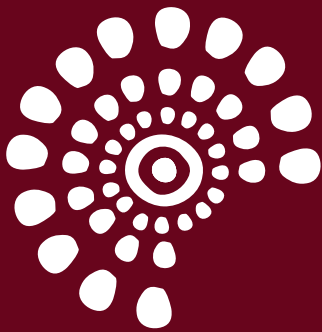


# 2024 Year in review





## Acknowledgement of Country

We at Churches of Christ acknowledge the traditional custodians of the lands on which we stand and pay our respects to Elders past, present and emerging for they hold the memories, traditions, cultures, hopes and aspirations of First Nations People.

We acknowledge and recognise the resilience of generations of First Nations People and stand with you now and always.

We are committed to walking alongside First Nations People to establish a foundation of trust and to taking meaningful action to preserve, affirm and promote the world's oldest living culture.

## Stakeholder contributions

The Churches of Christ Housing Services *Year in Review* annual report highlights our achievements and spotlights our people, partnerships and projects over the past financial year. Without those who have shared their insights and experiences, this publication would not be possible.

We thank the Queensland Government for its ongoing financial support through housing programs and capital investment, as we work together to address housing affordability and supply.



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

The Churches of Christ Housing Services *Year in Review* is a point-in-time document. The names, positions, titles and data contained within are correct as at 1 July 2024.

**Front cover:** Staff at the official opening of the Banksia Apartments at Little Mountain on the Sunshine Coast.

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CHURCHES  
of CHRIST

Little Mountain Campus

Residential Aged Care

Home Care



Events Centre

Banksia Apartments



# Message from our CEO



**As we reflect on the past year, it's clear the housing landscape in Queensland continues to evolve. Demand for affordable and secure housing remains extremely high, especially as more individuals and families face increasing cost-of-living pressures and private rental vacancy rates remain at record lows. The work our Housing Services team undertake to deliver social and affordable housing as well as homelessness services plays a crucial role in ensuring that every Queenslanders has a safe, stable space to call home.**

The clients our Housing Services team supports are all unique and diverse. They come from all backgrounds, ages, creeds and all of them have their own individual hopes and dreams. Everyone deserves to strive for the future they want, but without the most fundamental of human rights—access to a safe, secure and affordable home—some people cannot.

A home is more than just four walls; it is the foundation upon which we build our lives. It's where families grow, where communities thrive, and where people find solace and security. Our Housing Services team understand the importance of community connection and the natural support provided by positive connections with one's neighbours. Home and community go hand in hand, fostering a sense of belonging and shared purpose and is something we all have a role to participate in.

Our Housing Services team comprises selfless, passionate individuals driven by empathy and a deep commitment to helping others. They are not simply providing a service; they are giving hope, creating community, and changing lives. It's their altruism, their unwavering dedication, and their genuine care for the people we serve that sets us apart from being 'just another provider'.

Our mission goes beyond simply providing housing. It's about offering safety, and the support people need to live well, to feel empowered, and to engage fully in their communities. It's about ensuring that everyone—no matter their background or circumstances—has the opportunity to shape their own future.

Despite the housing landscape we currently find ourselves in, we are not without hope for the future. In this unique environment, our Housing Services team are compelled to innovate, collaborate and explore new ways to continue delivering shelter to those who need it. Churches of Christ in Queensland and our member churches are called to look locally for opportunities to ease the housing burden in your communities.

The Yes In Faith's Backyard (YIFBY) movement is growing in Queensland, and we are uniquely placed to identify opportunities as a faith-based organisation to be centrally involved in delivering housing solutions. The services delivered by our Housing Services team are essential to creating an environment where dignity, respect, and care are the cornerstones. Together, we can ensure every person has the opportunity to thrive in a home that supports their wellbeing and connects them to a stronger, more inclusive community.

Thank you for your continued commitment to this shared vision.

**Bill Lyon**

Chief Executive Officer  
Churches of Christ

# General Manager's Report

## **Churches of Christ Housing Services is a proud provider-developer of housing solutions that also delivers a range of homelessness services to people in Queensland.**

The 2023–24 financial year was what I would describe as one of our agency's busiest periods ever. We were incredibly proud to support 2,312 vulnerable people with safe, secure and affordable accommodation, specialist support or a combination of both.

The vast majority of people whom we assisted this financial year have been accommodated in the 1,235 dwellings we own and manage across South East Queensland. Our agency, along with the rest of our sector, has continued to see the number of people presenting to the service system increase, including people who have never in their past needed such support; more people than ever who are experiencing Domestic and Family Violence; and others with complex situations and barriers to overcome.

As a housing provider, a place to call home is the foundation by which we support people, however, we continue to be impacted by the undersupply of new housing stock. We continue to progress a range of opportunities using our experience and in collaboration with partners. We are working hard to increase the supply of Social Housing and other forms of affordable accommodation, but many would agree that new homes simply cannot come quickly enough.

Currently in Queensland, there are approximately 2.2 million dwellings, yet only slightly more than 3% of those dwellings are provided for Social Housing. There are over 25,000 households currently waiting for Social Housing on the register of need—a figure that will inevitably continue to grow. The recently released ShapingSEQ Plan paints a vivid picture about what South East Queensland's population will grow to look like in the coming decades, stating the need for 900,000 new homes to be created in fewer than 25 years. The Homes for Queenslanders Plan acknowledges the need to provide new Social Housing specifically—citing a goal to create 53,500 new dwellings by 2036—both immediately in response to the current shortfall resulting in such a large Social

Housing register, but also to prepare for our state's anticipated population growth.

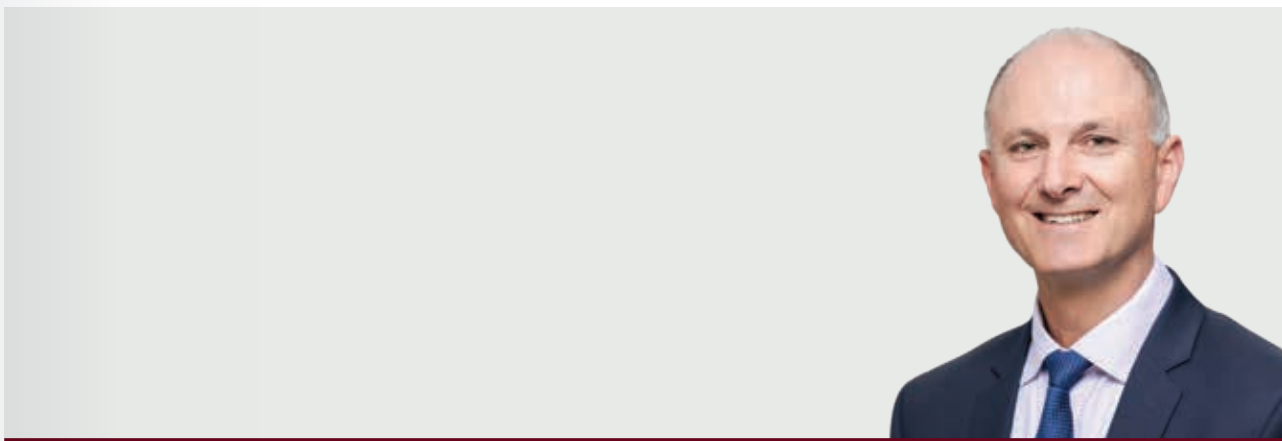
In May this year, Churches of Christ Housing Services and the Queensland Government were proud to bring 50 new purpose-built homes online to the Sunshine Coast. Banksia Apartments is a mixed-tenure development consisting of both Social Housing and Specialist Disability Accommodation units and our 15th major project partnering with the Queensland Government. This development, which had its first sod turned in 2021, demonstrates the challenges in creating new housing stock in the current construction and economic environment. After its completion this year, I had the pleasure of attending the resident welcome event and heard firsthand how pleased our newest residents were with their new homes.

By 2025, the next project in our development pipeline is expected to be completed. This infill development will increase the yield of a large, under-utilised block of land by over 300%. Located in Basin Pocket, Ipswich, the new homes will be supported by transport infrastructure, health services and an established community. This project will see us work with the local Housing Service Centre to offer seniors under-occupying large public housing properties the opportunity to downsize.

