

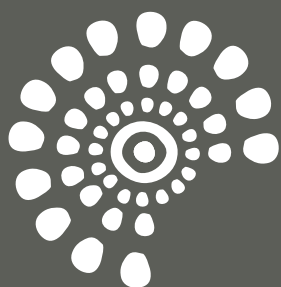
ANNUAL REPORT - 2024

Refocus



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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

SENIORS LIVING

RETIREMENT LIVING

1,239 Residents

22 Villages

1,062 Homes

HOME CARE

8,500 Home Care clients

4 Programs

1,140 Individual packages facilitated

RESIDENTIAL AGED CARE

770 Residents admitted

24 Operational RAC locations

1,865 Beds

HOUSING SERVICES

2,321 People assisted

1,235 Properties under management

4,004 Maintenance and repair orders completed

CHILDREN, YOUTH AND FAMILIES

3,078 Children/young people in family-based care

1,150 Foster and kinship carers

233 Team members

CHURCH & COMMUNITY ENGAGEMENT

AFFILIATED CHURCHES

16,200+ Pastoral care contacts by chaplains

160+ Ministering persons

62 Affiliated churches

Who we are

CHURCHES OF CHRIST TEAM MEMBERS & VOLUNTEERS

3,718 Team members

370 Volunteers

4.66 Team members average tenure in years

1,506 Team members born overseas

About Churches of Christ

Churches of Christ have a long and proud history of care. Active across more than 100 local communities in Queensland and Victoria for more than 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.

HEBREWS 12:2

Let us run with perseverance the race marked out for us, fixing our eyes on Jesus, the pioneer and perfecter of faith.

The Churches of Christ Way



Message from our Council Chair Steve Peach

What a privilege it is to serve the Churches of Christ in Queensland (CofCQ) on our State Council, and currently as the Chair.

The past 12 months have thrown many challenges at us, but our focus remains steadfast and resolute about bringing the light of Christ into Queensland communities.

Our State Council is made up of eight members, elected from our affiliated churches from across the state.

I want to thank them all individually for the tireless work they have put in during their tenure. Some have just been appointed in the past year, while others have been on the team for some time. A special mention to Matt George and Kevan Denny who have both now concluded their service with the Council.

As I reflect on the past months, the Council has worked hard, as we navigate the challenges, to make sure we keep the right targets in our focus. We are under way in our next strategic planning phase. The Council has put a lot of work into making sure that addressing the issues our churches face is a high priority for the organisation. Church planting, leadership development and the health of existing churches, so they see and contribute to Kingdom growth, are all priorities for this next season.

In the midst of social uncertainty, increased mental health challenges (particularly in the young) and spiritual openness, we believe we are well placed within our DNA as a movement to have a significant impact. Our size also means we are nimble and adaptable, and our Council is well positioned to respond to the needs around us, and opportunities that lay before us.

In April this year, the Council met over two days to wrestle out the key goals we would like to see in the medium term for CofCQ. A strong focus towards church planting, and the release of a leadership development program called "Connexa" are a part of these plans.

I also want to thank the Board, led by Nigel King. This group has had to navigate a range of challenges in the past 12 months and has been successful in those challenges. This has not been a simple task. We have a number of board members finishing up and we are grateful as a Council for all their efforts and investment into the Kingdom through this pathway.

The Nominations Committee, directed by the Council, appointed two new board members this year with skills identified as gaps in the past.

The appointment of Bill Lyon as the CEO has been an important addition. Thank you to Mike Folland for his leadership in the interim capacity, prior to Bill's appointment, Mike was a key component in stability in some uncertain waters for CofCQ. The New Testament writer James, highlights in his writing in James 1:27, *"Religion that God our Father accepts as pure and faultless is this: to look after orphans and widows in their distress and to keep oneself from being polluted by the world."*

James doesn't write this as an exhaustive list of care recipients, but highlights that when the pressure comes, helping those who can't help themselves needs to remain a priority. That makes up one part of the heartbeat of CofCQ. To show love to those that others are walking past. We will continue to do that, that's our core business.

Secondly, and possibly more importantly, in Paul's writing to Timothy, he urges his young church leader to stay the course in the church at Ephesus. In 1 Tim 1:3 – 6, Paul urges Timothy to *"advance the Kingdom in faith, love with a pure heart and a sincere faith in Christ."*



Our ministry needs to be continually driven by followers of Jesus, sincere in faith, delivering Kingdom care to communities and individuals all around the beautiful state of Queensland.

Thank you to Donna Savill and her Church and Community Engagement team, for equipping, caring for and empowering our leaders across the state to deliver effective ministry. Donna is a powerhouse, leading a great team, and as we refine our goals for 2025 and beyond, we look forward to this team going from strength to strength.

I want to encourage us all to read the stories of life change and transformation in this year's annual report. Celebrate with us, as we see God's hand making a difference one life at a time, as we live through a time of great change.

God bless,

A handwritten signature in black ink that reads "Steve Peach". The signature is fluid and cursive, with a large, stylized 'S' and 'P'.

Steve Peach
Council Chair

As I reflect on the past months, the Council has worked hard, as we navigate the challenges, to make sure we keep the right targets in our focus. We are under way in our next strategic planning phase. The Council has put a lot of work into making sure that addressing the issues our churches face is a high priority for the organisation.

Steve Peach, the current Chair of Council, is delivering this year's Message from Council as Kevan Denny, the previous Chair, resigned in August 2024.

Message from our Board Chair Nigel King

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

Our goal for this past year has been to 'refocus' and to reset our strategic direction. We have endeavoured to become more financially sustainable and at the same time to ensure our care services are integrated, wherever possible, around our local churches. As an organisation we needed to be significantly more commercial yet at the same time refocusing on our central mission of bringing the light of Christ into our communities.

In November 2023, Mike Folland resigned from his position with the organisation. Mike served as interim CEO and guided us through some of the most challenging periods in recent years. Mike served the organisation in various roles over a nine-year period, and on behalf of the Board I would like to thank him for his significant contribution. To maintain our momentum, I stepped into the CEO role as Executive Chair and continued the search for a permanent successor. In April this year, we were very pleased to welcome Bill Lyon as our new CEO.

It is quite unusual for a Chair to be so involved at an operational level, however I valued the opportunity. I was extremely grateful to have had the time working so closely with our exceptional head office team at Kenmore.

During the past 12 months, we have had significant change in both our Board and Executive teams. We express our sincere appreciation for the contributions to those who have departed during the year and welcome the new members who have brought critical skills and experience to our leadership group.

We have welcomed Brendina Saul, Paul Mergard and Paran Rayan-Samuel (commenced July 2024) to the Board. We have also appointed Donna Savill and

Grant Hawgood to Executive Director positions of Church and Community Engagement and Children, Youth and Families (CYF) respectively.

On behalf of the Board, I would like to thank our Executive Group for their significant contribution during the past year. Things have not always been easy and some very difficult decisions needed to be made. The loyalty and commitment of our executives has been greatly appreciated.

We, like many organisations across Australia, are facing significantly challenging operating environments. We have seen labour and resource shortages, escalating inflationary and cost of living pressures coupled with increased legislative and compliance costs and requirements.

These pressures have created significant financial challenges for the organisation. However, as a result of good management and fiscal restraint, our financial results for FY24 have seen a significant improvement on the previous year.

Our operating loss from continuing operations was \$14.473 million (FY23 \$18.829 million). After impairments and adjustments this equated to a net loss for the year of \$20.503 million (FY23 \$35.255 million).

Our cash position during the year improved significantly, and at the same time we were able to pay down the loan facility with our bankers from \$37 million (FY23) to \$1 million (FY24).

As a Board and Executive Group, we still have a lot of work to do to ensure a sustainable operating environment for the future. We would value your prayers as we work towards this goal.

As part of the ongoing review of our operations, we elected to concentrate on our Seniors Living operations in Queensland. We made the difficult decision to transition our Victorian operations to another provider. At the time of writing this report we are in confidential due diligence discussions with a preferred provider. It is anticipated we will have



concluded this transaction by the end of 2024. We are also streamlining our operations on the Gold Coast. This has meant we are decanting the residents from our Marana Gardens Residential Aged Care (RAC) facility over time to our other three RAC facilities on the Gold Coast. Further consolidation of our operations will be required during the coming year.

The housing crisis continues across Australia. Our \$21 million Basin Pocket housing development project at Ipswich will provide 41 new one and two-bedroom homes for individuals over 55 who are downsizing from larger family homes. This initiative will help free up family-sized public housing and will be built to gold and platinum standards under the Liveable Housing Design Guidelines, ensuring adaptability as the needs of residents evolve.

As reported last year, we made the difficult decision to phase out CYF Residential Care, Supported Independent Living and Family Support Services. This exit process took several months to complete.

Despite the circumstances, relationships with government agencies have been maintained. This transition allowed us to refocus on key programs of Foster and Kinship Care, Youth CONNECT, Family Finder and Next Step Plus.

Thank you for your ongoing support and prayers as we navigate these changes and continue to pursue our mission with renewed focus and dedication.

God bless,

Nigel King
Board Chair

CEO TIMELINE



MIKE FOLLAND
Interim CEO
JAN 2023 – NOV 2023



NIGEL KING
Executive Chair
NOV 2023 – MAY 2024



BILL LYON
CEO
APR 2024 – ONGOING

JUL 2023

NOV 2023

APR 2024

JUN 2024

FINANCIAL YEAR 2023-24

Message from our CEO Bill Lyon

Joining an organisation during a time of transformation is an exciting time to explore opportunities and use my experience and fresh eyes to bring about positive improvements. With the talented team we have, I know we can continue to drive our for-purpose organisation on to even greater missional success. The key to this is embedding our missional objectives in everything we do to ensure we are a sustainable, caring and a commercially viable business that leads the way in bringing the light of Christ into our communities.

