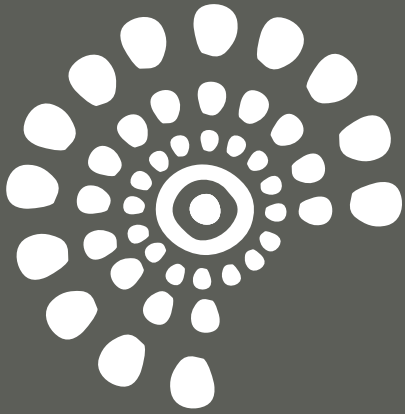


2022 Year in review





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 to taking meaningful action to preserve, affirm and promote the world's oldest living culture.

Stakeholder contributions

The Churches of Christ Housing Services Year in Review Annual Report highlights our achievements and spotlights our people, partnerships, projects and tenants over the past financial year. We thank those who have shared their insights and experiences for us to use in this publication. We thank the Queensland Government for their ongoing financial support received through government housing programs and capital investment. We will continue to partner with governments to address housing affordability and supply.



Churches of Christ Housing Services Limited are a not-for-profit company limited by guarantee, with Public Benevolent Institution and Deductible Gift Recipient status, and are a wholly-owned subsidiary of Churches of Christ in Queensland. We are a Tier One Provider under the National Regulatory System for Community Housing and have been operating as a registered Community Housing Provider for over 40 years.

Cover: Mary, attending the Churches of Christ Hillcrest Seniors' Luncheon in October.
Page 3: Harmony Day morning tea at our Acacia Ridge Integrated Community.





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About us.

We are a leading provider of housing solutions for individuals and families experiencing housing stress and homelessness. We believe safe, sustainable and affordable housing is a basic human right that is fundamental to individual, family and community wellbeing.

Each year we provide safe and secure homes for over 2000 people, including some of the most vulnerable and disadvantaged people in our communities. We support people to maintain their tenancies and develop resilience to homelessness through specialist tenancy management services and by partnering with more than 20 support providers and services.

Our history

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

Over 40 years later, we are one of Queensland's leading social and affordable housing providers. We manage an award-winning portfolio of over 1200 properties and have the capacity and capability to continue to grow a quality and sustainable social housing portfolio.



One of our affordable living properties at Ripley, Ipswich

Our services

We provide a range of housing programs that respond to people's differing needs and offer social infrastructure that promotes wellbeing and empowerment.

Social and affordable housing for people who are eligible under the Social Housing System. Referrals are received through the Department of Communities, Housing and Digital Economy.

Affordable living for people on low and moderate incomes who struggle to find and maintain private rentals. Public applicants respond to advertised vacancies.

Disability housing for people who require specialist support and homes with greater levels of accessibility. People who have a Specialist Disability Accommodation subsidy are identified through National Disability Insurance Scheme providers.

Crisis housing for people with children experiencing hardship or domestic and family violence. Applicants can self-refer or be referred from Specialist Homelessness Services Agencies.

Community development initiatives to build life skills that empower tenants and promote community integration.

Pastoral care support for emotional, physical and spiritual wellbeing of tenants.

Our business plan

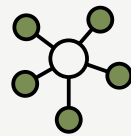
Our service delivery and strategic direction is informed by the Churches of Christ Housing Services Business Plan 2020–22 that outlines our five operational objectives.

Operational objectives



1. Provide quality homes and services

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



2. Engage stakeholders and communities

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



3. Deliver more homes to meet the need

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

* DCHDE – Department of Communities, Housing, and Digital Economy. ** QHIGI – Queensland Housing Investment Growth Initiative.

Operational objectives



4. Support and develop our people

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



5. Manage effectively and strengthen our financial viability

- 5.1 Prioritise strong financial management and improve operational performance
- 5.2 Meet our regulatory and compliance responsibilities
- 5.3 Adapt our organisational structure to deliver strategic objectives and support consolidation and growth
- 5.4 Adopt technologies that improve tenant outcomes and organisational performance


Environmental sustainability objective




Elevate our commitment to environmental sustainability and reduce costs for both tenants and the organisation

Our demographics


We support a diverse range of people whose unique stories remind us each and every day of the importance of what we do. Housing is the foundation by which people thrive and we believe it is a fundamental human right to have access to safe, sustainable and long-term housing opportunities.

- 


2410

people assisted this financial year
- 


283

new tenancies during the financial year
- 


12%

identify as Aboriginal or Torres Strait Islander
- 


59%

of tenants are over 55
- 

62%

of tenants are female
- 

6%

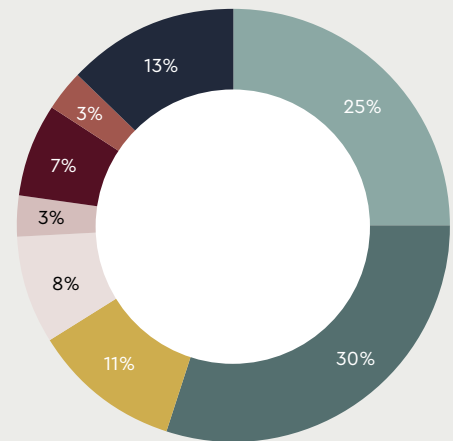
from a non-English speaking background
- 

58%

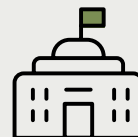
report having a disability or serious medical condition

Tenants' primary source of income

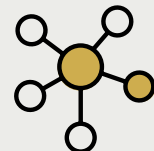
- Aged Pension
- Disability Support Pension
- Jobseeker Payment
- Parenting Payment Single
- Parenting Payment Other
- Wages
- Youth Allowance
- Other incomes



645
properties we own and manage



366
properties we manage on behalf of government



109
properties managed on behalf of other groups and private owners



118
lots at a caravan park



291
homes for seniors on 4 integrated communities

Our portfolio

We manage and build properties throughout south-east Queensland in urban areas that are conveniently-located close to necessary services and amenities and in areas of high need. We deliver services from a head office at Kenmore in Brisbane, regional offices at Bribie Island, Caloundra, Ipswich and Southport, and nine site-office locations.