The Lady Musgrave Trust, one of our closest partners, also does great work supporting young women and addressing the barriers they face when pursuing safe housing and secure lives. This year we celebrated the beginning of a new, four-unit co-development that will strengthen our existing partnership and create more safe housing in Logan. This exciting project (page 34) is a showcase example of private and not-for-profit agencies working together to deliver real housing outcomes to those who are most vulnerable.

People remain at the very heart of the service we provide. While pursuing opportunities to grow our offerings in response to increasing demand, we already support over 2,000 unique individuals every year. Our approach is person-centred and trauma-informed; it acknowledges that when people's basic needs are met, when people are respected and involved and when they feel safe and supported, they can achieve great things. Providing income tested Social Housing





rents protects our residents from the extremes experienced in the private market. This is an important protection as many of our clients are on fixed incomes and are already making adjustments to their lifestyles to meet rising living costs.

Our success in this area is judged by our residents and demonstrated in the results of our 2023 tenant satisfaction survey. Ninety-two per cent of residents were satisfied with the condition of their property, while 89% of residents told us they were satisfied with our overall service. Something that I'm particularly proud of is the fact 87% of residents were satisfied their rights were upheld (5% above the industry benchmark). Throughout the past year, I've been invited to and attended several events that were self-organised and ran exclusively by residents. Over 60 events in the past 12 months were not only developed but led by residents and I believe this demonstrates our approach to engagement and empowerment works. These events were in addition to the 50 tenant engagement activities delivered by Housing Services staff, which focused on connecting neighbours and communities and building personal capacity.

Some of the feedback received in the 2023 survey also directly relates to our decision to increase our budget for responsive and planned maintenance and upgrades for the second consecutive year (see page 23 for more information). With such a large and diverse portfolio, we are investing now to ensure our properties can continue to serve their purpose for many years to come. Likewise, we continue to progress another important aspect of our future-planning: the implementation of a new CRM software, Zavanti (page 28). All staff are looking forward to the delivery of this new program that will create administrative efficiencies and allow us to improve our ability to service clients.

Delivering on a key priority in our business plan, we have grown the size of our Housing Support team. Our service welcomed the State Government's 20% increase in Specialist Homelessness Service funding, which recognises increasing demand and complexity of cases and has contributed to this growth. Both major parties have committed to continue this funding until 2028. We are proud to have been able

to make submissions to recent government requests for feedback from the housing and homelessness sector (and people with lived experience) about what is needed to improve outcomes. These new support workers will be able to support even more people with new brokerage support offered for the first time in 2023 under the DFV Rent Assist Brokerage Grant.

Churches of Christ Housing Services believes that housing is a human right—but access to housing is changing. Many Australians who've never sought out support from an agency like ours will recall their own housing history as a progressive journey—from living with parents to co-living to renting and finally to owning. Unfortunately, not everyone enjoys such a linear path; this is a truth that more people are coming to understand and empathise with. We are seeing not only public opinion rally around the vulnerable, but we are also seeing people acknowledge this housing crisis can only be solved through collaborative efforts.

In concluding what has been Churches of Christ Housing Services' busiest years, we are proud to not only offer the security of a roof, but also the supportive infrastructure of dedicated staff who work tirelessly to help and support those we work with. As an agency, Churches of Christ Housing Services has met Queenslanders where they are at on their unique housing journeys, and we look forward to continuing to do so for many more years to come.

A handwritten signature in black ink, reading 'Gus Taddeo'.

**Gus Taddeo**  
General Manager  
Churches of Christ Housing Services

# Our highlights 2023-24



**JULY 2023**

Immediate Housing Response for Families (IHRF) contract extended by the State Government



**AUGUST 2023**

Ipswich Coordinator was a panel member at an event by Ipswich Housing and Homelessness Network



**JULY 2023**

Turned the first sod at Basin Pocket seniors housing development



**AUGUST 2023**

Started regular fishing trips with inner-city Brisbane residents and Mission Australia



**AUGUST 2023**

Partnered with Central Queensland University to establish regular allied health clinics



**SEPTEMBER 2023**

Heard from tenants in our biennial tenant satisfaction survey

**"I feel very grateful to be living in this complex, especially with the costs of living at the moment. Its [sic] good to have a safe and secure place to live."**

COOLAMON APARTMENTS RESIDENT COMMENT FROM 2023 TENANT SATISFACTION SURVEY





**JUNE 2024**

Ended the financial year  
having supported a total  
of 2,312 clients



**APRIL 2024**

Awarded brokerage funding to  
support people experiencing  
Domestic and Family  
Violence



**FEB – APR 2024**

Submitted several  
development proposals  
to all three levels of  
government



**JUNE 2024**

Construction completed  
at Banksia Apartments,  
Little Mountain,  
Sunshine Coast



**APRIL 2024**

Basin Pocket  
development achieves  
lock-up milestone



**OCTOBER 2023**

Delegates attended National  
Housing Conference  
in Brisbane

**"I am grateful to have moved here, as my health has declined. Moving has enabled me to go on living in the way I always have. Thank you."**

DIANELLA APARTMENTS RESIDENT COMMENT FROM 2023 TENANT SATISFACTION SURVEY

# About us

**Churches of Christ Housing Services Limited (CCHSL) is a provider of housing and homelessness solutions in Queensland. We have been operating for over 40 years, finding our beginnings in 1980 when we first partnered with the Queensland Government to manage three emergency accommodation properties.**

Since then, we have grown into one of Queensland's few tier one Community Housing Providers, scaling up to meet the overwhelming increase in demand for Social Housing, homelessness services and other affordable accommodation products. Each year, we provide housing and homelessness services to over 2000 clients and partner with others who champion the right to access safe, secure and affordable homes.

We are proud to be a provider-developer who not only offers high-quality tenancy and property management services, but also has the capacity to create new housing stock. Since 2009, we have been creating new Social Housing and affordable housing products in South East Queensland and since 2017 have been a registered NDIS provider developing Specialist Disability Accommodation for NDIS participants.



Events like Harmony Week offer an opportunity for staff and community members to celebrate together.



# Our services

## Social Housing programs

for people waiting for housing assistance on the Queensland Social Housing register.

## Affordable housing programs

for people on low and moderate incomes having difficulty accessing or maintaining housing in the private rental market or who are key workers.

## Disability accommodation programs

for people with significant physical impairment or very high support needs requiring a fit-for-purpose home.

## Homelessness services

for individuals and families experiencing crises or with complex needs who require urgent assistance from specialist support workers.

## Community development initiatives

to promote social connectedness, healthy communities, the personal capacity and self-determination of clients.

## Pastoral care

to support the personal wellbeing and resilience of clients.



## OUR SERVICE DELIVERY PARTNERS

We'd like to thank our service delivery partners, who assist us each and every day to create positive outcomes for the clients whom we support.



Get Going Support

inCommunity  
innovate. inspire. independent.

MoneyMinded

TENANCY SKILLS  
INSTITUTE



THE  
LADY MUSGRAVE  
TRUST



Queensland  
Government

# Who we support


Housing and homelessness support is required by a wide variety of people for a range of reasons. Some of these are personal, but many are structural: a rising cost of living, under-supply of new homes and other economic and social factors are creating difficulties for all Australians trying to find and maintain a safe, secure and affordable place to call home.

## Summary 2023–24



**2,312**  
people assisted

across



**1,372**  
households

including



**56**  
households who  
also received case  
management support

## Tenant demographics 2023–24



**In the 2023–24 financial year, a typical Housing Services tenant was:**

a 59-year-old single woman whose sole income was a Disability Support Pension, reflecting the unfortunate truth that older women are Australia's fastest-growing demographic experiencing homelessness.

