ANNUAL REPORT – 2026









Reimagine

CHURCHES of CHRIST

Seniors Living • Foster Care • Housing

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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.



Church of Christ Toowoomba North


CHURCH
of
CHRIST



Honouring yesterday creating tomorrow

"Jesus Christ is the same yesterday and today and forever."
HEBREWS 13:8

For more than 140 years, Churches of Christ has been supporting Australians through some of life's most important moments. As we reflect on the year that was, we are reminded our ability to reimagine the future is grounded in the values, purpose and legacy that have guided us for generations.

Whether it is helping a child find safety and belonging, supporting a young person and family through challenging circumstances, assisting someone to secure stable housing, or providing compassionate care in later years, our purpose remains the same: to empower people to live hope-filled lives.

Across cities, regional centres and remote communities, we walk alongside thousands of Australians every day. Behind every service we provide is a simple belief that every person deserves to be treated with dignity, respected for who they are, and supported to thrive.

This year, our theme, *Reimagine*, encourages us to look both backwards and forwards. By reflecting on the lessons of our past, celebrating the people



who have shaped our journey, and recognising the changing needs of our communities, we can confidently reimagine how we deliver care, support and connection for the future.

From seniors services and housing, foster and kinship care, to family support, community services and churches, our work reaches people at every stage of life. While the services may differ, the goal is the same: creating opportunities for individuals, families and communities to experience greater wellbeing, connection and hope.

Our people bring this commitment to life every day through care, compassion and service. Together, they help create places where people feel safe, valued and supported.

As you read this report, you will discover how we are reimagining what is possible for the people and communities we serve, while remaining true to the values that have guided us for more than a century. It is a story of honouring our past, embracing the present and creating a future filled with hope.

OUR VISION

Putting Christian faith into action to transform lives and enrich communities.

OUR 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.

OUR MISSION

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

About Churches of Christ

Our Strategy 2026–28

Reimagining our future

For more than 140 years, Churches of Christ has responded to the changing needs of communities with faith, compassion and action. Today, however, the environment around us is evolving faster than ever. Communities are facing increasing complexity, service expectations are changing, regulatory requirements continue to grow, and the way people connect with support is transforming. These challenges present an opportunity not simply to adapt, but to reimagine what is possible.

That is why this year we launched a new strategic plan, renewed mission and vision, and a refreshed set of values designed to guide us into the future. More than a roadmap, the strategy provides clarity about where we are heading and how we will focus our efforts to create the greatest impact for the people and communities we serve.

At its heart, the plan is about doing what we do best, even better. It challenges us to strengthen the quality of our services, deepen our faith-based mission, invest in our people, embrace innovation and build a sustainable organisation for future generations. It is a commitment to excellence, stewardship and continuous improvement.

Guided by our renewed values of courage, excellence, compassion and integrity, we are entering a new season of growth and transformation.

As we reimagine the future, we do so with confidence, building on a strong legacy while creating new possibilities for the generations to come.

Our Values

INTEGRITY

Integrity in Heart. Speak truthfully, act consistently, take responsibility, offer respect, communicate openly.

COURAGE

Empowered by Courage. Share truth with grace, embrace change, balance risk, see commitments through.

EXCELLENCE

Grounded in Excellence. Set high standards, action feedback, foster learning and innovation, focus on outcomes.

COMPASSION

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

Snapshot of our services

MISSION



67	Churches (61 affiliated churches and 6 campuses)
9,000+	People connecting with churches each week
79,200+	Pastoral care contacts by chaplains

RETIREMENT LIVING



1,200+	Residents
22	Villages
1,026	Homes

HOME CARE



6,066	Home Care clients
6	Programs
173,744	Home Care visits

RESIDENTIAL AGED CARE



1,258	Residents admitted
1,861	Beds
24	Operational locations

CHILDREN, YOUTH AND FAMILIES



3,100+	Children and young people in family-based care
263	Young people supported to transition to adulthood
1,200+	Foster and kinship carers

HOUSING SERVICES



2,311	People assisted across **1,466** households
1,350+	Properties owned and managed
103	Households received **12,928** hours of specialist case management

Message from our Council Chair Tim Hanna

As I reflect on the year that has been, I am filled with gratitude for God's faithfulness and encouraged by what I see emerging across Churches of Christ in Queensland.