5298

maintenance repairs completed



3232

periodic inspections completed



409

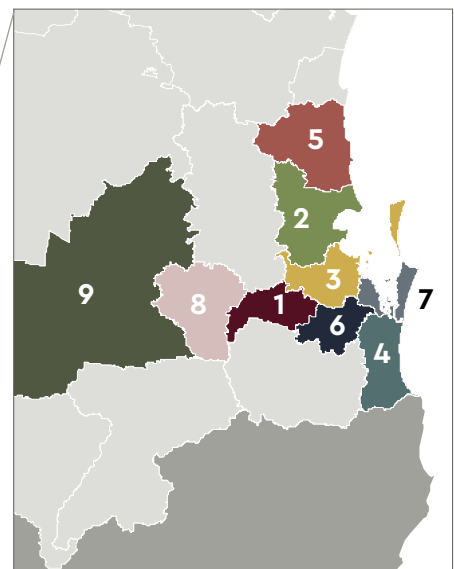
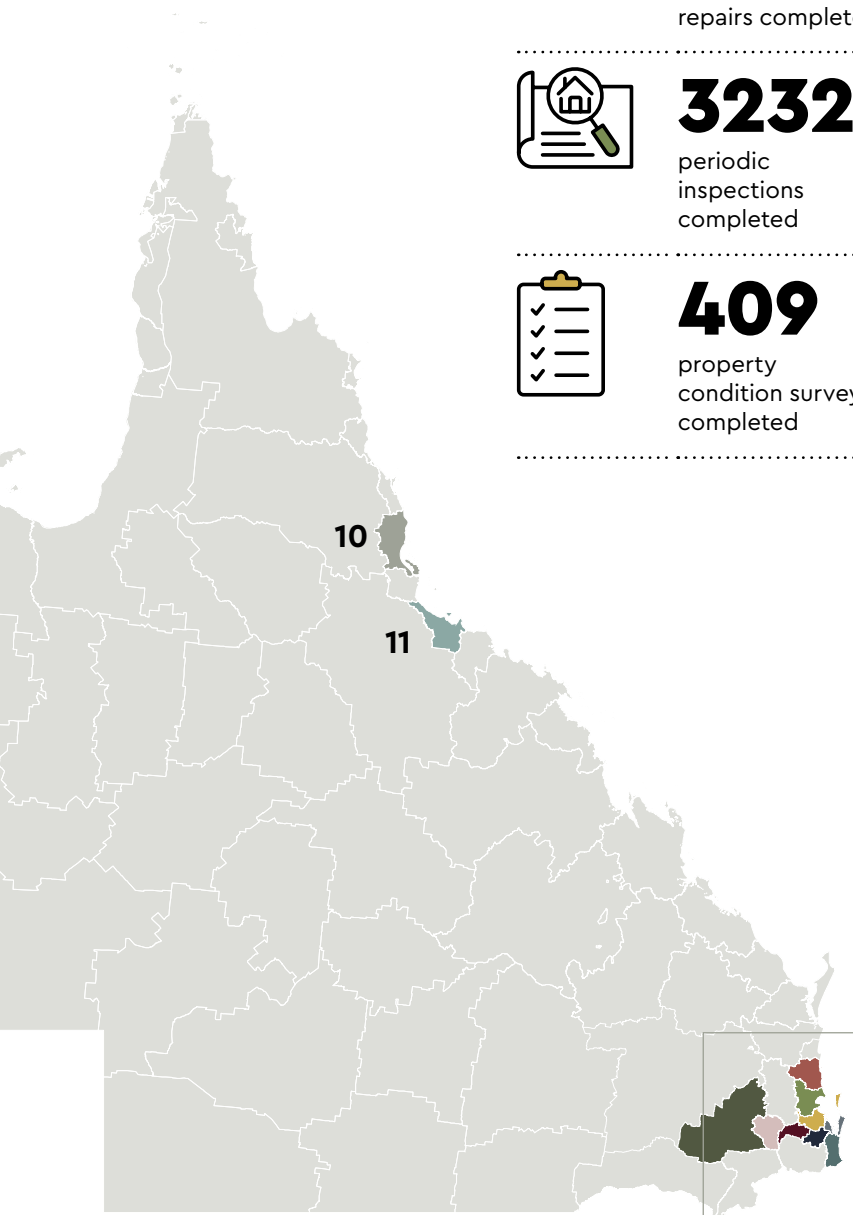
property condition surveys completed

Number of homes owned and managed by Local Government Area:

1	Ipswich City	418
2	Moreton Bay Regional	346
3	Brisbane City	220
4	Gold Coast City	118
5	Sunshine Coast	66
6	Logan City	40
7	Redland City	9
8	Lockyer Valley Regional	8
9	Toowoomba Regional	7
10	Cassowary Coast	4
11	Townsville City	2

Grand total

1238



Our difference

Our Community Engagement team and Chaplaincy Program provide unique and beneficial support and resources to our tenants, creating opportunities for community connection, personal growth and pastoral care that supports their social, spiritual and emotional wellbeing.



3266

Pastoral care contacts



358

Community activities



25

Resident Engagement Meetings



14

Digital upskilling courses offered



11

Neighbourhood Days



Our summary financial statements

As a not-for-profit company, we place a strong emphasis on effective financial management to ensure the viability of our business, while not compromising on the quality of our service and assets.

Through the support of government and Churches of Christ we are able to continue to build new developments to increase the supply of affordable housing in a time of significant economic pressure.

	<p>Housing Services revenue</p> <p>Revenue including rent, subsidies and capital grants.</p>	<p>2022</p> <p>\$18.8m</p>	<p>2021</p> <p>\$16.3m</p>
	<p>Property expenses</p> <p>Includes planned maintenance and upgrades of properties we own and manage.</p>	<p>2022</p> <p>\$5.6m</p>	<p>2021</p> <p>\$4.6m</p>
	<p>Assets</p> <p>The value of properties we own at fair value.</p>	<p>2022</p> <p>\$164m</p>	<p>2021</p> <p>\$143m</p>
	<p>New developments</p> <p>Bribie Island Stage II.</p>	<p>\$23m</p>	



Message from our CEO

Welcome to the 2021–22 Year in Review.

This past year across Churches of Christ, our guiding theme has been *better together*. Through our Housing Services, we have witnessed how, when working together, we truly can change lives for the better. We have done this by walking alongside people and helping them find a place they can call home and delivering caring and compassionate support guided by our values.

We have focused on the leadership structure of Housing Services, introducing a new Director for Children, Youth and Families and Housing Services, Mike Folland, to guide the team and represent the service on the executive level. While we farewelled General Manager Alicia Follent, we welcomed Gus Taddeo into the position in January. Through all of this, our commitment to providing housing solutions that meet individuals' needs and respond to the challenges faced by the housing industry in Queensland steadfastly remains.

We have continued to grow our property portfolio. I have proudly attended several official events to celebrate the commencement of projects



Left to right: Gary Edwards, the Hon. Leeanne Enoch MP and Ali King MP at the official opening of Coolamon Apartments, Bribie Island.

and welcome residents to their new homes. These special events included the sod turning of 40 community housing homes and 10 Specialist Disability Accommodation units at our Little Mountain integrated community on the Sunshine Coast. In December, we officially opened Coolamon Apartments Stage II on Bribie Island. These developments provide affordable housing options for those aged over 55 and were possible thanks to Queensland Government funding.

In June 2022, we officially opened The Terrace, North Ipswich. The development was built by the Queensland Government and we manage it on their behalf. At each of these milestone events, we thank the Hon. Leeanne Enoch, MP Minister for Communities and Housing, Minister for Digital Economy, and Minister for the Arts, for attending and showing her support.

Being better together has also shone through our increased community engagement activities in a post-pandemic world and the meaningful one-on-one interactions with our chaplaincy team.

Our Housing Services have continued to be a growing part of our organisation, complementing our Children, Youth and Families, Seniors Living and church

communities. Many of our housing developments are a part of our integrated communities, where seniors can live in affordable housing, retirement living or residential aged care and receive the support they need while also being a valued part of their broader communities.

I am proud to present you the Housing Services Year in Review 2021-22 and hope you are inspired by the stories of those who have found a home and sense of community and the work our team does each day to bring hope.

God bless.

Gary Edwards
Chief Executive Officer
Churches of Christ

Director's report



I am delighted that we are able to report strong operational and financial results for the 2021-22 financial period and share these with you in the following Year in Review.

The work of our Housing Services team has continued to improve lives, and we share a selection of these inspirational stories with you.