During my initial months, I dedicated a significant amount of time to visiting our churches and services throughout the state. I met the exceptional teams on the frontline who deliver spiritual, high-quality clinical care, and emotional support that delivers on our mission. This has provided me with invaluable experiences that have allowed me to see firsthand what truly drives our organisation—a dedicated and passionate group of individuals committed to making a difference in the lives of those we serve.

Investing time with our people across the business has helped me to better understand challenges and has granted me the opportunity to celebrate their successes, build relationships and to ensure that we make informed business decisions where impact has been fully considered. During the year, we have made some tough decisions necessary to ensure our sustainability. Notably, starting the divestment process of our Victorian aged care assets. These decisions are never easy, but vital to ensure a brighter future for our wonderful organisation.

"And we know that all things work together for good to them that love God, to them who are the called according to his purpose." (Romans 8:28). This bible verse speaks to "all" things, both good and not so good.

As we move forward with these divestments and continue to focus on our goals and mission, we must understand that through financial sustainability and commercial focus we can fund and refocus on our missional values and quality of care.

Transformation can be demanding for everyone involved. I want to recognise the efforts of those who laid the groundwork for our business transformation, as we are now witnessing the positive effects of their early decisions.

We need to continue advancing this transformation, fostering innovation, enhancing efficiencies, and generating new ideas. This ongoing work ensures Churches of Christ continues to progress, delivering exceptional care and support, and enabling our organisation, our people, and those we serve to thrive.

There will be more change in the next financial year as we continue to evolve and meet the changing environment and significant anticipated legislative changes. Churches of Christ will look different, but we are focused on our mission—to bring the light of Christ into communities. I am dedicated to ensuring we stay steadfast towards our purpose. It is timely to remember our objectives from our constitution which will guide all we do. These are:

- to provide for the relief of poverty, sickness, suffering, distress, misfortune, destitution, or helplessness
- to conduct research into and assessment of social and community needs
- to provide care services relevant to individual needs and, where possible, in association with local churches and communities



- to provide care services without discrimination
- to provide care services in a way which is true to the Churches of Christ understanding of the scriptures
- to provide access to affordable housing to persons in need, including members of low-income households
- to do such other things of a social, community or benevolent nature as will assist in the creation of a better society.

We must make decisions that ensure our objectives are achieved in a commercially sustainable way that supports the magnificent work our organisation does across our communities.

"My commitment to you is; to lead and live by the teachings of Jesus in The Faithful and Wise Servant." (Luke 12:42-48). In particular to make all our decisions understanding "for to whom much is given, of him much shall be required. And from him to whom much was entrusted, much will be asked." (Luke 12:48).

Thank you to all our dedicated and valuable staff for the work you do to provide the many facets of both spiritual and physical care and support. Without you and our dedicated volunteers and church members, we would not be the organisation we are. Thank you also to the Board and Council for the support and faith they have given me to lead Churches of Christ in Queensland. I have been inspired by their support, guidance, wisdom, and godliness, and look forward to continuing the work of refocusing, alongside you all.

God bless,

Bill Lyon
CEO

There will be more change in the next financial year as we continue to evolve and meet the changing environment and significant anticipated legislative changes. Churches of Christ will look different, but we are focused on our mission —to bring the light of Christ into communities. I am dedicated to ensuring we stay steadfast towards our purpose.

Church and Community Engagement



KEY STATISTICS

4,392	Church members
14,000+	People connecting with churches each week
16,200+	Pastoral care contacts by chaplains
160+	Ministering persons
237	Baptisms
62	Affiliated churches
9	Integrated campuses

Sharing Jesus' message

The Church and Community Engagement (CCE) team consists of chaplains, Church Engagement staff and Regional Engagement Partners (REPs), and during 2023–24 also included staff at our integrated campuses. We continue to invest in the wellbeing of our people, the health of our Churches, and the integration of our mission. Our teams serve our 62 affiliated churches, over 160 ministering persons, our staff, and the people we support across our services in a myriad of ways.

Our Churches are supported and resourced by our Church Engagement team as they serve over 14,000 people each week through regular church services, ministries, and community outreach activities. We aim to encourage and equip our pastors and church leaders as they share the message and love of Jesus and serve and bless people in their communities.

The Chaplaincy team, consisting of 30 Seniors Living, Housing Services and CYF chaplains offer compassionate, best-practice spiritual care to people in our communities. Across the 2023–24 year, chaplains recorded over 16,200 pastoral care contacts with residents, staff and family members.

The REPs cover all of Queensland, seeking to strengthen the connection between our services and churches, while building partnerships that enhance the mission and culture of Churches of Christ.

RENEWING OUR FOCUS

The theme of 'Renewing our focus' is what Council and the CCE team have been contemplating and working towards this past financial year.

The call is to renew our focus on Jesus, to be centred on him as an organisation and as churches. We have been drawn to Luke 4:18–19 where Jesus at the start of his ministry reads from the prophet Isaiah:

"The Spirit of the Lord is on me, because he has anointed me to proclaim good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to set the oppressed free, to proclaim the year of the Lord's favour."

This is what we are called to do as we are centred on Him and follow in His footsteps. So as Churches of Christ centred on Jesus, we are focused on multiplying disciples, leaders and churches. To help us do this, we are committed to supporting the wellbeing of our

people, the health of our Churches, and the integration of our mission which includes the intersection of all we do across our churches and our care services throughout Queensland. It is also extending to invite others to partner with us in mission through renewed investment in fundraising.

Through times of prayer and reflection, something else began to emerge from a long time in the wilderness—the cross on the hill at the Kenmore campus.



Above: Devotions at the cross on the hill, Kenmore head office, 1992.

Opposite: Looking down upon the cross today.

During a time of prayer at Kenmore in late 2023, a small group walked through the bush up to this cross, barely visible from the office building. Amazingly, in the same week, someone who had not been aware of the prayer meeting emailed Executive Director Donna Savill asking if she knew about the cross, and shared photos from 30 years ago. The person asked: "Have we lost our focus? Are

we allowing the stuff of this world, the weeds, the undergrowth, to clutter, restrict and hinder our focus on who we are and what we should be doing?"

CROSS REVEALED

As a symbol of our commitment to refocusing on Jesus, a project began to clear all that had grown around the cross and create a path. Being able to see the cross clearly and go to sit and pray and reflect at the foot of the cross is helpful to keep our focus centred on Jesus.



It takes a village

After eight months of sleeping rough in a broken-down van with her dog Charlie near our Bribie Island campus, Lisa was approached by Churches of Christ staff and church members to see if they could assist her.

She was initially helped with food hampers and pre-made meals by the Bribie Island Church of Christ Op Shop and local butcher. However, she also had significant challenges with her van and she would often fear for her safety.

Op Shop manager Janelle Clarke and the church worked together to fix her van. Lisa was also supported through the church with a place to stay while her van was fixed as well as regular access to bathroom facilities.

In February, with the help of the local Churches of Christ chaplains, the church, and Housing Officer Kallea Siegle, Lisa was assisted in securing accommodation in one of our Coolamon housing apartments. She also started visiting the church on Sundays and became part of the community.

Lisa is now giving back by volunteering at the Op Shop where she runs the garden and makes and sells pot plants. Regional Engagement Partner, AJ Heijns, met Lisa on site in May and spoke to her about the people who had helped her.

“When I asked her why she was volunteering in the garden she said ‘I feel the need to do something, to give back for all the love I have received!’”





SPECIAL EASTER BAPTISM

When Little Mountain Aged Care resident Lois Norton expressed interest in being baptised, our Churches of Christ staff and Little Mountain Church of Christ got to work in organising a special baptism for her.

"I was baptised as an infant in The Church of England, and I have been talking with my neighbour about adult baptism. I saw someone get baptised last Sunday, and I thought I would like to do that," Lois said.

At such a beautiful and traditional time for baptisms in the Christian faith, Lois was baptised in the Little Mountain Aquatic Centre pool on Easter Sunday morning by Chaplain Joel Heron and Little Mountain Churches of Christ Pastor Emily Hobbs.

LEGACY FUND

In mid-2023 our Board and Executive were praying together, thanking God for his provision during a tough year, and seeking him for his provision for the future. The next day, a donor approached the then interim CEO Mike Folland with a gift of \$550,000. This generous donation became the first investment in the Legacy Fund, where capital is invested, and the interest is used for mission, ministry or care across Churches of Christ. The Fund consists of two parts—'Legacy: Mission' which is tax deductible and applicable across our chaplaincy and care services, and 'Legacy: Ministry' which helps fund our investment in multiplying disciples, leaders and churches.



Some of our housing residents were participants of the NEST program.

COOKING, LEARNING AND COMMUNITY

Our Housing Services team and Housing chaplains partnered with OzHarvest again this financial year to deliver the NEST (Nutrition Education Skills Training) cooking program over six weeks from June in the Whitehill Church of Christ kitchen.



Residents who live in our housing complexes around the Ipswich region got to cook delicious, budget-friendly meals while learning about different food groups and nutrition.



On completion of the program, every participant received a certificate and got to take home the OzHarvest Everyday Cookbook which is full of easy, budget-friendly, delicious and nutritious photo-based recipes.

We are very grateful to Whitehill Church for allowing us to access their fantastic kitchen facility each week for this program. It is a great example of our churches and services partnering to provide support to our residents.

Our Churches

We have 62 affiliated churches across Queensland.

