

Our Strategy

26-28

Churches of Christ in Queensland
Strategic Plan (FY 2026 – FY 2028)





"This isn't just a strategy, it's our shared mission.
Let's build it together."



The call to purpose

For over 140 years, Churches of Christ has responded to the needs of our communities with compassion, faith, and action. Today, the needs are greater, the environment more complex, and the opportunity to bring the light of Christ into communities more urgent than ever.

The context: why change is needed

We face a rapidly evolving environment: regulatory reforms, market share pressures, increasing complexity of client needs, workforce shortages, digital lag, and complex funding models. We are not just responding to change, we are being called to lead through it.

The vision: what we're becoming

We envision a future where every person we serve experiences welcome, wellbeing, home, community, and hope. Where our services are not only excellent but deeply missional. Where our churches and care services are united in purpose, and our people are empowered to serve with compassion and courage.

The journey: how we'll get there

This Strategic Plan outlines our priorities for the next three years, from 2026 to 2028.

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Missional alignment: Embedding faith in action across all services.
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Operational excellence: Lifting quality, compliance, and customer experience.
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Sustainable impact: Strengthening financial resilience and asset stewardship.
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Growth and renewal: Expanding services to meet emerging needs.
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Legacy work: Resolving historical obligations and structures to strengthen organisational integrity and enable future growth.
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The foundations: what enables us

We will strengthen our enabling capabilities through governance and leadership uplift, workforce strategy, brand awareness, financial sustainability, digital transformation, asset strategy and capital planning.

The risks and resolve

We acknowledge the risks, financial, operational, reputational, but we are not deterred. With faith, clarity, and unity, we will navigate them together.



Our mission & vision

Mission: we must 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

Our values

INTEGRITY **COMPASSION**

EXCELLENCE **COURAGE**

Our churches

Our 64 churches are the spiritual foundation of our organisation. Our churches established our care services, embody our mission, and anchor our identity in faith. Through worship, discipleship, community engagement, and pastoral care, our churches offer hope and healing to over 14,000 people each week.

Enabling functions & key initiatives

People

Systems & process

Governance

Assets

Finance

Our strategic priorities

Mission alignment: Embed the organisation's faith-based mission across all services and deepen engagement with churches, communities, and stakeholders.

Operational excellence: Drive service quality and readiness through regulatory compliance, customer insight, and integrated care.

Sustainable impact: Ensure long-term financial sustainability and resilience to maximise community impact.

Growth & renewal: Expand and enhance services to meet evolving community needs and drive strategic growth.

Legacy stewardship: Resolving historical obligations and structures to strengthen organisational integrity and enable future growth.

Our services



Mission



Residential
Aged Care



Retirement
Living



Home Care



Housing



Children, Youth
& Families

Values

As Churches of Christ enters a new season of transformation, growth, and deeper community impact, it is essential that our values evolve to reflect who we are becoming. The world around us has changed. Our communities face new challenges, our services are expanding, and our mission is being expressed in more diverse and dynamic ways. Our values must now speak to this future: guiding our culture, shaping our decisions, and inspiring our people. These new values are not just words, they are commitments to how we lead, serve, and grow together.

Integrity
in heart.

INTEGRITY

Speak truthfully,
act consistently,
take responsibility,
offer respect,
communicate openly



Leading with
Compassion.



COMPASSION

Listen with empathy,
respond with kindness,
create spaces of
safety, provide
meaningful help

Grounded
in Excellence.

EXCELLENCE

Set high standards,
action feedback,
foster learning and
innovation, focus on
outcomes



Empowered
by Courage.