The past year has been characterised by our ability to innovate, lead, positively influence, and rise to new challenges. These traits have been shown as we developed a social enterprise in our Internal Maintenance Service, which will see work placement in the coming months. We also continue to make sustainability a key focus in the design of our homes, achieving energy efficiency and driving down the household running costs for tenants. Our latest development at Bongaree has also achieved a 6-leaf rating under EnviroDevelopment's sustainability tool.

In response to the COVID-19 pandemic and to promote better health outcomes, we were awarded a grant under the Rapid Housing Response to provide safe and secure accommodation for vulnerable people experiencing homelessness or residing in crisis accommodation. We housed 71 people through this program in the past year.

In partnership with the Queensland Government we invested circa \$23 million in building new homes. These numbers epitomise our values as a housing provider, that we are not about making profits, we exist to invest in communities and provide social and affordable housing.

Alleviating demand will remain one of our biggest challenges as a society. The pandemic has deepened existing inequalities in our communities and we anticipate the social housing waiting list to grow beyond the 50,000 figure it stands at today. We are determined and committed to addressing the housing shortage, and in the past year have delivered 113 new community housing homes.

There is no doubt the next 12 months will bring more challenges for the housing sector, but we can take inspiration from the past two years that we have been able to achieve so much during unprecedented times. It demonstrates our strength as an organisation and the importance of the role we place as a community housing provider in supporting communities across Queensland.

We have a real opportunity to create thriving communities with quality spaces that provide a foundation for people to put down roots.

The priority for Housing Services over the next year will be to continue to support our tenants when they need us, to be a strong partner for governments, private companies and the broader housing sector, and to continue to deliver good quality, affordable homes to those in need.

A handwritten signature in black ink, appearing to read 'Mike Folland'. The signature is stylized and somewhat abstract.

Mike Folland
**Director Child, Family and Housing Services
Churches of Christ**

General Manager's report



Australians continue to face unprecedented difficulty accessing affordable, long-term housing.

The perfect storm has brewed from a growing population, downturn in the Australian and global economies, rising interest rates and supply chain delays. These factors have culminated in the limited housing stock available increasing significantly in price and competitiveness. For those who were able to secure housing in the private rental market, they now face rental price increases as their leases renew.

We have seen the affordability crisis reflected in the increased number of applications on the housing register, up 78 percent from mid-2017. There are over 50,000 applications on the housing register made up of singles, couples and families of all ages and backgrounds, some who have experienced homelessness before and others who have owned their own homes. It is a certainty that this number will continue to grow as housing unaffordability increases and the cost of living outpaces financial means. Our role in increasing the supply of social housing for Queenslanders is more important now than ever.

In January, I started at Churches of Christ Housing Services as General Manager. I have joined the housing and homelessness sector as it strives to meet demand created by these challenges. Our sector, like many others, is susceptible to workforce fluctuations due to rolling sick leave presented by COVID-19. However, we have continued to operate during these times, maintaining the high-quality service we pride ourselves on for the simple reason that we must.

Over the past financial year, Churches of Christ Housing Services have officially opened two new housing communities, adding 113 new safe and secure homes for those in need. One of these, Coolamon Apartments Stage II at Bribie Island, adds 83 new accessible and affordable homes for over-55s, and now together with the 87 units in Stage I, makes up the largest social housing development for over-55s in Queensland. The Terrace at North Ipswich is a 30-unit development which aims to increase tenants' resilience to homelessness and promote stable,

long-term tenancies. Twelve applications were identified as experiencing primary homelessness and, as part of the Street to Home initiative, were dispersed into complexes that best suited their needs in this innovative pilot program.

We continue to extol the benefits that collaboration can bring as we delivered Neighbourhood Days at nearly all of our integrated communities and debuted the first of the Spring Hill Neighbourhood Days, a collaborative venture between five housing and homelessness services in Brisbane. We are exploring new ways to bring the housing and homelessness sector, government, private business and community together and are excited to see the solutions that greater investment in the housing and homelessness space will bring in the coming years.

Having come to the social and affordable housing sector this year from a health background, I have been privileged to see the inner workings of this sector firsthand. It is clear that it is the people who work tirelessly each and every day to deliver a compassionate, quality service that truly makes the difference. Housing and homelessness staff are the lifeblood of a sector that doesn't seek the limelight, but whose hard work our country could not live without.

As 2023 approaches, we will continue to deliver high-quality, safe and sustainable homes with a number of projects on the horizon. As cost of living increases and housing stock grows at a slower pace than Australia's population increases, we are glad to see a renewed commitment from all levels of government to increase their investment in social and affordable housing stock. I thank you for your continued support and for acknowledging the critical work of community housing providers in Australia.

A handwritten signature in black ink, appearing to read 'Gus Taddeo'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Gus Taddeo
General Manager Churches of Christ Housing Services

Our highlights 2021–2022



August 2021

Turned the first sod at the Little Mountain community housing development.



September 2021

Completed biennial Tenant Satisfaction Survey with CHIA NSW.



October 2021

Recipient of a Community Social Enterprise Development Grant for our Internal Maintenance Service.



November 2021

Hosted a meeting between Q Shelter and members of the Housing Older Women Movement.



December 2021

Officially opened Coolamon Apartments Stage II at Bongaree on Bribie Island.



March 2022

Attended AHURI National Housing Conference in Melbourne.



April 2022

Became an approved SPER Hardship Partner.



June 2022

Officially opened The Terrace at North Ipswich.



2021 and 2022

AHI Brighter Future Awards State and Australasian winners.



The Hon. Leeanne Enoch MP and our CEO Gary Edwards turning the first sod at the Little Mountain community housing complex.

Building communities.

People are at the heart of everything we do. We believe that finding your place isn't just about having somewhere to live: it's about feeling empowered to live life how you want to.

We achieve this through supporting our tenants to create bonds with each other, connect with their wider communities and have the confidence and skills to meet life's challenges and opportunities head on.

Ipswich tenants attending an Indigenous art workshop community building activity.



What our tenants said about our service in the Tenant Satisfaction Survey:



"I am grateful for my house and love every minute of the community here. Staff are amazing."

.....

"I now have less stress in my life and I feel like part of the community. Thank you for the opportunity of a home. My children are happy and no longer homeless."

.....

"Good people who have shown me nothing but kindness and consideration, any serious problems have been dealt with quickly."

.....

"The chaplains are working extremely hard to get all the tenants involved in the various BBQs and other activities as they are always ready to lend a helping hand or a sympathetic ear in times of need."

.....

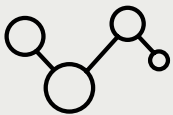
See more information over the page.

Our people this year

We pride ourselves on being more than good landlords. Our holistic approach to service delivery builds foundations, connects people to opportunity and creates places where they can thrive.

Our approach is considerate and respectful of individuals' needs and circumstances and gives peace-of-mind about the management of their tenancies and properties.

We support people through



A proactive approach to tenancy management and support, including referrals to relevant external support services.



A Community Engagement Strategy with a focus on skill-building and community cohesion.



A pioneering chaplaincy service offering pastoral care support and community integration activities.

We know our tenants benefit from this infrastructure because they told us that we're consistently exceeding expectations in our recent Tenant Satisfaction Survey.