**63%**

identify as women and girls

**54%**

of households comprised only a single person

**7%**

identify as Aboriginal or Torres Strait Islander

**63%**

report having a disability or serious medical condition

Approximately

**20%**

of households have a pet

**6%**

come from a non-English speaking background

**"As a mature-aged woman, I never thought I would have to seek help for housing. Churches of Christ has given me the security of a forever home and a life back that I thought I would never experience again. I cannot thank them enough."**

COOLAMON APARTMENTS RESIDENT COMMENT FROM 2023 TENANT SATISFACTION SURVEY

## Supporting families in crisis 2023–24

**For families in crisis, including those experiencing domestic and family violence, we offer intensive support as a Specialist Homelessness Service.**

**193**



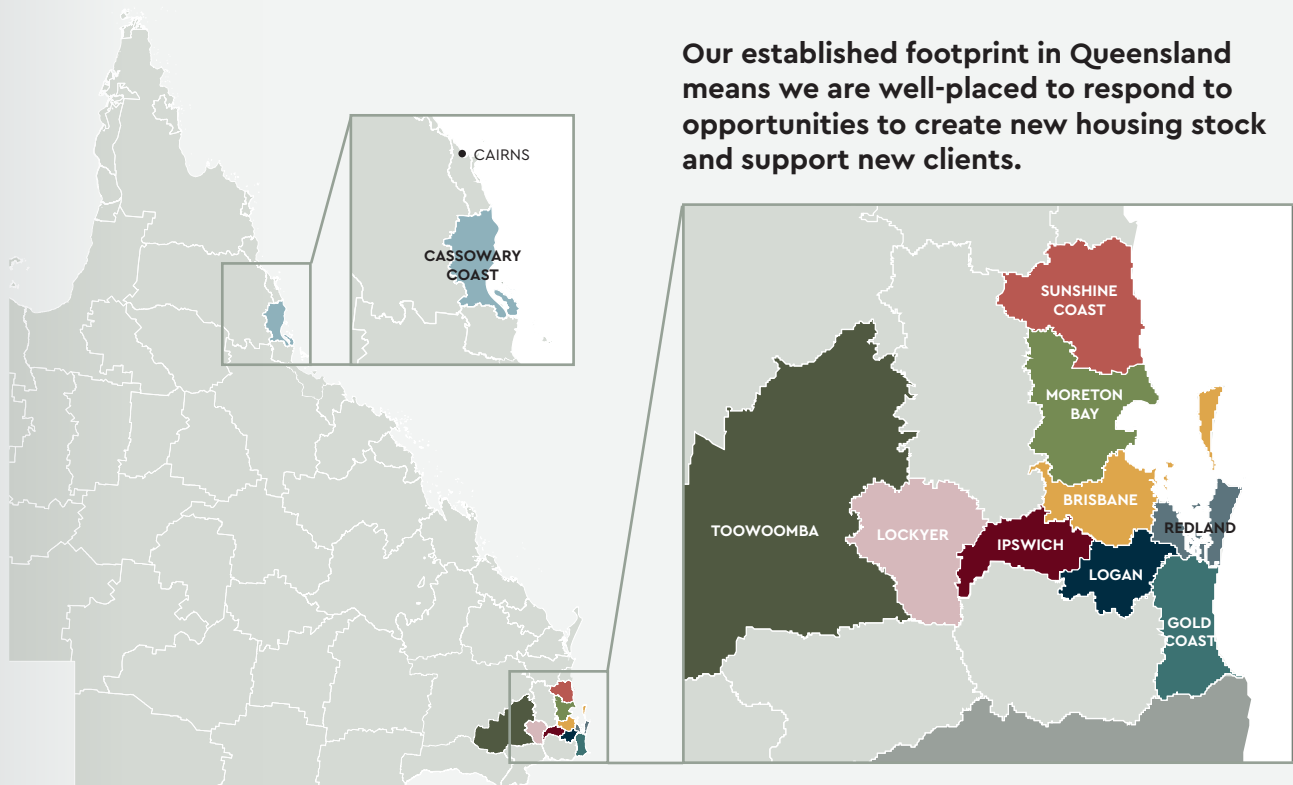
people experiencing homelessness or crises have been assisted by qualified support workers to stabilise their circumstances and transition to safe and sustainable accommodation



# Service areas

We delivered housing and homelessness services in 10 local government areas (LGAs) in Queensland during the 2023–24 financial year. The vast majority of our work takes place in South East Queensland, a geographic area where 7 in 10 Queenslanders live and whose population is projected to grow by 2.2 million people by the year 2046.

## Number and type of housing we own and manage by LGA 2023–24 .....



LGA	NUMBER OF DWELLINGS	SOCIAL HOUSING	AFFORDABLE HOUSING	DISABILITY HOUSING	SPECIALIST HOMELESSNESS SERVICES	OFFICE
Ipswich City	391	●	●	●	●	📍
Moreton Bay City	346	●	●		●	📍
Brisbane City	217	●		●	●	📍
Sunshine Coast	116	●	●	●		📍
Gold Coast City	100	●	●			📍
Logan City	39	●	●	●	●	📍
Redland City	9	●				
Lockyer Valley Regional	8	●				
Toowoomba Regional	5			●		
Cassowary Coast Regional	4	●				

\* The definition of affordable housing differs across Australian states and territories. In most markets, it is distinct from Social Housing because of how tenants' rent is calculated.



**"We are very pleased to be able to rent our unit. Both my husband and I have mobility issues and this unit has a disabled bathroom and no steps. We have always found our property managers to be friendly and professional."**

CROWS NEST (DISABILITY ACCOMMODATION) RESIDENT COMMENT FROM 2023 TENANT SATISFACTION SURVEY



# 2023 Tenant satisfaction survey

Every two years, our agency gathers feedback about the quality of our services and the impact they have on the lives of people whom we support. Data is gathered by way of a tenant satisfaction survey delivered in partnership with Community Housing Industry Association (CHIA) NSW.

Results from our most recent survey conducted in 2023 show that we continue to perform above-standard in all areas, with particularly high scores in the areas of overall satisfaction, condition of home and repairs and maintenance and information provision. We pride ourselves on delivering a high-quality, holistic service and are glad to see this reflected in these results.



## OVERALL SATISFACTION

14% above NRSCH threshold  
7% above CHIA benchmark



## CONDITION OF HOME

18% above NRSCH threshold  
12% above CHIA benchmark



## REPAIRS AND MAINTENANCE

11% above NRSCH threshold  
10% above CHIA benchmark



## RIGHTS UPHELD

5% above CHIA benchmark



## INFORMATION PROVISION

5% above CHIA benchmark



## TENANT INVOLVEMENT

8% above CHIA benchmark



The overall feeling of client wellbeing is one particularly important component of the satisfaction analysis and combines answers from 9 questions.

**Our clients had a wellbeing score over 6 points higher than the benchmark.**

Questions rating personal factors like health, relationship and achievements tended to score lower, while environmental factors like security, safety and standard of living all scored higher.

**"I am doing well because of the good services you provide to me.... I want to thank you for everything you do for me."**

IPSWICH (LONG-TERM COMMUNITY HOUSING)  
RESIDENT COMMENT FROM 2023 TENANT  
SATISFACTION SURVEY

Following our 2021 tenant satisfaction survey, a concerted effort was made to increase the knowledge regarding complaints handling among our client base. This has been reflected in the 2023 survey results, with a 15% increase in complaint handling and an 8% increase in appeal knowledge. Survey results from 2023 also showcased that our purposeful increase in budgeting for maintenance and repairs has had a positive effect on clients' satisfaction relating to the quality of their home and the repairs and maintenance process.

# Tenant engagement

**We work with clients to build on the foundations offered by bricks and mortar homes in order to create thriving communities.**

Whether our clients live in a freestanding home, apartment building or a caravan park, tenant engagement activities delivered by our staff, including a Community Engagement team and chaplains, help foster healthy neighbourhoods, create opportunities for social connection, and reduce barriers that otherwise may force clients to miss out on opportunities their peers enjoy.

## TENANT ENGAGEMENT AS OF 30 JUNE 2024

**1,013**

activities were delivered  
by chaplains

**50**

activities were delivered  
by Housing Services staff

**3**

activities were delivered  
by Regional Engagement Partners

**60+**

activities were run by  
residents and resident  
social clubs

## Free allied health clinics for seniors

**Allied health clinics at several of our seniors and integrated campuses since July 2023 have given our residents free access to physiotherapy and chiropractic services, while simultaneously giving Central Queensland University (CQU) student interns the opportunity to develop their skills in real-world scenarios.**

Held at Acacia Ridge, Bongaree, Hillcrest and Mitchelton fortnightly, student interns work with our senior clients to identify and address minor health concerns and receive relief through massage, exercise and other advice. Where further investigation is required, clients are referred to one of CQU's offices.

Clinics are held on-site in community rooms, with CQU interns bringing their own equipment to the site. Many of our clients are those whose sole income consists of an income support payment, so they aren't able to afford treatment from private providers. While these clinics are free, the fact CQU brings its services to clients where they live reduces another significant barrier for clients in terms of transport.

