ANNUAL REPORT – 2025

CHURCHES of CHRIST

Rebuild

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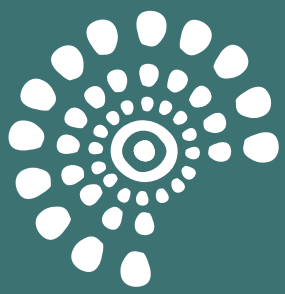


Acknowledgement of Country

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.

L–R: Val Jorgensen and Christine Dalgleish sharing a moment of connection at Churches of Christ's 2024 Annual General Meeting.

About Churches of Christ

Churches of Christ has 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.

MATTHEW 7:24–25 NIV

"Therefore everyone who hears these words of mine and puts them into practice is like a wise man who built his house on the rock. [25] The rain came down, the streams rose, and the winds blew and beat against that house; yet it did not fall, because it had its foundation on the rock."

Who we serve

SENIORS LIVING

RETIREMENT LIVING

1,238	Residents
22	Villages
1,026	Homes

HOME CARE

6,176	Home Care clients
6	Programs
1,140	Individual packages facilitated

RESIDENTIAL AGED CARE

814	Residents admitted
1,893	Beds
24	Operational RAC locations

MISSION

AFFILIATED CHURCHES & CHAPLAINCY

62	Affiliated Churches
4,388	Church members
80,500+	Pastoral care contacts by chaplains

HOUSING SERVICES

2,375	People assisted across 1,523 households
1,379	Properties owned and managed
41	New dwellings brought to market

CHILDREN, YOUTH AND FAMILIES

3,181	Children and young people in family-based care
217	Young people supported to transition to adulthood
1,199	Foster and kinship carers

Who we are

CHURCHES OF CHRIST TEAM MEMBERS & VOLUNTEERS

3,839	Team members
309	Volunteers
4.1	Team members average tenure in years
1,766	Team members born overseas
580	Student placements, traineeships and internships with 85 students successfully hired after placement

Message from our Council Chair Tim Hanna

It is with deep gratitude that I write this report as Council Chair. Having served in this role for a year, I have had the joy of working with fellow Council members, the Board, CEO and Executive Group as an aligned leadership cohort, sharing a desire to grow our reach and support those in need, and ensure a thriving and connected community.

I thank all those who have served on the Board and Council for their dedicated commitment to their roles.

As I reflect on the past year, much has happened, and much more is proposed. There has been change, many highlights and moments of achievement that I have been privileged to share in.

One of the highlights of the year has been the Regional Gatherings, which provided the opportunity to visit, with other leaders, seven regions of the state, where church leaders, chaplains and service leaders could meet, reaffirm our joint mission and vision, hear some great stories and point to a future with hope and trust.

Much of my theme was based around Mark 2:22, *"No one puts wine into old wineskins or else the new wine bursts the wineskins, the wine is spilled, and the wineskins are ruined. But new wine must be put in new wineskins."*

The constant challenge is to discern what God is saying and doing and ensure that we are playing our part in enabling His work to flourish.

Over this past year we have developed a new mission statement that captures all that we wish to encompass in the ministry of Churches of Christ in Queensland and articulates our clear faith perspective.

That statement, which informs and guides all that we do, states simply:

"We must provide opportunities for people to connect with Jesus as we meet the needs of those we serve."

The Council, alongside the Mission team, also had the opportunity to develop strategic emphases that we see as vital for the future in the church space specifically. These are:

- Church Planting
- Church Revitalisation
- Leadership Development
- Discipleship and Formation
- Church Governance and Safety
- Generations Ministry.

There is much more work to be done in these areas, and it's not without its challenges, but we move forward with commitment and are greatly encouraged by the road ahead.

There have also been several personnel movements this past year. Firstly, my thanks and gratitude to Steve Gray who concluded his term on the Council and is now employed as part of the Mission team.

The Nominations Committee, directed by the Council have made the following appointments:

- Paul Hicks appointed as Deputy Chair of the Council
- Nigel King appointed as Chair of the Board for the year ahead*
- Leo Mucci appointed to the Board for a three-year term

- Steven Muller appointed to the Board for a further three-year term and as Deputy Chair of the Board for the year ahead.*

I also have the privilege of representing Churches of Christ in Queensland at the Heads of Churches Meetings, and together with the Board Chair, on the Council of Churches of Christ in Australia and on the Board of the Australian College of Ministries (the Churches of Christ national college).

I am very grateful for the year that has passed. This year, and the years ahead, carry with them great possibility. I am excited to see what can happen as we live out our faith in action, in the trust of a God who is faithful and powerful, who loves His church to flourish.

I invite you to join us to embrace the opportunities and challenges together.

God bless,

Tim Hanna
Council Chair

** Within the Board structure, the positions of Board Chair and Deputy Chair are appointed on a year-by-year basis.*

We must provide opportunities for people to connect with Jesus as we meet the needs of those we serve.

Message from our Board Chair Nigel King

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

Our goal in the last financial year was to refocus the organisation. In 2024–25, the goal has become to rebuild our operations and secure financial stability for the organisation, in alignment with our renewed focus. We have also worked to ensure that our care services are integrated, wherever possible, around our local churches.

To achieve these goals, it was essential to have a strong Board and Executive Group, something I am pleased to say we have. Our Executive Group, under the leadership of CEO Bill Lyon, has done a tremendous job in improving not only our financial position but also our focus on mission. On behalf of the Board, I would like to thank Bill and the Executive Group for their hard work and commitment to our mission.

During the year the Council appointed Colin Jensen to the Board. Colin brings strong commercial and infrastructure qualifications and experience to the team.

I would also like to express my sincere appreciation to Jill Carson and Jill Gray, both of whom concluded their nine-year terms on the Board during the last 12 months.

This past year has seen a significant turnaround in our financial performance. We still operate in a very challenging environment where we rely heavily on government funding. We still face challenges associated with labour shortages and resource shortages and escalating inflationary pressures. However, strong management and fiscal restraint have resulted in a surplus for FY25.

Our operating surplus from continuing operations was $33.079 million (FY24 $4.579 million surplus). After impairments and adjustments this equated to a net profit for the year of $35.662 million (FY24 $21.039 million deficit).

Our cash position during the year improved significantly to $76.700 million (FY24 $28.700 million). Our loan facility with our bankers remained entirely undrawn as at 30 June 2025.

As we continued to review our operations, the Board elected not to divest several Residential Aged Care and Retirement Living assets in Victoria and Queensland that we had previously considered selling. This decision was well received by staff and residents alike.

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.

The housing crisis continues across Australia. Our $26 million Wiltshire Apartments (previously Basin Pocket) housing development project at Ipswich is now complete and fully occupied. This project has provided 41 new one and two-bedroom homes for individuals over 55 who are downsizing from larger family homes, helping to free up much needed

family-sized public housing. This project was built to gold and platinum standards under the Liveable Housing Design Guidelines, ensuring adaptability as the needs of residents evolve.

During April and May, we held seven Regional Gatherings across Queensland. These events allow us to update our churches and services on the continued operations and goals of the organisation and bring church leaders and service managers together to discuss missional opportunities within the regions. The events were well attended and highly beneficial, with the next round of Regional Gatherings expected in early 2026.

With our financial position much improved, the Board turned its attention to the future. In conjunction with our CEO and Executive we have spent a significant amount of time on developing our Strategic Plan for the next three years. It is exciting to be once again looking forward and setting our commercial and missional goals. Our CEO Bill Lyon will present our new Strategic Plan at the 2025 AGM.

Thank you for your ongoing support and prayers as we look to the future and pursue our mission with renewed focus and dedication.

God bless,

Nigel King
Board Chair

It is exciting to be once again looking forward and setting our commercial and missional goals.

Message from our CEO
Bill Lyon

As we reflect on the past year, I want to begin by expressing my deepest gratitude to every member of our Churches of Christ in Queensland team. Your dedication, passion, and resilience have been the cornerstone of our progress. Together, we have embraced change, rebuilt with purpose, and aligned our services with our renewed vision and mission:

- **Mission:** To provide opportunities for people to connect with Jesus as we meet the needs of those we serve
- **Vision:** Putting Christian faith into action to transform lives and enrich communities.

This year marked a significant turning point in our journey. With the support of our Board and Council, we developed a new Strategic Plan that will guide us forward and strengthen our foundation. The transformation we have undertaken is not just structural—it is spiritual. We are rebuilding not only our organisation but also our commitment to living our faith in every action we take.

Contained within this Annual Report is a summary of the many achievements across our services. I encourage you to read each section and celebrate the impact we have made—on individuals, families, and communities.

As we rebuild, we are reminded of Exodus 33:15, where Moses says, "*If your presence does not go with us, do not send us up from here.*" This verse resonates deeply with our journey. Growth and success are meaningful only when they are guided by God's presence. Financial results and operational achievements are important, but without Jesus at the centre, our efforts lose their purpose.

James 1:2 offers a powerful perspective: "*Consider it pure joy, my brothers and sisters, whenever you face trials of many kinds…*" These words challenge us to see adversity as a path to perseverance, maturity, and completeness. Over the past year, we have faced economic pressures, strategic decisions, and organisational shifts. Yet through these trials, we have grown stronger, more united, and more faithful.

James also reminds us to seek wisdom from God, who gives generously to those who ask in faith. In our leadership, wisdom is more than knowledge—it is discernment, humility, and trust in divine guidance. I am confident that with our Council, Board, and Executive Group, we possess the collective wisdom and faith to build something even greater, honouring the proud legacy of Churches of Christ in Queensland.

One of the defining moments of the year was our decision to withdraw from the sale of some Victorian and Queensland properties. What once seemed like a setback became an opportunity to reflect, refocus, and recommit to our mission. We chose to lead with perseverance—building trust, stability, and clarity for our teams and those we serve.

As a faith-based organisation, we are called to seek divine wisdom before every major decision. With the support of our Council and Board, I am confident that we will continue to pause, pray, and listen for God's guidance. Where data and strategy may fall short, His wisdom will lead us.

James 1:7–9 reminds us that true leadership is not about status or wealth—it is about faith, humility, and dependence on God. To my team and all our staff, I say: God has been so good to us this past year. Your integrity, compassion, excellence, and courage have laid a solid foundation for the future. Through God's grace, we will continue to transform lives and enrich communities.

Thank you for your unwavering commitment and continued trust in us. I am excited for what lies ahead.

We are rebuilding not only our organisation but also our commitment to living out our faith in every action we take.