Our annual report theme of *Reimagine* speaks powerfully to the season we find ourselves in as a movement. Reimagining is not about changing who we are. It is about asking how we can faithfully respond to God's calling in a changing world, seeking fresh opportunities to share the hope of Christ, strengthen His Church and engage our communities with courage and purpose.

Again, one of the highlights of the year was our Regional Gatherings, where we reflected on Paul's encouragement in 2 Corinthians 9:8:

"God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work."

This passage reminds us that God's mission is never limited by our resources alone. He is one who provides, equips and grows what is offered faithfully in His service. Our responsibility is to respond with faith and courage. As a movement, this truth gives us confidence as we look to the future.

Our Regional Gatherings program saw attendance increase from 323 participants in 2025 to 429 participants in 2026. The gatherings provided valuable opportunities for church leaders, chaplains, service leaders and ministry teams to strengthen relationships, share stories, and reaffirm our shared mission. The challenge from Council at the gatherings was to 'move the needle' forward in our many areas of ministry.

One of Council's key responsibilities is to help ensure our movement remains grounded in its mission while looking ahead with vision and faith.

Throughout the year, our focus continued to centre on church planting and pioneering, church health and revitalisation, discipleship and renewal, leadership development and care, and investing in future generations.

Collectively, these priorities represent our commitment to moving the needle on Kingdom impact across our churches and communities.

A significant area of discussion has been church planting and leadership development. During the year, I had the privilege of leading a delegation to the United Kingdom to participate in the Alpha Leadership Conference and visit a number of church plants and revitalised churches connected to Holy Trinity Brompton.

Alongside more than 5,000 leaders from over 70 nations, we witnessed examples of churches intentionally combining prayer, leadership development and church planting to reach new communities with the message of Jesus Christ. What stood out was not simply growth, but the importance of being intentional, prayerful and deliberate as we consider what God may be calling us to in the future.

This year also saw changes within Council. We were pleased to welcome Jason Higlett from HumeRidge Church of Christ and Zane Howell from Southport Church of Christ following their election at the November 2025 Annual General Meeting.

The Nominations Committee, on behalf of Council, also oversaw the reappointment of Paul Hicks as Deputy Chair of Council, Nigel King as Board Chair, Steven Muller as Deputy Board Chair, and the appointment of Karra Eloff and Leo Mucci to the Board for a three-year term.

I have the privilege of representing Churches of Christ in Queensland at the Heads of Churches gatherings, and together with the Board Chair Nigel King, also serving on the National Council of Churches of Christ in Australia and the Board of the Australian College of Ministries. These opportunities strengthen our connections across the wider Church and help ensure our movement remains engaged in the broader mission and ministry of Churches of Christ nationally.



As Council Chair, I remain convinced our greatest opportunities lie ahead. Across our churches, I see faithful leaders investing in discipleship, caring for communities, developing future leaders, and creating opportunities for people to encounter Jesus. Within our organisation, I see faithful staff partnering with us in our mission to provide opportunities for people to connect with Jesus as we meet the needs of those we serve.

The challenge before us is not simply to preserve what we have inherited. It is to move the needle on God's mission through faithful discipleship, courageous leadership, and a willingness to reimagine what God may yet do through Churches of Christ in Queensland.

I am grateful to my fellow Council members, our Board, our CEO Bill Lyon and the Executive team, our pastors, church leaders, chaplains, staff and volunteers for their faithful service throughout the year.

Together, we have the privilege of stewarding a rich legacy. May we continue to move forward with faith, humility and courage, trusting God's leading and seeking His purpose for our movement.

