.

As with most industries and organisations in Australia in 2022, the pandemic has also now resulted in workforce challenges, with labour shortages and inflation

increasing the cost of living and calls for remuneration increases have intensified. We whole-heartedly value the contribution our 4000-strong workforce make each day and the Board stand united with them.

Since the release of the final report from the Royal Commission into Aged Care Quality and Safety, we have keenly focussed on ensuring we are positioned to best respond to the changing requirements for care in our residential aged care services. We continue to focus on what the changes mean and understanding how our service delivery must change to meet the new requirements. Our Seniors Living Team has settled into the new leadership structure, and I believe they are positioned to implement the required changes and continue to place individuals at the centre of care.

Despite the economic challenges we faced in this 2022 financial year, we were able to achieve Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) of \$15 million, which was commendable under the circumstances that we faced.

We have continued to grow our development portfolio and signed-off on future developments that will provide much-needed affordable living options for Queensland seniors in the midst of the extra-ordinary housing crisis that is gripping the state.

In August 2021 we commenced construction of 40 Affordable Living Units and 10 Specialist Disability Accommodation Units at our Little Mountain Campus on the Sunshine Coast with an estimated investment of \$15 million. These units are due for completion





in May 2023. We have also proudly signed funding agreements with the Queensland Government's Queensland Investment Commission. This includes \$18 million for a 40-unit development at Basin Pocket Ipswich, which is forecast to commence works in December 2022.

In May 2022 we opened a 10-bed extension at our Barcoo Multi-Purpose Service at Blackall. This \$3.6 million project included new rooms and updates to the existing service. As part of this opening, we gave special recognition to local businessman and philanthropist Owen Stockwell, who has been a staunch supporter of Churches of Christ in the region.

As Board Chair, I will follow in Ken's path of sincerely bridging the gap between the community services and church arms of our movement. This past year I have valued the chance to tour with the Board and Council and members of the Executive team to the Southern Downs region to visit our churches and services and witness the impact we have in the area. I was also privileged to travel with Board and Executive members to Melbourne finally in May 2022 and meet with our outstanding team who have shown such resilience and compassion over the past two years.

I sincerely thank Ken Ewald for his service as Board Chair since 2018, and value his ongoing support over the coming year.

I also thank Chief Executive Officer Gary Edwards and his Executive Team for their professional leadership of the organisation.

I acknowledge the Council, Board and Board Committees for their governance of our movement and thank them for their commitment at this time. We will continue to manage current issues and respond to opportunities while also looking to the future and clearing the path so that our outstanding movement can continue to impact tens of thousands of lives each year and grow from strength to strength.

A handwritten signature in black ink, appearing to read 'Nigel King'. The signature is stylized with a large, looped 'N' and a cursive 'King'.

Nigel King  
**Board Chair**

# Message from our CEO Gary Edwards.

## **This year our theme has been Better Together because we know that we can change lives for the better when we work together.**

This year, my encouragement and inspiration has come from Philippians 2: 3–4:

Love one another, and work together with one mind and purpose.

Don't be selfish; don't try to impress others. Be humble, thinking of others as better than yourselves.

Don't look out only for your interests, but take an interest in others, too.

Being better together strengthens us, and it is made stronger through the commitment to our values: unconditional love, mutual trust, continual innovation, wise stewardship, and safety.

When we work together displaying love and trust, thinking of better ways of doing things, ensuring safety and managing our resources effectively – we are a better team, and those we support are better for it.

I want to express my gratitude and thanks to all of our team members, to the Executive Team and Board and Council—none of what we do would be possible without you.

Our ability to work together and be there for one another has been drawn upon this year as we faced multiple challenges from rain events and the ongoing interruptions from COVID.

During the rain and flood event in early-2022 that impacted south-east Queensland, a section of our Moonah Park Aged Care Service at Mitchelton was inundated with water. Thank you to the team for working together and safely relocating impacted residents while remediation works were undertaken on the impacted cottages.

Again, this year, I cannot overstate the gratitude we have for our team as they continue working together through the challenging COVID environment. With outbreaks, isolation requirements and vaccine mandates, our staff have held their heads high and continued to be there on the frontline, keeping our residents and clients safe and ensuring their wellbeing.

I have enjoyed being able to travel across the state and to Victoria this year, visiting many of our churches and services and talking with our team members, residents, clients, church leadership and members.

In May and June 2022, we held our Regional Gatherings, which brought together leaders and members of our churches. Through these events we were able to show how we are living our values and supporting each other through the outstanding work of our services and how our churches and services deliver hope. Thank you to all who attended these events, with an increase on participants from previous years a demonstration of the commitment from our churches to the delivery of our mission.

We also presented to our leaders in our services through a series of 'Better Together' regional events and celebrated our team members displaying our values through the CEO Shining Star Awards.

In 2021, our brand refresh brought us together as a united team. This year, the rollout of the branding has continued, with updated signage and logos across our sites and collateral, with several churches also embracing the new design. As part of the refresh, our new website was launched in May 2022, solidifying who we are as Churches of Christ united in our brand and our mission.

This year we have continued to focus on our leadership and ensuring our service areas are led to be agile and strong as we navigate changing environments. The continuum of care in seniors living remains on track, with the leadership team working together to establish best-practice ways to work together. Also, following the review into our Children, Youth and



Families services, as part of the implementation of the recommendations from the review, we welcomed a new leadership team to guide the area.

### Strategic direction

Being better together is the united foundation we need to deliver on our Strategic Plan.

In 2022, we reached the halfway point of our 2019-2024 Strategic Plan, the 'way-finder' to help us realise our vision and continue to change lives for the better in an environment that is consistently evolving.

In early 2022 the Executive team and I reviewed our Strategic Objectives. From this, seven priorities will guide us as an executive group over the next two years, they are:

1. We are committed to being partners in mission with our churches.
2. We are committed to being agile, outcome-focused, and evidence-based.
3. We are committed to developing an enterprise approach and creating intra-operable systems and infrastructure.
4. We are committed to our staff to represent our mission and live the Churches of Christ Way.
5. We are committed to understanding and knowing our customers.
6. We are committed to making our decisions based on the correct information promptly.
7. We are committed to working together to achieve financial sustainability.

With these seven priorities solidified, we worked with the Board, to identify the three most important things we need to focus on. These 'big rocks' are:

- Our workforce – reviewing, monitoring and driving our staff retention.

- Financial sustainability – financial modelling of each of our services to establish the optimum size.
- IT systems and infrastructure -understanding the overall organisation requirements, system framework analysis and scope of the current architecture.

As I look forward to the years ahead, I believe these objectives and big rocks will allow us to stay the course and continue to bring hope to all those we serve.

### Thank you to our outstanding team

We are blessed to have a team of almost 4000 people who turn up to work each day and live out our values. Across our churches and services, we are impacting the lives of tens of thousands of people each year. While our services face some challenges with meeting changing legislation, the ongoing impacts of COVID, and workforce vacancies – there is much to be optimistic about as we continue to develop our service delivery to place individuals at the centre of their care and deliver support bedded in best practice.

Alongside our outstanding team, we are proud to work with all levels of government, peers in our industries and public and private sectors to transform communities and respond to local needs. Thank you to all those who partner with us to deliver hope.

The following report highlights the impacts Churches of Christ has made through the 2021–22 period and beyond, and how we have worked together to change lives for the better.

Gary Edwards  
Chief Executive Officer

# Church and Community Engagement.

## Key Statistics

**64** Affiliated churches

**67** Church locations

**5609** Adults and children attending church each week

**6517** People connecting with our churches each week

**124** Baptisms

**196** Ministering persons

**6** Regional Engagement Partners

**27** Chaplains

**48,854** Seniors Chaplaincy pastoral contacts

**3655** Housing Chaplaincy pastoral contacts

**9** Integrated campuses





# Church and Community Engagement.

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**Our Church and Community Engagement team supports our 64 affiliated churches, empowering them to be thriving communities of faith that are Christ-centred, well-led, safe and legal. They promote a culture of prayer and relational discipleship and grow flourishing leaders.**

Our 27 chaplains bring the presence of Christ into our care services through their unique ministry to residents, staff and families in our seniors living and housing services locations.