Bill Lyon
CEO

Mission

Connecting people to our shared mission

In this year of rebuilding, we reflected upon what unites and inspires us—our mission. Led by Executive, Board, Council and senior management we arrived at a new mission statement, committing to providing opportunities for people to connect with Jesus as we continue to meet the needs of those in communities we serve.

We continue to invest in the wellbeing of our people, the health of our churches, and the integration of our mission. The Mission team consists of chaplains, Church Engagement staff and Regional Engagement Partners (REPs). These teams serve our 62 affiliated churches, over 170 ministering persons, our staff, and the people we support across our services every day.

Our churches are supported and resourced by our Church Engagement team as they serve over 14,800 people each week through regular church services, ministries, and community outreach activities. We 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 2024–25 year, chaplains recorded over 80,500 pastoral care contacts with residents, staff and family members, and conducted 13,900 chapel services and bible studies with our seniors, keeping them connected to faith. Over 3,700 people in our Housing Services attended a barbecue or morning tea with their chaplain and fellow residents, building valuable connection and community.

The Regional Engagement Partners (REPs) further strengthened the connection between our services and churches across Queensland, integrating our mission across all we do and deepening the shared culture of Churches of Christ.

KEY STATISTICS

62	Affiliated churches
4,388	Church members
14,800+	People connecting with churches each week
170+	Ministering persons
210	Baptisms
80,500+	Pastoral care contacts by chaplains
13,900+	Chapel services and Bible studies by chaplains

UNPACKING OUR MISSION

The question of mission was one we walked through as an organisation during the year. This delicate balance of faith and action has been part of our story throughout our history, and we proudly continue to hold this balance with purpose and passion today.

This year, we built upon the foundation of those before us and our own work in recent years, refocusing on Jesus and resetting our ways of working so we continue to serve the community and live out our faith for many years to come.

The Mission team helps our services and our churches put faith into action and embed our mission, culture and values across the organisation. We steward the fundraising for the organisation and are immensely thankful to generous donors who have given so that our mission can thrive—from the provision of funding for Bibles, to gifts, and to the Legacy Fund which invests its interest in missional initiatives.

As we build on solid foundations, and set the framework with compassion, integrity, excellence and courage, we look forward to welcoming more and more people to find a sense of welcome, wellbeing, home, community and hope.

Opposite: 2025 Church Engagement Team L–R: Eric Whitley, Sunaida Amirtharajan, Matt Miller, Craig Sadler, Steve Drinkall, Lynda Moore, Lachie Ashworth and Steve Gray.

Bringing the light of Christ into communities...

Top: Getting into the Christmas spirit.
Middle: Brenda and Geoff.
Bottom: Warwick campus carol service.

WARWICK CAMPUS CHRISTMAS CAROL SERVICE

The spirit of welcome, wellbeing, home, community and hope shone brightly during the Warwick Christmas Carol Service. The Warwick Choral Choir sang like angels, filling the air with harmonies that touched every heart in this close-knit community.

The event brought together 125 residents, staff and volunteers of our Residential Aged Care and Retirement Living services, along with their families. Invitations were extended to other service providers, including Blue Care and NDIS providers, ensuring that everyone could share in the joy and messages of Jesus' love during this special season.

Following the carol service, the festive togetherness continued over morning tea.

The service held particular significance for Brenda and Geoff, residents of our Residential Aged Care service.

Separated for eight months due to Brenda's declining health and care arrangements, Geoff had moved into the service just three weeks prior. They were reunited and, after 74 years of marriage, still holding hands like teenagers. They revelled in the community's warmth and the blessings of the season, embodying the true essence of home and hope, the importance of wellbeing, and the enduring spirit of community that binds us all together.

A FINAL HYMN

Henry* slipped one of our pastoral carers a piece of paper. He was weak and on the verge of end-of-life care. We had been encouraging him to write a hymn.

He had been a regular contributor to the monthly newsletter at our Arcadia Residential Aged Care service in Essendon where he was a resident, and where fellow residents loved reading his columns, always a Christ focused testimony. Henry had been a lay preacher most of his life as well as a drummer for the church band. But Henry had never written a hymn.

The piece of paper contained a verse and a chorus. A poem. No music. Putting our heads together we sought the help of AI to generate some music for the hymn. It did better than that—delivering a hymn complete with a choir within a few minutes, perfectly articulating Henry's poem.

As we played the hymn to Henry and his family, joy filled their hearts. A week later Henry went to be with the Lord. The hymn was played at his funeral.

*Name changed for privacy.

SHELTER DURING THE STORM

March 2025 saw south-east Queensland preparing for the effects of Cyclone Alfred. As Alfred wove a path back and forth offshore, it was a drawn-out event, but it provided an opportunity for our churches to support their community, as they do so well. Burleigh Church of Christ was a nominated evacuation centre for locals and saw up to 50 people stay in the church hall at different times to access food, power and services. One lady was so appreciative that she has returned to volunteer in the Op Shop and has also begun attending church services.

A STORY OF HOPE AT CHRISTMAS

Over the 2024 Christmas break, Lenore* was without a safe place to stay, resulting in her sleeping in her car near Redlands Church of Christ. Church members noticed her and introduced themselves, offering assistance. Lenore accepted their welcome and was embraced by the church, who offered her shelter, support through the Op Shop, and a path forward. With guidance from Churches of Christ's Housing team, Lenore has now found a place to call home in nearby Wynnum.

*Name changed for privacy.

Top: Burleigh Church of Christ hosted members of the community who needed a place to shelter during Cyclone Alfred.

Our Churches

We have 62 affiliated churches across Queensland.

AFFILIATED CHURCH		
Churches of Christ Aboriginal & Islanders Christian Fellowship	95	–
Church of Christ Acacia Ridge	8	–
Church of Christ Ann Street	25	–
Church of Christ Annerley	20	–
Church of Christ Arana Hills (including Zillmere Campus)	120	3
Bongeen Church of Christ	22	–
Church of Christ Boonah	53	–
Church of Christ Boondall	25	–
Bribie Island Church of Christ	59	3
Brisbane North Oasis Church of Christ	40	–
Churches of Christ In Queensland Bundaberg	85	2
Church of Christ Burleigh Heads	94	13
Caboolture Living Hope Church of Christ	27	–
Caloundra Church of Christ Inc	124	4
Chinchilla & District Churches of Christ Circuit	45	2
Church of Christ Dalby	40	1
Door of Hope Church of Christ Maryborough	31	2
Fernvale Community Church	15	2
For JC Church	46	–
Church of Christ Gatton	25	–
Churches of Christ Gladstone	18	2
Gods Will Presbyterian Church	170	–
Good Shepherd Church of Christ	28	–
Gympie Church of Christ Horseshoe Bend	127	9
Church of Christ Hervey Bay	18	1
Highfields Church of Christ	50	1
Church of Christ Toowoomba (HumeRidge Church of Christ)	524	27
Kenmore Church of Christ Ltd	122	22
Church of Christ Kingaroy	105	2
Kingsthorpe Church of Christ	50	2
Lakeshore Community Church of Christ	50	2
Little Mountain Church of Christ Unlimited Association	58	7

AFFILIATED CHURCH		
Churches of Christ Lowood	10	–
Church of Christ Ma Ma Creek	25	–
Church of Christ Mackay	100	15
Church of Christ Marburg	23	1
Mount Walker Church of Christ	25	–
Mountain Top Community Church	21	–
Munruben Church of Christ	84	–
Church of Christ Murgon	32	–
Oasis Church of Christ Bundamba	28	4
Outback Church of Christ	30	–
Church of Christ Redcliffe	75	1
Redlands Church of Christ Inc	42	2
Riverlife Church of Christ (including Dirranbandi Campus)	30	–
Church of Christ in Qld Pine Rivers	128	7
Rockhampton Church of Christ Ltd	48	1
Church of Christ Roma	50	3
Rosevale Church of Christ	22	–
Sanctuary Park Nambour Inc.	23	1
Silverdale Church of Christ	42	–
Southport Church of Christ	261	27
Springwood Church of Christ	108	4
Sunnybank Church of Christ Inc	62	7
The Lakes Church	214	11
Church of Christ Toowoomba North	186	6
Townsville Church of Christ	63	1
Vietnamese Church of Faith	14	–
Warwick Church of Christ	24	–
Westside Church of Christ	55	1
Whitehill Church of Christ	184	11
Withcott Church of Christ	60	–

Number of members Number of baptisms 2024–25

Regional Gatherings

During April and May this year, we held seven Regional Gatherings across Queensland.

These events are designed to bring our church leaders together to hear updates from the movement, strengthen our churches through fostering deeper relationships and provide a space for shared experience, learning, fellowship and spiritual growth. Many of our service managers also attend to foster increased connection between our churches and services.

Leaders from our 62 affiliated churches, as well as our Mission team received organisational updates from Bill Lyon (CEO), Nigel King (Board Chair), Tim Hanna (Council Chair) and Donna Savill (Executive General Manager Mission).

Our Regional Engagement Partners facilitated the sharing of stories from around our regions, showcasing the many ways our churches and services work together to serve their communities and help people meet Jesus.

Children, Youth and Families

KATHRYN RODDA, FOSTER CARER

"It is a tough gig; I'm not going to lie and say that it's easy. But seeing the kids develop and grow for whatever time you have them, is just so rewarding."

See full story page 23.

KEY STATISTICS

3,181	Children and young people in family-based care
217	Young people supported to transition to adulthood
1,199	Foster and kinship carers
221	Team members

Future focused leadership

Children, Youth and Families (CYF) experienced significant change in 2023–24, and after a period of reflection in the second half of 2024 we reviewed our priorities as the largest provider of foster and kinship care services in Queensland.

In discussions with staff, team leaders and service managers, we shared insights about our strengths and the challenges we face when working with foster and kinship carers and other stakeholders to support children and young people.

What emerged from those discussions were clear priorities, and they were to:

- Support and assess the safety of children and young people
- Support trusted carers to improve outcomes for children and young people
- Understand and manage the challenges and risks to clients, staff, and the organisation
- Provide consistent service delivery to meet legislative, licensing, and contractual requirements.

To deliver on these priorities we rebuilt CYF's leadership structure to best support our services and team members.

The Senior Leadership Team is designed to function as an integrated and collaborative group that guides operational service delivery, drives innovative practice approaches, identifies and implements contemporary resources, and ensures that we deliver world-class services. Together, they lead a structure intended to improve the coordination of operations and governance functions.

CYF Practice Team members L–R: Sophie Curson (Advisor), Arshee Qadir (Advisor), Adelisa Kospic (Manager) and Andreea Grigoruta (Advisor).