God bless,



Tim Hanna
Council Chair

The challenge before us is not simply to preserve what we have inherited. It is to move the needle on God's mission through faithful discipleship, courageous leadership, and a willingness to reimagine what God may yet do through Churches of Christ in Queensland.

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.

Message from our Board Chair Nigel King

As Board Chair, it is my privilege to serve alongside the Board of Directors as we steward the governance, strategy and long-term sustainability of Churches of Christ in Queensland.

Reflecting on the past year, I am reminded stewardship is about building carefully on the foundations entrusted to us, while preparing faithfully for those who will come after us.

These preparations have included a reimagining across the organisation. Not abandoning what has made us strong, but looking at our mission, our opportunities, and our future with fresh eyes.

Much of our recent focus has been on strengthening our foundations. We have improved financial sustainability, enhanced governance, and positioned the organisation well to confidently respond to an increasingly complex operating environment. Those efforts have been important and necessary.

Our focus now shifts from stabilisation to opportunity. As a Board, we continue to ask how Churches of Christ in Queensland can best steward its resources, people and mission to create lasting impact for future generations.

We still face significant challenges. Demand for affordable housing continues to grow, aged care reform is reshaping service delivery, workforce pressures continue across many sectors, and communities continue to experience social and economic uncertainty.

Within these challenges we also see opportunity —to strengthen connections between our churches and services, develop partnerships, improve how we deliver care and support, and extend our reach and impact. Most importantly, opportunity to create more ways for people to encounter the hope of Christ as we meet practical needs.

Strong governance is not an end in itself; it is an enabler of mission.

The Board has maintained a strong focus on financial sustainability, strategic planning, risk management, regulatory readiness and organisational capability. Working closely with CEO Bill Lyon, and the Executive, we have developed our 2026–28 strategic direction centred on five priorities: mission alignment, operational excellence, sustainable impact, growth and renewal, and legacy stewardship.

Together these priorities provide a framework to ensure Churches of Christ in Queensland remains financially resilient, operationally effective, and firmly anchored in its Christian purpose as we respond to both opportunities and challenges ahead.

Our operating surplus from continuing operations was $37.1 million (FY25: $33.1 million surplus). After impairments, fair value adjustments and other non-operating items, this equated to a net profit for the year of $56.0 million (FY25: $35.7 million profit).

Our cash position during the year improved significantly to $110.1 million (FY25: $41.0 million). Our loan facility with our bankers remained entirely undrawn as at 30 June 2026.

This year also saw important changes to Board membership.

On behalf of the Board, I would like to sincerely thank Dale White, whose service concluded in December 2025 following a seven-year term of faithful service. Throughout that time—one of considerable change, growth and renewal—Dale contributed valuable pastoral insight and a deep commitment to our mission.

We were also pleased to welcome Leo Mucci and Karra Eloff to the Board, following their appointment by Council.



Leo's extensive executive leadership experience across health and aged care, together with expertise in clinical governance and care delivery has strengthened the Board's capacity—invaluable as we maintain our commitment to safe, high-quality and person-centred care in a continually evolving regulatory environment.

Karra brings significant experience in organisational development and leadership. Her thoughtful approach, broad professional experience, combined with a strong commitment to mission, strengthens the diversity of skills and adds valuable perspective around the Board table.

Staying connected to the people and communities we serve remains a Board priority. Throughout the year, Board members regularly visited residential aged care services, retirement living villages, home care services and churches across Queensland and Victoria, gaining valuable first-hand insight into service delivery, resident and participant experiences, workforce challenges, and emerging opportunities.

These visits reinforced one of the key themes emerging from our 2026–28 Strategic Plan: the importance of creating connected communities where churches, care services and local ministries work together in pursuit of a shared mission. They also ensure Board discussions remain informed by the experience of those delivering and receiving services every day.

Our responsibility as a Board is to ensure the organisation remains financially sound, strategically focused, and well governed so we can continue transforming lives and enriching communities for generations to come.