These clinics have also been opportunities for students to develop their own initiatives based on their interactions with the clients. In April 2024, students developed and ran a falls prevention workshop at Mitchelton.

All clinics are supervised by a qualified practitioner.



CQU clinic supervisor Dan at Mitchelton Clinic.

## Bridging gaps

**Social isolation can affect anybody, but those living alone experience it at much higher rates than multi-person households.**

Five transitional Social Housing developments in Fortitude Valley, Hamilton and Spring Hill comprise 93 studio and 1-bedroom units. These developments' residents are all single-person households, primarily identify as men, with an average age of 46.

In August 2023, we held the first of our now-regular fishing trips in collaboration with Mission Australia and Murri Watch Spring Hill services. Many of our residents living in inner-Brisbane and Hamilton already knew the Mission Australia clients, thanks in part to both groups being the target audience of our annual Spring Hill Community Day events, hosted at Mission Australia.

We saw this as an opportunity to foster connections among similar demographics of people outside of their immediate living environments. Both the bus trips to and from the fishing location, as well as the activity of fishing itself, were environments where people could bond and form connections. These connections could easily be continued at home.



CCHSL and Mission Australia tenants fishing.

## OUR COMMUNITY ENGAGEMENT PARTNERS

**We'd like to thank the below community engagement partners who directly create opportunities for and support the wellbeing of our residents.**



### ONE-OFF GRANT PROVIDERS

Moreton Bay Council  
Logan City Council  
Gold Coast Council  
Council on the Ageing Queensland



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## Charting their own course

**A group of dedicated green thumbs living in the same building at our Coolamon Apartments at Bribie Island spend their spare time happily nurturing the garden beds around their unit block.**

While not a formal club, the neighbours all share a passion for nature and love seeing the joy that a bright and blooming garden brings to others.

Olga, a resident for over three years, first started tending to the gardens only a few days after she moved in. Over the years, she connected with other

neighbours—also all garden enthusiasts. The group says tending to the gardens helps keep them fit and they simply enjoy being outdoors doing what they love while chatting with their neighbours.

Residents help maintain the gardens all around the 170-unit Coolamon Apartments development. Some have even established a few vegetable and herb patches and planted bird-attracting Callistemons perfect for the budding ornithologists, while residents are also working with our Community Engagement team to purchase and install worm farms that will eventually give residents free and convenient access to compost.



Left to right: Residents Bev, Dee, Olga and Deb sitting under the fern that was donated by neighbour Jan.

# Pastoral care

**Churches of Christ in Queensland's pioneering chaplaincy program embeds chaplains in all of Churches of Christ in Queensland's service streams, including Housing Services.**

In addition to regular activities, including barbecues, coffee clubs and morning teas, nine chaplains provide pastoral care support to our residents in Brisbane, the Gold Coast, Ipswich, Logan, Moreton Bay and the Sunshine Coast.

Pastoral care is responsive to the needs of our communities and individuals, with support given ranging from requests with mental and physical health concerns, social isolation and community cohesion.



Chaplain Mick preparing for a lunch activity.



I always look forward to each Tuesday when the chaplain comes to visit me at my home; and even when I am in hospital. During the visit I am able to talk about anything I need to, openly and without any judgement. The chaplain listens to me and when needed asks good challenging questions that helps me to deal with the reality of life.

Recently I was able to talk to the chaplain about a serious illness that had returned to affect a member of the family. The chaplain listened and asked questions, sometimes scary, that enabled me to reflect on how I am handling the situation emotionally. I hope the chaplain will be here to give me the strength to support my family, and to help me to deal with whatever may come from this illness. After each visit, no matter what we talk about, I am set up with a positive mindset and mood for the coming week.

It is not just the weekly visits that are helpful. I also participate in the monthly bingo social activity run by the chaplains. It is an opportunity that helps to get me out of the house and interacting with other people. Before bingo started I was rarely leaving the house. I now structure my life around the bingo as I cannot imagine missing out on this opportunity to go out and have some fun with others.

BERNADETTE, IPSWICH RESIDENT

## PASTORAL CARE SUPPORT

**1,374**

pastoral care supports to Housing Services residents

ASSISTANCE WITH THE FOLLOWING SUPPORT TYPES WERE REQUIRED MOST FREQUENTLY:

**309**

physical health contacts

**278**

emotional health contacts

**195**

practical support offerings

**152**

social isolation contacts



# 'The answer to my prayers'

**Banksia Apartments, Little Mountain**

**Our newest development is the pinnacle of Social Housing designed for an ageing population. Banksia Apartments gives residents a fit-for-purpose home among a vibrant community, but also creates certainty about what the future looks like should their needs ever change.**

Banksia Apartments at Little Mountain on the Sunshine Coast is a \$23.1 million, 50-unit development made up of 40 Social Housing units and 10 Specialist Disability Accommodation units. Completed in April 2024, construction initially began soon after Australia's COVID-19 lockdown period. Ongoing labour availability and material supply chain issues created by COVID-19 continue to impact construction and are contributing to Australia's slow supply of new homes.

Delivered in partnership with the Queensland Government, the 40 Social Housing units were initially tenanted using an under-occupancy strategy. This strategy offered seniors living in large public housing properties the opportunity to downsize to a brand-new home at Banksia Apartments with less maintenance among a community of their peers. Located on a Churches of Christ integrated campus, Banksia Apartments is also co-located with our Home Care service and aged care facility, as well as a pool, café and auditorium.

Many under-occupiers who were offered an opportunity to move had been living in their family-size homes for decades. Over that time, they'd created memories and celebrated milestones, so their choice to move was both emotional and practical. The appeal of a brand-new, low-maintenance home with walkable amenities and the security of having other seniors' services nearby should they ever need them presented many under-occupiers with a compelling lifestyle.

Eighty-six bedrooms were made available in large, family-size public housing properties that now other families requiring Social Housing support can make memories in.

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



**"My journey to Little Mountain, Banksia Apartments, has been the answer to my prayers. It has given me the opportunity of downsizing to meet my current needs. During each step of the application process, interviews and financial assessment, I felt God's guidance in all areas of this journey, from moving after 27 years in one house, financial concerns and peace. All the staff have been very friendly, understanding and helpful. The timing was right, and now I look forward to discovering the wonders of a new location, meeting new neighbours and making friendships."**

GABRIELE, BANKSIA APARTMENTS RESIDENT

In addition to providing land, Churches of Christ Housing Services also funded the build of 10 Specialist Disability Accommodation (SDA) units at the development. People living with significant physical impairment or high support needs can be eligible for SDA through an NDIS package. These participants often require a home designed with the greatest level of accessibility in mind to ensure they can live safely, as independently as possible and with the dignity everyone deserves.

The 10 SDA units are fully-integrated into four-storey Banksia Apartments and can be found on every floor of the building alongside Social Housing residents, with lift access meaning even wheelchair users can enjoy the views of the fourth floor.





Our newest development is the pinnacle of Social Housing designed for an ageing population – Banksia Apartments, Little Mountain, Sunshine Coast.

Throughout Banksia Apartments' development, we were pleased to be able to showcase what Banksia Apartments and the Churches of Christ integrated campus would offer. In addition to offering downsizers opportunities during development to view display units and tour the campus, we were also able to facilitate site tours for over 30 of our peers from the Sunshine Coast Housing and Homelessness Network, the Minister for Housing The Hon Meaghan Scanlon MP, Member for Caloundra Mr Jason Hunt MP and others.

Soon after residents moved in, we celebrated together with an official opening to formally commission the building, with Jason Hunt MP officially opening the complex. A resident welcome event was held where we learnt about community and connection from Udjee Tais K'Reala. Participants enjoyed a lovely morning tea provided by the onsite café and participated in activities and a collage activity delivered by building architects, Deicke Richards. These activities help residents start making connections with one another and is the beginning of many future community events.

The first sod was turned at the Banksia Apartments site on 25 August 2021, marking the start of an incredible journey that would bring 50 new purpose-built homes to market on the Sunshine Coast. We would like to thank our project partners who have helped this project come to reality, including the Queensland Government for their capital contribution to this project, Platinum Projects Group Queensland as builders, Deicke Richards as architects and Get Going Support as Specialist Disability Accommodation concierge partner.