AFFILIATED CHURCH	 Number of members	 Number of baptisms
Aboriginal and Islander Christian Fellowship	50	1
Church of Christ Acacia Ridge	9	-
Church of Christ Ann Street	22	-
Church of Christ Annerley	15	-
Church of Christ Arana Hills (including Zillmere Campus)	165	17
Bongeen Church of Christ	17	-
Church of Christ Boonah	65	1
Church of Christ Boondall	35	-
Bribie Island Church of Christ	48	1
Brisbane North Oasis Church of Christ	45	2
Churches of Christ in Qld Bundaberg (Bundaberg Church of Christ)	82	7
Church of Christ Burleigh Heads	81	6
Caboolture Living Hope Church of Christ	36	-
Church of Christ Caloundra	171	5
Chinchilla and District Churches of Christ Circuit	50	-
Church of Christ Dalby	44	5
Door of Hope Church of Christ Maryborough	24	2
Fernvale Community Church	14	17
For JC Church	48	2
Church of Christ Gatton	70	-
Churches of Christ Gladstone	8	-
God's Will Brisbane Church	120	4
Good Shepherd Church of Christ	19	-
Gympie Church of Christ Horseshoe Bend	121	11
Church of Christ Hervey Bay	32	1
Highfields Church of Christ	75	5
Church of Christ Toowoomba (HumeRidge Church of Christ)	504	27
Kenmore Church of Christ Inc	95	20
Church of Christ Kingaroy	79	5
Kingsthorpe Church of Christ	70	-
Lakeshore Community Church of Christ	46	2

AFFILIATED CHURCH	 Number of members	 Number of baptisms
Little Mountain Church of Christ Unlimited Association	55	6
Churches of Christ Lowood	10	1
Church of Christ Ma Ma Creek	25	-
Church of Christ Mackay	140	4
Church of Christ Marburg	20	-
Mount Walker Church of Christ	22	-
Mountain Top Community Church	21	-
Munruben Church of Christ	67	-
Church of Christ Murgon	30	-
Oasis Church of Christ Bundamba	25	-
Outback Church of Christ	30	-
Church of Christ Redcliffe	74	8
Church of Christ Redlands	29	2
Riverlife Church of Christ (including Dirranbandi Campus)	51	-
Church of Christ in Qld Pine Rivers (Rivers Church of Christ)	142	1
Rockhampton Church of Christ Ltd	25	2
Church of Christ Roma	61	4
Rosevale Church of Christ	26	4
Church of Christ Nambour (Sanctuary Park Church of Christ)	56	3
Silverdale Church of Christ Kalbar	45	3
Southport Church of Christ	264	16
Springwood Church of Christ	100	7
Church of Christ Sunnybank	61	6
The Lakes Church	229	6
Church of Christ Toowoomba North	192	10
Townsville Church of Christ	40	-
Vietnamese Church of Faith	12	-
Warwick Church of Christ	24	-
Westside Church of Christ	60	3
Whitehill Church of Christ	174	10
Withcott Church of Christ	52	-



Number of members



Number of baptisms

2023-24



Donna Savill speaking at the Bundaberg Church of Christ Regional Gathering.



Donna Savill and Jean Milligan at the Springwood Church of Christ Regional Gathering.



CEO Bill Lyon chatting to Regional Gathering attendees at Whitehill Church of Christ.



Kede Schneider and Vicki Marney at the Church of Christ Toowoomba North Regional Gathering.

REGIONAL GATHERINGS

This year, leaders from our 62 churches, as well as our CCE team, embarked on a journey of fellowship, learning, and spiritual growth through our Regional Gatherings series.

Throughout May and June 2024, we hosted eight regional events, each designed to bring our leaders closer together and strengthen our church community. The church leadership teams received updates from Executive Director, Donna Savill, as well as the Board and Council chairs, and they were also introduced to our new CEO Bill Lyon.



Rivers Church of Christ Regional Gathering.

THE VISION

The idea for Regional Gatherings was born out of a desire to foster deeper relationships among our church leaders and to provide a space for shared experiences and learning. We recognised that while technology allows us to stay connected, there is no substitute for the encouragement and inspiration that comes from being in the same room with fellow leaders. In 2024, the theme was 'Renewing our focus', encouraging the church teams to concentrate on the essence of Churches of Christ and what it truly means to bring the light of Christ into communities.

Children, Youth and Families



KEY STATISTICS

3,078	Children and young people in family-based care
300	Youth CONNECT participants
1,150	Foster and kinship carers
233	Team members

Delivering life-changing outcomes

For more than 50 years, Churches of Christ has been a respected provider of services for children, youth, and families across Queensland. We care for 26% of all children and young people in statutory care in Queensland, providing safe homes for children as far north as Cape York, to Mount Isa, all the way to the southern Gold Coast.

The past year has brought much change to our CYF team. In 2023, we made the difficult decision to transition out of providing residential and supported independent living programs to children and young people, and to transition out of our range of family support programs. In so doing, we remain committed to delivering high-quality foster and kinship care services as the largest provider of family-based, out-of-home care in Queensland. We provide over 2,000 foster and kinship care placements to children and young people aged 0 to 18 years.

Our current service offering across Queensland ensures we can provide sustainable, meaningful, and change-enabling interventions for children, young people, carers and families. These services are delivered through foster and kinship care, intensive foster care, connecting kin, and transition to adulthood programs including Next Step Plus and Extended Post Care Support.



FAMILY-BASED CARE QUALITY ASSESSMENT

CYF participated in a routine external assessment process in 2024 to determine our adherence to the Human Services Quality Framework. We are pleased to report the assessment was a success with the overall outcome being that CYF services will maintain certification. This is a fantastic result and a credit to the continuous improvement of our services.

Feedback from our assessors pointed to the overwhelming positive regard in which our foster and kinship carers view our services, with one carer commenting they appreciated how much we focused on the child's wellbeing in our work with them. The assessors were impressed with the sophistication of our systems, the positive practice demonstrated through children, young people, and carer files, and the engagement with staff at each of the services. They were enthused by our plans for the immediate and longer term, and commented on our ability to continue to be a major influence for change in the Queensland child protection sector.

CULTURAL COMMITMENT

Many of the children and young people cared for by Churches of Christ foster and kinship carers are First Nations children and young people. Recognising the disproportionate number of First Nations children and young people in out-of-home care, we have made the decision to implement and actively recruit to the newly created position of Support Practitioner—identified in each of our 11 Churches of Christ foster and kinship care services in Queensland.

These new roles will provide direct service delivery to First Nations children, young people, families, and their carers, conduct culturally aware care assessments, actively work with a case load of First Nations children and young people, and provide cultural support to local Churches of Christ foster and kinship care teams.

We continue to build the positive reputation of Churches of Christ through our community engagement activities, working with Aboriginal Community Controlled Organisations, government departments, and peak bodies in the child protection and out-of-home family-based care sector.

Left: Adelisa Kospic, Service Manager Youth CONNECT (*right*), works alongside a Youth CONNECT client to provide life skills and support in everyday activities.

Jake's journey to independence

Once a resident in a Churches of Christ home, 17-year-old Jake* found himself at a pivotal point in his life as he joined the Youth CONNECT program.

Jake had already started working with a NDIS team to manage his multiple disabilities and was taking significant steps to overcome substance misuse, which had severely impacted his mental health.

Recognising the complexities of Jake's situation, the Youth CONNECT team advocated for a multi-disciplinary approach to aid his transition to adulthood. They explored various housing solutions, leading to him securing a public housing property. Despite his unemployment, Jake received extensive support from Youth CONNECT and his NDIS support workers to maintain his Centrelink payments, manage his rent, and cover daily expenses. With consistent support, Jake's ability to live independently improved dramatically.

Part of navigating adulthood for Jake involved addressing complex personal relationships, particularly with his grandmother and mother.

After some positive developments with having his grandmother witness his progress, Jake sought help to also mend a strained relationship with his mother. Complicated by a history of neglect, rebuilding this connection was challenging and impacted his mental health. The Youth CONNECT team recognised this changing need and advocated to adjust Jake's NDIS plan to include additional mental health support.

However, these struggles led to missing appointments at the job agency, resulting in lost income and eviction from his home. With few options available, he chose to live with his mother. Despite concerns from his case manager about this decision, support continued with home visits to mediate conflicts and strengthen their relationship.

This intervention, coupled with resumed support from his job agency, helped Jake stabilise his income and improve his mental health. He even began to set career goals, enrolling in a certificate course that aligned with his aspirations.

Jake emerged from the Youth CONNECT program with stronger family bonds, stable income and a solid support network from the NDIS. His story is a testament to the power of resilience and the crucial role of tailored, compassionate care in overcoming life's hurdles. His experiences highlight the importance of looking beyond formal measures of success to recognise the true victories in personal growth and wellbeing.

**Name has been changed for privacy reasons.*

YOUTH CONNECT

From 2017 to 2024, CYF delivered the Youth CONNECT program through the Queensland Government's first Social Benefit Bond. The program was designed to support young people aged 16 to 25 to improve their resilience to homelessness. This group were exiting, or had exited, statutory care or custody, and were homeless or are at risk of homelessness.

The program was delivered with a 'housing first' approach and was combined with supporting young people to develop key resilience factors to successfully change their individual trajectory to achieving sustained housing.

The Youth CONNECT team supported over 75% of the total cohort of young people to find stable accommodation through a support network, a private rental, or a share house.

Importantly the service was able to transition some young people from social housing into their own independent accommodation.

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LOOKING FORWARD, FUTURE FOCUS

During the next financial year, a new CYF leadership structure will best support our services and team members. The CYF Senior Leadership Team will function as an integrated and collaborative group to guide operational service delivery, drive innovative practice approaches and identify and implement contemporary resources.

To ensure we continue to deliver quality services alongside our stakeholders, the coming year's focus areas will be:

- facilitating positive and life-changing outcomes for children and young people
- continuing to grow and support our incredible community of foster and kinship carers
- working collaboratively with and building strong relationships with government and other funding partners.