I continue to be encouraged by what I see across our organisation. Every day, our staff, volunteers, chaplains, pastors, church leaders and ministry partners demonstrate integrity, compassion, courage and excellence in their service to others. Their service reflects Christ's love in practical ways and remains the true measure of our success.

"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."

1 CORINTHIANS 3:10

On behalf of the Board, I thank our Council, Bill Lyon (CEO), the Executive, staff, volunteers, affiliated churches, supporters and community partners for your dedication, encouragement and prayers.

Together, we share the responsibility and privilege of stewarding a legacy that spans more than 140 years while preparing faithfully for the future God has placed before us.

As we look ahead, I remain confident.

While the path ahead will not be without challenge, we are guided by a clear mission, supported by committed people, and sustained by God's faithfulness.

Together, we will continue to put Christian faith into action and serve our communities with integrity, courage, compassion and excellence.

God bless,



Nigel King
Board Chair

Message from our CEO Bill Lyon

As I reflect on the year that has been, one word captures both our journey and our future: *Reimagine*.

Reimagining is more than embracing change. It is about seeing new possibilities, responding with courage and faith, and recognising that God continues to call us forward into new opportunities for service and impact.

> **"See, I am doing a new thing! Now it springs up; do you not perceive it?"**
>
> ISAIAH 43:19

This invitation has resonated deeply across Churches of Christ this year.

We are privileged to steward a legacy built over generations of faithful service. Our responsibility is not only to honour that legacy—it is to ensure it remains relevant, impactful and sustainable for future generations. Across the organisation we have witnessed our people responding to this challenge with commitment, creativity and compassion.

Our vision remains clear: putting Christian faith into action to transform lives and enrich communities. Our mission continues to guide us as we create opportunities for people to connect with Jesus while meeting the practical needs of those we serve. These are not simply statements of intent; they are reflected every day in the work of our staff, volunteers, church leaders and ministry partners.

Throughout the year, we focused on strengthening mission alignment, operational excellence, sustainable impact, growth and renewal, and responsible stewardship. These priorities have challenged us to think differently about how we serve, how we manage our resources, and how we maximise our impact across the communities in which we operate.

While maintaining a strong focus on service delivery and quality outcomes to thousands of people across Queensland and Victoria, we also invested in strengthening the foundations necessary for long-term sustainability and growth.

In aged care, we continued to advance more holistic models of care that recognise the physical, emotional, social and spiritual wellbeing of every individual. In housing, we pursued innovative partnerships and developments that provided dignity, security and belonging for vulnerable Queenslanders. Across our ministries and services, we strengthened collaboration and explored new ways of working together.

We also made significant progress across several strategic priorities. We strengthened faith integration across our services, enhanced collaboration between churches and service ministries, progressed key housing and capital developments, invested in leadership capability, modernised technology and business systems, and improved organisational readiness in response to an evolving regulatory environment.

We also invested significant effort in shaping our future direction.

Through engagement across governance, leadership, and management forums, we continued to refine our strategic vision. A vision centred on disciplined, mission-led growth—expanding our reach and influence while remaining anchored in our Christian purpose and commitment to serving those experiencing the greatest need.

Our financial position remained sound, enabling investment in strategic opportunities while maintaining a disciplined approach to governance and resource management. We strengthened our investment frameworks, long-term forecasting capability, capital planning processes, and governance structures, ensuring today's decisions can support sustainable impact for generations to come.



While financial performance remains important, our success is ultimately measured by people:

- the older person who experiences dignity, care and belonging
- the child who finds safety and hope
- the family that secures stable housing
- the church strengthened in its local mission
- the individual who encounters the love of Christ through the care, support and compassion provided by our people.

These outcomes remain our most meaningful measures of success.

Across Churches of Christ, our people are the living expression of our values. Every day, our staff and volunteers demonstrate remarkable dedication, professionalism and compassion, inspiring me through their commitment to serving others and strengthening our communities.

As we look to the future, the relationship between our churches and services will become increasingly important. Our vision is to create more connected communities where churches, housing, aged care, home care, retirement living and community services work together to foster belonging, purpose and hope.