954
households surveyed

The survey was delivered with the support of the Community Housing Industry Association (CHIA) NSW, whose reference group consists of 41 other Community Housing Providers in Australia. The survey asked 954 of our households about our properties, information provision, complaints and appeals, repairs and management and communication and engagement.

90%

Overall satisfaction

91%

Satisfied with property condition

85%

Satisfied with repairs and maintenance services

89%

Satisfied with tenant involvement

88%

Satisfied with how well tenant rights are upheld

80%

Felt life had improved since living with us



Our Hillcrest community at their Biggest Morning Tea in May 2022, organised by social club member Wendy (fifth from left).

Focus on seniors



291

Homes for tenants over 55

Our portfolio consists of 291 homes specifically for people over 55, spread across four integrated communities, which are also home to aged care, retirement living and home care services.

Our strategic focus on creating more over-55s housing that is physically accessible responds to a growing need in the market to support an ageing population—particularly older women. As private rental costs increase and housing stock growth is slower than demand, more people find it difficult to secure a sustainable and affordable tenancy.

The integrated community model gives people confidence that, should their needs change, they can receive in-home support or transition to a higher-care environment without needing to leave their communities and support networks.

Social clubs empower tenants and create positive outcomes

Social clubs are run by tenants for the benefit of their neighbours and communities. Through inclusive functions and activities like craft groups, games nights and group exercise classes, social clubs help create social bonds between tenants.

In the case of the Marblewood Apartments Social Club at our over-55s Hillcrest community, the goodwill of the tenants has also seen a particular focus on adding fundraising components to activities. Funds from these activities are invested back into the community.

In only one year of fundraising through raffles, gold coin donations and use of the Queensland Government's Containers for Change scheme, the Marblewood Apartments Social Club have purchased:

- a communal trolley for transporting groceries from cars to units
- a full-size, lockable cupboard for their community room
- a carpet cleaner and shampooer that is available for hire by tenants.

While our Chaplains and the Community Engagement team support the social clubs when requested, it's our goal to empower tenants to create and lead such initiatives themselves.

Sanying's story

More than a neighbour

The chance for independence and stability thanks to finding a social housing home have given Sanying and her son the time to set down roots and make plans for their future.

When Sanying was pregnant in 2013, she moved from China to Australia to be with her then-husband. A difficult relationship and subsequent split forced Sanying and son Darren to flee to a women and children's refuge where they lived for a year.

Since early 2021, the pair have been living in one of our two-bedroom units on the Gold Coast. This has enabled them to stabilise their circumstances and begin to put down roots in the city where they want to live permanently. When she was initially offered the property, Sanying said it was such a relief that she and Darren would have somewhere to stay for as long as they needed, until they decided what their path would be.

Immediately after moving in, Sanying said she was welcomed by the other tenants. As she put it, "the community fully embraced us".

Now, Sanying brings homemade food to the monthly barbeques run by Chaplain Graham, which are an opportunity for tenants to get to know each other. Darren is also enjoying and excelling at school and plays violin, takes robotics courses and martial arts lessons.

Sanying has been working hard to bring her goals to fruition and, after almost a year, she was approved for a loan and put the money towards a second-hand car. A significant barrier to progressing her driving skills was the cost of driving lessons. Incredibly, four other tenants offered to mentor her with free driving lessons. One tenant in particular, her now-good friend Ziqi, has been Sanying's most regular instructor.

Speaking about this new experience, "I'm happy," Sanying says, "because I'm learning".

When she is confident enough, having her open license will allow her to support Darren's after-school and weekend activities and generally afford them both greater independence. Sanying also has career aspirations to become a qualified yoga instructor, offering an in-home service where she travels to clients, which will be much easier when she is on her open license.

In Queensland, there is one application process for both community and public housing. Applications are managed by Department of Communities, Housing and Digital Economy, and eligible applicants are listed on the Queensland housing register of need.

When a property becomes available with us, or other organisations like ours, the Government search applicants on the register whose housing needs match the available property. Their details will then be referred to us for consideration.



—
**"All my dreams
are coming
true."**

Sanying

Crisis Accommodation Program

From homeless to a home

In 2016, Natalie and her two sons Zac and Cooper were living in a private rental when a combination of circumstances caused them to fall behind in rent.

Forced out of their property, they couch-surfed to keep a roof over their heads while Natalie made every effort to find a suitable, safe place for her family. For six months they lived with friends—in particular Joe, who she now affectionately calls 'Dad', and Anne—in a shed on their property. This situation was neither ideal nor sustainable, but the rent was affordable and it gave Natalie the opportunity to connect with a support worker.

Natalie generously referred to the experience of living in the shed as "sort of like camping". The property ran off tank water, they couldn't use hot water for showers, it didn't have a working toilet, and it only had an outdoor, makeshift kitchen. During the time they lived in the shed, they battled the cold and slept with flashlights beside their beds as there was no proper lighting.

Her youngest son was in his early years at primary school at this stage and needed more stability, while her eldest son, who is on the autism spectrum, said it was a struggle.

Natalie's support worker, Stephen, whom she described as "wonderful", helped her navigate the accommodation process. It took six months for a

position in our Crisis Accommodation Program to become available close by to where the family were living, near the children's school and support networks.

The family lived in the Crisis Accommodation property for nearly three months until an opening became available for Natalie in the long-term community housing program. It was on this same day—a few hours later—that she also received a call from the DCHDE who also offered her a long-term housing opportunity. Natalie drove past both properties and chose to move to the Churches of Christ-managed property—a freestanding house with a yard, perfect for her family.

Since leaving their private rental, the family largely lived out of boxes, never unpacking so as not to make more work if they ever had to move again.

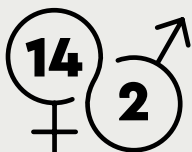
"I grew up in foster care," Natalie said, "so I travelled light."

It was eight months into their stay that Natalie realised, "this is it." The family unpacked and made their house into their home. Her tenacity and commitment to providing for her sons has been the driving force behind her success, helped along by access to affordable, safe housing and support.

The pride she shows in her home, the safety she speaks of when talking about it and the peace-of-mind it has given her has truly made her house a home. As Natalie puts it, "This is our forever home."

16

CAP tenancies are single-parent households



Of the 16, 14 are women and 2 are men

Our Crisis Accommodation Program (CAP) consists of 23 properties and is designed to house people in immediate need with children in their care for the duration of their need.

CAP tenants are supported by a Housing Support Worker who works with participants to connect with relevant support services, stabilise their circumstances and set goals.

Natalie at her home with two clapsticks she painted and decorated.



BUILDING COMMUNITIES



Housing Services staff at our 2021 team building day.

The 'us' in Housing Services

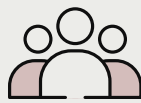
We have an exceptional team whose passion and commitment underpins the high-quality support and service they provide each day.

Housing Services staff demographics



Gender of staff

31 Female
18 Male



Ages of staff

3 18 to 24 years
14 25 to 34 years
12 35 to 44 years
9 45 to 54 years
11 55 to 64 years



Employment type

1 Casual
12 Permanent Part-time
36 Full-time

Investing in our people

We believe staff who are happy, confident and empowered create better results for the clients they support. Meaningful development opportunities help our staff continue to progress in a professional capacity and are also an important aspect of meeting our commitment to the continual innovation and improvement of our service.