Helping children bloom—17 years with Churches of Christ

Moya (pictured centre) started caring for children when she was involved in a community where there was a high crime rate among children.

"I started to teach young girls to play netball to keep them off the street. Some of them could not afford uniforms so I used to bake and hold cake stalls to raise funds for them," she said.

"When I met my husband, I kept telling him he got a package deal with me—a wife, three kids and a dog in tow."

Together they began hosting international students in Western Australia before moving to Canberra. "We then again saw ourselves hosting international students and caring for students whose parents had been transferred overseas but wanted their kids to finish the school year," she said.

The couple then made the move to Bundaberg but beforehand they had decided they would no longer be involved with caring for children. However, five months later in 2007, they applied to be foster carers.

"During the training sessions with Churches of Christ, we recognised there was a great need for emergency and respite carers, so that was the way we started our journey. Our first children through the door were identical girl triplets. I often wonder where they are now," Moya said.

Sadly, about 18 months later Moya's husband was diagnosed with cancer and passed away. "I sat on my hindquarters for several weeks before I put my hand up to go it alone, and here I am today," she said.

Moya joined the Kids in Care Christmas party committee which then was facilitated by Churches of Christ, local organisations and carers.

"For several years I organised the fundraising, Mother's and Father's Day raffles and Bunnings sausage sizzles, so the kids could have a great party at Christmas," she said.

"Of course, this journey could not have been possible without the assistance of the team at Churches of Christ and Child Safety. The few times I've had trouble with a young person, I have found the support to be good, and they have great listening skills."

Coming from a family of domestic violence and alcohol abuse, Moya strongly believes in advocating for children in care and will always go the extra mile for them.

"I feel these kids' pain, and I can talk to them about how I felt when I got the strap or wooden spoon around the backside or went hungry," she said.

"My sister asked me at Christmas when was I going to stop looking after kids in care. I smiled and said, 'When they stop coming into care'. She looked blank, then said 'but they never stop coming'. 'Exactly!' was my response."

Housing Services



Housing Officer Bryony Sobey catching up with one of our residents, Matthew.

Providing safe and affordable housing

Churches of Christ Housing Services has been fulfilling the rights of Queensland's most vulnerable to access safe, secure and affordable housing for more than 40 years.

During the 2023–24 financial year, an undersupply of new homes and the rising cost of living ensured the housing affordability crisis remained a headline topic. We have had one of our busiest periods, as those with the greatest levels of vulnerability are severely impacted in these times of crisis. We hear regularly from Queenslanders about the circumstances that push them towards homelessness. Some factors are personal, but many are systemic, including housing supply shortfalls, escalating private rental prices and a cost of living that outpaces income support payment increases.

We are a proud provider-developer of housing solutions, and we deliver a range of homelessness services to people in Queensland. During the 2023–24 financial year, our agency was incredibly proud to support 2,321 vulnerable people with safe, secure and affordable accommodation, specialist support or a combination of both.



KEY STATISTICS

2,321	People assisted
41	New dwellings in development
1,235	Properties under management
4,004	Maintenance and repair orders complete
7%	Identify as Aboriginal or Torres Strait Islander
63%	Tenants reported having a disability or serious medical condition

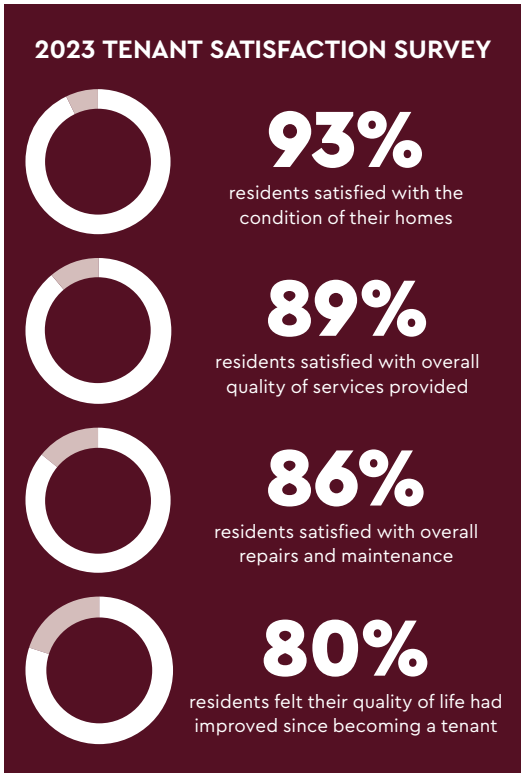
In Queensland, just over 3% of current housing stock is social housing with over 25,000 households currently on the register. Queensland's Homes for Queenslanders plan acknowledges the essential role of social housing in the housing market, both now and in the future. The plan aims to produce 53,500 new dwellings by 2046. While an ambitious target, the reality is that significantly more housing is required to meet the need of our future population.

Community housing providers are being challenged to innovate as they look for opportunities to increase the supply of social and affordable housing. In the 2023–24 financial year, Housing Services submitted tenders and development proposals to all levels of government through mechanisms like the State Government's QuickStarts 2 and the Housing Australia Future Fund. Our goal is to help increase Australia's housing stock and continue to combat the growing disadvantage that many people in our society are facing.

In May 2024, our Housing Services and the Queensland Government were proud to add 50 new dwellings to Sunshine Coast housing stock. Banksia Apartments, located at Little Mountain, is a mixed-tenure development consisting of both social housing and Specialist Disability Accommodation units. This was our fifteenth major project in partnership with the Queensland Government and has brought more safe, secure and affordable accommodation to an area in dire need. We hope that by early 2025, the next project in our development pipeline—a 41-unit development at Basin Pocket in Ipswich—will also be welcoming its first tenants.

Another showcase example of a collaborative partnership is our ongoing relationship with not-for-profit agency, The Lady Musgrave Trust. Together, we're delivering housing outcomes and working to deliver new projects that will increase housing supply for young women in significant need. Having partnered with The Lady Musgrave Trust since 2016, we recently helped them break ground on an exciting new project which will create more housing supply for young women and their children in Logan.

Kurrajong Townhouses, Kallangur.



With an eye to the future, and to ensure our current housing stock remains fit-for-purpose for as long as possible, we instigated a review of our Asset Management Strategy in 2022 and consequently increased budgeting for both responsive and planned maintenance and upgrades for the 2023–24 financial year. With such a large and diverse portfolio, we are investing now to ensure our properties can continue to serve their purpose for many years to come. We were pleased to see this decision reflected in our 2023 Tenant Satisfaction Survey, which revealed 93% of our residents were satisfied with the condition of their homes and 86% were satisfied with the overall repairs and maintenance we provide, an increase on the previous survey result.

Late in the 2023–24 financial year, the Government announced a 20% increase in State Government funding for Specialist Homelessness Services. This was in recognition of increased demand for support and increasing complexity of clients' needs. It was welcome news to all Specialist Homelessness Services and has contributed to the growth of our Housing Support team, increasing our capacity to support our clients and deliver on a key operational priority.

Our agency's operations span the entirety of south east Queensland—a geographical area where 70% of all Queenslanders live. Demand for our services continues to grow, and we will continue to meet the challenge of supporting Queenslanders with the most fundamental of needs—a safe place to call home.

Pinnacle of social housing

Our newest development, Banksia Apartments gives residents a fit-for-purpose home among a vibrant community, but also creates certainty about what the future looks like should their needs ever change. The development is a showcase example of what social housing for seniors can offer.

Banksia Apartments at Little Mountain (*pictured right*) on the Sunshine Coast is a \$23.1 million, 50-unit development made up of 40 social housing units and 10 Specialist Disability Accommodation (SDA) units. Completed in April 2024, construction began after Queensland's COVID-19 restrictions were lifted and the development was one of Queensland's first builds to experience what construction looked like in a post-pandemic world.

Delivered in partnership with the Queensland Government, the 40 social housing units were tenanted using an under-occupancy strategy. This approach offered senior singles and couples living in large public housing properties the opportunity to downsize. Every unit was designed to Livable Housing Australia design guidelines, making navigating home easier for people with reduced physicality, and the complex is located on a Churches of Christ integrated campus. Residents at Banksia Apartments are part of a large community of people, co-located with an aged care facility, as well as a pool, café, auditorium and our Home Care services.

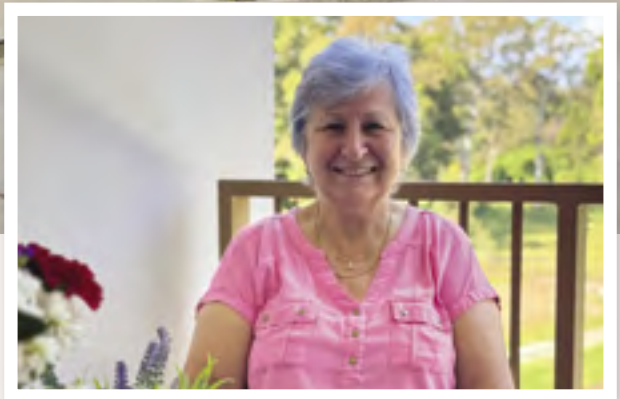
Many under-occupiers who were offered an opportunity to move had been living in their family-size homes for decades. Over that time, they had created memories and celebrated milestones, so their choice to move was both emotional and practical.

"After being on this journey with residents for so long, it was great to be surrounded by excited faces as the residents collected the keys to their new homes. The move-in days were a mix of relief and enthusiasm as they told stories about their previous homes and shared their admiration for their new homes," Senior Housing Officer Mikaela said.

In addition to providing the land, Churches of Christ Housing Services also funded the build of 10 SDA units at the development. This accommodation is being made available for people living with significant physical impairment or high support needs. All SDA residents at Banksia Apartments can also access a 24/7 concierge service at no out-of-pocket cost. The properties are built to meet NDIA standards, and residents can access this style of accommodation through their NDIS package.