In the biblical story, Nehemiah—faced with broken walls and uncertainty—challenged God's people to look beyond present circumstances and imagine what could be rebuilt through faith, vision and collective effort. The task was significant, but the vision was greater.

We face our own challenges. Demand for affordable housing continues to increase. The aged care sector continues to evolve. Communities and families experience growing social and economic pressures. Yet within these challenges lie opportunities—to reimagine how we serve, how we partner, how we innovate, and how we share the hope of Christ.

We face our own challenges. Demand for affordable housing continues to increase. The aged care sector continues to evolve. Communities and families experience growing social and economic pressures. Yet within these challenges lie opportunities—to reimagine how we serve, how we partner, how we innovate, and how we share the hope of Christ.

I am confident in our ability to continue growing our impact in the years ahead.

Not because of our resources alone, although we have been blessed with a strong foundation. Not because of our strategy alone, although it provides clarity and direction. Rather, I am confident because of our people, our churches and our shared commitment to God's mission.

And together, by God's grace, we will step boldly into the future He is already preparing before us.



Bill Lyon
Chief Executive Officer

Mission

KEY STATISTICS

67
Churches

9,000+
People connecting with churches each week

180+
Pastors, chaplains and ministry leaders

246
Baptisms

79,200+
Pastoral care contacts by chaplains

22,600+
People attended a chapel service or Bible study with a chaplain

Reimagining mission together

We continue to put Christian faith into action transforming lives, enriching communities, and envisioning a future where every person experiences welcome, wellbeing, home, community and hope.

Throughout the year, we have worked to reimagine how mission is expressed across Churches of Christ. More than ever, our churches and services see themselves on mission together, strengthening the connections that unite us around our shared purpose, and deepening our impact in communities across Queensland.

The Mission team, consisting of chaplains, church engagement staff and Regional Engagement Partners (REPs), continues to serve our 67 churches, more than 180 ministering people, our staff, and the people we support through our services each day.

Our Church Engagement team continues to encourage and resource churches as they share the message and love of Jesus in their local communities. This year saw significant progress across Council's ministry focus areas of church planting and pioneering, health and revitalisation, discipleship and renewal, leadership development and care, and legacy stewardship.

One of the most encouraging examples of reimagining church for a new season is the transition of Westside Church of Christ. Faced with declining numbers and limited resources, the congregation courageously embraced a new future through partnership with Kenmore Church of Christ. A willingness to release the past and invest in something new has seen Heights Church emerge, with shared governance and support and its own identity and ministry expression. This project reflects the growing commitment across Churches of Christ to renewal, revitalisation and innovative approaches to mission.

Alongside this, conversations are progressing in several locations regarding church planting, pioneering initiatives and new missional communities. We are seeing increasing enthusiasm among churches and leaders to explore new opportunities so that more people, in more places, have an opportunity to connect with Jesus.



CREATING PLACES OF FAITH AND HOPE

Our chaplains continue to provide compassionate spiritual care across Seniors Living, Housing Services and Children, Youth and Families.

Through pastoral care, worship gatherings, prayer, Bible studies and everyday conversations, people can experience belonging, encouragement and hope. Together with our churches and services, they are helping create communities where faith is lived, shared and experienced.

The REPs have also played an important role in strengthening relationships between churches and services, helping us integrate mission more intentionally across the organisation. Local churches are increasingly discovering opportunities to engage with aged care, housing, care services and community initiatives in practical and meaningful ways.

Living from God's abundance

Throughout the year we witnessed God's abundance in many ways. Not simply through financial provision, but through generous people, unexpected opportunities, strengthened partnerships and transformed lives.

One of the clearest examples has been our Bibles Project. Through the generosity of churches, individuals and supporters, more than $100,000 was raised to provide Bibles for residents, clients, people connected with our services and staff. From children's Bibles to large-print editions, this initiative reflects our desire that every person who wishes to engage with Scripture can do so.