STRENGTHENING OUR PRACTICE

In October 2024, we launched our CYF Practice Team. Based at our Kenmore office, this dedicated team supports our service delivery across Queensland.

The Practice Team brings a wealth of knowledge and experience across various sectors and out-of-home care, including social work, family-based care, residential care and family support. They manage Queensland's only successful social benefit bond—Youth CONNECT.

Additionally, the team boasts certified trainers of Therapeutic Crisis Intervention for Families and the Safe and Together Institute.

Opposite L–R: Manager CYF Governance, Luke Tempany, General Manager CYF, Sally Edwards, Operations Manager, Kelly Selman and foster carers, Kathryn and Andrew Rodda. The Roddas have cared for around 50 children since 2017.

Mackay CYF staff presenting their work at the TCI-F training.

Individual skill-building

All members of our CYF Practice Team are trained as Therapeutic Crisis Intervention for Families (TCI-F) trainers, strengthening our commitment to trauma-informed care. It ensures that our practitioners across Queensland have access to training when and where needed, equipping them with the tools and confidence to support foster and kinship carers and children more effectively, and ensuring our practice firmly aligns with trauma informed principles of care and support.

Arshee, one of our Advisors, recently delivered Foster Care Assessment and TCI-F training to our dedicated Mackay team. In addition to the training, the CYF Practice Team have conducted multiple case reviews and case consults with a focus on improving the safety of children and young people.

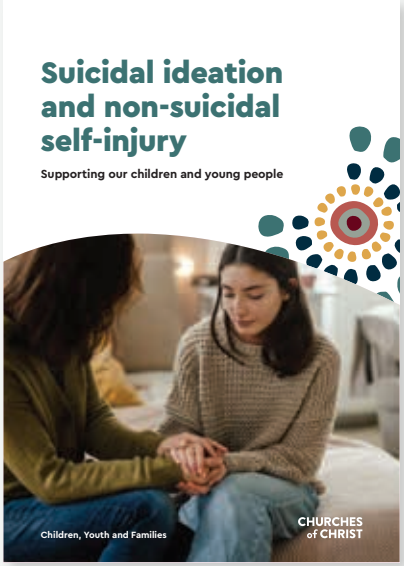
They have worked alongside Child Safety Service Centre staff and Churches of Christ teams to discuss complex cases involving children, young people, and foster and kinship carers, then collaboratively developed action plans to improve outcomes for children, young people, and their carers.

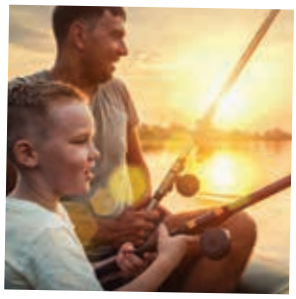
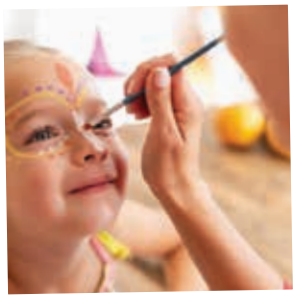
We look forward to strengthening our impact on communities across the state, ensuring children, youth and families receive the best support possible.

EQUIPPING CARERS WITH ESSENTIAL KNOWLEDGE

A key achievement in 2024 was the development of *Supporting Our Children and Young People: Suicidal Ideation and Non-Suicidal Self-Injury* —a dedicated resource for foster and kinship carers. The booklet is designed to equip carers with the knowledge, confidence and practical guidance on how to respond effectively and compassionately to children and young people in out-of-home care who are experiencing mental health challenges.

By equipping carers with this resource, we are strengthening their capacity to respond to some of the most complex and distressing issues they may face, while upholding our shared commitment to safe, supported, and hope-filled futures for children and young people who are in care.



Supporting and growing the number of foster and kinship carers

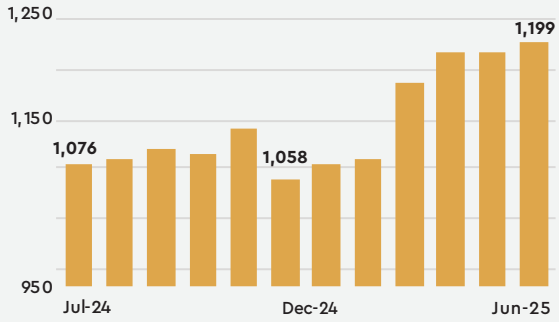
CYF has increased the number of foster and kinship carers we assess and support across Queensland. During the 2024–25 year, our services reported a total net gain of 123 carers across Queensland.

The rise in the number of foster and kinship carers is attributable to a range of factors including:

- **Implementation of tailored community marketing strategies across each region**, shaped by local demographics, preferences and community culture, which allows us to focus on activities that genuinely resonate with each area. This has helped strengthen engagement and improve the overall impact of the campaign.
- **Focusing on key retention strategies and activities** for our general foster carers and discussions with kinship carers regarding transitioning to be approved as general carers. One of the key retention strategies has been the introduction of the BRIDGêS program.
- **Continuing to accept and at times, assess**, provisionally approved general and kinship carers. During the period of provisional approval, we scale up support to the kinship carers household and continue to assess and monitor the safety and wellbeing of children and young people in the household.

During the second half of 2024, we accepted a number of general foster and kinship carers, and the children placed with them, from *Mercy Community Services*. We supported the transition with warm handovers and information sharing, scaling up assessments and supports to ensure stability and safety in each home. As we transition into the recently introduced Family Based Care Investment Specifications, we look forward to continuing to attract, assess, and support those community and family members who want to provide safety, love, and care to children and young people in out-of-home care.

NUMBERS OF CHURCHES OF CHRIST FOSTER & KINSHIP CARERS



GENERAL CARERS VS KINSHIP CARERS

42% are General Foster Carers

58% are approved or provisionally approved Kinship Carers

FOSTER AND KINSHIP CARE WEEK

To celebrate Foster and Kinship Care Week and Mother's Day, CYF Brisbane Kinship Care Service partnered with Churches of Christ Arana Hills to host a special morning tea event for our Brisbane carers. The event was a warm and welcoming opportunity to recognise and appreciate the incredible contributions of our foster and kinship carers.

Guests enjoyed a relaxing morning tea, followed by a creative painting session, providing a chance for connection, conversation, and self-care. Each carer also received a thoughtfully prepared gift bag as a small token of our gratitude for the essential role they play in the lives of children and young people. This event was a heartfelt gesture to honour their commitment, compassion, and ongoing support within our community.

BRIDGêS

CYF supports children and young people to thrive while living with foster and kinship carers, and our carers often tell us that there is great joy and reward in caring. However, we know that sometimes carers, children and young people need some extra support to meet everyday challenges.

That is why we created the BRIDGêS Program.

BRIDGêS provides children, young people, foster and kinship carers with practical, trauma-informed support built on personal connection.

BRIDGêS helps children move from challenging situations to safer, happier futures with activities that build wellbeing. The program helps carers provide the best possible care for children and young people.

Feedback on the BRIDGêS program from children and young people, department employees and our team of practitioners has been positive.

One 15-year-old female young person shared:

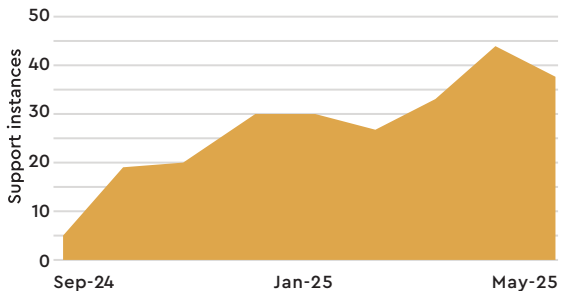
"It's nice being able to go to after school activities like drama class with youth workers. I love my carer, but she can't always take me, and **I feel like a normal kid doing normal kid things**."

Through relationship-based connections with children, young people and carers, we deliver:

- **Home support**: Practical, individualised support for children, young people, and carers
- **Education support**: Supervision and assistance to enable educational development during school hours, both in and outside the classroom
- **Social skills development**: Meaningful opportunities to develop social skills and connections through recreational and extracurricular activities; including team sports and other group activities/clubs
- **Transport assistance**: Facilitation and transportation to appointments and activities
- **Facilitation of family contact**: We support engagement in family contact activities.

We look forward to continuing to develop the BRIDGêS program and support children and young people, and their carers, through therapeutic and practical assistance.

SERVICE GROWTH



SINCE SEPTEMBER 2024

- **100 children, young people and their carers were supported.**
- **1,400+ distinct instances of assistance.**
- **Primarily, children supported are school aged and living in family-based placements with multiple children.**

Cultural training – South East CYF team.

CULTURAL CAPABILITY AND COMMUNITY CONNECTION

We are further developing our cultural understanding and capability through our partnership with the Centre for Indigenous Training. We understand that cultural awareness is not something achieved at a set point in time, but rather is an ongoing process requiring continual learning.

The Centre for Indigenous Training courses have provided all CYF staff with foundational knowledge for this ongoing learning pathway, enabling our teams to sensitively approach our work and partnerships with Aboriginal and Torres Strait Islander community-controlled organisations (ATSICCOs), and First Nations children, young people, family, and carers.

In October 2024, cultural training for our staff was conducted at the South East Foster and Kinship Care Service. The South East team was eager to connect and learn from the Director of the Centre for Indigenous Training, Wesley Aird.

Intensive Foster and Kinship Care Team Leader Huso Hazurovic said:

"... the training was incredibly insightful. The session further equipped us with the tools needed to strengthen our cultural awareness as a team and as individual practitioners."

In June 2025, the Transition to Adulthood (T2A) team embarked on a journey to Mount Isa and Doomadgee to deepen their connection with communities and strengthen their cultural understanding.

The team's highlight was Kelly Barclay's Cross Cultural Awareness and Community Protocols Training in Doomadgee. This was a powerful and insightful experience that offered essential guidance on local cultural knowledge, community values, and respectful engagement. The training equipped the team with valuable tools to work more effectively and respectfully in the beautiful Doomadgee community.

Story continued from page 18.

Foster carers' profound impact in Fraser Coast community

Churches of Christ foster carers Kathryn and Andrew Rodda have cared for around 50 children since 2017, with Kathryn admitting being a foster carer is not always easy, but that she and Andrew "have a love for kids and giving kids the best life that they can have".

Kathryn's commitment to helping children in need has also seen her establish 'Hope in a Suitcase' on the Fraser Coast. Introduced to the program by a foster carer on the Gold Coast, Kathryn established a branch of the program and has been involved ever since.