Sunshine Coast Housing and Homelessness Network members tour the site.



GABRIELE

"My journey to Little Mountain, Banksia Apartments, has been the answer to my prayers. It has given me the opportunity of downsizing to meet my current needs. During each step of the application process, I felt God's guidance. All the staff have been very friendly, understanding and helpful. The timing was right, and now I look forward to discovering the wonders of a new location, meeting new neighbours and making friendships."



Minister for Housing Meaghan Scanlon tours the development during construction.

Seniors Living



- Home Care
- Retirement Living
- Residential Aged Care

KEY STATISTICS

8,500	Home Care clients
401	Home Care workers
4	Home Care programs
1,140	Individual packages facilitated
351,730	Home Care visits

Home Care

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

In 2023–24, Churches of Christ supported 8,500 clients in their homes, providing 351,730 experiences of care through our Home Care services.

Throughout the 2023–24 financial year, we spent time reviewing the provision of services to our Home Care clients in readiness for the Support at Home program. Our focus has been on understanding client needs and enhancing their experience as a customer of Churches of Christ. This review is continuing as we unpack the client journey into and through our services. We seek to further understand how we can improve the provision of outstanding individualised care services for our 8,500 clients.

We currently have 1,140 individual Home Care packages, providing a range of care and support across Levels 1–4. This vital service assists clients to remain in the comfort of their homes and receive care and support that aligns with their care needs and choices.

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

We would also like to acknowledge the Queensland Government's Department of Child Safety, Seniors and Disability Services for the ongoing funding of the Blackall 60 and Better service. This program is aimed at providing community support to older people experiencing or at risk of experiencing social isolation. This funding is \$68,450 annually.





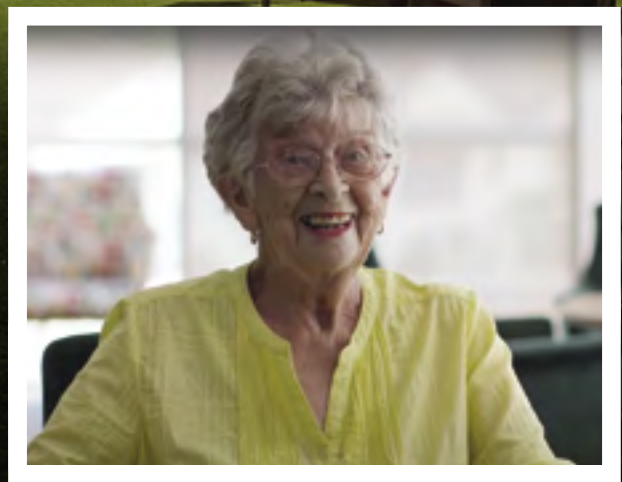
Active and independent at 93

Pam Cridland's weekly routine is full of activities, outings and chores—all of which help her to enjoy a fulfilling and independent life.

Pam (*pictured inset*) has been a resident of Lady Small Haven Retirement Village (*pictured main*) on the Gold Coast for the past 12 years alongside her two sisters.

As an active member of the village community, Pam enjoys playing cards twice a week, going on the monthly bus trips and taking part in 'Happy Hour' every Wednesday. She says she hardly has a day free!

Pam appreciates how secure she feels living at the village and hopes to remain living independently for as long as she can.



As well as participating in the village activities, she also still enjoys cooking for herself, riding her mobility scooter to a local cafe to have a coffee, and keeping her mind sharp with online word games. We are thrilled to have Pam as part of our community.

KEY STATISTICS

1,239	Retirement Living residents
38	Retirement Living team members
22	Retirement Living villages
1,062	Independent living units

Retirement Living

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

Our Retirement Living services operate 22 villages across Queensland and Victoria, which are home to 1,239 residents in 1,062 independent living units. For the financial year, there were total ingoing contributions of \$187 million.

During the 2023–24 year, 105 units were sold, seeing us welcome 106 new residents to our village communities. Our villages continue to experience high demand, with long waiting lists for units in many locations.

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

Our villages offer well-maintained, safe and supportive communities, where our residents can age-in-place with freedom, independence, privacy, and dignity. We pride ourselves on the welcoming environments we create through the commitment to a high standard of maintenance and care. All our villages are supported by an onsite manager, administration and maintenance services. Thirty-three per cent of our residents also accessed Home Care services during the past financial year.

Our villages at Fassifern and Regency Park participated in the voluntary Australian Retirement Village Accreditation Scheme Standards with each village exceeding the required standards and receiving outstanding resident feedback.





Campuses celebrate five years

Both our Little Mountain and Warwick campuses celebrated turning five during the past financial year.

Little Mountain Campus: In February, more than 250 residents, dedicated staff, loving families, and cherished members of the local community, gathered to celebrate this milestone with an event brimming with warmth and community spirit. Little Mountain Aged Care's oldest resident—102-year-old Olive Macgregor and our very first resident, Beryl Jobe—officially opened proceedings by cutting the cake.

Warwick Campus: Last October, the team put on a lovely day of festivity for all to enjoy. Resident Chef Mark Thompson cooked up a feast of delights for morning tea, accompanied by a very large cake from the local bakery. Music was performed by local favourite band *Sounds of Country* and there were speeches from local Service Manager Denise Cole and Seniors Living Executive Director Donna Hart.



KEY STATISTICS

770	New RAC residents admitted
2,799	RAC Team members
24	RAC homes
1,865	Registered operational beds

Residential Aged Care

We proudly operate 24 aged care services across Queensland (22) and Victoria (2), providing 1,865 registered operational beds. The services admitted a total of 770 new residents in the 2023–24 financial year. Demand for our Residential Aged Care (RAC) services remains high, with above industry occupancy rate of 96.1 per cent.

The RAC sector continues to be a challenging environment. At Churches of Christ our commitment to the provision of high quality, safe and individualised care for residents is our highest priority.

We continue to actively engage with the AN-ACC funding framework to effectively assess and monitor our residents to ensure government funding is maximised to appropriately provide the care they need.

We also actively participate in government mandated care minute requirements. This continues to be a challenge in the face of workforce shortages, particularly registered nurses. To this end, we have partnered with TAFE Queensland to develop a training and placement scheme for Certificate III Aged Care workers to meet the ongoing demand for qualified and skilled staff. This saw Churches of Christ named as a finalist in June 2024 at the Queensland Training Awards – Large Employer category.

Another important initiative has been our participation in the ACCPA Transition to Practice registered program, which has seen the placement of eight newly graduated registered nurses in our residential aged care facilities. This program provides a supported introduction to working in aged care.

Our RAC facilities are assessed every three years against the Australian Government Aged Care Quality standards. The Aged Care Quality and Safety Commission (ACQSC) handles all accreditation and monitoring matters. Accreditation is independent recognition that an organisation meets the requirements of governing industry standards. This process is designed to provide assurance to those accessing aged care and their families that they



can feel safe, well cared for and respected. During the previous 12 months, seven of our facilities have been successfully assessed and achieved full compliance against the eight standards.

Our Governance team works in partnership with our clinical teams to provide high-quality clinical care and outcomes for our residents. We actively participate in the National Quality Indicator program, a government program to monitor the care provided to aged care residents. We consistently perform in line or above the recommended benchmarks and when required ensure necessary corrective actions are implemented and evaluated for continuous quality improvement.

We also work closely with our colleagues in property to maintain and enhance the built environment for our residents, with a strong focus on comfort and safety in a home-like environment. Our care provision is continually evolving as we await the introduction of a new Aged Care Act and the strengthened Aged Care quality standards.

OPPOSITE: Two campuses celebrate five years operation.

Top: Little Mountain Campus. **Inset L-R:** Little Mountain Service Manager Ira Jahner, Board Chair Nigel King, Executive Director Donna Savill, resident Beryl Jobe, Executive Director Donna Hart, and resident Olive Macgregor.

Bottom: Warwick Campus. **Inset L-R Back row:** General Manager Camilla Taylor, Executive Director Donna Hart, Service Manager RAC Denise Cole, Service Manager HC Leanne Lockhart, **L-R Front row:** Service Manager RL Chris Newley, and Campus Manager Noo Shepherd.

Our People



Fair Haven Maryborough RAC team members
Back L-R: Alison Chettleburgh, Tash Bright, Patricia Kassulke,
Anita England, Iris Argent, Collette Ryan, Gayle Kirkpatrick.
Front L-R: Juliet Pannowitz, Melinda Andersen, Tash McCabe,
Emily Toy, Jo Simpson, Kathleen Hawken.



KEY STATISTICS

3,718	Team members
370	Volunteers
1,506	Team members born overseas

Growth through empowerment

We have a dedicated team of 3,718 staff who work to deliver a high standard of care and support every day, across all our services. Our 370 volunteers spend their time generously offering support to our clients and residents to bring hope and increase wellbeing.

EMPLOYEE EXPERIENCE

Over the past financial year, we have successfully delivered key initiatives aimed at enhancing workforce engagement and support. We recognised more than 1,200 staff members during 2023–24 for reaching their Years of Service milestones. We continue to promote our benefit partners to employees and are optimising communications through our employee engagement mobile app, Mumba. In November 2023, we transitioned from the traditional Shining Star Awards ceremony to a more focused approach, recognising nominees within their respective business areas. A total of 634 Shining Star nominees were honoured for their valuable contributions to our business.

TALENT ACQUISITION

Key technologies have been implemented to reduce the administrative burden on both the team and services, enabling a more agile and functional approach to meeting recruitment needs. As a result of these optimisations, the time to hire has decreased from 40 days to 15 days over the past 12 months.