We also experienced remarkable generosity through the Legacy Fund, which received donations exceeding $2 million. By preserving capital and investing the earnings into missional initiatives, the Legacy Fund continues to create opportunities for ministry that will impact lives for generations to come.

Perhaps the most meaningful expressions of abundance, however, are seen in people's stories.

"And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work."

1 CORINTHIANS 9:8



ROSANNA'S STORY

Living in a caravan park and struggling with high rental costs, Rosanna found her forever home at Golden Age Aged Care. What followed was more than a change of address. Rosanna has become a driving force within her community—helping run a residents' morning tea, volunteering with the Residential Aged Care Lifestyle team and supporting the work of The Mooring.

In her eighties, she continues to serve others with remarkable energy, while remaining actively involved in her local congregation.

Rosanna's story reminds us abundance is not measured simply by what we possess, but by what God is able to do through people whose lives have been transformed. The gift of safe housing became the foundation for connection, belonging, purpose and service. In turn, her contribution is enriching the lives of many others.

As we look ahead, we do so with confidence and expectation. We are encouraged by the signs of renewal across our churches, the growing collaboration across our ministries and the willingness of God's people to serve generously and faithfully.

SLACKS CREEK CHAPLAINCY

We often speak of our desire to see every person experiencing welcome, wellbeing, home, community and hope. At Slacks Creek, we are seeing all five come together as housing, chaplaincy and community development work hand in hand.

Churches of Christ opened the Slacks Creek Community Housing Initiative in early 2025, with the goal of providing safe, affordable housing in an area experiencing significant rental pressure. What has emerged, however, is more than housing. While safe and affordable housing is the foundation, Churches of Christ's approach extends beyond bricks and mortar, bringing together staff, YFS partners, community development workers and chaplaincy to nurture community, connection and belonging.

Residents participate in a range of social, community and faith-based activities delivered through the partnership between community development workers, YFS and chaplaincy. From cooking programs, book exchanges and coffee mornings to community celebrations and barbecues, these opportunities are helping residents build relationships and connections with one another. For residents with an active faith, Bible studies also commenced onsite. What began as a collection of individuals sharing a housing complex is gradually becoming a supportive community of neighbours.





THE MOORING

The Mooring is an excellent example of churches, volunteers and services working together in mission. The ministry was established through Southport Church of Christ and supports families whose loved ones are receiving treatment in intensive care at Gold Coast University Hospital and Robina Hospital.

Working closely with hospital social workers, the church provides accommodation, care packs, meals, transport and practical support to families who often arrive unexpectedly from regional Queensland, interstate or overseas during a time of crisis.

Churches of Christ provides two accommodation units that help families remain close to loved ones in hospital when they otherwise may have nowhere affordable to stay.

Next gen leaders



BARNABAS

Leadership development is not simply creating opportunities for emerging leaders. It is also creating opportunities for experienced leaders to invest in others. Through the Barnabas Cohort, several emerging ministry leaders are being encouraged and supported as they discern God's call and prepare for future ministry.

A particularly encouraging aspect of this initiative is the contribution of Rick and Carol Joseph, who are generously volunteering their time and experience to mentor and develop others. As they reimagine their own retirement years, Rick and Carol have embraced a season of interim ministry, coaching, encouragement and leadership development, investing deeply in the next generation of pastors and ministry leaders. Their example reminds us that God's abundance is often expressed through faithful people who freely share the wisdom, gifts and experience they have received.

NAVIGATE COHORT

14	7
Interns	Churches

BARNABAS COHORT

7	7
Interns	Churches

NAVIGATE INTERNSHIP PROGRAM

Through Navigate, we are investing intentionally in the next generation of Christian leaders. Fourteen interns from seven churches participated in the program during the year, receiving mentoring, leadership development and practical ministry experience. As they discern God's calling and grow in their gifts, these emerging leaders are helping shape the future of our churches, ministries and communities.

Alongside Navigate, the Barnabas Cohort is supporting emerging leaders from across our churches who are responding to God's call into ministry. Many are transitioning from established careers, bringing valuable experience, maturity and gifting into church leadership. Through encouragement, mentoring and community, the cohort is helping develop a sustainable pipeline of future pastors and ministry leaders.