Our staff have access to training opportunities as part of our membership with the Australasian Housing Institute, allowing them to develop existing skills in areas that are both foundational and topical in the social housing sector, including:

- Accidental Counsellor
- Asset Management
- Business Writing Skills
- Complex and Difficult Behaviours
- Effective Communication
- Handling Crisis Calls for Frontline Housing Staff
- Having Difficult Conversations
- Having Money Conversations with Tenants
- Leadership
- Managing Complaints
- Managing Issues with Hoarding and Squalor
- Nudge Theory
- Preventing Debt and Recovering Arrears
- Trauma-informed Tenancy Practices

Our staff also complete annual Mental Health First Aid courses. Understanding and being responsive to the prevalence of trauma and mental illness in society, and how it affects health and wellbeing of not only our clients, but also our staff, is a significant priority for our service.

Recognition of prior learning

Over the past year, our team embraced opportunities from TAFE Queensland to complete Recognition of Prior Learning courses.

They used their real-world experience from current and previous employment and volunteer work to gain credits towards various qualifications.

Two staff started study in Community Development and many more are looking forward to future opportunities to receive formal qualifications that showcase their experience.

A rewarding career in the social housing sector

Meet Housing Officer Kelly Lewis
Churches of Christ Housing Services, Gold Coast



Why did you pursue a career in social housing?

I actually didn't consciously pursue a career in social housing. I was working for a private real estate agent as a property manager when the business was sold and found myself looking for another job. A role in administration support with Churches of Christ caught my eye as customer service/administration was my background. I was fortunate to be the successful candidate. After four years, I took over the role of Housing Officer (similar to a Property Manager) which I have been doing for six years now. My Mum was always known for saying, "everything happens for a reason", so I know I was meant to end up where I am today, doing this sort of work.

How is working in social housing different to being a property manager in a private real estate agency?

There are similarities between social housing and the private rental market in that the same legislation is applied, tenants pay rent and have property inspections. However, social housing rents are lower, based on the household income, to make housing affordable for those on low incomes. Social housing is also suitable for those who are unable to enter the private rental market for reasons such as no or poor rental history, domestic and family violence victims and people living with a disability needing specific modifications that private landlords can't accommodate. Social housing, in particular community housing, also comes with support so that our tenants can receive the care, advice and help that is relevant to their needs.

What's most rewarding about your job?

The most rewarding area of my job is seeing a person or family who have needed social housing for an

interim period stabilise their circumstances and then move on. To see someone come in as a tenant in need, take advantage of the supports available, stabilise themselves financially, emotionally, mentally and then be in a position to move on into the private rental market, or in some cases, I've even seen home ownership, it is an absolute pleasure to have been a part of that person or family's journey.

What's a trend you see with your clientele?

The portfolio I manage on the Gold Coast is all long-term housing, so a common trend I see in our Gold Coast clientele is the ageing-in-place with a high percentage of our tenants being over 65. This has resulted in an increase in the need for mobility aids such as motorised scooters to allow continuation of movement and independence. In one of our unit complexes, we have been able to provide a specialised area for a number of scooters to be parked securely and allow for charging, ensuring that foyers and unit hallways are not blocked creating a hazard in the event of an emergency. We may not always be able to accommodate a change in a person's need but will work with that tenant to identify the best possible outcome.

Why do you think more people are needing to rely on social housing?

Unfortunately, the current climate we are in, with the rental housing crisis and cost of living rising, not to mention COVID, the social housing system has been needed by more people than ever. Lack of available properties to rent in the private market has had a huge push back effect on the social housing system. The Gold Coast region has one of the longest registers of people requiring social housing in Queensland so, wherever possible, those needing housing are being encouraged to look at other areas, even if only temporarily, to increase their chances of being housed sooner.

Focus on chaplaincy

Meet Housing Chaplain Michelle Warren
Churches of Christ Housing Services, Ipswich

Michelle is one of two housing chaplains working in the Ipswich region with over 400 tenants. We asked her what the role of a chaplain is and what led her to where she is today.

"I started attending church as a nine-year-old after neighbours invited our family to a Christmas event," Michelle said. "It became the centre of my world from then on and I really took on my own dependence on God and faith. This led me to eventually attend Bible College in New Zealand as a 21-year-old. I have been involved in ministry, either voluntary or in paid positions, ever since."

Prior to joining us, Michelle worked as the Youth and Family Ministries Pastor at Boonah Church of Christ for 10 years and then a chaplain at her local high school.

"For 15 years I was very much working with young people," Michelle said, when speaking of her transition from school chaplaincy into housing chaplaincy.

"While I loved being a school chaplain, I also felt it was time to challenge myself to care for people who had more life experience and had perhaps been hurt on a deeper level."

Michelle supports tenants by linking them to services, facilitating appointments, sourcing what they need to live safely and being both a listener and reassuring figure of moral support. Not everyone chooses to engage with a chaplain, but each person who does is able to get something different out of the partnership.

Michelle recalls working with one tenant in particular, helping to make major adjustments in her home that were needed for treatment of a medical condition.

"I called her each week from my second week, just to have a conversation. It has taken quite some time on the phone to build up trust. She has now invited me to her unit to help her sort out her clothes and wardrobe and take what she doesn't need to charity. She will need to make major adjustments to how the apartment is furnished and how it is set out."

Our chaplains aim to develop good rapport with tenants so that they can provide the best possible emotional and practical support, while also encouraging tenants to create their own connections with their neighbours.

"My aim is to have tenants relate to each other in a respectful, responsible way and learn from each other. It is great when we can highlight the positive aspects each person brings to their community," Michelle said.

"Some complexes are looking out for each other so well that they are almost like family to each other."

When talking of the most difficult part of her job, she mentions that it's hard to see a tenant who doesn't recognise all the hard work they've done and the progress they've made.

"People are harder on themselves than they would ever be with others," she said.



Better together.

We know that collaboration creates better outcomes for the people we support. We partner with governments, community organisations, peak and industry bodies, other services within Churches of Christ and our tenants—doing so allows us to increase public understanding of the social housing sector and advocate for its meaningful progression.

Our first Spring Hill Neighbourhood Day—a collaboration with Bric Housing, Mission Australia, QShelter, the Salvation Army and St Vincent de Paul Society.





libraries

GRACE GRACE MP - McConnel

CHURCHES of CHRIST

CHURCHES of CHRIST

Compassion
Integrity
Transformation

The

Our partners

We work with various stakeholders to ensure a diverse range of external supports are available to our tenants, that our portfolio continues to grow and meet demand and to ensure the resilience of our sector.

We would like to acknowledge and thank the following partners for their support over the past year:

- Central Queensland University
- Department of Communities, Housing and Digital Economy
- Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships
- Down 2 Earth
- Focused on Care
- Footprints Brisbane
- Get Going Support
- Lady Musgrave Trust
- inCommunity and the Tenancy Skills Institute
- Ipswich Regional Advocacy Service Inc.
- Public Trustee
- Regional networks, including:
 - » Brisbane Central Interagency Network
 - » Gold Coast Homelessness Network
 - » Local Level Alliance
 - » Ipswich Housing and Homelessness Network
 - » Sunshine Coast Housing and Homelessness Network
 - » Under 1 Roof
- Share the Dignity
- Thread Together
- Transitional Housing Team, Metro South Hospital and Health Service
- UnitingCare

Industry participation

We pride ourselves on our ability to be sector leaders who support the work of peak and industry bodies to advocate for the growth of our sector and the betterment of outcomes for people living in social housing.

ahi:

Australasian Housing Institute equips housing professionals with access to events, webinars, networking opportunities and awards.