Gus Taddeo (General Manager – Housing Services), the Hon Meaghan Scanlon MP (Minister for Housing, Local Government, Planning and Public Works), Jason Hunt MP (Member for Caloundra) and Andrew Elvin (CEO – Coast2Bay) tour the site in April 2024.

*All SDA residents at Banksia Apartments can also access a 24/7 concierge service at no out-of-pocket cost. Occupying one of the on-site offices, the concierge assists SDA tenants who contact them through a pager system. Tenants still live independently in their own units, but have the added reassurance of knowing support is only a call away. Get Going Support is the proud provider of the concierge service.*

# Property portfolio

## Churches of Christ Housing Services is not only a property manager, but also a property developer.

Our approach to asset management takes a broad view of our assets, regularly assessing them not in isolation as physical structures of a certain age, but within their broader context, which includes demographic needs, community expectations and housing supply and availability, both now and into the future. This approach informs how we manage our properties and how we develop new housing stock.

As an organisation managing nearly 50% of our property portfolio on behalf of others, we are also entrusted to effectively manage their assets. Through a high-quality property management service, we aim to ensure owners—whether individuals or agencies—remain motivated to offer their properties to Community Housing Providers to deliver housing and homelessness services for those in need.

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**“I would like to say thank you for the compassion and communication that I have always been shown. I feel heard. Thank you for your promptness to addressing any questions I may have and to maintenance for providing me with the absolute safest home and environment. I am deeply grateful [sic] and blessed to be living here.”**

KURRAJONG TOWNHOUSES RESIDENT COMMENT FROM 2023 TENANT SATISFACTION SURVEY

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*The best example of investing more in planned maintenance and upgrades now, in order to reduce ongoing maintenance costs of property components, has been the introduction of a new flooring technology, starting in a 15-year-old Spring Hill development in early 2024. Although epoxy flooring has had residential applications for some time, it remains more costly than more conventional residential flooring options like tiles, carpet and floorboards. Greater durability means that this flooring choice will not only last longer, but it will also require less upkeep in the meantime.*

## PROPERTY PORTFOLIO AS AT 30 JUNE 2024

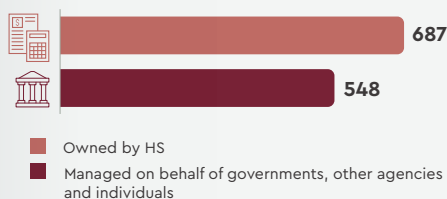
# 1,235

properties under management

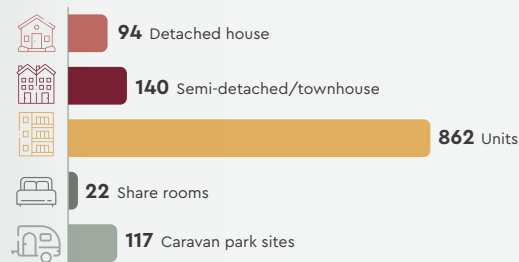
# 41

new dwellings under construction

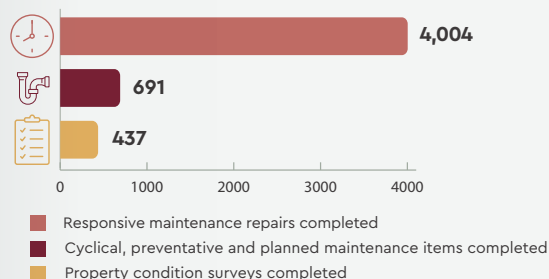
## OWNERSHIP



## TYPE OF HOUSING



## MAINTENANCE



**Paul Iles**  
Manager, Housing Facilities and Assets

## Insights into increased budgeting

**It's been great to see many new buildings constructed over the past few years, but as our owned and managed portfolios age, there is an increasing need for planned maintenance to be carried out.**

In our managed portfolio we have several older residential homes, many of which were built 50 or more years ago. These homes have been maintained over the years but many of the larger aspects of the property have lived their practical lifespans and need replacement. Due to the need to conserve funds where possible, many of these items have been delayed to the very end of their practical lifespan.

While our owned buildings are all relatively new, key components like paint, water pumps, and hot water units all require assessment and potentially replacement starting from their tenth year. We have shifted our approach, electing to bring forward these types of maintenance, reducing impact on tenants, staff and the business in general by reducing the likelihood of large-scale issues with significant urgency and therefore costs. The shift in approach to our maintenance does not alter our regular reactive maintenance or cyclical maintenance scheduled, but it does improve each property.

The goal of investing now is to ultimately reduce our expenses in the future, and lower the impact of unplanned costs on the business. The theme of this approach is to 'reduce impact' on tenants, Churches of Christ Housing Services and stakeholders. By benchmarking the standard of our owned and managed properties, we will be providing the same level and quality of property to tenants in all housing programs. Historical wear and tear on properties is significantly reduced, offering everyone a home they can be proud to take care of. Standardisation of fittings and fixtures, solid core doors, robust fittings and non-porous flooring, such as vinyl and epoxy coating, will significantly reduce the risk of accidental damage translating into significant savings in repair costs to tenants.



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## Basin Pocket sod turning

**In July 2023, we turned the first sod at our newest development site at Basin Pocket in Ipswich. The site will eventually be home to 41 new one-bedroom and two-bedroom Social Housing units for seniors who need a safe, secure and affordable place to call home in Ipswich.**

The Basin Pocket site was previously occupied by two vacant houses and seven units which were tenanted in 2022 when we submitted the development application for the project.

Upon receiving development approval, we engaged a re-location strategy which saw us work with tenants to decant them into other suitable accommodation. Of these, six households were transferred to some other form of Social Housing, ensuring their lifestyles were not adversely impacted by an increase in rent costs and who benefited from the same security of tenure as CCHSL's properties afforded them.

As Australia continues to face housing supply shortages, discussions around infill developments like this continue to occur. Despite its size, the 3,229m<sup>2</sup> Basin Pocket site and its nine dwellings were only accommodating seven people, a number significantly smaller than its capacity. After its re-development, it will house at a minimum 41 people—an increase of 310%. Located in close proximity to the Bremer River, concerns for the pre-developed site were also held in regards to its flood resilience.

This project continues this commitment and will provide 41 desperately needed homes for seniors needing and wanting to live in Ipswich. An under-occupancy strategy sees us work with the Department of Housing to offer Ipswich seniors living in large public housing properties the opportunity to downsize to Basin Pocket Apartments. The large, family-size homes they vacate can then either be used by large families in need of housing support or as new infill developments.

With the units all designed to gold and platinum standards under the Livable Housing Australia design guidelines, residents whose needs change with age can remain in their homes and within their communities for longer.



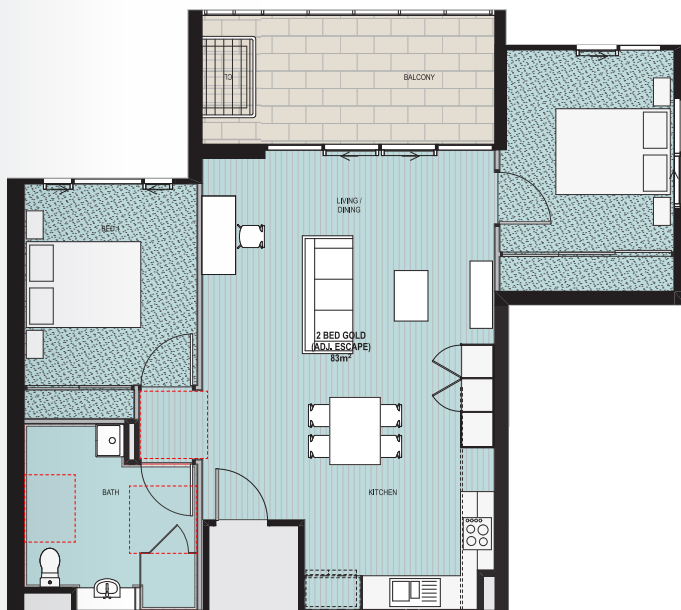
From left to right: Gus Taddeo General Manager, Mike Folland Interim CEO, the Hon Meaghan Scanlon MP, Queensland State Minister for Housing, Jennifer Howard MP, Member for Ipswich and Jim Madden MP, Member for West Ipswich at the Basin Pocket site in July 2023.