We continue to successfully run our Personal Care Worker trainee program and have introduced a graduate program for our registered nurses. This is paired with the development of clear career pathways, allowing employees to easily understand the qualifications, skills, and experience needed to advance to the next stage of their careers. Through this initiative, along with government grants and a generous donation, we've proudly supported 22 staff in achieving their career goals. It's exciting to see these opportunities empower our team members to grow and thrive.



L-R: Some of our CYF team – Taylor Alapaki Youth CONNECT & Next Step Plus Team Leader, Grace O'Sullivan Acting Operations Manager, Adelisa Kospic Service Support Manager.



L-R: Ben Pearson, Kerry Schulz 'Polly', Vicki Marney 'Molly' and AJ Heijns – CCE REPs bring Kenmore staff a heartwarming and entertaining morning tea.



LEARNING AND DEVELOPMENT

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

We have also revamped our mandatory training modules by introducing micro learning. This approach delivers the same content in shorter, more manageable segments, allowing our people to complete their training in flexible, time-efficient bursts. This shift provides greater adaptability while ensuring essential learning remains accessible and effective.

Engagement with our LinkedIn Learning platform continues to grow, with 95% of the allocated spaces being utilised. This platform empowers our staff to learn at their own pace, providing access to a wide range of courses that support both personal and professional development. It's a valuable tool in equipping our teams with the knowledge and skills needed to thrive in an evolving work environment.

SUPPORTING OUR TEAM TO LEARN

Thanks to funding from our generous and long-standing partners, we are proud to offer three different scholarships established to further the education of our staff and allow them to bring new knowledge and insights to their roles.

The Stockwell Webber Foundation Scholarship provides those living and working in rural and remote areas of north west and south west Queensland the opportunity to complete further education in nursing, management, or another field directly related to the provision of seniors living services, to grow their careers in the aged care industry.

A total of \$8,361.15 was distributed to staff members successful in their applications for the scholarship during the past financial year.

The Eziway Staff Study Assistance Scheme provides funding towards certified learning activities. Eziway, our salary packaging provider, has partnered with Churches of Christ for the past few years providing scholarships to our employees. In the 2023–24 financial year, a total of \$107,899 was distributed to staff.

The Beryl Wiltshire Scholarship allows individuals to apply for a share of funds to go towards the cost of their studies in the community services sector. 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 scholarship.

These scholarships and programs provide an opportunity for advancing education, and access to the latest knowledge and research to influence their work. We thank each organisation for their generous contributions and ongoing support of our staff.

KEY SAFETY ACHIEVEMENTS

WORKERS' COMPENSATION

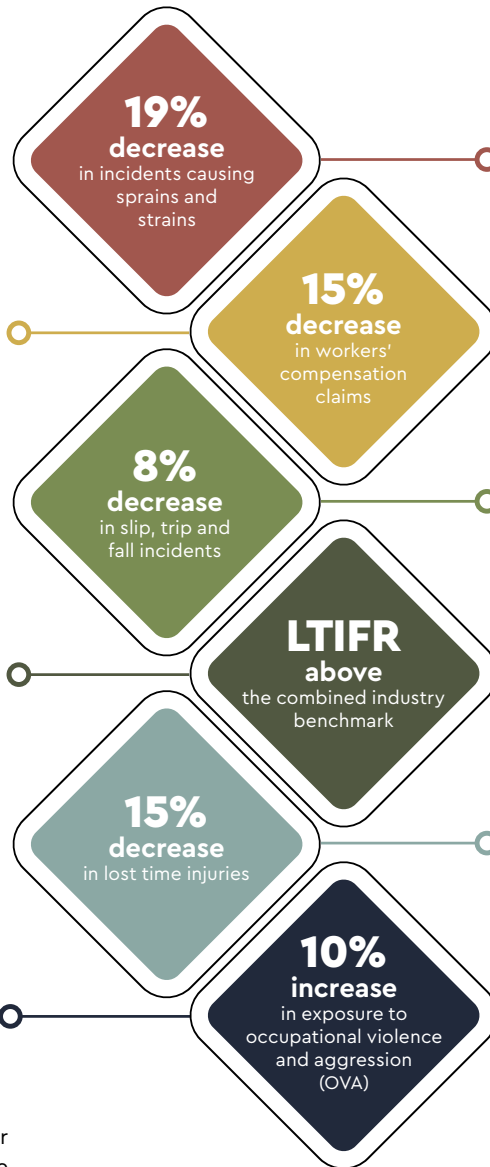
The reduction in workplace injuries has directly translated into fewer claims, reflecting both our proactive injury prevention efforts and our early intervention practices. By addressing minor injuries early, we have been able to reduce the likelihood of the injury progressing to something more serious.

LTIFR BENCHMARK

Our Lost Time Injury Frequency Rate (LTIFR) stands at 17.79, this sits slightly above the combined industry benchmark of 17.63. While this marginal gap highlights an area for ongoing focus, it is a marked improvement from prior years and signals that we are on the right trajectory.

OCCUPATIONAL VIOLENCE

While the overall safety performance has improved, there has been a 10% increase in exposure to OVA. In response, a dedicated project is under way to address this growing challenge.



SPRAINS AND STRAINS

Through focused ergonomic assessments, training, and improved equipment, we successfully reduced incidents that typically lead to musculoskeletal injuries. This is a testament to the ongoing education of staff on safe handling techniques and the investment in assistive equipment.

SLIPS, TRIPS AND FALLS

Through hazard identification processes and maintaining good housekeeping practices, we saw a significant reduction in slip, trip, and fall incidents. In some instances, floor surfacing solutions have been implemented for added slip resistance.

LOST TIME INJURIES (LTIs)

The reduction in LTIs demonstrates the effectiveness of our injury management and return-to-work programs. With the provision of our YES (Your Early Support) Program running 24/7, we have enabled injured workers to return to their roles sooner, improving their recovery outcomes and reducing the overall impact of injuries on the workforce.

Safety

Churches of Christ values safety and we put safety first in all we do: safe culture, safe places, safe relationships, safe care.

Over the 2023–24 reporting period, we made substantial strides in enhancing workplace safety and reducing injury rates across key areas.

A series of targeted initiatives and comprehensive safety programs have resulted in measurable improvements in the health and wellbeing of our workforce, particularly in preventing sprains, strains, and falls, as well as reducing workers' compensation claims and lost time injuries (LTIs).

These outcomes reflect our continued commitment to fostering a safe and supportive environment for all staff, particularly those in frontline care roles.

We have also continued our focus on mental health this financial year through the development of the Churches of Christ Wellbeing Framework.

The Framework reflects our organisational values and is specifically designed to help the organisation support our employees' wellbeing.

While the overall safety performance has improved, there has been a 10% increase in exposure to occupational violence and aggression (OVA). In response, a dedicated project is under way to address this growing challenge. This initiative focuses on:

- enhanced training for staff on de-escalation techniques and personal safety
- strengthening reporting systems to capture real-time data on OVA incidents
- collaboration with external experts to design interventions that protect staff while maintaining quality care for residents.

As we move forward, our focus remains on embedding a safety-first culture while adapting to new challenges. Continuous improvement in workplace health and safety processes, combined with innovative solutions to emerging risks, will be critical to sustaining the progress we've made in the 2023–24 period.

Our commitment to reconciliation

In our current and third Reconciliation Action Plan (RAP) we continue to focus on increasing awareness among our almost 4,000 team members that we are committed to walking a path of reconciliation with Aboriginal and Torres Strait Islander peoples.



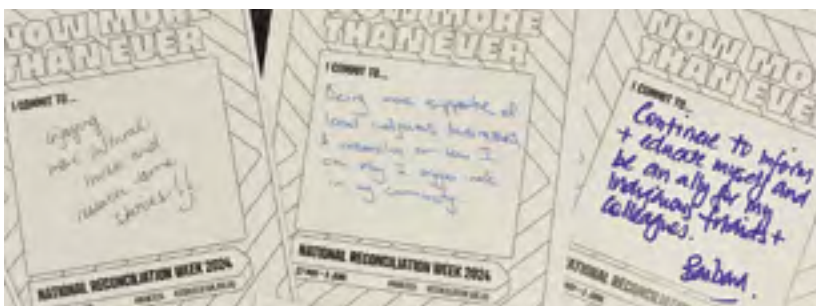
Scan the QR code to access FY23 Innovate Reconciliation Action Plan

We remain steadfastly committed to reconciliation and implementing the actions and deliverables set out in this plan. We have actively listened to Aboriginal and Torres Strait Islander peoples to better understand what we must change to achieve our goals. This is something that we must continue as we build relationships and continually strive to understand how we can embed reconciliation across all that we do.

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

NAIDOC WEEK

To celebrate NAIDOC Week 2023, we hosted events in Laidley, Logan, Ipswich, Musgrave Park in South Brisbane and Mackay. Our teams who attended the events enjoyed having the wider community come along and share in the culture through performances, entertainment, information stalls as well as cultural arts and crafts.



NATIONAL RECONCILIATION WEEK

In June, as part of National Reconciliation Week 2024, our Kenmore campus staff enjoyed a powerful and inspiring event opened by Elder Uncle Billy Cummings with a moving Welcome to Country. His powerful words reminding us of the importance of recognising and respecting the traditional custodians of the land we gather on and inspiring us to learn more meaningful ways to work together, now more than ever.

We also developed a toolkit for all staff which contained resources such as posters, recipes, book and music suggestions as well as event suggestions and a template for a personal commitment statement.

Modern Slavery Statement

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

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

In December 2023, we released our FY23 Modern Slavery Statement, demonstrating our ongoing commitment under the Modern Slavery Act 2018 and covering the 2022–23 financial year. This statement highlights our continuous efforts to enhance our procurement processes, deepen our understanding of associated risks, and actively engage with key suppliers.