The Leadership and Formation team ensures Ministering Persons and key leaders in the movement are equipped, growing and healthy.

Our six Regional Engagement Partners catalyse the network, develop opportunities, nurture the culture of Churches of Christ and facilitate formation.

Our nine integrated campuses bring all that we are as a movement into one holistic, unified expression and presence within a particular geographic community. They have continued to grow and thrive.

Measuring the transformation of lives and building of the Kingdom of God that stems from this combined work is often subjective and involves many things out of our control. However, we believe there is clear evidence of God at work in our movement, through our churches and services which leads to lives being transformed.

Held in May and June each year, our six Regional Gatherings remain a highlight as the Church and Community Engagement team, Board, Executive, and Council gather with church leaders around the state. These gatherings are a valuable way to share broad updates on the work and mission of Churches of Christ while also connecting with church leaders.

This year's gatherings emphasised the support we provide churches in being Christ-centred, well-led, safe, and legal places. The Governance Package and three new/updated policies (Minimum Governance Standards, Persons of Concern and Safe Church) were announced. Across the gatherings, we welcomed 278 church pastors and leaders representing 41 of our churches, alongside staff, executives, and board and council members.

## BEACHED @ BURLEIGH

An initiative of Burleigh Church of Christ, Beached @ Burleigh provides a network of support for the marginalised, homeless and isolated people in their Gold Coast community.

Beached aims to help people in their community who are in need. They provide food help, coffee; IT support, craft mornings, haircuts, op shop and welcome Orange Sky Laundry.

The initiative started in 2019, and the service has come a long way from when it began, with Covid-19 playing a big part in that.

They have provided over 13,000 meals, had over 10,000 visits to the Glimmer of Hope Op Shop, and 30 volunteers have contributed over 7000 hours of support.

## EASING THE FEAR

When a new resident arrived at one of our aged care services, they expressed their fear of dying. Our chaplain was able to sit with her and listen to her concerns. The chaplain spoke about what would happen next, and when the resident expressed interest and asked for prayer, the chaplain shared the gospel with the resident, which comforted her. She settled in nicely at the service, and the chaplain continued to support and spend time with her.



## FUSE CAMP

At the beginning of July 2022, 220 campers and leaders descended on Mount Tamborine at FUSE, our youth camp for high school-aged young people, coming together to experience being part of something greater than themselves.

The combined event included 14 of our Church of Christ youth groups and three from other churches across Queensland.

Over the week, the attendees enjoyed participating in epic tribal wars, worship sessions, night rallies and a massive game of laser skirmish. There was also a big bonfire and a themed game show night where everyone dressed up as their favourite movie character. There was also plenty of free time, with the FUSE Cafe, sports, and games available for the young people to enjoy while they hung out with their friends and built relationships with new ones.



220 young people attended FUSE Camp 2022.

## MINISTRY OF FOOD

The Housing chaplaincy team at Ipswich partnered with the Churches of Christ Housing Services Community Engagement Team to organise a Ministry of Food course with residents in local Housing Services properties. The program ran for five weeks and was a hit with the residents, particularly for a mum-to-be who used the course to learn new skills and develop further confidence in the kitchen.

The resident's friends and neighbours have reaped the rewards of her efforts, as she gives her baking efforts away to her local community.

She has much more confidence in the kitchen and knows more about cooking and food than before. She believes attending the course will help her and her newborn baby in the future, especially as her child grows older. These community connections are invaluable among our residents.



Participants in the Ministry of Food in Ipswich.

# Our Churches.

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**We have 64 Affiliated Churches at 67 locations across Queensland.**

Aboriginal & Islander Christian Fellowship	Door of Hope Church of Christ Maryborough (Church of Christ Maryborough)
Beth-El Brisbane	Fernvale Community Church
Bongeen Church of Christ	For JC Church
Bribie Island Church of Christ	God's Will Brisbane Church
Brisbane North Oasis Church of Christ	Good Shepherd Church of Christ
Caboolture Living Hope Church of Christ	Gympie Church of Christ Horseshoe Bend (Gympie Church of Christ)
Chinchilla and District Churches of Christ Circuit	Highfields Church of Christ
Church of Christ Acacia Ridge	HumeRidge Church of Christ
Church of Christ Ann Street	Kenmore Church of Christ
Church of Christ Annerley	Kingsthorpe Church of Christ
Church of Christ Arana Hills	Lakeshore Community Church of Christ
Church of Christ Avenell Heights (The Oasis)	Little Mountain Church of Christ Unlimited Association (Little Mountain Church of Christ)
Church of Christ Boonah	Mount Walker Church of Christ (Mt Walker Church of Christ)
Church of Christ Boondall	Mountain Top Community Church
Church of Christ Burleigh Heads	Munruben Church of Christ
Church of Christ Caloundra	Oasis Church of Christ Bundamba
Church of Christ Dalby	Outback Church of Christ
Church of Christ Gatton	Riverlife Church of Christ
Church of Christ Hervey Bay	Rockhampton Church of Christ Ltd
Church of Christ in Qld Pine Rivers (Rivers Church of Christ)	Rosevale Church of Christ
Church of Christ Kingaroy	Silverdale Church of Christ Kalbar
Church of Christ Ma Ma Creek	Southport Church of Christ
Church of Christ Mackay	Springwood Church of Christ
Church of Christ Marburg	The Lakes Church
Church of Christ Murgon	Townsville Church of Christ (Common Ground Church of Christ)
Church of Christ Nambour (Sanctuary Park Church of Christ)	Vietnamese Church of Faith
Church of Christ Redcliffe	Warwick Church of Christ
Church of Christ Redlands	Westside Church of Christ
Church of Christ Roma	Whitehill Church of Christ
Church of Christ Sunnybank	Withcott Church of Christ
Church of Christ Toowoomba North	
Churches of Christ Gladstone	
Churches of Christ in Qld Bundaberg (Bundaberg Church of Christ)	
Churches of Christ Lowood (Lowood Church of Christ)	



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MATTHEW 18:20 (NLT)

**“For where two or three  
gather together as my followers,  
I am there among them.”**



Toowoomba North Church of Christ celebrated 100 years of faithfully delivering God's word. The first church, then Harlaxton Church of Christ, was built in a day in 1922.

# Children, Youth and Families.

## Key Statistics

**3697** People supported by Children, Youth and Families

**2845** Children and young people in family-based care

**1432** Foster and kinship carers

**503** Family Support Service clients

**224** Young people in Residential and Supported Independent Living Services

**125** Youth CONNECT participants

**536** Team members





# Children, Youth and Families.

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**For over 50 years, Churches of Christ has been a respected provider of services for children, youth and families across Queensland. We are committed to developing our services into the future and supporting more families and young people to access and receive the supports they need.**

We help over 500 families each year to become happier, safer, healthier and stronger through our intervention and support services.

We support over 20 per cent of all children and young people in statutory care in Queensland, with 2845 children and young people supported by 1432 foster and kinship carers in homes from the tip of Queensland to the border.

Across all of our services, our dedicated team strive to ensure the voices of children, young people, foster and kinship carers, and families are heard. Through listening to their experiences and understanding their journey, we support them to belong, grow, connect and thrive in their communities.

In the past year, we have adjusted our leadership structure to ensure we are best placed to respond to our industry's changing and growing landscape.

The new leadership team have been building the strategies to direct our services so that we can respond with agility to the changing needs of our communities and children, young people and families in their time of need.

We are planning for the changes coming, including the move of services for Aboriginal and Torres Strait Islander children and young people to Aboriginal Community Controlled organisations, in a move that we fully support.