Australasian Housing and Urban Research Institute's National Housing Conference is a biennial forum that examines policy reforms and best practice in the sector.



PowerHousing Australia facilitates a unique forum for peer-to-peer exchange and collaboration among housing professionals.



Queensland Shelter is a peak body working to influence solutions to housing need and homelessness.



Urban Development Institute of Australia (QLD) is the state's largest network of community creators advocating for the property development industry's growth.

Industry recognition



Karen Bozler (fifth from right) and John Rosetto (fourth from right) accepting our AHI awards alongside other industry winners.

This past year, we were proud to participate in the Australasian Housing Institute's Queensland and Australasian Brighter Future Awards, where we were awarded three awards:



2021 Queensland Jurisdictional Awards
Leading Asset Management



2021 Queensland Jurisdictional Awards
Response to COVID-19



2022 Australasian Awards
Leading Asset Management

"It is wonderful to be recognised at a state and national level for our high-quality work and commitment to reducing living costs for tenants."
Churches of Christ Housing Services team



Public events 2021-2022

An important aspect of our active involvement in the sector is the grassroots-level participation. We regularly participate in collaborative expos and roadshows, to help people understand our service and offerings. This includes those outside of the sector and prospective tenants. Being a part of these events also builds relationships with local and regional groups, including private businesses, who share our sense of social purpose.



Brisbane Disability Connection Expo

From left: Gavin Dunlop Focused on Care, Andy Denniss Churches of Christ Housing Services and Jon Twomey Focused on Care.



Brisbane Mental Health Expo



Caloundra Housing and Homelessness Roadshow



Ipswich Street Links

From left: The Hon. Shayne Neumann MP, Federal Member for Blair with Sue Hughes and Jacob Creedy.



Brisbane Homeless Connect

From left: Jacob Creedy, Cr Vicki Howard, Brisbane City Councillor for Central Ward, Sue Hughes and BCC Inclusive Communities Manager, Kate Macleod.



Pictured together are representatives from Churches of Christ Housing Services, Q_Shelter, the Housing Older Women Movement and Bribie Island tenants.

Housing Older Women Movement visits Coolamon Apartments

In late 2021, our Bribie Island team, Community Engagement Coordinator, Business Development Manager and three tenants hosted Q_Shelter, a peak body for housing and homelessness in Queensland, and members of the Housing Older Women Movement at our Coolamon Apartments. The Movement gives a voice to older women who have a lived experience with housing insecurity or homelessness and aims to help find solutions to this significant social concern.

Coolamon Apartments is a 170-unit complex for over-55s and home to approximately 300 singles and couples. Of the 300 people, approximately two thirds are women. This is not uncommon, as one of the fastest growing demographics of people facing homelessness and housing insecurity is older women. Two of our tenants shared their own experiences with the group. It's lived experiences like these that should guide the growth of the social housing sector.

NATALIE'S EXPERIENCE: Before moving into the Coolamon Apartments, Natalie was renting at a retirement village caravan park. When her rent was suddenly increased by \$65 per fortnight, she could no longer afford to live there. Natalie left the park, and while she searched for a new place to live, she would camp on the side of the road or in car parks, though local council rangers moved her on. Other caravan parks were too crowded or unaffordable, and living with a medical condition made many of them "harrowing" and she was left praying for a miracle.

MARGARET'S EXPERIENCE: Margaret had "a perfect life"—a beautiful house, a husband and two sons. Her circumstances suddenly changed when her husband passed away. He was the sole income earner and with a significant amount of debt, Margaret had to sell the family home. She rented for four-and-a-half years, with one of her sons helping her financially when he could. Though she was receiving Newstart allowance, she was still struggling to pay her rent.

Natalie and Margaret are two of the many older women who have experienced housing insecurity, if not having been exposed outright to the prospect of homelessness. This is all too common for many women who are widowed or who lack significant work experience or qualifications to secure enough sustainable work to support themselves. The HOW Movement aims to bring the challenges facing older women to the forefront of the discussion and collaborate with service providers as to how we can solve these issues together.



Promoting digital inclusion

Our DigiAsk service operated between 2017 and 2021, offering digital assistance to people experiencing homelessness and housing stress in Brisbane, Ipswich and Logan. The outreach service primarily ran out of the DigiVan, an ambulance-sized vehicle fitted with free Wi-Fi, computer, printer and phone charging stations.

With the troubles presented by COVID, it was difficult to continue delivering the service. In early 2021, we ceased DigiAsk and turned remaining resources internally, focusing on what more we could do to increase our tenants' digital literacy. We continue to offer iPad training courses and promote opportunities to use digital services, such as lodging bonds online. We acknowledge Ipswich and Logan City Councils whose grants enabled us to purchase several iPads for use in these courses.

The DigiVan was initially conceived to provide on the ground support in response to natural disasters, but was never required for this, instead becoming the DigiVan. With the closure of the service, the van was no longer required.

In June 2022, we finalised its sale to a private owner. Rob will refit the Mercedes-Benz Sprinter to make it suitable for his wheelchair so that he can easily enter and exit the vehicle and maintain his independence.



Through DigiAsk, the DigiVan saw 1000 people come to its cabin for assistance. Now it will be used for an equally important and dignifying purpose. It couldn't have gone to a better home.

Main: Staff member Jacob, who coordinated the DigiAsk service, preparing to unload it for sale (left); **Above:** Hillcrest tenants Denise and Eva at an iPad course made possible by grant funding.

Art helps build community

Peter Fowler is an accomplished artist and Kunja man who shared his talent and knowledge with our Ipswich tenants who participated in a workshop in December 2021. Peter's workshops allow participants to connect with history, Country and each other.

Community-building activities like this one are facilitated by the Community Engagement team and allow tenants to come together in an environment where there are no barriers to participation.

The day started with Peter delivering an Acknowledgement of Country. Participants then gathered in a circle as they might around a campfire. As Peter explained, the sharing of stories and discussions about history is a form of education and this would often happen at gathering places, like campfires and water sources.

Peter shared his own experiences—his separation from his natural family and not learning of his Aboriginality until he was an adult. A number of the Ipswich tenants identify as Aboriginal or Torres Strait Islander and used this opportunity to discuss their own experiences with the group. Over 10 per cent of our clients identify as Aboriginal or Torres Strait Islander.

Peter's guiding principle was that "connection makes you care," and we achieve connection through knowledge, sharing with each other and forgoing ego.

To understand the vast history of Australia's Aboriginal peoples, Peter shared a number of common symbols, including those that referred to person, family, particular animals and the concept of a journey. Participants then used the symbols to form a narrative—each person was able to create their own story, with many people choosing to speak about family, work, home and community.

Activities like this enable our tenants not only to learn new skills, but to have new experiences and connect with their neighbours in a meaningful cultural context.



Left to right: Sue Hughes (Community Engagement Coordinator), Michelle Warren (Housing Chaplain), Marian and Tanya (tenants); Kerri Conlon (Assistant Housing Officer) and Peter Fowler (artist).



Service Stream, Bowen Hills team after packing van full of donations made by their office.