We announced our vision to enhance our anti-modern slavery initiatives through three key measures: upgrading training with pertinent case studies for decision-makers; enforcing stricter supplier requirements; and conducting routine audits with external data—to deepen our understanding of supplier operations. These steps aim to reinforce our commitment to human rights and mitigate modern slavery risks.

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



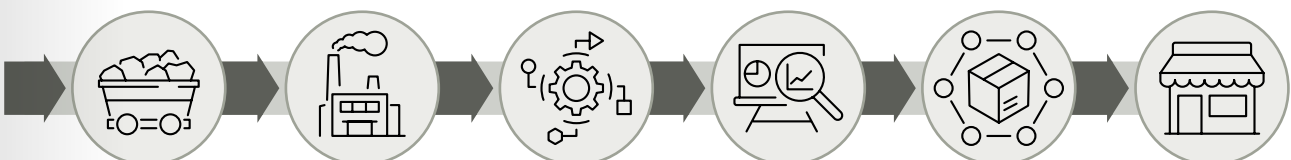
Scan the QR code to access FY23 Modern Slavery Statement

We plan to further enhance our approach to monitoring the effectiveness of our initiatives through a new procurement community of practice, as well as adding several metrics.

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

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

Our integrity system includes a Whistleblower Policy and an ongoing organisation-wide campaign called 'See Something, Say Something', among other initiatives. The Whistleblower Policy and associated procedures outline how to report a concern, what happens when a report is made and how we protect the reporter. Churches of Christ does not tolerate any form of retaliation against anyone for reporting. Our people are encouraged to speak up and call out actions or behaviours that do not align with our values. Reporting can also occur on an anonymous basis. Suppliers may also use the whistleblower reporting mechanism.



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

The 3 Whats



What behaviour is ok?



What behaviour is not ok?



What to do when you become aware of unsafe behaviour?

PLEASE NOTE the content of this article refers to child sexual abuse. Scan the QR code opposite to access support services.

Our commitment to being a Child Safe organisation

Churches of Christ interacts with over 6,300 children and young people on any given week through our churches, youth groups and camps, cafes, in our housing properties or family-based care, and as visitors to our Seniors Living communities. It's important we create a safe and caring environment for them to thrive in.

We are proud to be continuing our Child Safe journey to increase the safety of all children and young people that interact with our organisation and movement. As a Child Safe organisation, we are committed to ensuring our whole workforce and movement understand The 3 Whats Model[©]. The Three Whats Model[©] is designed to help everyone understand what behaviour is ok when we interact with children and young people, what behaviour is not safe and what to do if we become aware of harm or risk of harm to a child or young person.

CHILD SAFE TOOL KIT AND CHILD SAFE eLEARN

In the past 12 months of our Child Safe journey, we have been developing the Churches of Christ Child Safe Tool Kit[©]. This resource is designed to support our workforce and church leaders to PREVENT, RECOGNISE, RESPOND to and REPORT harm or risk of sexual abuse of children and young people we interact with. After testing the content of the Tool Kit with a broad range of our workforce, it was released across the organisation in May 2024.

We have also been developing and testing an online learning package for our workforce that is designed to accompany this Tool Kit, offering practical guidance and education. After testing this content with various roles across the organisation, the eLearn will be released to all staff.

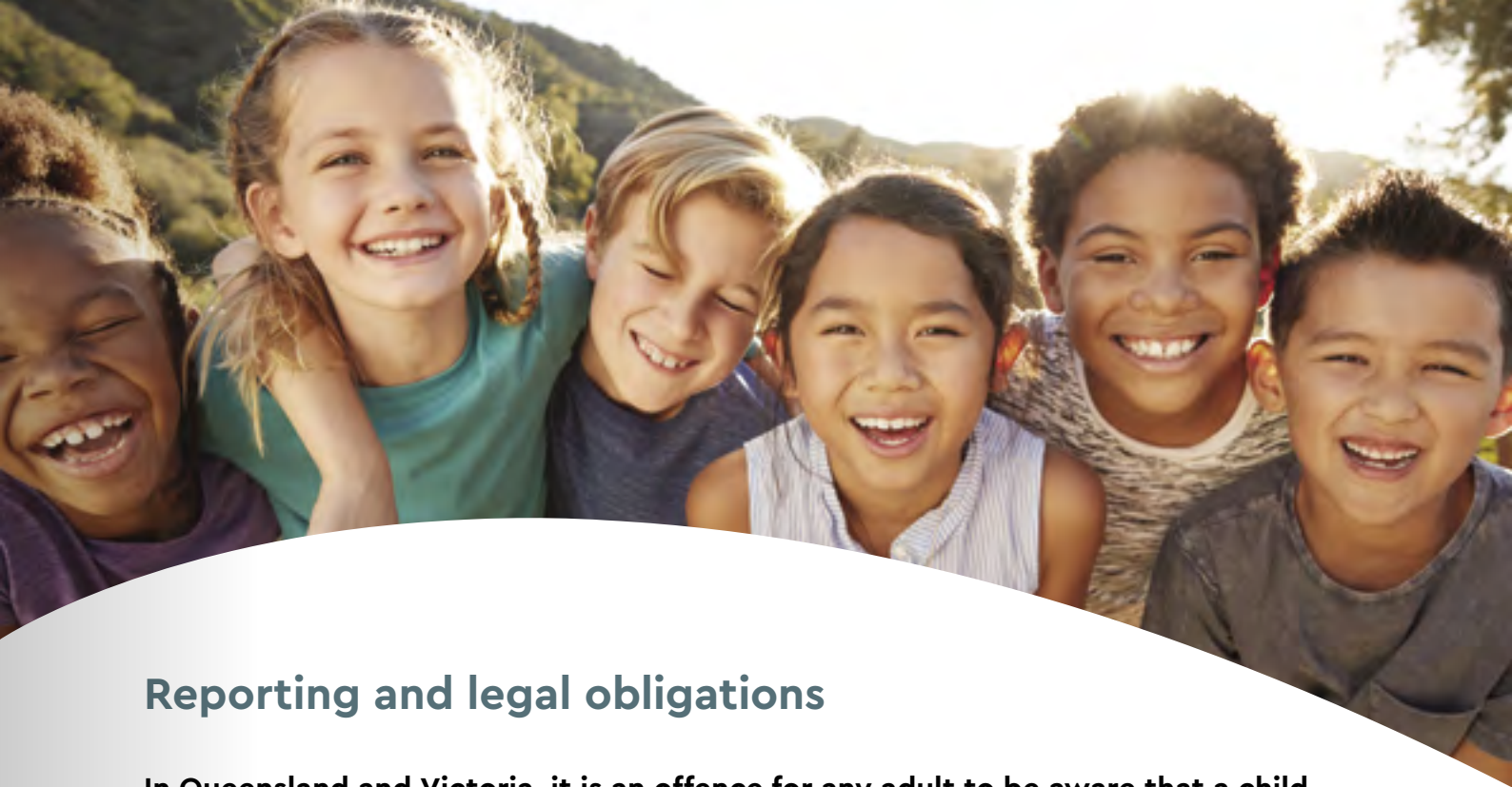
In addition to developing these tools, this year our Child Safe Practice Lead has delivered a professional development session with our Ministry Ethics Unit members, held multiple information sessions with our new Ministering Persons through the Church and Community Engagement team's Launchpad program, and has provided safeguarding support for the leaders of our youth focused FUSE Camp.

LEGISLATIVE CHANGE IS COMING

In 2024, the Child Safe Organisations Bill was introduced to the Queensland Parliament.

This Bill aims to further improve the safety and wellbeing of children in Queensland organisations. It will ensure children who are at risk of experiencing abuse or who have experienced abuse in institutional settings are supported early, in a trauma-informed, appropriate way.

The introduction of the Bill will require mandatory implementation of Child Safe Standards and a Reportable Conduct Scheme. We are working with our leaders and workforce to ensure we are prepared for the legislative and compliance changes. We are in a strong position to become compliant with these and will continue to prepare for them over the next 12 months.



Reporting and legal obligations

In Queensland and Victoria, it is an offence for any adult to be aware that a child is being abused (by another adult) and not report this to police. If you are over the age of 18, there may be legal consequences if you fail to report harm—refer to the flowchart below.



Scan the QR code to access the Introduction to the Child Safe Tool Kit.



Scan the QR code to access the Support is Available Information Sheet.

The Foundation

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

The Foundation accepts funds from individual clients and churches, with seven current investment products offered. The Foundation provides loans to Churches of Christ in Queensland churches upon application, alongside helping with grant funding to the churches. Funds raised help to finance our mission of bringing the light of Christ into communities and support initiatives such as chaplaincy in our services and communities.

In 2023–24, the Foundation has achieved increased returns as interest rates have increased. The Foundation continues to seek new investment products for clients.

The Foundation's Long Service Provision Savings investment supports our churches and pastors in the provision of long service leave. The Christmas Club

KEY STATISTICS

7	Investment products
494	Clients/churches assisted
69	Staff investments

investment has proven to be a favourite, especially with Churches of Christ staff members, who use the fund to save early for the Christmas season. This financial year we had 22 new staff members open Christmas Club investments.

We also farewelled administration officer Julie Triplett, who took long service leave from May 2024 prior to retiring. Julie was with Churches of Christ for nearly nine years and was a hardworking and diligent member of The Foundation's staff. Her caring nature and positive attitude will be missed by all.

L-R: Julie Triplett, Kay Rademacher and Mike Armstrong man the Christmas Club booth at Kenmore.



Our Governance

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

Conference Council



Conference Council L-R: Laura Snook, Paul Hicks, Sharon Edwards, Nigel King, Kevan Denny (Chair), Steve Peach, Sharman Irvine, Matt George, Patrick Hegarty. Absent: Colin Christian.