We continue to support young people to be culturally safe and connected. This work is strengthened as we partner with others to find new paths to reduce the over-representation of Aboriginal and Torres Strait Islander children and young people in the child protection system.

This past year, we have partnered with the University of the Sunshine Coast to develop ways of working with Indigenous young people transitioning from out-of-home care that enhance their cultural connection.

With a large cohort of young people supported through our transition services, we were glad to hear that the Queensland Government has committed to increasing the age for care to 21. We have been discussing the need to raise the age for a long time, and witnessing this commitment brings hope for the future of the young people we support. We look forward to learning and understanding more about what this will look like as the Government implements their commitment.

One of our lead programs supporting young people transitioning from statutory care is the Youth CONNECT program. We have welcomed the final group of young people to the program while farewelling the first cohort to have completed their three-year journey. To the young people who completed their program, I wish them all the best as they start the next phase of their lives as independent adults and hope the foundations laid and networks made serve them well in the coming years.

Following the review of our operations in 2021, we decided to exit our early childhood education services, including family day care and in-home care. These services and trusted educators transferred to other service providers. We thank our educators, families and early childhood education team for their work and wish them all the best with the new provider.

We have had many opportunities to celebrate our excellent carers, staff and young people throughout the year, including Foster and Kinship Carer Week, Child Protection Week and our Shining Star Awards. We have so many people who make a truly fantastic contribution every day and leave a lasting impact on the lives of children and young people. I sincerely thank our foster and kinship carers and staff for everything they do.

We thank the Queensland Government for their continued and ongoing support of our services that support children, young people and families in our communities who are experiencing vulnerabilities.



Homefulness Week was held again in 2022.



Matthew and Zara

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## BRINGING HOMEFULNESS

In 2021, Youth CONNECT ran its first Homefulness Week, visiting clients with a van full of donated items to help make their place feel like home. Following overwhelming feedback, they packed the van and headed out again in 2022.

The notion of 'homefulness' has been a pillar of the Youth CONNECT program. To lift the success and meaningfulness of homefulness week this year, the team consulted with over 100 clients about the specific items they would like to make their house feel like home. From everyday kitchenware items to artificial plants and nursery items, a call was made to the Churches of Christ community to donate requested items. The team was overwhelmed with our community's generosity and was inundated with donated items and financial assistance for our event.

During the week, the van travelled to Brisbane, Logan, Ipswich, and Toowoomba, visiting the excited clients in their homes and allowing them to choose items to bring life to their abodes.

The Youth CONNECT team were grateful for the community's support of the event, and the impact their generosity has had on the young people supported and how they have made their spaces feel more like home.

## TWENTY-ONE-YEAR-OLD SISTER, THE KEY TO HER FAMILY'S HEART

In their early 20s, university student Zara and her partner Matthew are kinship carers to Zara's three siblings, and they wouldn't have life any other way.

Around two years ago, Zara's siblings, Felicity\* (16), Joey\* (11) and Emily\* (8), were living in a home in a cycle of abuse before moving to their grandparents, where they stayed during the week and spent weekends with Zara and Matthew. The young couple then decided they would be the primary caregivers.

"It was such a big learning curve for us all. But with respite support from their grandparents, Matt's caring family, helpful teachers at school and our impressive Churches of Christ case worker, Bridget, we got through it.

"Having Bridget as our support worker from the beginning has been the most significant help, the kids love her, and she doesn't feel like an intrusion... we are so grateful for all the support."

\*names have been changed for privacy reasons.

# Housing Services.

## Key Statistics

**2410** People assisted

**1238** Properties

**59%** Tenants aged over 55

**58%** Tenants reported having a disability or serious medical condition

**90%** Tenants satisfied with our service (2021 Survey)





# Housing Services.

**Churches of Christ Housing Services operates across 11 local government areas and manages a portfolio of 1238 properties. This year we assisted 2410 people through a range of programs, with 678 people over 55, and 1153 females.**

Our programs include affordable housing, crisis accommodation, transitional housing, long-term community housing, disability housing and management of other bespoke privately-owned affordable housing programs.

It has been an exciting year for our housing developments and the growth of our portfolio. On 25 August 2021, the first sod was turned for our affordable housing development at our Little Mountain integrated campus. The Minister for Communities, Housing, Digital Economy, and Minister for the Arts, the Hon. Leeanne Enoch MP turned the sod on the 40 affordable housing units and 10 Specialist Disability Accommodation units, which will provide much needed housing options in the Sunshine Coast. The development will also be a valuable addition to the existing residential aged care service and community facilities.

In September 2021, we welcomed residents to the completed Coolamon Apartments Stage II on Bribie Island. Joining the existing 87-unit Coolamon Apartments, the development is now the largest social housing site in Queensland with 170 units of accommodation in total. The new apartments were officially opened on 17 December 2021 by the Hon. Leeanne Enoch MP, and Pumicestone local member Ali King.

The Minister also formally opened The Terrace, North Ipswich, on 28 June 2022. The government built the 30-unit multi-storey complex and we were awarded the management contract for the site providing local, on-site access to housing staff and community engagement opportunities during the week. We now manage 3664 social housing properties on behalf of the Queensland Government.

The demand for community housing grew during the year to levels never previously experienced in Queensland. Low vacancy rates and significant jumps in private market rents continue to increase demand for our services. To help people affected by rental accommodation impacts from the pandemic into homes quicker and increase social housing supply, we put our hand up for the Government's Housing Rapid Response initiative. We have assisted 20 families into homes under this program, by quickly acquiring the 20 head-leased properties within 15 weeks during an extraordinary rental market. We experienced a growing interest from the private sector to partner with us to provide Specialist Disability Accommodation to NDIS-eligible residents.

To support clients facing significant financial barriers and build a sense of welcome and community, we hosted 11 Neighbourhood Days throughout the year. We coordinated other service providers to attend, and alongside haircuts and clothing available, residents could also consult the Office of the Public Trustee, general practitioners, Chiropractic interns from Central Queensland University and Churches of Christ Home Care. The days were a wonderful success and residents reported how much they got out of the events.

In June 2022, we were awarded funding to build a new 40-unit social housing development in Basin Pocket, Ipswich. This will add to our successful portfolio of providing affordable housing to people aged over 55 so that they can downsize from larger public housing homes.

The Basin Pocket development is scheduled to commence in December 2022 and will provide further needed supply of social housing in the Ipswich area by also freeing up some larger public housing properties for families in need. This project will add to our existing 430 units of accommodation in the Ipswich region.

The housing crisis throughout Queensland cannot be understated. We continue to work with the Government on new models and programs that may accelerate the delivery of housing supply in areas of need. We are also encouraged by increased interest from the private sector to partner with us to find solutions. Opportunities to partner with like-minded organisations and access private sources of investment will continue to be investigated in parallel to our current endeavours.



## MY OWN PLACE

Before moving into our Kingsford Smith Drive housing development, David (pictured right) was living on the streets and was receiving mental health and homelessness assistance.

David is now thriving 12 months after securing stable accommodation, and he proudly declared, "I am not with mental health anymore. I've come good."

When asked what helped him the most with improving his mental health, he was confident and quick to answer: "Getting my own place. And getting off the streets."

David said his unit in Hamilton had become a home and now considers some of his neighbours as good mates.



## COMMUNITY CONNECTION SPRINGING TO LIFE

Creating a sense of community and connection is a key pillar in supporting residents living in social housing to build relationships and develop resilience.

Through a series of Neighbourhood Days, Churches of Christ brings residents together with local businesses and support services they may otherwise not get to connect with.

The largest Neighbourhood Day took place in early May at Spring Hill. The event was open to up to 600 local social housing residents from Churches of Christ and other social housing providers, with 27 local business and support services setting up stalls on the day.

Churches of Christ Housing Community Engagement Coordinator Sue Hughes said collaboration can produce incredible outcomes for participants.

"The Spring Hill Neighbourhood Day is an example of this, and we aim to continue collaborating with other housing and homeless organisations, and those who can support going forward. We are incredibly proud of the work done here," Sue said.