*Infill development is defined as the development of new dwellings on vacant or under-utilised land in existing urban areas. Infill developments benefit from established infrastructure like public transport, employment and education opportunities.*

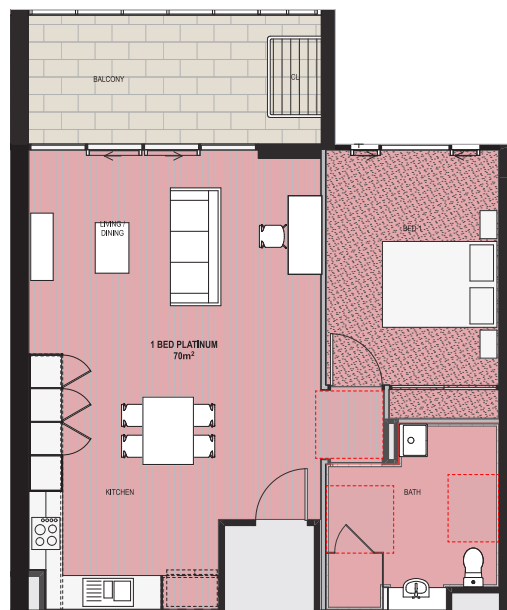
*The project is due for completion before 2025.*



Basin Pocket Social Housing units for seniors in Ipswich.



Two-bedroom unit floor plan.



One-bedroom unit floor plan.

## PROJECT DETAILS

### Composition

- 41 units comprising:
- 35 one-bedroom units
  - 6 two-bedroom units

### Features

- Four storeys (including carpark) with lift access
- Resident and visitor parking
- An embedded electrical network
- Large on-site community room

### Architects

Deicke Richards Architects

### Builders

Kane Constructions

# Growth and innovation

Having a broad service footprint in South East Queensland means we are well-placed to respond quickly to new opportunities, as well as to collaborate with others looking to deliver housing and homelessness services in their local areas. Throughout the 2023–24 financial year, we continued to pursue opportunities to create new housing supply and offer more support to Queenslanders in need.

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## Proposals and tenders submitted to all three levels of government

**Between February and April 2024, we made several submissions to a combination of all three levels of government in response to tender and grant opportunities.**

These submissions represent a variety of approaches to increasing housing supply that many Community Housing Providers in Queensland have yet to fully explore, but which represent exciting opportunities for the future. Our submissions proposed to:

- create brand-new housing stock through developments on greenfield sites
- re-develop sites controlled by Churches of Christ Housing Services or the Queensland Government with a focus on increasing yield
- partner with socially-minded developers to acquire turnkey projects, both as standalone Social Housing dwellings and within mixed-tenure communities
- engage in long-term lease arrangements with government agencies beyond just the Department of Housing, Local Government, Planning and Public Works.

We acknowledge and appreciate the involvement of all three levels of government in increasing housing supply and affordability. Funding instruments through federal and state governments have historically, and will absolutely continue to, play a pivotal role in supporting Community Housing Providers to create new housing stock, but the expansion of the conversation to include other parties is also incredibly encouraging.

We are excited in particular to have been working more closely with local governments whose role in helping solve Australia's housing crisis cannot be understated, with local governments playing a unique role in the housing conversation through planning schemes. Brisbane City Council and City of Moreton Bay Council have recently chosen to waive infrastructure charges for Community Housing Providers and many other local governments are instigating reviews of their planning schemes. Of course, the role of the charitable and private sectors cannot be understated either.



## Community Housing Futures

The Community Housing Futures Program is a State Government initiative aimed at supporting Community Housing Providers to build their capacity. This program has enabled us to engage two sector agencies:

- Goodhouse Partners, project partners, who have facilitated connections with developers and investment entities and also supported our funding submissions.
- Studio THI, urban change specialists, who have provided training and guidance on supporting neighbourhoods to thrive while they change.

We would like to thank the Queensland Government, Q Shelter, Aboriginal and Torres Strait Islander Housing Queensland (ATSIHQ) and the Community Housing Industry Australia (CHIA) Queensland for supporting Community Housing Providers to build their capacity through this mechanism.



## OUR INDUSTRY MEMBERSHIPS

We are proud to maintain memberships with the following industry organisations, which advocate for meaningful change on behalf of our sector, and which also help us connect our dedicated staff with access to training and other development opportunities.

**ahi:**

**Australasian Housing Institute**

- Training provider
- Two staff sit on the ahi: Queensland Branch



**Community Housing Industry Association**



**PowerHousing Australia**

- CEO Roundtable
- CFO Roundtable
- Marketing, communications and social media working group
- Operations Roundtable
- Tenant engagement working group



**Q Shelter**

- Practice Advisory Group
- Networking events
- Training provider
- Service Integration



**Homelessness QLD**

- Stakeholder reference group



**National Shelter**



Rein Van Vliet  
Program Manager, Business Improvement

## Zavanti implementation

**In 2023, Housing Services embarked on a transformative journey to enhance its operations and service delivery.**

The organisation is now well-progressed with a project to implement the Zavanti Housing solution to support the management of its growing portfolio of properties, programs, and tenancies. The goal is to complete the transition to the Zavanti Housing system before the end of 2024.

Zavanti Housing leverages the Microsoft Dynamics 365 CRM platform, enabling improved integration with other systems and supporting the automation of various manual processes. This is expected to significantly reduce the administrative overhead of current operations and allow several obsolete technologies to be retired. Improved analytical and reporting capabilities will also enhance the management of performance, risk, and decision-making processes.

Zavanti is an Australian company with a rapidly growing footprint in the community housing sector. The key challenge for the project has been maintaining momentum over an extended period in a fluid environment. As a modern, CRM-based solution, Zavanti Housing will position Housing Services for future growth, innovation, and continuous improvement in service delivery.

## New funding to support people experiencing Domestic and Family Violence

In March 2024, we were proud to be awarded funding under the Domestic and Family Violence (DFV) Rent Assist Brokerage Grant through the Department of Justice and Attorney-General. These funds will be used over the next year to address obstacles affecting people experiencing Domestic and Family Violence who are at risk of homelessness.

We acknowledge the significant impact that Domestic and Family Violence play in the lives of many people, predominantly women and their children. We would like to thank the Department of Justice and Attorney-General for creating opportunities to support people experiencing Domestic and Family Violence through this funding source and look forward to the opportunity to support at-risk people using this funding.



### NOT MISSING OUT: EVOR

We implemented a new process to support the use of Services Australia's electronic verification of rent (EVOR). This gives housing providers the responsibility of confirming rent to Services Australia to ensure a recipient of Centrelink Rent Assistance is receiving their full CRA entitlement.



### ALREADY MAKING A DIFFERENCE

Acknowledgement of the demand on housing and homelessness services has been met with action, thanks to additional funding opportunities offered by the State Government. Churches of Christ Housing Services has received an uplift in funding for two of our transitional housing programs and Special Homelessness Services, enabling us to increase our capacity to service clients.

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## Submissions to sector reviews

**We are hopeful that all levels of government will continue to work with us to help shape the future housing and homelessness response in Queensland.**

Australia's three tiers of government all have distinctly different but interconnected roles in supporting the housing system and delivery of homelessness services.

There has been a range of consultation and review activities this year, with the Federal Government consulting on a National Housing and Homelessness Plan and the Queensland State Government undertaking an independent review of homelessness. When opportunities to influence the structure of the sector arise, it is important for agencies such as ours to engage and provide input. This year, staff have invested a considerable amount of time attending a range of workshops and stakeholder consultations as well as making written submissions.

As both a housing provider and a homelessness services provider, our submissions noted the importance of prevention and support to sustain tenancies once housed, as both as important as the provision of accommodation itself. Other factors like health and geography, difficulty accessing the service system as well as providing services that can keep pace with demand, are also areas where our system need to improve.

In 2023–24, the Queensland Government has continued to update rental legislation. This work is an ongoing balancing act, creating a fairer environment for renters while maintaining protections for landlords and housing providers. We strongly encourage our residents to participate in legislative change consultation as it is important for lawmakers to hear the voices of people who rely on this housing.