Christmas hamper appeal

Each Christmas we run a donation drive to collect items to create hampers for families in our Crisis Accommodation Program, like Natalie and her sons (see story page 33). At December 2021, the program had 23 tenancies with 27 adults and 68 dependents.

From the outstanding generosity of community and church groups, local organisations and Churches of Christ staff, we curated hampers for every family that included at least two age-appropriate gifts for every child in the household.



Donations collected by Belle Property, Shailer Park from staff, friends and clients.

Your home Your voice

We believe in communicating with tenants about issues that affect them and about what is happening where they live. We continue to review our methods of communication and this year launched a Housing Services Facebook page.

HouseTalk quarterly newsletter

Our seasonal 'HouseTalk' publication gives tenants the opportunity to find out what's going on in other regions, receive useful tenancy tips and connect them with resources that they may not know about. By sharing the achievements of particular communities—for example, the success of a community garden or social club activities—tenants can try and emulate that success within their own community. This year, 'HouseTalk' was redesigned to align with our new Churches of Christ-wide branding.



New Facebook page

We launched a Facebook page dedicated to Housing Services, its tenants, communities, staff, achievements and objectives to help us inform the general public about who we are. We are excited to explore the opportunities to engage and connect offered by Facebook. Tenants share stories with us for use on Facebook and in publications like the 'Year in Review', allowing them to share their own successes with a large audience.



Scan the QR Code to visit our new Facebook page!



Resident Engagement Meetings

Each year we hold a series of collaborative Resident Engagement Meetings that explore the needs of tenants. These meetings identify tenant's community values, the challenges they face and their thoughts and feelings about the service we deliver. The meetings are held on a per-region basis with a flexible format and agenda adapted to the needs of the tenants in each region. They are facilitated by the Community Engagement team, with Chaplains and various Housing Services managers attending. This partnership we have with our tenants is a key part of our Community Engagement strategy and helps inform our priorities.





Our new model

Neighbourhood Days

In mid-2021, we piloted an exciting new model to encourage community connection. Neighbourhood Days are another way that we support our tenants, in this instance, by alleviating some of the barriers they may face when accessing support services and connecting with social and community groups in their area.

By bringing providers to where our tenants live, concerns regarding finances, accessibility and transportation are minimised. Our Neighbourhood Days have taken place in community rooms, car parks and grassed areas—they are adaptable with a focus on including useful services that are relevant to the particular demographic living where they are held.

From July 2021 to June 2022, our Community Engagement team ran 11 Neighbourhood Days, with the first taking place in July at our 26-unit complex at Hamilton. Services that featured prominently over the past year have included the Public Trustee, chiropractor and physiotherapist interns from Central Queensland University, Hearing Australia, UnitingCare's Older Persons Programs and Churches of Christ Home Care.

The events were sometimes themed, based on the clientele at the site, such as Seniors Month-themed events held in October at our four integrated communities. We also partnered with Bric Housing, Mission Australia, Q Shelter, The Salvation Army and St Vincent de Paul to deliver the inaugural Spring Hill Neighbourhood Day on Tuesday, 3 May 2022. The event saw over 30 service providers attend with approximately 270 tenants and clients of the housing and homelessness service providers. Other supporters included Bunnings Warehouse Newstead, Brisbane City Council and Councillor Vicki Howard.

We believe in finding new and innovative ways to support our clients—the Neighbourhood Day model's success is due in part to our partnerships and strong relationships.



All: Spring Hill Neighbourhood day in May 2022.



Bright futures.

We are a leading provider of tenancy and property management services with a clear mandate to create more affordable housing. We acknowledge the housing crisis that exists in Australia and we will continue to do our part to solve it.

By investing in our people, collaborating with others and drawing on over 40 years' experience, we will continue to deliver new and fit-for-purpose housing solutions that help address the housing crisis.

Artist impression of our upcoming Little Mountain affordable and disability housing apartments.



Our latest developments



In 2021 and 2022, we officially opened two new housing developments, which together have created 113 new homes for people in need. All 113 homes incorporate Gold or Platinum best practices as outlined in the Livable Housing Australia Design Guidelines, making them physically accessible for people with altered levels of mobility whether due to disability or age.



The Terrace, North Ipswich.

The Terrace

officially opened June 2022

The Terrace is a 30-unit housing complex in North Ipswich, built by the Department of Communities, Housing and Digital Economy and managed by Churches of Christ Housing Services. It employs a unique and innovative model to directly support people who were experiencing homelessness before securing their tenancy.

Of the 30 applicants referred to us off the housing register for the units, 12 applicants were experiencing primary homelessness and qualified for intensive tenancy support. The 12 applicants were dispersed across 'The Hub', six Churches of Christ housing developments in Ipswich, including The Terrace. The onsite office at The Terrace means tenants from across the Hub can access the supports they need. Chaplaincy support is also available from two Ipswich-based chaplains as well as community development initiatives, which usually take place in The Terrace's community room.

This model is exciting for us, being able to offer intensive tenancy support ourselves with the goal in mind to break the cycle of homelessness and promote stable, long-term and sustainable housing.



Left to right: Ali King MP, the Hon. Leeanne Enoch MP and Gary Edwards at the official opening of Coolamon Apartments, Bribie Island.

Coolamon Apartments Stage II officially opened in December 2021

Adding to the 87 units in Stage I, the 60 one-bedroom and 23 two-bedroom apartments in Coolamon Apartments Stage II make our Coolamon Apartments at Bribie Island the largest over-55s social housing community in Queensland.

Made possible by a capital funding agreement with the Queensland Government, this \$27.1 million development delivers 83 modern, accessible and affordable apartments purpose-built for the needs of seniors.

We worked closely with the Department of Communities, Housing and Digital Economy to fill the tenancies, employing an under-occupancy strategy that identified seniors who were living in large, multi-bedroom homes by themselves or with a partner.

Through information sessions and a respectful communication strategy, we showed prospective tenants what moving to the Coolamon Apartments would mean to them: a low maintenance home that was considerate of their needs as they age; conveniently-located at a central point in Bongaree on Bribie Island with a thriving community, located in a Churches of Christ integrated campus.

We are proud to say that Coolamon Stage II is a certified EnviroDevelopment by the Urban Development Institute of Australia, showcasing its conscious environmental design choices.



The opening ceremony was well attended by the tenants of the apartments.



Coolamon Apartments Stage II.

Stories from Coolamon Apartments – Stage II



David and Alayne (above) moved from a nearby Churches of Christ Housing Services managed caravan park on Bribie Island.

"We got the apartment off the plan," they said. Alayne had never lived in a new home before and fondly said the Coolamon Apartments were "too good to be true".

The Stage II apartments are accessible and can be adapted to meet changing accessibility needs. Most important for David and Alayne, the apartments have no stairs. When reflecting on their previous living situation, the pair said the caravan became more and more difficult to live in as they aged and developed a number of health concerns, including David's "bad knees".

Now, David and Alayne beam when they talk about their local community. They have joined the Coolamon Apartments Social Club and regularly participate in and organise the social club's activities, including calling bingo in the community centre.



When David's mother passed away and he was left in his previous Stafford Heights home by himself at 60-years-of-age, he and his sister began to discuss whether it was time for him to move.

With health considerations compounding the existing difficulty he had maintaining the property, David (above) found it hard to keep his home to the high standard he set. He often had to call on neighbours to help him tackle the yard work.