Neighbourhood Days have brought relevant service providers to residents where they live since it was first piloted in June 2021.

"Our goal is to ensure residents have easy, convenient access to services that they will find useful, and may otherwise not be able to engage with due to financial, geographical or other barriers," Sue said.

The event was held at the Mission Australia and QShelter buildings in Spring Hill, a central location for many residents.



Housing Services tenant Rebecca at Spring Hill Neighbourhood Day.

# Seniors Living.

**Retirement Living**  
**Home Care**  
**Residential Aged Care**

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**Whatever support you need,  
we create hope and communities  
where everyone is welcome.**



# Retirement Living.

## Key Statistics

**1220** Residents

**1123** Independent living units

**23** Retirement villages

**41** Team members

**Our retirement living residents enjoy the benefits of community living from the independence of their own, maintenance-free home.**

With 1123 homes across 23 locations, our retirement villages are designed for quality over 65s living—with lifestyle, health, wellbeing, and safety in mind.

Our villages offer a wide range of lifestyle options, where residents can age in place with freedom, independence, privacy, dignity, security, and respect among a community of friends. Sales for the year have exceeded expectations, with only nine units across our portfolio available for sale on 30 June 2022.

Retirement Living is an essential component of our Integrated Communities, where retirement living, affordable living, residential aged care and home care services are co-located on one site, allowing residents to age-in-place and receive the care they require as their needs change.

In the provision of support for our residents, we have focused on embedding Home Care teams in our villages to deliver a priority service to our village residents. We are also trialling a new position, Wellness Officer, at our St James Retirement Village in Townsville to be a conduit between retirement living residents and the home care team so that they are better supported to receive the care they need.

Our residents want safe, private and well-maintained environments where there is a sense of community and helpful on-site staff. We pride ourselves on maintaining our villages to a high standard to ensure a welcoming environment and have proudly received consistently positive feedback from external auditors regarding the stunning amenity at our villages over the past year. We are committed to ensuring amenities at each of our villages are adequate and well maintained.



## THE COMMUNITY AT HER HEART

A sense of community, fun social activities, and the chance to make lasting relationships are some rewarding experiences of living in a retirement community.

At Nubeena Retirement Village in Toowoomba, Margaret Durnan has been a driving force in building a sense of community for the past 12 years.

Margaret (*pictured above*) assists the village staff by helping with letterbox drops to ensure all residents are up-to-date with the latest social calendar events.

She brings energy and enthusiasm to all village events, from organising the annual Christmas Carols and luncheon to engaging with the broader community and organising educational sessions at morning tea.

Margaret gets a true sense of joy from fundraising and sourcing Nubeena Residents Social Committee Community Centre amenities.

Margaret also cares about her fellow residents, checking in on residents who aren't well and asking about how people are going.

## A TRUE SANCTUARY

Russell Elms has been the much-loved Retirement Living Manager at Sanctuary Park Retirement Community for nine years, but it's nearly time for him to hang up his keys and retire. Residents are sad to see him go, and it's no wonder when he has served them in a generous and kind way for so many years.

If a resident ever comes to Russell for help, he will often go over and above to make sure their needs are met.

Sanctuary Park resident Maureen came to Russell with concerns about her daughter Tracey, whose relationship had ended, and she and her son had no home and nowhere to go.

"Russell went out of his way to help my daughter and grandson," Maureen said.

While Tracey and her son stayed at Sanctuary Park temporarily, Russell went the extra mile to find something more permanent. After a few calls to the team at Churches of Christ Housing Services, Tracey was offered a secure, safe space for her and her son of them to live.

Maureen is extremely grateful for the help her family received.

"They worked so hard on finding somewhere for her to live, otherwise I don't know where she'd be today."



Russell Elms with Maureen, Tracey and Tracey's son.

# Home Care.

## Key Statistics

<b>11,808</b>	Home care clients
<b>5</b>	Home care programs
<b>1050</b>	Packages facilitated
<b>294,880</b>	Home care visits
<b>386</b>	Support workers

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

We can also help seniors stay socially connected in the community they know and love. With more than 11,000 clients across Queensland and 80 years of home care experience, we're here to help seniors to keep living the way they want to—safe and well in their own home.

This year we have continued to see a growth in Home Care Packages, which now surpasses 1050 packages across the network. The 'Improved Payments Arrangements' for Home Care Packages were implemented on 1 September 2021. This meant a raft of changes for providers, including retrospective claiming and subsidy payment for services delivered, and the creation of a government-managed 'Home Care Account' to accrue HCP unspent funds, with surpluses no longer held by providers.

A 'Better Practice Statement' was also introduced to provide clients with in-depth details regarding their package utilisation.

The transition to payment in arrears on 1 July 2022 has seen an increased scrutiny of all purchases on behalf of clients, which has required increased education and training for our staff, and a monitoring process commenced. These changes provide care recipients with a clearer picture of their home care package and unspent funds.

With the payment in arrears, providers will claim at end of month for Commonwealth Home Support Programme (CHSP) services actually delivered, and will be held to a consistent national unit pricing for CHSP services.



We have also prepared for the introduction of Quarterly Aged Care Financial Reporting, which will commence 31 October 2022. This reporting requires home care providers to report income from providing services, such as fees and subsidies, expenses—including wages and salaries—management fees and care-related expenses and other financial information, unspent package funds, and cash and liquid assets.

Preparations are well underway for the introduction of the Support at Home program in 2024. The Support at Home Program will reform all aspects of the delivery of in-home aged care, including assessment, reablement and restorative care, to individualised support plans, clarity on service inclusions, funding of providers, and regulation of the market.

Clients will receive individualised service approvals, based on their assessed aged care needs and personal circumstances, to replace the current approval process. The Support at Home program will allow point-of-delivery payments for service providers and reduce the reporting burden.

As part of these preparations, we have transitioned to internal service providers rather than engaging external contractors to complete works. We also have a heightened focus on optimising package utilisation by our clients as we prepare for the introduction of the new funding program.

Home Assist Secure and Home Maintenance services have dramatically increased the scheduling and completion of services through a review of team structure. This enables calls to be answered and scheduled in one call providing a higher level of customer service.

## PROMOTING SOCIAL CONNECTION

Sheila is a Churches of Christ Home Care client who lives in her own home with domestic assistance from our team. She has a supportive family who would frequently visit and spend time with her. But when her family had to relocate, her Home Care Workers noticed that she was spending more and more time alone.

"In order to prevent Shelia from becoming lonely and isolated, our Home Care Workers encouraged her to access the social connection services that are part of her package. After some convincing from the team, she agreed to attend a ladies day bus outing as a trial. While Shelia had initially been hesitant and nervous, she ended up loving her first trip and she is now a regular participant.

"I enjoy the camaraderie with the other women, and the Home Care Workers are always fantastic and fun. The bus outings give me something to look forward to every week," Shelia said.



# Residential Aged Care.

## Key Statistics

<b>28</b> Services
<b>1959</b> Beds
<b>1529</b> New residents admitted
<b>2358</b> Team members

**We operate 28 residential aged care services across Queensland (26) and Victoria (2), with over 1900 beds. In 2021–2022, we welcomed over 1500 residents to experience positive wellbeing and receive quality care.**

We welcomed the report from the Royal Commission into Aged Care Quality and Safety in 2021, and this year, we have reviewed our care models and clinical outcomes for residents and are confident in meeting the reforms. We are planning for further recommendations, such as nursing level requirements, which will be introduced in 2022 and 2023.

We had an occupancy of 91.2 per cent in 2021–22. While the ongoing impacts of COVID did impact occupancy levels, we are proud of how we have managed our response to the pandemic and kept our residents safe, with outbreaks well managed at individual services. Our occupancy levels were also impacted by works we are undertaking at a number of services.