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

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

- Ministry Ethics Unit
- Council and Board Membership/Nominations Committee.

Conference Council members

Kevan Denny (Chair)

Church of Christ Sunnybank

Steve Peach (Deputy Chair)

Southport Church of Christ

Laura Snook

The Lakes Church

Sharon Edwards

Brisbane North Oasis Church of Christ

Paul Hicks

Church of Christ Mackay

Sharman Irvine

Westside Church of Christ

Patrick Hegarty

Kenmore Church of Christ

Matt George (*resigned 2 April 2024*)

Highfields Church of Christ

Colin Christian (*resigned 12 June 2024*)

Kingsthorpe Church of Christ

Ex Officio

Nigel King (Board Chair)

Southport Church of Christ

Board of Directors



Board of Directors L-R: Steven Muller, Jill Gray, Brendina Saul, Bill Lyon, Nigel King (Chair), Kevan Denny, Paul Mergard, Jillian Carson, Dale White.

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

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

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

Board member meetings attendance for Churches of Christ in Queensland Board and Churches of Christ Housing Services Board meetings (FY2023–24)

Jillian Carson	12/14
Kevan Denny	13/14
Ken Ewald* (<i>retired October 2023</i>)	3/4
Jill Gray	13/14
Nigel King	13/14
Bill Lyon* (<i>joined April 2024</i>)	2/2
Paul Mergard* (<i>joined April 2024</i>)	2/3
Steven Muller	13/14
Brendina Saul* (<i>joined February 2024</i>)	7/7
Dale White	11/14

Board of Directors members

Nigel King (Chair)

Southport Church of Christ

Steven Muller (Deputy Chair)

Springwood Church of Christ

Jill Gray

Springwood Church of Christ

Brendina Saul

Wonga Park Christian Reformed Church, Victoria

Bill Lyon (CEO)

Church of Christ Arana Hills

Paul Mergard

Hillsong Church, Sunshine Coast

Jillian Carson

Southern Community Church of Christ, Victoria

Dale White

Springwood Church of Christ

Ex Officio

Kevan Denny (Council Chair)

Sunnybank Church of Christ

* Fewer total number of meetings attended in FY2023–24 is due to the date of appointment/retirement/resignation up to 30 June 2024.

Board Members



Nigel King

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

Nigel joined the Board in July 2018, after previously serving as a Board member from February 2013 to February 2016. Nigel is the current Board

Chair and also chairs the Finance and Infrastructure Committee. Nigel is a business and corporate affairs consultant and professional company director and was formerly the CEO of a multi-national company. Nigel is inspired by the hardworking, caring, and empathetic team across our organisation, who minister daily to those in need. On every occasion he visits one of our sites, he is encouraged by the hard work and dedication to our mission by our team who work tirelessly each day.



Jill Gray

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

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

Committee. Jill has held a number of leadership roles in the public and private sectors, and has served in church leadership roles. Jill is passionate about equipping and empowering people and she has spent much of her career in achieving this. "The way we develop our people for both mission and service is critical to our success and reputation, and impacts how we attract and retain a motivated and committed workforce."



Jillian Carson

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

Jillian has been a board member since 2015 with a short break in 2018. Jillian has more than 20 years of executive and board

experience in not-for-profit, profit and government sectors, including 10 years as CEO and board member of Churches of Christ Community Care (a ministry of Churches of Christ Victoria/Tasmania). Jillian has a particular interest in governance, and our aged care and housing services—believing positive change in these areas can bring about the most impact in the improving the lives of those we serve.



Paul Mergard

GAICD, GradDip International Development, BBus(Accy)

Paul is currently CEO of Destiny Rescue based on the Sunshine Coast. With experience across a range of not-for-profit organisations, including

the Salvation Army, and other industries including professional services, real estate and e-commerce; Paul has strong skills in business transformation and societal change. He also has a steadfast commitment to drive healthy culture. At Destiny Rescue, Paul significantly increased income following years of declining growth. Coupling this commercial success with qualifications including a Bachelor of Business (Accounting) from QUT, Executive Leadership Program with Arrow Leadership, a Graduate Diploma in International Development and is a Graduate of the Institute of Company Directors, Paul is well placed to bring another level of experience to our skilled Board.



Steven Muller

LLM (Commercial), LLB, GradDipLP

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

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



Kevan Denny

MA (Church Leadership), GradDip (Counselling), Bth, JP (Qual)

Kevan was the Chair of the Churches of Christ in Queensland Conference Council (December 2020 to August 2024) and Ex-Officio

member of the Board. Kevan was elected Council Chair in 2020. He is a Director of the Council of Churches of Christ in Australia and serves on the Queensland Heads of Churches Committee. Kevan has been a pastor since 1999, with the past decade spent at Sunnybank Church of Christ on Brisbane's southside. 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.



Brendina Saul

GAICD, Bachelors of Science (Hons), Bachelors of Science (Maths & Physics), Diploma in Datametrics and Post Graduate Teaching Diploma.

Brendina joined the Board in 2024 and brings with her 35 years' experience in transformation programs and

information management, and more than 20 years in management and senior leadership roles. Over the past decade she has pursued her passion of making a difference to the most vulnerable people in our communities by delivering technology solutions to government, public and not-for-profit clients. She has a wide range of experience across all core business functions, namely in technology and is currently a partner at a global professional services firm. She is an active member of Wonga Park Christian Reformed Church since 2006.



Bill Lyon

BBus, AssocDipElecEng

Bill joined Churches of Christ as CEO in April 2024 and was appointed to the Board in May 2024 with an established track record of leading business transformation and

driving change through innovation. With broad sector experience, including the not-for-profit sector, Bill has demonstrated ability to engage teams and build customer-centric cultures, has delivered operational efficiencies, and improved organisational performance and culture. Bill was drawn to Churches of Christ to bring his diverse experience and leadership to provide solutions to people in need with care, compassion, innovation and wisdom, ensuring a mission-based approach to everything he and the organisation does. In addition to a Bachelor of Business and Associate Diploma in Electrical Engineering, Bill is an experienced company director.



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 previously served as a member of the Churches of Christ in Queensland Council from 2011 to 2017 and is also a Board Member with Global Leadership Network Australia. Dale is Senior Pastor at Springwood Church of Christ, and previously held senior ministry roles in churches at Ballarat and Toowoomba. Dale draws inspiration from our mission to bring the light of Christ into communities. "Wherever there is darkness or difficulty, we need to shine a light that brings hope, peace, faith, and wellbeing." Dale is married to Wendy and has three adult children.

Executive Group



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

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

Executive Group members

Bill Lyon – Chief Executive Officer

Chris Brunings – Interim Chief Financial Officer

Grant Hawgood – Executive Director of Children, Youth and Families

Donna Hart – Executive Director Seniors Living

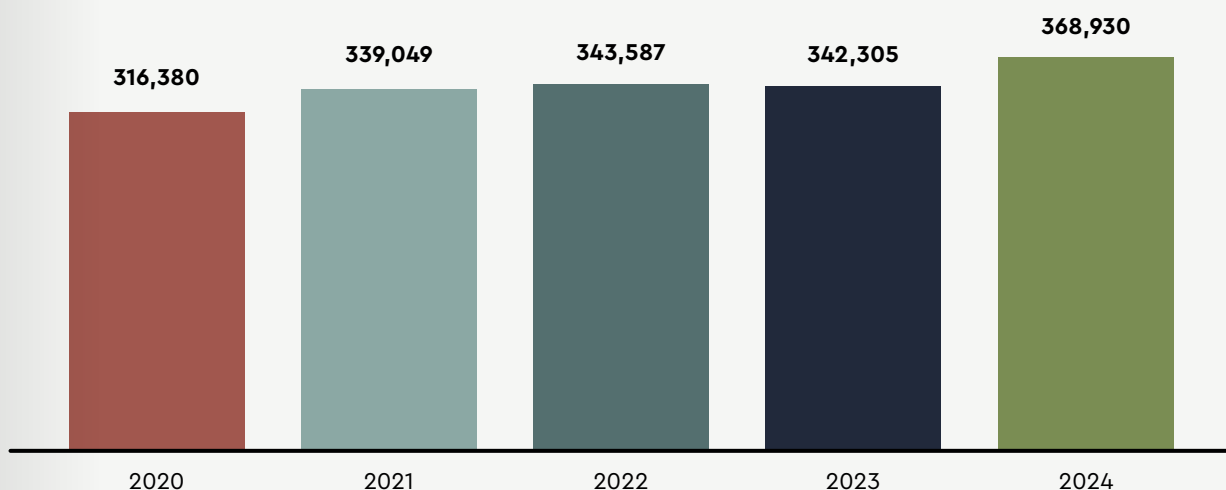
Rue Masunungure – Executive Director Governance

Donna Savill – Executive Director Church and Community Engagement

Drew Standish – Interim Executive Director Shared Services

Financial highlights

Operating Revenue – \$ '000



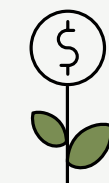
\$369m

Total operating revenue from **continuing** operations for the year ended 30 June 2024



\$13m

Earnings from **continuing** operations before interest, taxes, depreciation and amortisation for the year ended 30 June 2024



\$29m*

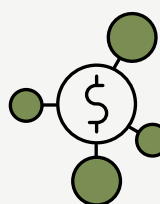
Total cash and cash equivalents and other investments at 30 June 2024

*CofCQ has available financing facility of \$44m as at 30 June 2024, which can be drawn down at CofCQ's request to meet any cash outflow requirements



\$32m

Total cash spent acquiring property, plant and equipment, investment property, and intangible assets for the year ended 30 June 2024



\$867m

Total assets as at 30 June 2024

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