'Hope in a Suitcase' gives children entering foster or kinship care a suitcase including essentials like toiletries, underwear, pyjamas, a change of clothes, and comforting items such as a teddy, a toy, and a journal or colouring book.

Thanks to Kathryn's efforts, every young person that enters care in the Fraser Coast Region, does so with a suitcase of hope of their very own.

Ahead of the 2025 school year, Kathryn's crew also generously prepared and donated around 40 school bags filled with supplies and goodies for children and young people in our care.

Our Fraser Coast and Bundaberg Service Manager Jasmine Sims and Support Specialist Beth Jones had the joy of distributing these packs to our carers, setting many children up for success as they started the new school year.

The dedication and kindness of 'Hope in a Suitcase' has made a meaningful difference in so many lives.

This year, Kathryn was recognised with the *Child Protection Week 2025 Volunteer Award* for her work both as a foster carer, as well as with 'Hope in a Suitcase'.

Taking the recognition in her stride, Kathryn said she does it because she and Andrew "love these kids, and they need us to look after them for a while".

We are grateful for foster carers like Kathryn and Andrew, for their dedication to foster caring, and for the positive difference they are making to the lives of children and young people in their community.

Housing Services

Supporting people out of homelessness into secure housing

Factors like ill-health, discrimination, domestic and family violence, caring responsibilities, and fixed or low incomes can all have an impact on a person's housing security.

Each year, demand for our vital services increases. In 2024–25, we assisted 2,375 people across 1,523 households in south-east Queensland with a housing or homelessness service.

Through programs such as the Immediate Housing Response (IHR), we accommodated families that would otherwise be rough sleeping in tents, cars or unsafe housing situations. Through long-term social housing, we guaranteed people on low incomes who can't compete in the private rental market had a safe, secure and affordable home.

Our core housing and homelessness services are underpinned by complementary support, community development and pastoral care services. Our holistic approach is supported by our strong network of partner agencies—we acknowledge and appreciate the ongoing contributions of our partners during the past year in helping us live out our mission.

Above: Wiltshire Apartments resident Darryl and Minister for Housing and Minister for Youth, The Hon. Sam O'Connor MP.
Opposite: Wiltshire Apartments at Basin Pocket, Ipswich.

KEY STATISTICS

2,375	People assisted across 1,523 households
1,379	Properties owned and managed
41	New dwellings brought to market
123	Government properties newly under management
88	Households received specialist case management
30	Households supported with brokerage

BROAD CAPABILITY MEANS BROAD SUPPORT

The past year saw us launch or complete a diverse range of projects—increasing the size of our portfolio and the scope of services we can offer. Our commitment to exploring a wide range of housing solutions allows us to assist people across a wide range of individual circumstances.

- **Slacks Creek Community Housing Initiative, Logan**: The Queensland Government awarded us a 123-unit management contract for a former retirement village converted into supported social housing. The model sees us co-deliver services to a mix of households in partnership with community services organisation YFS.
- **Queensland Rail project, Brisbane**: In 2024, we announced our partnership with Queensland Rail to reinvigorate disused crew lodgings at Acacia Ridge. Pro bono corporate support facilitated by Housing All Australians will help create a shared living environment for older women by early 2026, which neighbours our established seniors' community Wattle Apartments.
- **Wiltshire Apartments, Ipswich:** Completed in February 2025, this redevelopment of a Churches of Christ Housing Services site has increased housing density and provided a modern living environment for residents. Wiltshire Apartments was our first underoccupancy project in Ipswich, contributing 41 new social housing units for seniors and bringing our Ipswich portfolio to over 400 homes.
- **Jinndii Waijung, Logan**: Delivered in partnership with The Lady Musgrave Trust—Queensland's oldest charity and one of our longest-term partners—and the Queensland Government, this project provides safe and secure accommodation for women and their children. This site began welcoming families home in March 2025.

NEST program in action at Whitehill Church of Christ.

A COMMITMENT TO COMMUNITY

We believe that a sense of belonging and place in community is essential for people to thrive.

Community development and chaplaincy teams facilitated a range of activities throughout the year, focusing on resident connection and skill-building.

Programs like NEST with OzHarvest, held at Whitehill Church of Christ, offered residents an opportunity to develop their nutrition and cooking skills in a fun and supportive environment, while the SPER hardship partner program helps residents overcome financial barriers and increase their engagement with community.

A significant number of resident-led activities were also run across various sites, with independent resident groups receiving support and guidance from staff.

EVOLVING INTERNAL SYSTEMS

At the start of the 2025–26 financial year, we will launch **Zavanti**, our new tenancy and property management software. The two-year transition leading to this point was not just technical in nature; it was also cultural, focusing on our organisational values of continual innovation and wise stewardship.

The move to Zavanti represents a significant investment in operational efficiency and future adaptability. The Dynamics 365-based system will minimise administrative tasks, permitting more time for delivering high-quality, person-centred services.

As an organisation in a highly-regulated sector, we are also looking forward to how this will improve our reporting processes. In addition to reducing reporting time, an improved dataset will allow us to better demonstrate to regulators, funding bodies, and other stakeholders the growing complexity of client needs and the social benefit of our work.

Yes In Faith's Backyard helps create much-needed social and affordable housing in partnership with religious institutions like churches.

YES IN FAITH'S BACKYARD

Religious institutions have been vocal about wanting to play a bigger role in ending homelessness. Anticipated amendments to Queensland's planning scheme by the State Government will allow churches, faith-based organisations and charities to use their land to create social and affordable housing by partnering with a Community Housing Provider like us.

The 'Yes In Faith's Backyard' movement—born out of the Yes In My Backyard (YIMBY) movement—aims to increase housing supply by reducing barriers like development costs for religious institutions. Mandating the involvement of the highly-regulated community housing sector guarantees the land is used to provide high-quality and well-managed housing for vulnerable members of our community.

This movement, along with continued prioritisation and funding for social and affordable housing by governments at all levels, presents an exciting opportunity for us to evolve our already strong and impactful partnership with our affiliated churches.

L–R: SCCHI resident Terri with Melissa McMahon MP, The Hon. Shannon Fentiman MP and Gus Taddeo General Manager Housing Services.

THE SLACKS CREEK COMMUNITY HOUSING INITIATIVE

The Slacks Creek Community Housing Initiative (SCCHI) is one of few supported housing models in Queensland and is co-delivered by Churches of Christ Housing Services and Logan-based community organisation YFS.

Originally a retirement village, the site was the largest facility of its kind in Queensland to be repurposed for social housing when it was acquired by the Queensland Government. In recognition of the increasingly complex barriers people seeking housing support are experiencing, the goal was to facilitate a provider-partnership model that offered residents access to both on-site tenancy management and complementary support services.

SCCHI is a diverse, all-ages community comprising 123 units. Regular engagement activities delivered by both providers focus on sustaining tenancies, improving wellbeing, and fostering community connection. The site features on-site offices, a community room, shared gardens and green areas, a commercial kitchen, and shared spaces for visiting services such as allied health providers.

The site is designed to accommodate people requiring housing assistance who would benefit most from the integrated support available on-site. Thanks to its accessible design from its origins as a retirement village, the site has proven to be a good fit for a number of Logan public housing residents looking to downsize but needing to remain in the local area.

L–R: Bill Lyon CEO, Gus Taddeo, The Hon. Meaghan Scanlon MP (then Minister for Housing, Local Government and Planning and Minister for Public Works) and Christopher John, CEO of YFS, touring the repurposed site in September 2024.

Several units at Slacks Creek Community Housing Initiative.

Hotel accommodation for families

Samantha* and her three children under 10, were victim-survivors of domestic and family violence and experienced bouts of homelessness, including periods spent living in a car.

Through brokerage and case management, offered as part of our Immediate Housing Response (IHR) program, we were able to accommodate Samantha and her family in a hotel while we worked with them to stabilise their circumstances and find a longer-term housing outcome.

Hotel accommodation ensured their immediate safety and comfort needs were met but posed challenges for one of Samantha's children who is on the autism spectrum. Without stable housing, they were unable to access essential therapeutic supports to ensure Samantha and her children could thrive.

In addition to case management services, we supplied the family with food donations collected during regular food drives run in our local communities. Nutritious, appliance-friendly meals were important, given most hotels don't provide stovetops or ovens.

Churches of Christ Housing Services were able to secure Samantha and her kids longer-term housing with another housing provider, and source practical support including furniture and appliances for their new home. Initial intensive case management support plus emergency hotel accommodation enabled the family to stabilise their circumstances—now a secure, affordable home is enabling them to begin rebuilding their lives allowing each of them to thrive.

*Name changed for privacy.

"A secure place to call home is the foundation on which people can start to rebuild their life and begin to thrive."

Above: Churches of Christ Housing Services was a stallholder at the 2024 NAIDOC Week event in Logan.

Reconciliation

Housing is a universal need, required by all people. Our clients reflect this diversity and come from every walk of life, each with their own incredible story.

We recognise that certain groups—like Aboriginal and Torres Strait Islander peoples—are overrepresented in social housing; they often experience unique systemic challenges that impact their ability to obtain and maintain affordable and secure housing.

As a housing and homelessness service provider, we believe that in order to find the best outcome for individuals, we must acknowledge these unique challenges.

In the spirit of reconciliation, Churches of Christ Housing Services acknowledges cultural movements like NAIDOC Week and Reconciliation Week every year. In 2024 and 2025, we attended NAIDOC Week events in Ipswich and Logan as stallholders and were proud to provide a guest speaker in June 2025 at an event by the Logan District Aboriginal and Torres Strait Islander Corporation for Elders.

In both Ipswich and Logan, our service is in high demand and proportionately so are the number of our clients who identify as Aboriginal, Torres Strait Islander or both. We have strong links to local services, as we actively seek out opportunities to link our clients with culturally-appropriate support agencies.

Alongside our Children, Youth and Families colleagues, participation in cultural events like these help us connect with our existing clients, be present in our broader communities, and foster meaningful relationships with other service providers.

We are proud to be actively participating in south-east Queensland's rich cultural landscape and making meaningful strides towards housing equality for all people.

Seniors Living

BARCOO LIVING
MULTI PURPOSE SERVICE
20th ANNIVERSARY

McLean Place, Blackall celebrates 20 years

In June, Barcoo Living Multi-Purpose Service—also known as McLean Place—celebrated its 20th anniversary.

McLean Place was the **first service in Australia** to operate under a tripartite agreement between the Commonwealth Department of Ageing, Queensland Health, and a non-government organisation—creating a flexible, person-centred model of care that was truly ahead of its time.