We want our services to deliver comfort and a welcoming environment for our residents. We have invested significantly in some of our services, including room renovations at Bribie Island, Gracehaven and Lady Small Haven, and entire wing redevelopment at Golden Age. At Golden Age and Bribie Island, we have undertaken works to convert shared rooms into single rooms. We have also updated kitchenettes at Clive Burdeu and Toowoomba. These works will significantly improve the living environment for our residents.

In March 2022, a substantial rain event resulted in water inundation to part of our Moonah Park Aged Care Service in Mitchelton. Three cottages at the service were damaged as a result, and residents were transferred to other services in close consultation with their families. Remediation works will be completed by the end of 2022 and residents will be welcomed back to new, modern accommodation with the latest secure unit best-practice features for the safety and wellbeing of the residents who require this level of care.





On 18 May, we proudly opened the \$3.6 million, 10-bed extension to our Barcoo Multi-Purpose Service in Blackall. With now 34-beds, the service is well supported by the local community and region, with the extra beds occupied within two weeks of becoming available. We thank the local community for their support and are honoured to provide care to local seniors and be a significant employer for the region.

Each of our 28 services is accredited and compliant. We have a positive relationship with the Aged Care Quality and Safety Commission and work with them to promote a continuous improvement culture to achieve positive outcomes for our residents.

We are grateful to the over 2300 team members who work across our residential aged care services. They have continued to demonstrate unconditional love as they deliver their compassionate care. There has been considerable pressure placed on our team throughout the pandemic, but they have kept residents at the centre of their care and for this we thank them.



Gary Edwards, Owen Stockwell and Lachlan Miller MP at the Barcoo extension opening on 18 May.

## A BRIDGE TO THE PAST

The deep connection Barb Weribone (*pictured above*) has to Country prompted her to make a simple wish —to eat fish and chips by the bridge over the Balonne River in St George.

Barb is of the Widi People and one of the indigenous Elders of the St George group. She was raised by the river banks and has lived close to the river her whole life. Now, as a Warrawee Aged Care Service resident with limited mobility, she has not been able to visit the river as she used to.

At a picnic table in the shade of the grey gum trees, Barb's smile lit up her face as she told stories about her life by the river to Lifestyle Officer Kellie and fellow resident Harold, who joined her on her memorable trip.

"It meant the world to her to have the opportunity to reminisce by the waters of her birthplace; it brought her joy," said Denise Cole, Warrawee Aged Care Service Manager.

The discovery of Barb's connection to the local site and her wish to be able to go there again was made through a wellbeing survey that the residents complete each year, with the final question asking, 'If you had a dream, and I could make it come true, what would it be?'.

Barb's simple and meaningful wish has blessed her fellow residents. There are plans to make the trip to the river a regular event, with other residents invited to come and do some fishing from the river's banks.

# Our People.

## Key Statistics

**3768** Team members

**440** Volunteers

**1330** Team members born overseas

**105** Aboriginal and Torres Strait Islander team members





# Our People.

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**We have a dedicated team of 3768 team members who deliver the highest standard of care and support. Our 440 volunteers are a much-valued part of our team as they increase wellbeing and bring hope to our residents and clients.**

We recognised our team through our second annual CEO Shining Star Awards at regional celebrations in late-2021, individuals were recognised for living our values and shining bright in their communities. You can see a full list of recipients on page 38.

In 2022, we completed our second CANVASS staff engagement survey, following our first in 2019. The survey allows us to hear ideas and create solutions and strategies to improve the things our team values and enhance their experience. The results of this survey are expected in late-2022, and key recommendations will be implemented, and themes addressed. We implemented and initiated several activities to improve the employee experience following our 2019 survey.

From our first CANVASS survey, we have listened to the call from our team members for a transparent and easy-to-use rostering system, and are developing and investing in a new fit-for-purpose rostering system, UKG Dimensions.

A strategic review was conducted of our People Services activities to identify areas for opportunity and to ensure the structure is set up as a highly effective support function that can respond to organisational needs with agility. We have recognised the importance of building our maturity and will be finalising our People Strategy in 2022. With projects underway to also improve our systems, we have made significant investments in our People Services function to deliver the right support for all of our team.

The pandemic has continued to impact our workforce over the past 12 months. We have worked with services to manage staffing levels and ensured all staff are up-to-date with the latest information and requirements. During the peaks of COVID we introduced an e-form for our employees to notify us if they tested positive or were a close contact. This aided in having a central view of the impact of COVID across our workforce.

The introduction of the new risk, incidents and feedback platform, Riskman, aims to capture risks and incidents for better reporting.

Wellbeing Week was held in September and our team members were encouraged to participate in activities across our services and focus on their holistic health.

For National Safe Work Month in October, a large campaign promoted safety in the workplace, with our team members asked to catch their colleagues in the act of safe work behaviour to positively promote safe work practices.

## SUPPORTING STAFF TO LEARN

We thank our partners who, through generous donations, support our staff to develop their skills and bring new knowledge and insight to their roles and careers through the provision of scholarships.

The Stockwell Webber Foundation Scholarship provides those living in rural and remote areas of North West and South West 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.



Crows Nest Aged Care Service Resident Experience Ambassadors, Lyn Taylor, Nicole Morris and Lynda Hanson.

## EZIWAY SCHOLARSHIP RECIPIENTS

Asta, Jeremy and Sarah are three of the 22 successful applicants who were awarded the study assistance earlier this year.

When Asta was asked what the Eziway scholarship meant to her, she replied: "I am rendered speechless at such generosity, which has made so many things possible for me financially".

"Having received the scholarship for my course in a Diploma of Counselling has been the door opener for me to pursue my passion," Asta said.

Jeremy started his course in mid-2021 and has found it "extremely relevant" to his role working in Children, Youth and Families and Housing Services.

"With the cost of living always increasing, the bonus of not having to worry as much financially is amazing," Jeremy said.

Sarah hadn't started her course yet, but the grant will go to supporting study, which is particularly relevant to her position as a Case Worker in the Family Intervention Service. Sarah has chosen to pursue a Graduate Certificate in Developmental Trauma.

"Realistically I wouldn't be studying if it wasn't for the study support scheme. I have three teenagers at home and honestly, there is not much money left out of each pay packet," Sarah said.

## AMBASSADOR ROLE REDUCES INCIDENTS OF VIOLENCE AND AGGRESSION IN AGED CARE

A pilot program at our Crows Nest Aged Care Service has reduced incidents of resident aggression towards staff, leading to better working conditions and better quality of care.

The Resident Experience Ambassador Pilot, funded by WorkCover Queensland, introduced a new ambassador care role with four staff trained by JK Resourcing to make meaningful connections with residents by learning their life stories and to de-escalate situations by addressing unmet needs.

During the pilot no incidents of aggression occurred when the ambassadors were present, and care workers also observed an enduring improvement of residents' behaviour after the pilot ended.

"Ambassadors were really good at making meaningful connections with residents and this met a deep-seated need that exists in all people - the need to be known and to have meaningful relationships," Crows Nest Aged Care Service Manager Janine Elliot said.

# Shining Star Awards.

In 2020, we launched the CEO Shining Star Awards to 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 award winners below.