In addition to legislative changes, the State Government is making great strides in reviewing and improving a range of housing and homelessness policies. Our agency has the pleasure of working with government stakeholders and sector peak bodies to provide input on a variety of program policies and agreements. We look forward to continuing this dialogue as work progresses and we look forward to seeing our sector respond more quickly, efficiently and purposefully to those who are homeless or at risk of homelessness.



This year saw the release of the ShapingSEQ Plan which outlines expected population growth and future housing demand for the region, up to 2046. In addition to participating in consultations, we look to these population projections to inform our own planning and development decisions. The ShapingSEQ Plan outlines how the South East Queensland region will change in coming decades, with increasing density of homes in urban centres and the important transport connections that enable people to participate in and contribute to the larger community.

Visible rough sleeping and homelessness has increased across Queensland, and with nowhere else to go, our rough sleeping population are interacting with local governments in parks, libraries, sports fields and public facilities. Many local councils are developing local homelessness plans as their look across all of their service areas to see how they can better support their community and increase the provision of housing. We thank the local councils we work with, as they innovate and improve their ongoing support for Community Housing Providers and Specialist Homelessness Services.

We are optimistic about the future of housing and homelessness response, thanks in large part to the goodwill exhibited by the general public and all levels of government. The development of a supportive housing policy in Queensland shows the expertise and recommendation of providers is being listened to. Together, we can not only achieve better outcomes for those in need, but also work proactively to prevent people from experiencing homelessness in the first place.



# National Housing Conference 2023

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**Brisbane was the lucky host of the 2023 National Housing Conference held in October. Being held locally, a number of Churches of Christ Housing Services staff joined the 1,200+ delegates from across Australia at the three-day event that celebrates housing delivery best practice, highlights and investigates sector policy reforms, shares the most current research and ultimately aims to help shape Australia's housing future.**

The 2023 conference theme was 'A way forward' in acknowledgment of the course our sector must chart to get us out of the current housing crisis. As a sector dedicated to providing housing, everyone was talking and thinking about a way forward, a way out of the housing crisis, beyond the impacts of COVID-19 and to a time where homelessness is rare, brief and non-reoccurring.

This was a particularly poignant conversation of the plenary session 'A way forward for Aboriginal and Torres Strait Islander Housing'. As Aboriginal and Torres Strait Islander peoples continue to be over-represented in Social Housing and homelessness services, across urban, regional and remote settings. Aboriginal and Torres Strait Islander housing providers are leading this conversation, delivering culturally appropriate housing responses which will hopefully break future cycles of intergenerational homelessness amongst First Nations peoples.

## Inspired by the people we work for

By far the most inspiring sessions were from our housing and homelessness service colleagues about the people they work with every day. It was invaluable to hear what other services are doing and how they are addressing their challenges. Examples being:

- How agencies in the bush are attracting and retaining qualified staff, and the importance of training up those already in your organisation.
- Partnerships between state and homelessness services committing to housing first and the difference it makes when everyone involved is working towards the same outcome.
- Repurposing properties from seniors living to community housing—how one organisation is adapting their operating models to make best use of decommissioned aged care sites.
- We heard from other agencies providing fixed term tenancies in buildings awaiting redevelopment and making a big difference to the supply of housing in a region.



**Sally Faux**

Manager  
Program Practice & Development

An interesting analogy was presented to delegates at the conference and was built on by a number of speakers throughout the event: picture a river; there are people in the river that need to be saved and brought to shore. There are many services lining the shore and using a range of tools and methods to rescue people from the river—some tools and methods successfully help people that are at the edge of the river and can swim a little; others have new tools and resources that can help people stuck in the middle of the river, people that have injuries, can't swim or who are holding up loved ones. Emergency responders are needed to go upstream, to investigate how people are getting in the river. The need for early intervention and prevention is paramount, and is a key component of this analogy.

In 2023–24, our sector has more people presenting to homelessness services than ever before—in other words, we are seeing more and more people in the river who need help! And to respond we need more resources, better tools and early intervention. This powerful analogy is an important reminder that we need everyone to solve Australia's homelessness problem. It is an important reminder that we need everyone to solve Australia's homelessness problem.



**Delegates at the conference heard from people representing a range of industries. Their messages focused on four key themes.**



## PEOPLE

The majority of concurrent sessions delivered at the conference were focused on people; the people our sector delivers service to and considering how services and agencies are collaborating in new ways to improve outcomes for clients. There were also sessions about the people who deliver our services, with a focus on improving the skills, health and future resourcing requirements of our workforce.



## GOVERNMENT

We heard from the Federal Minister for Housing, the Honourable Julie Collins MP, as well as a number of people from state and local governments across Australia including Queensland's Minister for Housing, Local Government and Planning and Minister for Public Works, the Hon Meaghan Scanlon MP. They spoke about their roles and how they saw their governments helping improve housing in their respective regions. It was reassuring to hear all levels of government talk positively about what they can do to support the sector and increase the supply of housing.



## CONSTRUCTION

This industry was represented in a range of sessions, most prominently in a plenary session focused on the decarbonising of Australia's housing sector, focusing how housing providers can play a role in decarbonisation. It was clear from this session that Australia can do so much more. As Europe retrofits these features into old and historic buildings, Australia has a huge advantage as we have the opportunity to build new with technology and features learnt from Europe's experience.



## FINANCE

With the growth of private investment in Community Housing Providers, there were speakers in a number of sessions from superannuation fund advisors. Myself, and colleagues across the sector, are poised to see how these funding and investment opportunities evolve, as we look to deliver new housing supply for the provision of Social Housing and affordable housing.



# Service collaboration



**Collaboration among frontline services is key to delivering effective support, particularly for clients who are experiencing complex barriers and challenges. Regular service collaboration forums facilitate the sharing of resources, opportunities and best practice among agencies, and therefore increase the efficacy of support provision to clients.**

Service collaboration networks can help identify emerging trends in our operating environment. The identification of such trends often leads to co-ventures between agencies such as partnerships, targeted programs and events or forms the basis of policy and advocacy positions by peak and industry bodies.



## Bringing people on the journey: IHHN panel

The Ipswich Housing and Homelessness Network (IHHN) is a regional group of agencies that work together to address local housing and homelessness challenges. Churches of Christ Housing Services has over 400 tenancies in the Ipswich local government area, making it the largest single region we service.

In August 2023, the IHHN turned its collaborative focus outwards and hosted a question and answer event about homelessness service responses in Ipswich targeted at the general public. The multi-agency panel allowed members of the public—many who have awareness but not deep understanding of homelessness issues—the opportunity to ask questions of Specialist Homelessness Services, housing providers, local charities and government agencies.

Housing Coordinator Hayley Oudyn, who is a member of the IHHN and who was asked to be a panel member said, "This sort of event demonstrates the role of housing and homelessness networks—they are about creating opportunities for discussion. Whether these discussions are among providers or for the public, the dialogues they create help bring about change".



Left to right: panel members from Wesley Mission Qld, inCommunity Inc., Churches of Christ Housing Services, St Vincent de Paul Society, Hannah's House, Services Australia, Ipswich Housing Service Centre, ICYS and Queensland Youth Housing Coalition.

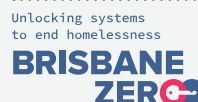
## OUR SERVICE COLLABORATION PARTNERS

We'd like to thank our service collaboration partners over the 2023–24 financial year for their ongoing commitment to the improvement of our sector and outcomes for our clients.



**41 service integration group meetings attended in the following regions:**

- Brisbane
- Ipswich
- Logan
- Moreton Bay



**Over 35 Brisbane Zero meetings attended**

**Over 10 Housing and Homelessness Network meetings attended in the following regions:**

- Gold Coast
- Ipswich
- Moreton Bay
- Sunshine Coast



## Partners

### Churches of Christ Housing Services and The Lady Musgrave Trust

**The Lady Musgrave Trust is Queensland's oldest charity with a mission to support young women and their children experiencing, or at risk of, homelessness lead safe lives with a sense of agency over their futures. We achieve this through targeted advocacy based on women's lived experiences, connection to organisations and information through our Handy Guide of Women's Support Services (available in hard copy and online), and through the delivery of safe and appropriate accommodation via our 10 properties in Brisbane and Ipswich with another four properties under construction in Logan.**

The practical support, information and opportunities we are able to offer to young women and their children experiencing homelessness enhances their safety, allows for healing, increases their life skills and creates the opportunity for them to choose what their and their children's futures look like.