The milestone also marked **20 years of partnership between Churches of Christ and the Blackall community**—a relationship that continues to be very much treasured.

Thanks to the tireless advocacy of **Mr Owen Stockwell OAM**, the **Barcoo Retirement Village Committee** and the truly remarkable **community of Blackall and Tambo**, millions of dollars were raised to make this service happen.

This commitment reflects not only generosity, but a deep, shared belief in the importance of caring for our elders. Our CEO, Bill Lyon, and our Executive General Manager of Operations, Donna Hart, travelled to Blackall for the celebrations. Our thanks to **The Hon. David Littleproud MP**, as well as all the wonderful Blackall locals, who joined us to mark the occasion.

Home Care

The past year has seen a period of transformation and preparation as we ready ourselves for the introduction of the Support at Home program, scheduled to commence on 1 November 2025.

The program is designed to support older Australians to remain in their homes for longer by consolidating existing in-home aged care programs and introducing:

- Upfront supports such as assistive technology and home modifications
- New classification and budget levels tailored to individual care needs
- Participant contributions based on income and asset assessments.

DIGITAL TRANSFORMATION

To support this transition, we implemented a new Home Care platform—Sandwai—which enhances both client experience and service delivery through:

- A two-way communication portal for clients and families
- Advanced scheduling and billing capabilities
- Real-time updates for service changes.

Our finance, human resources, and governance systems have also been upgraded to align our operations with the requirements of the new program.

KEY STATISTICS

6,176	Home Care clients
409	Home Care workers
6	Home Care programs
1,140	Individual packages facilitated
286,262	Home Care visits

CLIENT-CENTRED INNOVATION

This year saw us undertake a comprehensive client journey mapping initiative to better understand how clients experience our services. Through this process, we identified key pain points and opportunities to streamline and improve service delivery—from first contact through to discharge. Client focus groups provided further valuable insights into the lived experience of our clients, reinforcing our commitment to person-centred care.

SERVICE DELIVERY AND IMPACT

Our dedicated Home Care team—comprising 409 staff—delivered 286,262 home visits during the year. These vital services support community members with personal care, social and health needs. Domestic support, like cleaning and lawn mowing, assist our clients to maintain their independence and continue living in their own homes.

QUALITY AND COMPLIANCE

In February 2025, our entire Home Care service portfolio underwent a comprehensive Quality Audit by the Aged Care Quality and Safety Commission, achieving full compliance across the board.

Our annual client feedback survey revealed a Net Promoter score of +64 and a customer satisfaction score of 4.55/5, demonstrating a high level of client satisfaction with our service, and clear evidence of the positive impact of our client centric approach.

COMMUNITY PARTNERSHIPS

We gratefully acknowledge the continued support of the Queensland Government's Department of Child Safety, Seniors and Disability Services, which funded the Blackall 60 and Better Program with $71,146 in 2024–25. This program plays a vital role in supporting older people at risk of social isolation through community-based initiatives.

Opposite Top L–R: Donna Hart, Bill Lyon, Mr Owen Stockwell OAM and The Hon. David Littleproud MP, celebrating a treasured partnership milestone.
Bottom: Residents, families, locals and staff enjoying the festivities at McLean Place.

An integrated community at its best

The Lady Small Haven community has had a significant impact on the lives of Liz and her husband Dave. The campus, featuring co-located retirement and aged care services, has been an ongoing source of support and inspiration for the couple.

Initially living in their home in the retirement village, when Dave first needed a little additional help, the Home Care team stepped in to provide in-home support. When Dave's care needs increased, he was able to relocate to the Residential Aged Care on campus, with Liz close by.

Liz has also found great support in the community at Lady Small Haven. After attending an Easter service, Liz started volunteering in the church's Op Shop and was invited to attend the Alpha Course. From there she embarked on the life changing journey of following Jesus.

At the same time, Dave and Liz started attending the Residential Aged Care chapel service together, while Liz also attends Southport Church of Christ Sunday services.

Later in the year, Liz joined a team from the church who drove more than 700km to Woorabinda Aboriginal Community, inland from Rockhampton, where Liz reconnected with her Indigenous heritage while serving the community alongside other faithful volunteers from Southport Church of Christ.

Now firmly a community fixture at Lady Small Haven and Southport Church of Christ, you will often find Liz serving in the Op Shop chatting to people who need a little hope in their lives.

Retirement Living

Our Retirement Living residents enjoy the peace-of-mind that comes from living independently in their own maintenance-free home, as part of a vibrant and supportive community.

Operating 22 Retirement Living villages across Queensland and Victoria, our Retirement Living services are home to 1,238 residents across 1,026 independent living units.

Lady Small Haven Retirement Village.

Opposite Top L–R: Donna Savill (Executive General Manager Mission) Liz, and Kerry Schulz (REP) at Liz's baptism on her 70th birthday at Southport Church of Christ.

Middle: Liz and Dave Goodfellow following the Easter service.

Bottom: Liz showing her delight at receiving a Bible as a gift from Southport Church of Christ.

KEY STATISTICS

1,238	Retirement Living residents
39	Retirement Living team members
22	Retirement Living villages
1,026	Independent living units

GROWTH AND DEMAND

During 2024–25, we sold 104 units, welcoming 108 new residents into our communities. Demand for our villages remains strong, with lengthy waiting lists in many locations. In response to housing market pressures, we have introduced rental options in select villages, providing more flexible and accessible accommodation for older Australians.

INTEGRATED COMMUNITIES

Retirement Living is a vital part of our Seniors Living continuum of care, with many of our villages co-located alongside Churches of Christ Residential Aged Care, Home Care, and Housing Services. This integrated model supports residents to age in place with dignity, independence, and with access to additional care as their needs evolve. Our villages are supported by onsite managers, as well as dedicated administration and maintenance teams, ensuring a high standard of service and upkeep. In the past year, 40% of our residents accessed Home Care services, further enhancing their ability to live independently.

QUALITY AND ACCREDITATION

We are proud to report that our villages at Crows Nest, Brig-O-Doon, Moonah Park, Toowoomba, Sanctuary Park, St James, and Lady Small Haven participated in the voluntary Australian Retirement Village Accreditation Scheme. Each village exceeded the required standards and received outstanding feedback from residents, reflecting our commitment to quality and resident satisfaction.

LEGISLATIVE READINESS

The *Retirement Villages Amendment Bill 2024 (Victoria)*, which comes into effect on or before 1 May 2026, represents the most significant legislative reform in the retirement sector in more than two decades. In response, we have undertaken extensive preparation to ensure our operations are ready for implementation. This includes updates to procedures and documentation, billing and budgeting processes, resident exit protocols and contractual frameworks.

This year, May—with the support of her loved ones—celebrated her 109th birthday at Golden Age RAC on the Gold Coast.

Blue skies and honest days: a life well lived

As May Baker celebrated her 109th birthday, her story reminds us that a life of resilience, love, and being honest, is a life well lived.

Born in Lismore and raised under the blue open skies of Chinchilla, May's early years were shaped by the land and the lessons of a working farm.

"Life was simple," she recalls, "and we made do with what we had".

May met her husband Ken before the world changed. Their honeymoon plans to visit Tasmania were put on hold as the war broke out. They married in Toowoomba before Ken was called to serve, and May moved to Gaythorne to live with her sister. There, amidst the challenges of wartime, they both welcomed their first sons and leaned on each other through the hard times.

Gaythorne became a place of comfort and community for May. "I remember the smell of the garden and the chatter of two young mothers doing their best with what they had."

After the war, the family moved to Silkwood in Far North Queensland, where Ken became a school principal and May returned to teaching Home Science. She found joy and purpose in helping young girls learn the skills of running a household—skills that built confidence and independence.

Years later, May and Ken finally made that long-awaited trip to Tasmania. "It was everything we had dreamed," she said. "The joy of something delayed but not forgotten." It's a beautiful reminder that some dreams are worth waiting for.

Through it all—wars, floods, raising three boys—May and Ken's partnership was their anchor. "We weren't perfect, but we were honest," she said.

It's honesty that May offers as her wisdom to the next generation.

"Be honest with yourself, with others, and with life. It will carry you farther than charm or cleverness ever could."

As we celebrate her remarkable life, we're reminded that the truest legacies are built not in grand gestures, but in honest days and blue skies.

KEY STATISTICS

814	New RAC residents admitted
3,030	RAC team members
24	RAC homes
1,893	Registered operational beds

Residential Aged Care

We proudly operate 24 Residential Aged Care (RAC) services across Queensland (22) and Victoria (2), offering a total of 1,893 registered operational beds. During the 2024–25 financial year, we welcomed 814 new residents into our care. With an occupancy rate of 94.2%, well above the industry average, demand for our RAC services remain strong.

NAVIGATING SECTOR REFORM

The aged care sector continues to evolve through significant reform, most notably the introduction of the *Aged Care Act 2024*, which comes into effect on 1 November 2025. This legislation replaces the previous *Act* and introduces a rights-based framework that prioritises the dignity, preferences, and needs of older Australians.

Key changes include:

- Direct allocation of care places to older Australians, enhancing choice and control
- A renewed focus on home-like environments in residential settings
- A mandated 215 minutes of care per resident per day, including 44 minutes of registered nurse time, effective from 1 October 2024.

Churches of Christ is committed to delivering high-quality, safe, and individualised care. We have proactively developed systems and care models to ensure we meet and exceed the expectations of the new legislative framework.

QUALITY, COMPLIANCE AND FUNDING

We continue to engage actively with the Australian National Aged Care Classification (AN-ACC) funding model to ensure accurate resident assessments and optimal funding to support their care needs.

All 24 of our RAC homes are fully compliant with the Aged Care Quality Standards, providing peace of mind for residents and for their families. We maintain a strong relationship with the Aged Care Quality and Safety Commission and are well-prepared for the introduction of the strengthened Aged Care Standards in November 2025. We have achieved an average of 4-star rating across our RAC portfolio. The rating measures our compliance to the mandated care minute requirements, resident satisfaction and compliance to accreditation standards.

CLINICAL GOVERNANCE AND CONTINUOUS IMPROVEMENT

Our Governance and Clinical teams work collaboratively to ensure the delivery of high-quality clinical care and resident outcomes. We actively participate in the National Quality Indicator Program, consistently performing at or above benchmark levels. Where improvements are identified, we implement and evaluate corrective actions as part of our commitment to continuous quality improvement.

ENRICHED LIVING

We have placed a strong emphasis on improving and enhancing our RAC services to better reflect a home-like atmosphere, particularly for our residents living with dementia.