## Northern Region

Outstanding Team Member  
Best Bright Idea

Outstanding Community Member  
Best Good News Story

Outstanding Team Member  
Outstanding Team Member  
Outstanding Team Member  
Leadership Recognition Award  
Outstanding Team Member

**Andrea Raffaut**  
**Burdekin**  
**Intensive Family**  
**Support Service**

**Herman Hetlam**  
**Housing**  
**Services Bribie**  
**Team**

**Jenny Baker**  
**Jessica Stewart**  
**Kelly McIlraith**  
**Lisa Gallagher**  
**Sarah Broughton**

## Brisbane and South East Region

Outstanding Team Member  
Leadership Recognition Award  
Outstanding Team Member  
Outstanding Team Member  
Best Bright Idea  
Outstanding Team Member  
Outstanding Community Member  
Outstanding Team Member  
Outstanding Team Member  
Best Good News Story

**Alannah Grace**  
**Bronwyn Kathage**  
**Dave Hall**  
**Grace O'Sullivan**  
**Henry Couchy**  
**Robyn Bament**  
**Roy Eaton**  
**Sandra McNutt**  
**Sophie Bauer**  
**Youth CONNECT**  
**Team (All)**

## Gold Coast Region

Best Good News Story  
Outstanding Team Member  
Leadership Recognition Award  
Outstanding Community Member  
Best Good News Story  
Outstanding Team Member  
Outstanding Team Member

**Bluegum Team**  
**Bryony Sobey**  
**Darren Llewellyn**  
**Dick Clements**  
**Graham Wheat**  
**Masayo Suzuki**  
**Sajimol Abraham**

## Melbourne Region

Outstanding Team Member  
Best Bright Idea  
Outstanding Team Member

**Dipesh Pandey**  
**Sally Davoren**  
**Steven Laughlin**

## Western Region

Outstanding Team Member  
Outstanding Team Member  
Outstanding Team Member  
Best Bright Idea  
Leadership Recognition Award  
Outstanding Team Member  
Outstanding Team Member  
Outstanding Community Member  
Best Good News Story

**Candice Brennan**  
**Deanne Evans**  
**Janine Currie**  
**Jason Scheepers**  
**Jemima Greenwell**  
**Karen Ball**  
**Michelle Hold**  
**Pauline Scott**  
**Sandy Phuyal**



Brisbane and South East Region award winners.



Gold Coast Region award winners.



Western Region award winners.



Melbourne Region award winners.



Northern Region award winners.

# Reconciliation in action.

**We marked National Reconciliation Week (27 May – 3 June 2022) and the theme 'Be brave. Make a change.', which challenged us to tackle the unfinished business of reconciliation to make change for all Australians.**

As part of a series of events across Queensland, Aboriginal and Torres Strait Islander Engagement Officers Dena Dodd-Ugale and Jacob Spall facilitated a Yarning Circle with our Executive, team members and community Elders. Participants were invited to have brave conversations and commit to changes we can make to progress our journey to Reconciliation. We posted a video with reflections from those who took part. First Nations Australians have used Yarning Circles

for thousands of years. It is a place to talk, share, discuss, educate and have a yarn together. It is a place to build respectful relationships where all participants are provided with an opportunity to speak in a safe, non-judgmental place and to share their strengths in an inclusive and collaborative learning environment.

## NAIDOC WEEK

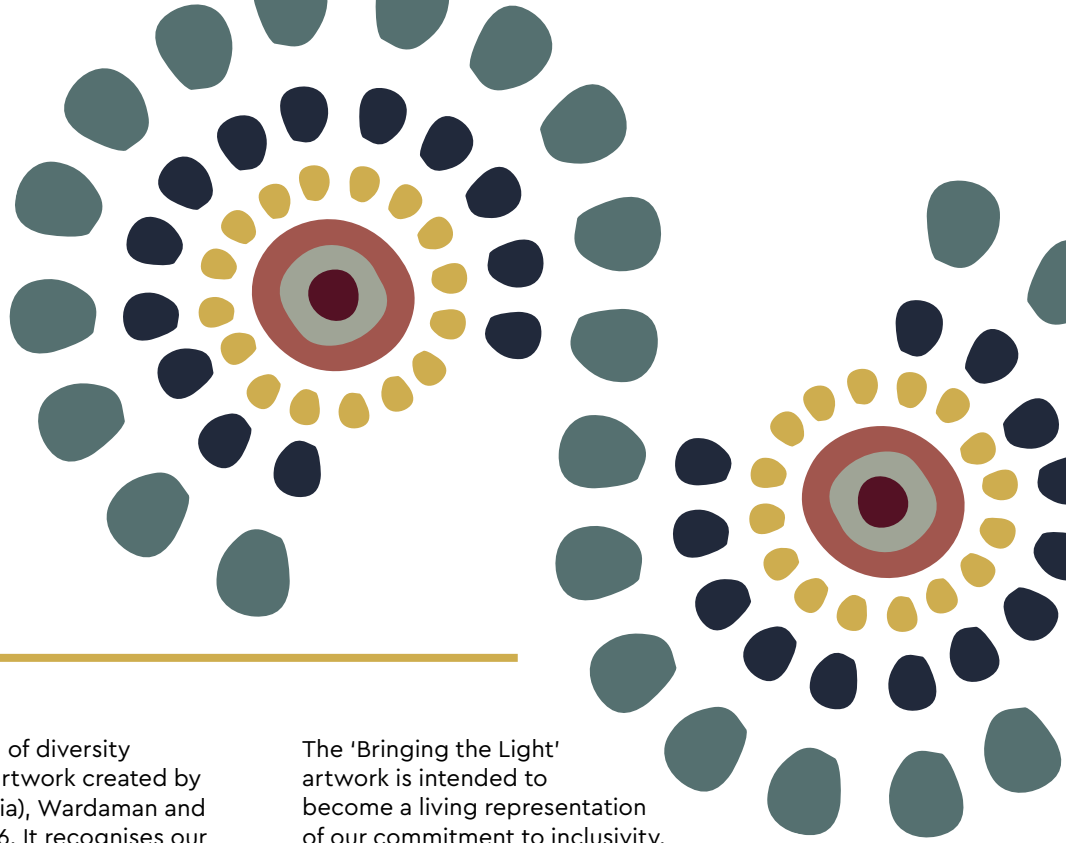
We celebrated NAIDOC Week (3 – 10 July), recognising the history, culture, and achievements of Aboriginal and Torres Strait Islander peoples.

At Churches of Christ, we are committed to becoming more culturally inclusive in everything we do, for everyone we support, across all our services.



Participants in the Yarning Circle at Kenmore Campus including the Churches of Christ Executive Team, Jacob Spall, Cultural Engagement Officer; Dena Dodd-Ugale, Cultural Engagement Officer, and Elders Michelle Watson, Aunty Lynne Cullanane, Aunty Kerry Charlton; and Housing Services Resident Matthew Collins.





This commitment and celebration of diversity inspired 'Bringing the Light', the artwork created by Jenna Lee, a Gulumerridjin (Larrakia), Wardaman and Karrajarrri Saltwater woman in 2016. It recognises our shared commitment to inclusivity and reflects the interconnectedness of individuals, family, community, traditions, Country and Churches of Christ. During NAIDOC Week, we proudly shared an updated version of this artwork across our services, with many holding unveiling events as part of their NAIDOC Week celebrations. As part of our recent brand refresh, the original artist evolved the artwork to reflect our new colours, which reflect the colours of Australia. Moving from outside the painting, the colours represent the sea, rainforest country, bush country and, finally, desert country in the centre.

The 'Bringing the Light' artwork is intended to become a living representation of our commitment to inclusivity.

The artwork is now displayed at 24 of our sites. The idea for this was inspired by an Elder who took part in our Reconciliation Week Yarning Circle. She commented that, as she looked around, she did not see anything that reflected her culture or made her feel welcome. We decided we could and should do something about that!



Left to right: Rowen Singleton, Reconciliation Action Plan Specialist; Elder, Aunty Kerry Charlton, Go'enpul-Yugerra, Ngunda-Kabi Kabi & Walangama of wider Brisbane, Moreton Bay & North Queensland; Jacob Spall, Cultural Engagement Officer; Gary Edwards, CEO at the unveiling of the Bringing the Light artwork at an event during NAIDOC Week at Kenmore Campus.





# The Foundation.

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## Key Statistics

<b>498</b> Accounts
<b>\$13m</b> Managed
<b>9</b> Investment products

### **In 2022, Centenary Development Foundation changed its name to the Churches of Christ Foundation.**

The Foundation fulfils the role of the group treasury operation and accepts funds from retail clients and churches by providing several investment products. We offer loans and grants to our churches and assist in financing our mission of bringing the light of Christ into communities.