He learnt about the opportunity to move to the Coolamon Apartments and attended an information session where it was explained that if he chose to move, he would not only enjoy the beautiful Bribie Island location and receive a brand-new, accessible home, but that his home of many years would be able to give a family somewhere safe to live. When David heard this, having grown up in his home in Stafford Heights since he was 11-years-old, he was sold.

Now David lives on Bribie Island where he used to visit for picnics with his father and siblings.

The move, David says, marked a psychological shift for him. Things are easier and the pace of life is more relaxing. "I feel good all the time—even in stormy weather," he said. "I've got a great view of the mountains, a million-dollar view. I'm enjoying myself too much."

David is also keen to find a pair of binoculars. He mentions how the sky was quite unremarkable at his previous home due to all the city lights, but now on Bribie Island he can finally see the stars.



Left to right: Tenants Fay, Daniel, Housing Officer Michelle and tenant Veronica.

Making strides

Coogera Apartments celebrate 10 years

Our Coogera Apartments, completed in late 2011, have been home to many people over the decade since opening. In November 2021, we celebrated the building's 10th anniversary with its current tenants—some of whom have lived there since it first opened. Daniel is one of these tenants and said that the Coogera Apartments would be his forever home. He initially moved due to health considerations and an unsuitable environment at his previous residence. Daniel attends a local church, volunteers where possible and says that his home gives him the space and opportunity to feel comfortable.

The Apartments were initially delivered with funding received through the National Building Economic Stimulus Plan released to stimulate the Australian economy following the Global Financial Crisis in the late-2000s. While the funding was delivered in response to the economic woes of Australia, it jointly met a need that existed long before the recession: the unaffordability of rental properties.

The various one-, two- and three-bedroom units have been home to people of all walks of life, including people who have experienced homelessness, exited hospital care, transferred from a public housing property and those who have transitioned from the private rental market. This development is managed under an Affordable Housing program which means it is available to people of all ages, including those with children.

Becoming a SPER Hardship Partner

The State Penalties Enforcement Registry's (SPER) collects unpaid fines and debts. Such debts can impact not only on people's financial security, but their ability to obtain tenancies.

As a SPER Hardship Partner, we can administer Work and Development Orders to tenants who can then participate in select activities—such as budgeting courses, job skills workshops and working with our Internal Maintenance Service—that have an hourly figure assigned to them. At the end of the order, the equivalent dollar figure amount can be removed from their SPER debt.

Our goal in becoming a Hardship Partner is to offer tenants the opportunity to improve their circumstances through non-financial means. As of June, we have five participants who have been assessed and are eligible for a Work and Development Order.



Asset Management in view

We maintain a comprehensive asset management strategy and operating framework—delivering an effective planned maintenance program and responsive maintenance services. The strategy analyses and guides the future development of our portfolio.

We survey each property every three years to develop our 40-year asset management plan and to guide planned maintenance and upgrade financial forecasts.

Our preventative maintenance program minimises future reactive repairs and ensures ongoing viability and a high amenity standard. Our strategy also seeks to promote the interests and feedback of our tenants where possible.

We operate a social enterprise initiative which develops in-house maintenance services ensuring our properties are well maintained. Profits are re-invested into housing and community programs.

Gold Coast communal area upgrade

We proactively seek feedback from our tenants, who tell us what's important to them.

At one of our apartment blocks on the Gold Coast, tenants asked for an outdoor gathering space that would help build community and increase their enjoyment of where they live. We consulted with the tenants and agreed to reclaim part of a garden bed that was not used.

We allocated a pool of money in our 2021–22 asset management budget for this project and also received a donation from a philanthropist involved with Churches of Christ from Toowoomba. In June 2022, work began on the seating area.



Top: Outdoor space before work commenced. Bottom: Outdoor space in progress.

Bribie Island dog park upgrade

Tenants also gave us feedback about the off-leash dog park included as part of Coolamon Apartments Stage II. The dog park allows tenants and their pets access to a secure greenspace on the campus. However, as the park was used more, tenants told us that the seating could have been located at a different angle and that a shade sail over the seating would allow them to spend more time at the park.

Money was again allocated as part of our asset management strategy and changes were made in mid-2022.

Right: Mitchelton tenant Hazel pictured with her poodle.



Community Social Enterprise Development Grants for our Internal Maintenance Service

Our Internal Maintenance Service was the recipient of a \$20,000 Community Social Enterprise Development grant from the Queensland Government during the 2021–22 financial year.

A social enterprise aims to address social, environmental and financial wellbeing through the application of commercial strategies while continuing to seek a profit, which can then be reinvested into the business to continue offering its services.

Our Internal Maintenance Service that maintains lawns and communal areas at many of our sites utilised the

grant to purchase equipment including a trailer and a suite of tools for use in this social enterprise, allowing tenants and other entry-level workers to gain skills and confidence without the need for specific qualifications or prior experience.

The goal of this program is to give participants the opportunity to build skills and confidence that starts them on a path towards financial independence through work. Tenants who have a SPER debt can also utilise our Internal Maintenance Service to reduce their SPER debt through non-financial means.

Our upcoming projects

Little Mountain—affordable and specialist disability accommodation

Work commenced in August 2021 on our Little Mountain development (pictured on opposite page), and we expect to welcome its first tenants in 2023.

Our second community housing building on the Sunshine Coast will deliver 40 affordable housing units and 10 Specialist Disability Accommodation units. The development will be a part of the Little Mountain integrated community with residential aged care service, aquatic centre and cafe.

The development will comprise:

- 40 affordable housing apartments, designed to Gold and Platinum Liveable Housing Australia standard, including:
 - » 32 x one-bedroom apartments (with multi-purpose space)
 - » 8 x two-bedroom apartments
- 10 fully-accessible Specialist Disability Accommodation apartments including:
 - » 8 x one-bedroom apartments
 - » 2 x two-bedroom apartments.

This development will be delivered with the support of the Department of Communities, Housing and Digital Economy and a capital funding agreement.

New social housing for seniors in Basin Pocket, Ipswich

This project will form part of the State Government's Queensland Housing Investment Growth Initiative to accelerate social housing supply across the state.

The \$18m project located at Basin Pocket, Ipswich will comprise 34 one-bedroom and six two-bedroom apartments. The project will remove barriers for Queenslanders downsizing to homes that better support their needs and lifestyle and those struggling to make ends meet.

Construction on the Ipswich development is due to commence in December 2022, with further sites under the Churches of Christ and Queensland Investment Commission to be announced as contracts are finalised and secured.



Above: Artist's impression of the community housing development for Little Mountain campus.
Below: Little Mountain development well underway, with expected completion of April/May 2023.



Our next steps

We recognise that the increasing cost of living and instability in the housing market means there will be an even greater number of people seeking affordable, long-term housing from the government and community housing providers to prevent themselves becoming homeless.

We will continue to deliver high-quality, safe, affordable and sustainable homes for people to meet the growing need.



Year in Review

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

The insights and experiences of those featured in the *Year in Review* are important to us and we kindly thank the people who have shared their stories. We look forward to the opportunities that 2023 will bring.

Opposite: Rebecca, a Brisbane city resident, at our inaugural Spring Hill Neighbourhood Day.





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WARPED SPEED



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

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

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

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