As a small charity with no ongoing funding support from governments, we work in partnership with generous organisations, individuals, community groups, and philanthropists to deliver the support we offer.

We have proudly partnered with Churches of Christ Housing Services since 2016, supporting 107 people in the years since. The committed team at Churches of Christ Housing Services provide high quality tenancy and property management services for all 10 of the Trust's properties.

We have enjoyed working with Churches of Christ Housing Services in ways that extend beyond the delivery of typical property management services. While managing our properties the Trust and our tenants benefit from the industry skills and sector experience of the team which provides a deep understanding of the requirements of managing a property partnered with a compassionate approach when engaging with our tenants.

We have also worked together in developing up innovative solutions to increase the supply of housing which will mean more young women and their children who are experiencing, or at risk of, homelessness have a safe place to go. One example of this is The Lady Musgrave Trust's first ever purpose-built development in Logan which is currently under construction. Once completed this development will deliver four self-contained units that create certainty and safety





Opposite page and above: Renders of the Logan Housing Project with thanks to architects Blight Rayner who are contributing their architectural skills probono to the project.

Left: Collaborations with the Brisbane Broncos and various other fundraising initiatives are vital for the Trust to provide high quality housing solutions for young women in Queensland experiencing homelessness.



for young mothers (aged 18–24 years) as they are supported to transition to independent and self-sustaining tenancies. Importantly, this development also includes internal and external common areas to encourage interactions and skill building. An onsite office will allow YFS, The Lady Musgrave Trust's tenancy support partner, to deliver onsite support to assist with healing, skill building and progress towards life outcomes. Importantly, this development has been co-designed with young single mothers who have lived experience of domestic and family violence to ensure what is built is what is needed.

By drawing on the broad experiences of our like-minded partners, such as Churches of Christ Housing Limited, to propose a well-developed housing model, this development was supported for funding as part of the Queensland Government's Housing Investment Fund. As an experienced, registered Community Housing Provider and an organisation the Trust has worked with for nearly a decade, Churches of Christ Housing Services' involvement was a fundamental part of the proposal.

When the development welcomes its first tenants in early 2025, Churches of Christ Housing Services will provide property management services, leveraging their advanced policies and procedures, robust quality

assurance infrastructure and a values-based way of delivering services which will directly benefit the tenants who will live there.

We hold the professionalism and collaborative approach of Churches of Christ Housing Services in the highest regard. Their contributions to the partnership with The Lady Musgrave Trust are clearly reflected in the positive outcomes achieved by our tenants. The success of the young women, made possible through this partnership, demonstrates the extraordinary results that can arise from strong, like-minded collaborations. I am eagerly anticipating the future developments and achievements that our continued partnership will bring.

**Victoria Parker**  
Chief Executive Officer  
The Lady Musgrave Trust

*The Logan Housing Project (pictured above) is only possible thanks to the support of a large number of organisations and individuals, including the Department of Housing, Local Government, Planning and Public Works via the Housing Investment Fund.*



# Our organisation



## Our people

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People are at the heart of the service we provide—not only those whom we support, but also those who deliver a service. Churches of Christ Housing Services team consists of fewer than 50 people but whose skill sets cover specialties including property management, support work, finance, asset management, community engagement, business development and more.

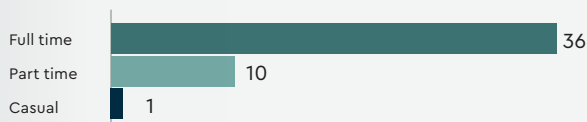
In line with operational objectives in our most recent business plan, in recognition of the growing demand for our services and increasing complex needs clients are presenting with, the Churches of Christ Housing Services team increased in size over the past financial year.

## OUR PEOPLE AS OF 30 JUNE 2024

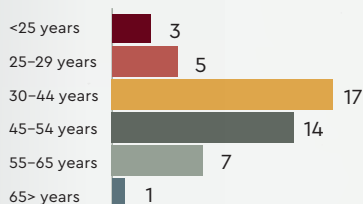
47

staff (does not include chaplains)

### EMPLOYMENT TYPE



### STAFF BY AGE



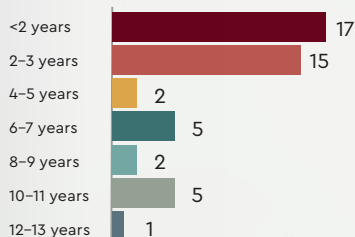
### STAFF BY GENDER



### LEADERSHIP (coordinator or higher)



### EMPLOYMENT TENURE



## STAFF TRAINING AND DEVELOPMENT

During the past financial year, there has been an increased need for staff training, including chaplaincy and maintenance staff. Consistent training ensures staff are empowered to manage the increasingly complexity of circumstances and barriers clients are facing.

This training achieves on another operational priority outlined in our most recent business plan and continues our commitment to embedding best practice in all levels of our service. Training was delivered by a combination of registered training organisations, sector peak and industry bodies, other external agencies and staff. Some of the training activities included:

- Brisbane Service Integration Workshop
- Brisbane Zero and SHIP Training
- Capability statement workshop
- Centrelink changes
- ChatGPT Toolbox Talk
- Child Safe Practices
- Child safety info session
- Community Housing Futures – Studio THI
- Department of Housing CMS
- Difficult conversations
- Introduction to Human Rights
- Local Drug Action Team
- Lunchbox sessions for the NHC 2023:
  - » Housing First
  - » Domestic and Family Violence
- Motivational Interviewing session
- MTK – Meth and Mould presentation
- National Housing Conference
- NHC fringe events
- Online training – DFV for real estate agents
- A-Z database for Brisbane Zero
- Strength based workshop – working with complex clients
- Studio THI workshop
- Tool box information sessions – Mara project
- Tool box information sessions – Rent Connect & Salvation Army money matters
- Trauma Informed Practice
- Unpacking Vicarious Trauma.

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## The next generation: Dylan's story

**The housing and homelessness sector will continue to experience increasing need for its services in coming years and needs to ensure its workforce is poised to meet this demand.**

A career in this sector can be incredibly rewarding for both seasoned professionals, as well as the next generation of Australia's workforce.

Business Support Officer Dylan joined Churches of Christ Housing Services as a trainee in 2021 at the age of 18. We asked him his thoughts on the sector and his career so far.

### How did you come to work for us?

After graduating high school, I had a strong interest in understanding the business world and its inner workings. While searching for a job, I came across a trainee position and applied. I was fortunate to be recruited for the role, which gave me the chance to explore various areas within Housing Services during my first year. I had the opportunity to be involved in nearly every aspect, from frontline operations, community engagement, quality assurance, HR, business improvement projects, to supporting a range of business functions. All of this, while also completing my Certificate III in Business.

### What has been your career trajectory post-traineeship?

In my three years with Housing, I've taken on three different positions: Administration Trainee, Business Support Officer (Business Operations), and Business Support Officer (Business Improvement Operations). Thanks to the mentoring and guidance I've received from managers and colleagues, these quick transitions and higher responsibilities in my role have been a challenge that's welcome. Their support has given me the confidence to embrace new opportunities as they come, allowing me to grow and develop quickly in my role.




### What attracted you to our organisation /sector and why have you stayed?

When I left school, I wanted to do work that was meaningful. Although I had limited knowledge of the social services industry, I was drawn to the opportunity to make an impact. There was a learning curve, especially in balancing internal and external interactions, but the chance to contribute towards meaningful outcomes gave me a sense of purpose. Over the past year, I've found myself thriving in internal improvement projects, which has become a passion and a key area for my learning and growth. While I have little interaction with our clients and tenants, being able to support my team/colleagues to make their job easier, is extremely rewarding.

### What would you tell people who are considering a career in the housing and homelessness sector?

The skills you acquire in this sector are transferable across industries. While I'm not certain where my career will lead, I know the teachings I've learnt here can be applied in various contexts. Although I haven't yet experienced other industries, the housing and homelessness sector has given me an all-round understanding of different workplace functions, from maintenance to support roles and coordination. It's an industry that provides broad exposure, making it an excellent starting point for those entering the workforce.





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

We believe that people with lived experiences have valuable insights to share and we kindly thank those who have contributed to this publication.

We look forward to the opportunities and successes that 2025 will bring.

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