The Foundation continued to seek new ethical investment products and launched the Foundation Building Fund term investment in September 2021. This has been a welcome addition to our product range, helping to support our churches with their vital work in communities and our seniors living, affordable housing and child, youth, and family services. Another popular new investment product has been the Christmas Club, with investors making regular deposits throughout the year before withdrawing their investment to fund a festive Christmas.

Funds from churches and retail investors increased from \$11 million to \$13 million for the year, with 498 investors trusting their funds across the nine investment products.

Established in 1983 with \$125 from its founders, the Foundation has responsibly managed up to \$105 million on behalf of investors inspired by our mission and the care we provide to those who need it most.

# Funding our mission.

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## **Thank you to our 40 volunteers and to each of our donors and supporters who have enabled us to deliver our mission.**

In the 2021–22 financial year, generous individuals and corporations donated over \$268,000 through donations and bequests to allow us to bring hope and improve wellbeing.

The Mooring, an initiative attached to our Southport Church of Christ, received over \$123,000 to support their program, which provides comfort to those who have loved ones in the intensive care unit at the Gold Coast University Hospital. The Mooring, which started in 2015, has a team of trained volunteers and social workers from the hospital who support families who have travelled from afar to be at the bedside of their loved one as they are cared for in hospital. The Mooring has accommodation available and can provide some meals and other support during the darkest of times for those who access the service.

Gracehaven Aged Care Service in Bundaberg received \$56,000 to go towards improvements to increase comfort and wellbeing of residents.

We sincerely thank all those who left a lasting legacy and bequeathed funds to support our services and missional activities, with over \$46,000 in bequests for our services.

We also thank those who donated through our workplace giving program and our website, with over \$9500 going directly to where it is needed most.

As a charity, not-for-profit organisation, we rely on a number of funding sources to deliver our vital services and support those in need. Through funding applications and tenders, we receive funding from government and other philanthropic organisations which allow us to respond to needs in our communities. Thank you to each of our funders for enabling us to deliver our mission and serve the community.



# Introducing cofc.com.au

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**On 18 May 2022, we launched our new website at [cofc.com.au](https://cofc.com.au). The new site delivers an unbeatable user experience across 624 pages where visitors can see, hear, and feel the voices of our customers.**

We feature our much-loved and greatly valued clients, residents, and team members who tell their stories and experiences with Churches of Christ in video testimonials that span our services.

Extensive research and effort went into making the website a place where anyone can find out who we are as the Churches of Christ movement. From the locations of each of our churches and services to the detailed process of becoming a foster carer or entering aged care—the website answers the questions visitors want to know.

Since the website's launch, we have experienced increased traffic to the site, with more people spending more time absorbing the information they need.

The website also received a 2022 Web Excellence Award for the Charitable Organisation category. The awards promote excellence and set standards by honouring distinguished websites.

The new website was a part of the ongoing rollout of the updated Churches of Christ brand, which was launched in 2021. The updated brand brings our movement and organisation together under a united look, feel and voice.

# Modern Slavery Statement.

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## **This year we released our second Modern Slavery Statement.**

As one of Australia's largest and most diverse not-for-profit organisations, we recognise we have a responsibility to respect and advance human rights as a purchaser of goods and services.

We recognise the real and growing problem of modern slavery and that it can affect any industry. We have made a commitment to take seriously our responsibility to be alert to the risks in our organisation and our wider supply chain.

Modern slavery includes trafficking in persons; slavery; servitude; forced marriage; forced labour; debt bondage; deceptive recruiting for labour or services; and the worst forms of child labour. In identifying our modern slavery risks, we recognise organisations may

directly or indirectly cause or contribute to adverse human rights, including in their operations and supply chain.

We have adopted a continuous improvement approach to reduce the risk of modern slavery in our operations and supply chain.

During the year we took further steps to reduce this risk through a number of initiatives including supplier spend analysis, engaging with our suppliers on our human rights expectations, surveying suppliers in our higher risk categories, conducting a risk analysis, creating a roadmap of priority actions and strengthening our procurement processes.



# Celebrating 140 years of shining bright.

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**On 9 August 1883, the first conference of the Churches of Christ in Queensland met. This momentous meeting was the start of what we see as our excellent movement today.**

In August 1882, the first church was established at Zillmere, a site that still stands today. Over the coming decades, more churches were planted across southeast Queensland, and the movement continued to grow.

In 1931, during the depths of the depression, Annerley Church of Christ members recognised that their community needed food, clothing, and hope. They also started regular Sunday dinners. This humble activity that directly responded to the need was the start of our community services.

News of the new Churches of Christ in Queensland quickly spread. As the churches grew, leaders and congregations provided support and care to the community—particularly Queensland's vulnerable and disadvantaged.

Many formidable and genuinely inspirational people have led our movement and made a lasting impact on the direction and impact of our organisation to where it is today.

Over the years, these support services became more formalised, and we began partnering with the government to provide care to those who need it most.

In 1980, we first partnered with the Queensland Government to manage three houses for community housing tenants. Over the decades, as the need for social housing grew, we stepped up to provide homes to disadvantaged Queenslanders – especially those at risk of homelessness. This was the beginning of the large-scale social housing program we're running today.

We opened our first aged care home in 1950 and retirement village in 1966 and began our foster care program in 1970.

Our churches have continued to grow; we now have 64 affiliated churches across Queensland.





# Our commitment to being a Child Safe organisation.

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*Please note, this article discusses child sexual abuse. If you require support around this please see the notes at the end of this article.*

**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.**

Churches of Christ interact with over 6500 children and young people on any given week through our churches, youth groups and camps, cafes, in our housing properties and as visitors to our residential aged care and retirement living communities. Each of them has the right to be safe.

Each of us are responsible for the safety of children and young people who interact with us everywhere we operate, every day.

The motivation for us being a Child Safe Organisation starts with the recommendations from the Royal Commission into Institutional Responses to Child Sexual Abuse (Commission). The Commission's role was

to understand what could be done better to prevent and respond to child sexual abuse in organisations. Organisations like schools, churches, sporting clubs—all environments, like ours, that interact with children and young people.

The Commission's recommendations have evolved into the 10 National Principles for Child Safe Organisations. The National Principles ask us to be an organisation that continuously:

- creates an environment where children's safety and wellbeing are the centre of thought, values and actions
- places emphasis on genuine engagement with, and valuing of children
- creates conditions that reduce the likelihood of harm to children and young people
- creates conditions that increase the likelihood of identifying any harm
- responds to any concerns, disclosures, allegations or suspicions.

Churches of Christ have committed to an approach to embedding the National Principles for Child Safe Organisations, which help us to reduce the risk of abuse and prioritise the safety and wellbeing of children and young people.





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We are strengthening our practice to reduce risk and increase safety in line with the National Principles by:

- ensuring children and young people and those that care about them have accessible reporting pathways to report harm or suspected harm
- offering more accessible opportunities for children and young people to tell us how we can improve
- training for all our workforce and church leaders around what behaviours are ok when we are interacting with children, what behaviour is not ok, and what to do about it if you see, suspect or know a child is at risk
- strengthening our recruitment processes to ensure we are employing the right people.

In addition to us embedding the National Principles for Child Safe Organisations, we have always expected that everyone connected to our organisation and movement will report risk or harm to children. This is now expected by law in Queensland. If you are over 18, in accordance with the Queensland Criminal Code, you must report the risk of harm to children and young people.

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 CofC Safeguarding Response Group that you have reported via [safeguarding@cofcqld.com.au](mailto:safeguarding@cofcqld.com.au)

1800 Respect    1800 737 732  
[1800respect.org.au](http://1800respect.org.au)

Lifeline        13 11 14  
[lifeline.org.au](http://lifeline.org.au)

Beyond Blue    1300 22 4636  
[beyondblue.org.au](http://beyondblue.org.au)

# Our Governance

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





# Conference Council.



Ken Ewald, Geoffrey Runge, Matthew George, Carol Joseph, Kevan Denny, Steve Peach, Laura Snook, Pat Hegarty.