During 2024–25, we completed significant upgrades at our Clive Burdeu, Bribie Island, Mortimer, Lady Small Haven, Arcadia, and Oak Towers homes to encourage residents to feel like they are at home. We have also commenced a comprehensive review of our food services, focusing on meal production, resident choice, and the overall dining experience. This initiative reflects our ongoing commitment to continuous improvement and resident satisfaction, but also another way to deepen the sense of home and community.

Our People

CHURCHES of CHRIST
Beryl Wiltshire Scholarship
Gemldine Kalabai
2024
Beryl Wiltshire Scholarship
Sarah Brooks
2024

Building the foundations for a stronger, more connected workforce

Between July 2024 and June 2025, Churches of Christ in Queensland took the first steps in a long-term journey to strengthen culture, improve systems, and build a sustainable workforce for the future.

Our 3,839 employees and 309 volunteers continue to live out our mission of care, hope and compassion every day across Queensland and Victoria. Their dedication remains at the heart of who we are —delivering quality care, connection and support to thousands of people and families who rely on our services.

The year marked the early implementation of our Workforce Plan FY25 (Nov 2024–Nov 2025), which set out to rebuild the foundations of our People and Culture ecosystem. This was the start of work focused on stabilising our workforce, creating safe and supportive environments, and laying the groundwork for stronger leadership and collaboration.

CELEBRATING OUR PEOPLE & CULTURE

Our people are the strength of our organisation. During the year, more than 1,450 employees and volunteers were recognised for service milestones, outstanding contributions, embodying our values and demonstrating exceptional commitment, care and service—reflecting the loyalty and compassion that define Churches of Christ.

KEY STATISTICS

3,839	Team members
309	Volunteers
4.1	Team members average tenure in years
1,766	Team members born overseas
580	Student placements, traineeships and internships with 85 students successfully hired after placement

DEVELOPING A SUSTAINABLE WORKFORCE

Workforce sustainability remained a key focus throughout 2024–25. Recruitment and onboarding processes were refined to improve efficiency, reduce time-to-hire, and strengthen service coverage across our regions.

Our Skilling Queenslanders for Work program provided 20 traineeships across Aged Care and Corporate with many of these having made the successful transition to full time employment.

SUPPORTING LEARNING, LEADERSHIP & GROWTH

In alignment with the Workforce Strategy's focus on strengthening leadership and capability, 2024–25 saw significant progress in expanding access to flexible learning and development opportunities. A key highlight was the launch of the Foundations of Caring Leadership (FOCL) program.

FOCL equips leaders with the skills and understanding for team building, leadership awareness and foundations, 360-degree feedback, project work, strategic thinking and change leadership.

Delivered to Residential Aged Care and Home Care service managers, the program has laid the foundation for future capability, succession, and leadership development pathways across Churches of Christ.

Opposite L–R: Churches of Christ Board Chair, Nigel King, 2024 Beryl Wiltshire Scholarship recipients, Geraldine Kalabai (Home Care) and Sarah Brooks (CYF), and Prof. Ken Wiltshire AO following the presentation event in 2024 at the Kenmore campus.

INVESTING IN EDUCATION AND OPPORTUNITY

We are deeply grateful for our partners who continue to invest in our people's education and career development.

- The **Stockwell Webber Foundation Scholarship** supported study for staff in rural and remote Queensland.
- The **Eziway Staff Study Assistance Scheme** funded certified learning and professional development.
- The **Beryl Wiltshire Scholarship** honoured Beryl's legacy of supporting those in caring professions, awarding staff pursuing studies in community services.

These opportunities empower our people to expand their skills, apply new knowledge, and contribute to a workforce ready to meet future sector challenges.

LOOKING AHEAD

This year has been one of alignment, bringing our people, systems, and priorities closer together as we begin identifying the foundations for the future.

In 2025–26, we'll continue this work, strengthening leadership capability, embracing smarter ways of working, and deepening the culture of care that defines Churches of Christ.

At the intersection of people and technology, we're shaping a workplace where everyone can thrive, systems enable success, and every team member is empowered to serve with compassion, lead with purpose, and make a lasting difference.

Seniors Living staff participating in a team activity as part of the Foundations of Caring Leadership program.

CYF Transition to Adulthood Cross Cultural Awareness and Community Protocols Training in Doomadgee.

Cultural and community connection

STRENGTH AND CAPACITY BUILDING IN CHILD SAFETY AND CARE

Since 2022, Churches of Christ, through its Children, Youth and Families (CYF) service has been a leading voice in supporting the Queensland Government's placement reform agenda to transition care and funding to Aboriginal and Torres Strait Islander Community Controlled Organisations (ATSICCOs).

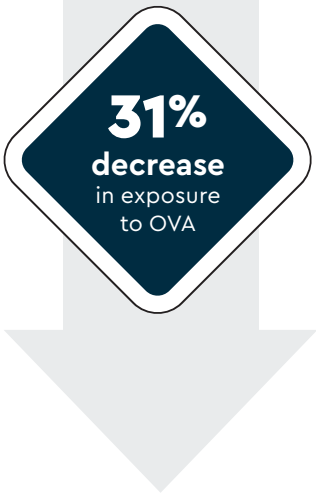
This is an important part of ensuring Aboriginal and Torres Strait Islander children and young people grow up safe and cared for both in family and community and connected to culture, with access to culturally safe and responsive support and care services.

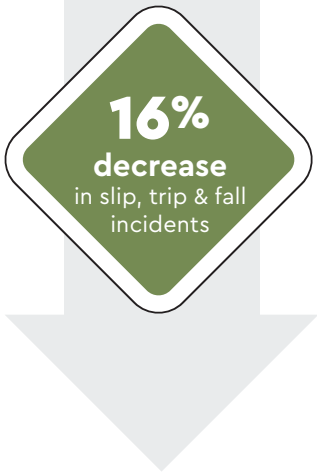
The Queensland Government has committed to an ambitious goal of all Aboriginal and Torres Strait Islander children being cared for by ATSICCOs by 2032.

Since 2022, Churches of Christ has returned significant funding, that directly supported Aboriginal and Torres Strait Islander children, to the Department of Child Safety.

In our third year of supporting this reform agenda, actions have included:

- **Identifying the funding allocation** to each Aboriginal and Torres Strait Islander child in each region across the state
- The **Executive General Manager CYF meeting** with the **CEO** of the **Queensland Aboriginal and Torres Strait Islander Child Protection Peak** (QATSICPP) and with the full QATSICPP Board of Directors
- **Employing a senior Aboriginal and Torres Strait Islander partnership lead** to identify and build relationships with local ATSICCOs
- Enhancing the capacity of our managers to **build relationships locally**, guided by the SNAICC resource *Creating change through partnerships: An introductory guide to partnerships between Aboriginal and Torres Strait Islander and non-Indigenous organisations in child and family service*
- **Partnering with the Centre for Indigenous Training** to provide our staff with foundational knowledge, enabling our teams to sensitively approach our work and partnerships with ATSICCOs, and First Nations children, young people, family, and carers
- **Establishing identified Aboriginal and Torres Strait Islander positions in each of our services** to meet the needs of Aboriginal and Torres Strait Islander children across the state
- Proactively leading work **with ATSICCOs** including Central Queensland Indigenous Development (CQID) to **actively support work in the Sunshine Coast and Central Queensland Region**
- **Supporting carers from across Queensland to transition to ATSICCOs**, including those from Townsville, Mackay, Bundaberg and Fraser Coast, Brisbane, Moreton Bay, South West and South East regions.





OCCUPATIONAL VIOLENCE

This year, we achieved a 31% decrease in exposure to occupational violence and aggression (OVA)—a significant improvement driven by multiple factors. Our transition out of residential and supported independent living programs for children and young people contributed to a reduction in high-risk environments, while increased staff awareness, improved reporting practices, and targeted prevention initiatives like enhanced incident tracking and tailored staff support pathways all played a critical role.

Augmenting our Health and Safety Committee's work, a monthly HSW and Seniors Living Clinical Governance OVA targeted working group helps ensure immediate response and long-term prevention strategies across the organisation.

SPRAINS AND STRAINS

This year, we achieved a 20% reduction in incidents resulting in sprains and strains, marking a significant improvement in one of our most common injury categories. This reflects the success of targeted prevention strategies, including enhanced manual handling training, improved ergonomic practices, and proactive hazard identification during annual health and safety audits. These efforts have not only reduced injury rates but also contributed to a safer, more supportive environment for our frontline teams.

SLIPS, TRIPS AND FALLS

We recorded a 16% decrease in slip, trip, and fall incidents across the organisation this year, reflecting the effectiveness of our targeted risk mitigation strategies. Improvements in annual environmental health and safety audits, clearer hazard reporting pathways, and increased staff awareness have contributed to this positive trend. These results demonstrate our ongoing commitment to creating safer physical environments and reducing preventable injuries, particularly in high-traffic and care delivery areas.

Health, Safety & Wellbeing

At Churches of Christ, safety is more than a priority—it underpins everything we do. We are committed to creating *safe cultures*, *safe places*, *safe relationships*, and *safe care* across all areas of our organisation.

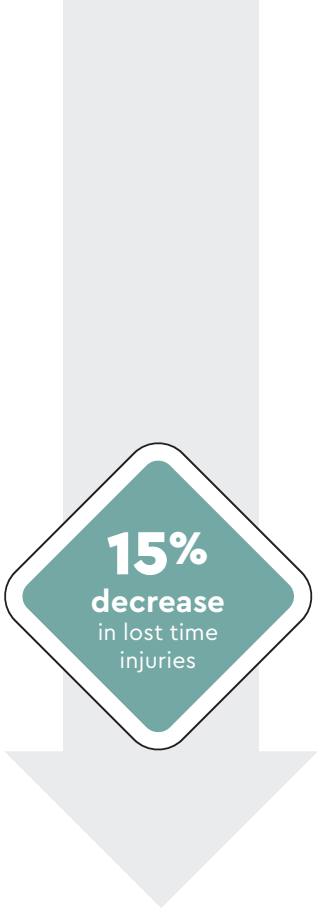
Throughout 2024–25, we continued to build on previous progress, advancing our safety agenda through strategic initiatives, system enhancements, and a renewed focus on employee experience. These efforts have led to increased reporting with a slight increase in lost time injuries (LTIs), particularly in manual handling and slips, trips, and falls, but for shorter periods.