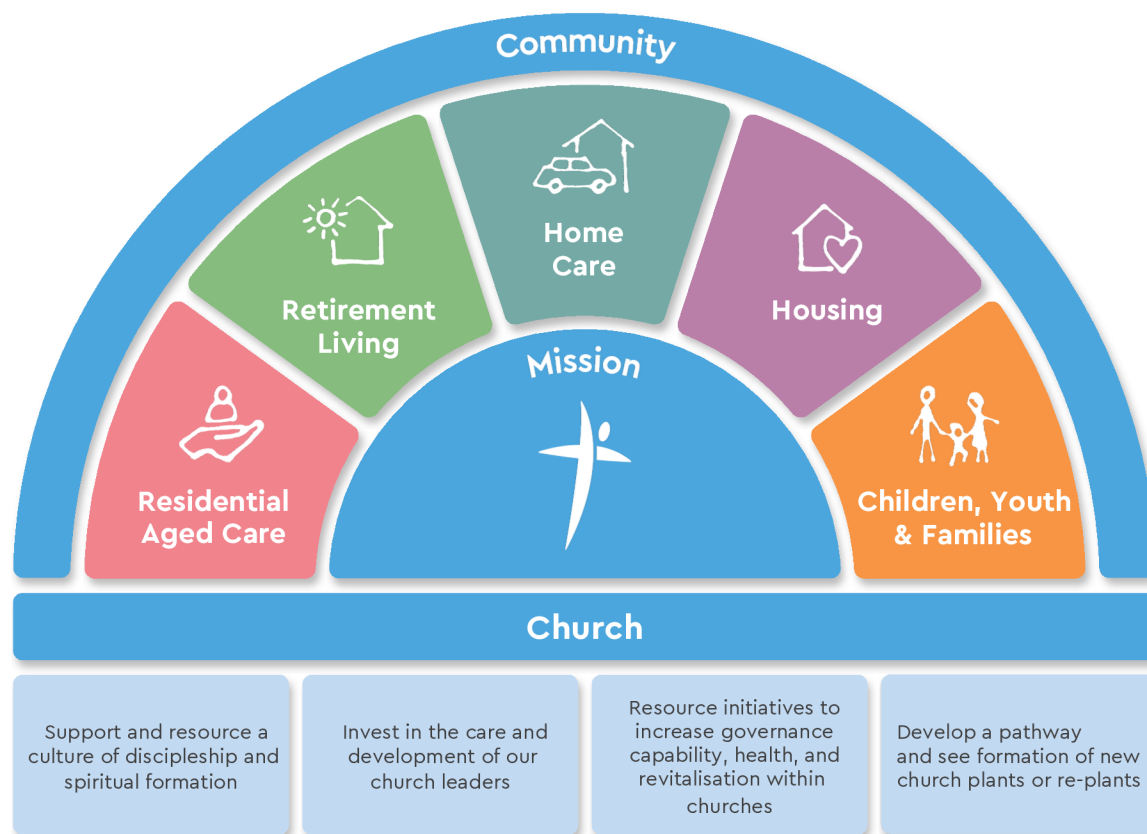


COURAGE

Share truth with
grace, embrace
change, balance risk,
see commitments
through

Connected communities

Our vision for connected communities is to see meaningful integration across our services, churches and community. By aligning faith and action, we aim to create vibrant communities that are responsive to evolving needs and united in purpose.



Mission

- Empower Churches to be healthy, vibrant, and engaging with their communities.
- Embed Chaplaincy across the organisation and expand pastoral care offerings
- Establish Fundraising and share stories of impact
- Facilitate face to face induction for all staff



Residential Aged Care

- Expand services through capital development & refurbishments
- Improve food and dining experience
- Structure resident engagement to be involved in care planning, service operations, independence.
- Encourage resident feedback
- Reimagine activity and lifestyle programs
- Optimise funding models



Retirement Living

- Expand services through capital development & refurbishments
- Review resident contracts, DMF models and 28 day buy back options
- Review feasibility of smaller villages



Home Care

- Determine pricing, delivery focus, market positioning
- Set team structures
- Focus on Servicing our connected communities, including Retirement Living, Churches and Housing
- Set our point of difference
- Expand into new markets



Housing

- Prepare Housing Australia futures fund (HAFF) applications
- Review and rejuvenate select properties
- Focus on Mission alignment and integration



Children, Youth & Families

- Continue all current services.
- Grow fee-for-service program.
- Connect and engage with CofC Churches.
- Prioritise wise stewardship over growth.
- Remain open to new growth opportunities.

Our values



INTEGRITY

COMPASSION

COURAGE

EXCELLENCE



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