## Representatives from our 64 Affiliated Churches elect each member of the Conference Council.

The Council, which met bi-monthly, fostered 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 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

**Carol Joseph** (Deputy Chair) – Little Mountain Church of Christ

**Laura Snook** – The Lakes Church of Christ

**Patrick Hegarty** – Kenmore Church of Christ

**Ken Ewald** (ex officio) – Redlands Church of Christ

# Board of Directors.

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Doug Sparkes, Gary Edwards, Steve Slade, Ken Ewald, Jill Gray, Dale White, Jill Carson, Kevan Denny, Nigel King.

**As the legal Board of Directors for Churches of Christ, the group oversees the organisation's governance, approving its strategic 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 members

**Dale White** – Springwood Church of Christ

**Doug Sparkes** – Westside Church of Christ

**Jillian Carson** – Southern Community Church of Christ

**Jill Gray** – Springwood Church of Christ

**Ken Ewald** – Redlands Church of Christ

**Nigel King** (Chair) – Southport Church of Christ

**Stephen Slade** – St Stephen's Anglican Church

## EX OFFICIO

**Gary Edwards** – Whitehill Church of Christ

**Kevan Denny** – Sunnybank Church of Christ

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## Board member meetings attended (July 2021 – June 2022)

Churches of Christ in Queensland Board and Churches of Christ Housing Services Board meetings.

- Ken Ewald – 10
- Doug Sparkes – 10
- Nigel King – 8
- Gary Edwards – 10
- Dale White – 10
- Steve Slade – 9
- Jill Gray – 10
- Jill Carson – 10
- Kevan Denny – 9

# Executive Group.



Mike Folland, Donna Hart, Michael Brand, Gary Edwards, Rue Masunungure, Norma Abayeskera, Tim McMenamin.

**Gary Edwards** – Chief Executive Officer

**Michael Brand** – Chief Financial Officer

**Norma Abayeskera** – Executive Director Shared Services

**Donna Hart** – Executive Director of Seniors Living

**Mike Folland** – Executive Director of Children, Youth and Families Services and Housing Services

**Rue Masunungure** – Executive Director Governance

**Tim McMenamin** – Executive Director of Church and Community Engagement

# Board Members.

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## **Nigel King**

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

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

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

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



## **Doug Sparkes**

**BA MA LLB GradDipLP JP (Qual)  
GAICD**

Doug joined the Board in February 2014 and is also Chair of the Finance and Property Committee and a member of the Remuneration Committee.

Doug is a Principal Education Officer and solicitor working for the Queensland Building and Construction Commission. From 1997 to 2012, he owned and operated an extensive family farming and grazing property on the Darling Downs. He has also previously worked in Canberra and Africa with the Diplomatic Corps.

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



## **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 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.



## **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 a member of the Governance and Risk Committee.

Jill was Chief Executive Officer of a private residential aged care operator in Victoria and has had more than 20 years of executive and board experience in the 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 Vic/Tas).

Jill resides in Melbourne, where she is a Southern Community Church of Christ member.

# Board Members.



## 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.



## Steve Slade

MProfAcc MMs  
GradDipAppCorpGov  
BMsSon FCPA FGIA FCIS  
FIML GAICD CDec

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

With over 20 years in executive, accounting and governance roles in Australasia and Europe, Steve is currently the Managing Director of a private equity management and consulting firm. Steve has a rich history of advising organisations on leadership, governance, strategy, and financing—including, to date, over 200 churches, charities and businesses. For nearly a decade from the mid-late 2000s, Steve was the General Secretary of Churches of Christ in Queensland, and for a number of those years, he was also a member of the National Council of Churches of Christ in Australia.

Over the years, Steve has served on numerous corporate and charitable boards in Australia and overseas. He is currently the Chair of the Board of Christian Management Australia and a Board member of C4M Childcare Ltd.

Steve and his wife Julia live in regional Victoria with their two school-aged children, and they attend St Stephens Anglican Church in Geelong.





### **Gary Edwards**

**B Com CPA FCA FAICD**

Gary Edwards has been Chief Executive Officer of Churches of Christ in Queensland since 1 September 2018.

Gary was chair of our Board for six years, a member of our Council and an active

member of one of our local Churches. Gary brings many years of personal and business understanding of Churches of Christ and the breadth of care services currently offered through our organisation. Gary has experience in the industry, community and government sectors and has personally contributed to many high-level boards.

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

Gary and his wife Rechelle currently attend Whitehill Church of Christ, having done so for over 25 years.



### **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.



### **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

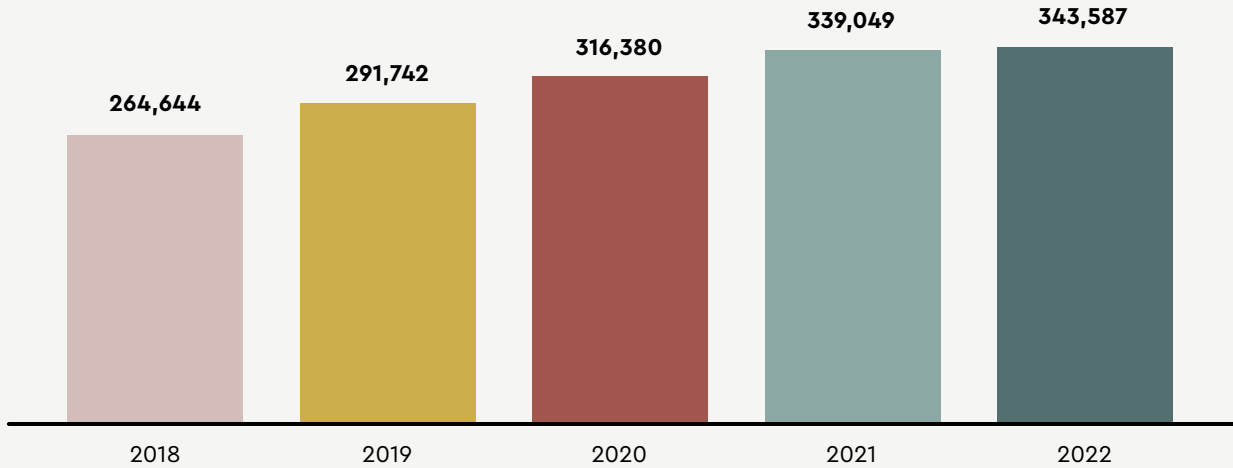
AGM, having served on the Council for four years.

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 must be the focus.

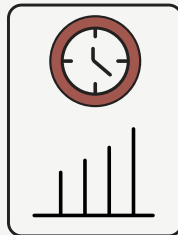
# Financial highlights.

## Operating Revenue – \$ '000



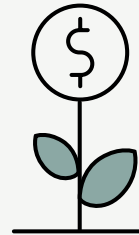
**\$344m**

Total operating revenue for the year ended 30 June 2022



**\$15m**

Earnings before interest, taxes, depreciation and amortisation for the year ended 30 June 2022



**\$12m\***

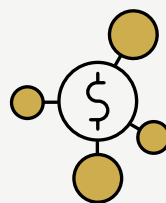
Total cash and cash equivalents and other investments at 30 June 2022

\* CofCQ has available financing facility of \$20,000,000 as at 30 June 2022, which can be drawn down at CofCQ's request to meet any cash outflow requirements.



**\$30m**

Total cash spent acquiring property, plant and equipment, investment property, and intangible assets for the year ended 30 June 2022



**\$864m**

Total assets at 30 June 2022

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GALATIANS 6:9-10 (MSG)

**“So let’s not allow ourselves to get fatigued doing good. At the right time we will harvest a good crop if we don’t give up, or quit. Right now, therefore, every time we get the chance, let us work for the benefit of all, starting with the people closest to us in the community of faith.”**

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