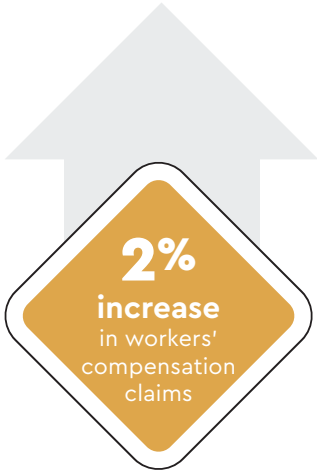
A key achievement this year was undergoing an external Health and Safety audit and implementing the recommended improvements, including the development of our **Psychosocial Safety Framework**, which complements the existing Churches of Christ Wellbeing Framework. Together, these frameworks provide practical tools and guidance to support mental health, prevent harm, and promote wellbeing across all services. This reflects our commitment to fostering psychologically safe environments where staff feel supported and valued.

We also strengthened our response to **occupational violence and aggression** (OVA), which remains a growing challenge. Exposure decreased by 31% this year, prompted by a multi-layered response that includes:

- Real-time incident tracking and analytics
- Specialist-led training in trauma-informed care, de-escalation, and personal safety
- Cross-sector collaboration to develop tailored interventions
- Enhanced support pathways for affected staff.

In addition, we launched a comprehensive **Sexual Harassment and Age/Gender Harassment Response Plan**, reinforcing our positive duty and zero-tolerance stance and ensuring clear, confidential, and trauma-





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.

LTIFR BENCHMARK

Our Lost Time Injury Frequency Rate (LTIFR) stands at 19.13, below the combined industry benchmark of 21.33. This positive result reflects a continued improvement in our safety performance and highlights the effectiveness of our injury prevention and management strategies.

A key contributor to this outcome has been our focus on early intervention and stay-at-work practices. By supporting injured workers to remain at work on suitable duties where appropriate, we have reduced the incidence of lost time and promoted faster recovery outcomes. This approach not only benefits the individual but also contributes to a safer, more resilient workplace culture.

WORKERS' COMPENSATION

A 2% increase in submitted workers' compensation claims, however the duration and acceptance of claims decreased.

This may be attributed to improved reporting culture, increased awareness of injury management processes, and more robust defence and preventive measures (YES program) rather than a deterioration in workplace safety.

Our continued focus on early intervention and proactive injury prevention remains a priority. By addressing incidents promptly and supporting employees through recovery, we aim to prevent minor injuries from escalating and to maintain a safe and supportive work environment.

informed processes for reporting and resolution. This initiative aligns with national safety standards and supports our commitment to respectful, inclusive workplaces.

To support these efforts, our **Safety Management System** has been further developed to reflect robust, integrated safety processes, providing greater visibility of risk, improved reporting capability, and stronger governance across all levels of the organisation.

The re-establishment of the Employee Experience role has been pivotal in redefining how we engage with staff across the spectrum of safety, wellbeing, and organisational culture. This role now encompasses the entire employee experience—from onboarding and daily work environments to psychological safety and career development—ensuring that staff voices are central to shaping our safety and wellbeing strategies.

A key initiative led by this role was the launch of our **Annual Employee Engagement Survey**—seeking feedback and input into what matters most to our people and where we can enhance safety, support, and connection.

To further strengthen governance and collaboration, we refreshed our Tier 1 Health and Safety Committee, bringing together representatives from all business levels and service streams. This committee integrates the Business Resilience and Emergency Response Committee, creating a unified structure that enhances our ability to respond to risks, build resilience, and maintain safe, prepared workplaces.

As we look ahead, our focus remains on **embedding a safety-first mindset**, responding to emerging risks, and continuously improving the systems and supports that keep our people safe. Through innovation, collaboration, and a deep commitment to care, we are building a safer, stronger Churches of Christ.

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

PLEASE NOTE this article discusses harm to children. Scan the QR code below to access support services.

Child Safe

In 2019 we made a commitment to prioritising the safety of all children and young people we interact with and support across all of our services and communities. Every year since, we have continued that commitment, building momentum, and strengthening our approach to children's safety.

Over the past 12 months we have proceeded with purpose to ensure we meet the expectations of legislative change. This has included establishing clear reporting and response procedures for child safety concerns, and continuing to support and educate our workforce, church leaders and the children we support in Family Based Care.

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

NEW LAWS TO PROTECT CHILDREN

Queensland has introduced a new child safeguarding law—the *Child Safe Organisations Act 2024*—aimed at protecting children from harm when they engage with organisations. This new legislation affects over 40,000 organisations statewide, including ours. It introduces:

- **10 Child Safe Standards and the Universal Principle.** The Standards are designed to create environments where children's safety and wellbeing are front and centre. Central to them is the Universal Principle, which creates culturally safe environments for Aboriginal and Torres Strait Islander children—where they feel welcome, valued, included and respected.
- **Reportable Conduct Scheme.** which requires organisations to report and investigate any allegations of child abuse or misconduct involving staff or volunteers.

Together, these initiatives help prevent harm and ensure a strong response if misconduct occurs.

At Churches of Christ, we've been proactively preparing for these changes. With Executive support, we've formed a dedicated working group to guide implementation across all areas of our organisation, refining our processes and reinforcing our approach of continuous improvement to ensure the safety of children and young people.

CHILD SAFE eLEARN

To support the successful release of the Churches of Christ Child Safe Tool Kit © in 2024, this year we released the Churches of Christ Child Safe eLearn ©. This interactive training is available to all staff and volunteers and is mandatory for those working with children. Our team members have welcomed this learning and 92% of our staff completed it before the required timeframe. Our church leaders and communities also continue their commitment to the Safe Ministry Check training which aligns with the Child Safe eLearn.

To celebrate its release, we produced a video highlighting our commitment to child safety and reinforcing the importance of tools like the eLearn and Safe Ministry Check in equipping our workforce and church leaders to build safer communities for children. This video is now available on our website.

L–R: CYF Practice Advisor, Andreea Grigoruta, and Child Safe Practice Lead, Sam Patterson, launching the SAFE Series at our South West CYF office.

THE SAFE SERIES

Churches of Christ in Queensland has launched the SAFE Series across our Children, Youth and Families services in Queensland. The SAFE Series contains four books designed for young children produced by the New South Wales Children's Commission. Our staff read the books with children we support in Family Based Care during visits to their home. The stories help children understand their feelings and to recognise unsafe situations that can help keep them safe from harm or abuse. The colourful and engaging characters emphasise that as children they have the right to be safe, heard and taken seriously.

Almost 500 children have been supported through this innovative child-centred strategy, reflecting our deep commitment to safeguarding children in Family Based Care. The initiative was a collaboration between practitioners in our Children, Youth and Families team and our Child Safe Lead. Their leadership ensures our practice is not only trauma-informed and evidence-based, it also demonstrates our commitment to strengthening the skills of our staff.

We're grateful to **Life Without Barriers** for their generous support in providing the SAFE Series books to us. This collaboration is a testament to what's possible when organisations come together with a shared purpose.

At Churches of Christ, trust is built through action. This initiative is one of many ways we're working to create safer more responsive environments for children in Family Based Care.

In the coming year we will focus on embedding strong practice and governance to ensure alignment with the new legislation and continue to build on the strong foundation we have created with our Child Safe activities. We remain committed to continuous improvement in child safety and continue to prioritise child safety in all that we do.

Modern Slavery Statement

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

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

In November 2024, we released our FY24 Modern Slavery Statement, demonstrating our ongoing commitment under the *Modern Slavery Act 2018* and covering the 2023–24 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.

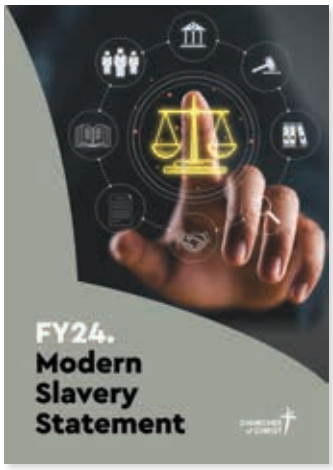
We announced our vision to enhance our anti-modern slavery initiatives through three key measures:

- 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.

During 2024–25, we progressed the implementation of VendorPanel, further enhancing our ability to assess suppliers' ESG credentials and ensuring compliance with modern slavery policies.

Upholding our dedication to education as a key strategic element, we require all personnel involved in sourcing and procurement to undergo comprehensive Modern Slavery training.



Scan the QR code to access FY24 Modern Slavery Statement

We embrace a cross-functional approach and plan to further enhance the monitoring and measurement of our initiatives through a procurement community of practice.

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. An organisation-wide incident reporting system has been implemented, through which staff can 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.

The Foundation

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

For over 40 years, it has managed safe and secure investments, while helping communities grow.

Investing with the Foundation directly supports the charitable initiatives of Churches of Christ in Queensland, including contributing to the growth of our church and care services enabling us to extend our support to more individuals in need.

The Foundation accepts funds from individual clients and churches, with seven investment products currently offered. It considers loans for Churches of Christ in Queensland churches upon application and provides grants to our churches through the Mission Team.

In 2024–25, the Foundation's average returns decreased slightly due to several interest rate reductions over the period, while the Long Service Provision Savings investment continues to support our churches and pastors in the provision of long service leave.

The Christmas Club investment is a perennial favourite, particularly with staff who use the fund to save early for the Christmas season. This financial year saw an additional 14 new staff members open Christmas Club investments.

KEY STATISTICS

7	Investment products
455	Clients/churches assisted
79	Staff investments

L–R: Foundation Manager, Mike Armstrong, Foundation Service Support Officer, Kay Rademacher, and Foundation Administration Officer, Arlene Moore, during the 2025 Christmas Club membership drive at Kenmore campus.

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

L–R: Laura Snook, Paul Hicks, Sharon Edwards, Tim Hanna (Council Chair), Sharman Irvine, Nigel King (Board Chair) and Patrick Hegarty.

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

Tim Hanna (Chair)
Kenmore Church of Christ Ltd

Paul Hicks (Deputy Chair)
Church of Christ Mackay

Sharon Edwards
Brisbane North Oasis Church of Christ

Patrick Hegarty
Kenmore Church of Christ Ltd

Sharman Irvine
Westside Church of Christ

Laura Snook
The Lakes Church

Kevan Denny *(resigned 28 August 2024)*
Church of Christ Sunnybank

Steve Gray *(resigned 8 August 2025)*
Burleigh Church of Christ

Steve Peach *(term concluded at 2024 AGM)*
Southport Church of Christ

Ex-Officio

Nigel King (Board Chair)
Southport Church of Christ

Board of Directors

L–R: Steven Muller, Brendina Saul, Bill Lyon (CEO), Nigel King (Board Chair), Tim Hanna (Council Chair), Paul Mergard, Dr. Paran Rayan-Samuel, Dale White and Colin Jensen.

The Board of Directors for Churches of Christ in Queensland 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 (FY2024–25)

Jillian Carson* *(retired December 2024)*	9/9
Kevan Denny* *(retired August 2024)*	0/3
Jill Gray* *(retired December 2024)*	7/9
Tim Hanna* *(joined November 2024)*	9/9
Colin Jensen* *(joined February 2025)*	6/6
Nigel King	15/15
Bill Lyon	15/15
Paul Mergard	15/15
Steven Muller	15/15
Dr Paran Rayan-Samuel* *(joined July 2024)*	15/15
Brendina Saul	13/15
Dale White	14/15

Board of Directors members

Nigel King (Chair)
Southport Church of Christ

Steven Muller (Deputy Chair)
Springwood Church of Christ

Colin Jensen
Nexus Church

Bill Lyon (CEO)
Church of Christ Arana Hills

Paul Mergard
Hillsong Church

Brendina Saul
Wonga Park Christian Reformed Church

Dr Paran Rayan-Samuel
Sunnybank Church of Christ Inc

Dale White
Springwood Church of Christ

Ex-Officio

Tim Hanna (Council Chair)
Kenmore Church of Christ Ltd

* Fewer total number of meetings attended in FY24–25 is due to the date of appointment/retirement/resignation up to 30 June 2025.

Board Members

Nigel King

Board Chair

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

Nigel re-joined the Board in July 2018, after previously serving as a Board member from February 2013 to February 2016. Nigel is a business and corporate affairs consultant, as well as a professional company director, and is the current Churches of Christ in Queensland Board Chair. Previously, he was the CEO of a multi-national company.

Nigel is continually inspired by the hardworking, compassionate teams across our organisation and by those who minister daily to people in need. Each time he visits a Churches of Christ site, Nigel is encouraged by the unwavering dedication of our people and their commitment to our mission. Nigel is a member of Southport Church of Christ.

Paul Mergard

Non-Executive Director

GAICD, GradDip International Development, BBus (Accy)

Paul joined the Board on 1 April 2024 and is the CEO of Destiny Rescue Australia, based on the Sunshine Coast. With experience across a range of not-for-profits, including The Salvation Army, Compassion, KPMG and other professional services firms and real estate, 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 being a Graduate of the Institute of Company Directors, Paul brings a diverse level of experience to our skilled Board. Paul is a member of Hillsong Church.

Steven Muller

Non-Executive Director

LLM (Commercial), LLB, GradDipLP

Steven was a previous member of the Churches of Christ in Queensland Board, between 2012 and 2018, and was Chair of the Governance and Risk Committee for five years. He re-joined the Board in November 2022 and has served as Deputy Chair of the Board since August 2023. He also serves as the Chair of the Governance and Risk Committee and is a member of the Remuneration Committee.

In 2020, Steven founded Muller Property Group, acquiring and managing a boutique portfolio of commercial properties. Prior to this, Steven was a partner at a law firm where he practiced for almost 16 years. He brings a wealth of professional and legal expertise to his position on the Board. Steven is a member of Springwood Church of Christ where he worships with his wife and children.

Dale White

Non-Executive Director

Bachelor of Theology (Churches of Christ NSW), Master of Arts (ACOM), Graduate of 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 Director of Christian Projects, which provides practical training opportunities for Ministers. Dale is Senior Pastor at Springwood Church of Christ and previously held senior ministry roles at churches in Ballarat and Toowoomba.

Dale draws inspiration from our mission to bring the light of Christ into communities and says, "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.

Brendina Saul

Non-Executive Director

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 36 years' experience in transformation programs and information management, as well as more than 20 years of experience in management and senior leadership roles.

Over the last 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.

Brendina has a wide range of experience across all core business functions, namely in finance, HR and technology, and has recently retired as partner at a global professional services firm. Since 2006, she has been an active member of Wonga Park Christian Reformed Church.

Colin Jensen

Non-Executive Director

GAICD, FATSE, HonFIEAust, BE(Hons)

Colin joined the Board in February 2025 and is the current Chair of the Finance and Infrastructure Committee. He has over 35 years' executive experience in government operations, regulatory environments and board directorships. Colin spent nearly 14 years as CEO of Brisbane City Council (BCC) and has served on a number of boards, including the City of Brisbane Investment Corporation.

Prior to his time at BCC, Colin was a Director-General in the Queensland Government with responsibility for the state's planning, local governments and annual infrastructure programs. Colin also had the role of the state's Coordinator-General and facilitated the state's major public and private investments across most sectors.

Currently serving on the Development & Design Integrity Panel of the Brisbane Airport Corporation, Colin brings a comprehensive and strategic skillset that drives successful outcomes. Colin is a member of Nexus Church.

Dr. Paran Rayan-Samuel

Non-Executive Director

PhD Tropical Medicine & Infectious Diseases, MSc [HONS] Clinical Sciences – Microbiology, BSc Science

Paran joined the Board on 1 July 2024 and is a Medical Scientist currently working with Queensland Health where she advised the Health Ministry on COVID-19 outbreak management during the pandemic. Her experience includes scientific research and analysis, project management for collaborated ventures between Australia and India, and 15 years teaching at Griffith University.

Paran brings to the Board significant experience in clinical governance and also serves on the boards of not-for-profit charities. Paran is an active member of Sunnybank Church of Christ Inc and is aware of the constant contention between legislation, safety, quality and mission-oriented service, and seeks alternate avenues to reach out with the message of Hope in Christ.

Bill Lyon

CEO

BBus, AssocDipElecEng

Bill joined Churches of Christ as CEO in April 2024 and was appointed to the Board in May 2024. He has 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 the ability to engage teams and build customer centric cultures that have delivered operational efficiencies, and has improved organisational performance and culture.

In addition to a Bachelor of Business Degree and Associate Diploma in Electrical Engineering, Bill is an experienced company director.

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. Bill is a member of Church of Christ Arana Hills.

Dr. Tim Hanna

Ex-Officio to the Board
Council Chair

Dip Min (Hons), B Theol (Melb College of Divinity), D. Min Fuller Theol Seminary), GAICD

Tim joined the Board in November 2024, when he was appointed Chair of the Council. He has had church ministries in Western Australia, Victoria and Queensland and taught at the Australian College of Ministries (ACOM) for four years. Tim also served as CEO of Compassion Australia for ten years and more recently has been involved in coaching and consulting primarily in the church and not-for-profit sector. Tim brings a wealth of experience in the church landscape and is a member of Kenmore Church of Christ Ltd.

JUDE 1:20–21 CEV

"Dear friends, keep building on the foundation of your most holy faith, as the Holy Spirit helps you to pray. And keep in step with God's love, as you wait for our Lord Jesus Christ to show how kind he is by giving you eternal life."

Executive Group

L–R: Rue Masunungure, Shilpa Jose, Bill Lyon (CEO), Donna Savill, Grant Hawgood and Donna Hart.

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

Shilpa Jose – Chief Commercial Officer

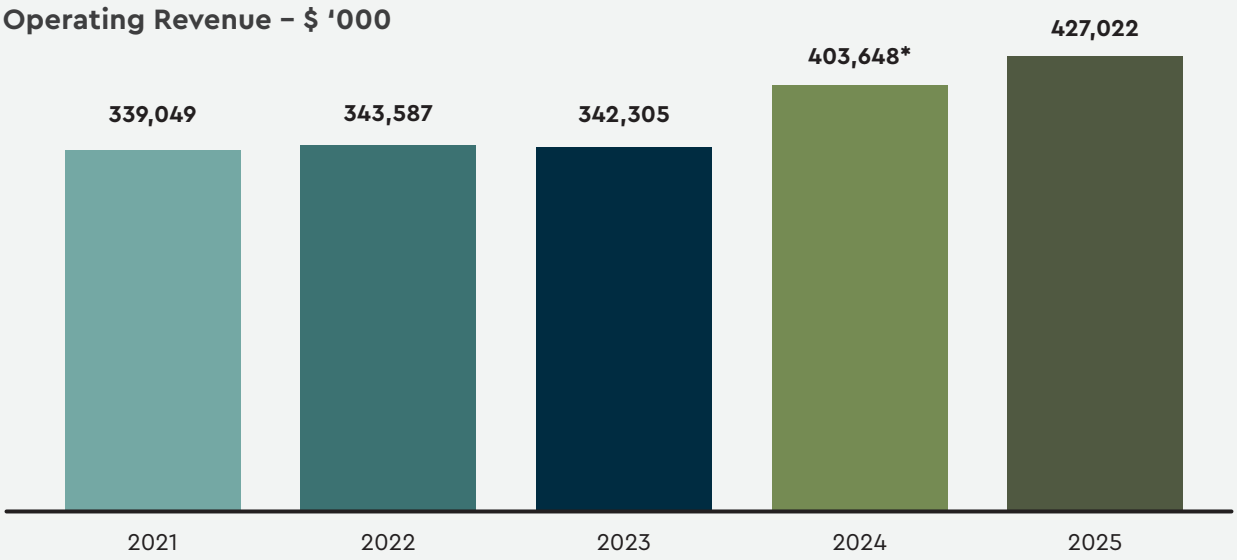
Donna Hart – Executive General Manager Operations

Grant Hawgood – Executive General Manager Children, Youth and Families

Rue Masunungure – Executive General Manager Legal and Governance

Donna Savill – Executive General Manager Mission

Financial highlights



* Operating income in 2024 has been restated to include Victorian assets that had been previously held for sale.

$427m

Total operating revenue from **continuing** operations for the year ended 30 June 2025

$65m

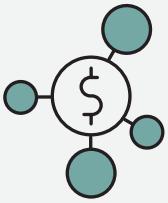
Earnings from **continuing** operations before interest, taxes, depreciation and amortisation for the year ended 30 June 2025

$77m

Total cash and cash equivalents and other investments at 30 June 2025

$28m

Total cash spent acquiring property, plant and equipment, investment property, and intangible assets for the year ended 30 June 2025



$932m

Total assets as at 30 June 2025

1 COR 3:9–10

"We are co-workers in God's service; you are God's field, God's building. By the grace God has given me, I laid a foundation as a wise builder, and someone else is building on it. But each one should build with care."

L–R: Church members attending our 2024 Annual General Meeting – Tim Vincent, Hayden Spurling, Matthew Ashworth and Andy Munro.

Matthew
Ashworth
Andy
Morna

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CHURCHES of CHRIST