Our churches

Our 67 churches are made up of 61 affiliated churches across Queensland (listed below), plus six campus churches at Dirranbandi (from Riverlife, St George), Heights (from Kenmore), Zillmere (from Arana) and Mareeba, Normanton and Eidsvold (AICF Churches).

AFFILIATED CHURCH		
Churches of Christ Aboriginal & Islanders Christian Fellowship (AICF)	120	15
Church of Christ Acacia Ridge	9	1
Church of Christ Ann Street	30	1
Church of Christ Annerley	20	–
Church of Christ Arana Hills (includes Zillmere Campus)	121	3
Bongeen Church of Christ	25	–
Church of Christ Boonah	57	–
Church of Christ Boondall	28	–
Bribie Island Church of Christ	58	–
Brisbane North Oasis Church of Christ	50	–
Churches of Christ in Queensland Bundaberg	76	–
Church of Christ Burleigh Heads	92	19
Caboolture Living Hope Church of Christ	23	–
Caloundra Church of Christ Inc	152	7
Chinchilla & District Churches of Christ Circuit	51	1
Common Ground (Townsville Church of Christ)	31	1
Church of Christ Dalby	40	–
Door of Hope Church of Christ Maryborough	93	2
Fernvale Community Church Inc	18	–
For JC Church	48	–
Church of Christ Gatton	25	–
Churches of Christ Gladstone	21	2
God's Will Presbyterian Church	260	–
Good Shepherd Church of Christ	35	2
Gympie Church of Christ Horseshoe Bend	127	5
Church of Christ Hervey Bay	20	–
Highfields Church of Christ	54	–
Church of Christ Toowoomba (HumeRidge Church of Christ)	516	27
Kenmore Church of Christ Ltd (includes Heights Campus)	125	28
Church of Christ Kingaroy	100	24
Kingsthorpe Church of Christ	50	4

AFFILIATED CHURCH		
Lakeshore Community Church of Christ	65	3
Little Mountain Church of Christ Unlimited Association	31	1
Churches of Christ Lowood	13	–
Church of Christ Ma Ma Creek	25	–
Church of Christ Mackay	100	3
Church of Christ Marburg	20	2
Mount Walker Church of Christ	25	–
Mountain Top Community Church	20	–
Munruben Church of Christ	45	–
Church of Christ Murgon	32	3
Oasis Church of Christ Bundamba	40	3
Outback Church of Christ	22	–
Church of Christ Redcliffe	73	–
Redlands Church of Christ Inc	41	7
Riverlife Church of Christ (includes Dirranbandi Campus)	61	5
Church of Christ in Qld Pine Rivers	130	6
Rockhampton Church of Christ Ltd	27	3
Church of Christ Roma	46	4
Rosevale Church of Christ	25	1
Sanctuary Park Nambour Inc	17	2
Silverdale Church of Christ	60	–
Southport Church of Christ	294	31
Springwood Church of Christ	116	2
Sunnybank Church of Christ Inc	84	3
The Lakes Church	243	16
Church of Christ Toowoomba North	178	–
Vietnamese Church of Faith	15	–
Warwick Church of Christ	21	–
Whitehill Church of Christ Ltd	118	7
Withcott Church of Christ	48	2

Number of members Number of baptisms 2025–26



Threads of hope, acts of dignity

At Common Ground Church of Christ, meeting practical needs is about more than providing goods and services.

Through Common Threads Op Shop, the church is helping individuals and families access affordable clothing while creating opportunities for dignity, choice and connection. One of the most impactful initiatives sees volunteers take 'pop-up' op shops into local schools, transforming donated clothing into a genuine shopping experience. Common Ground also provides a free community food pantry, stocked through the generosity of supporters and available to people facing financial hardship.

Adding to the welcoming atmosphere is the availability of coffee and conversation on site, creating a place where people can gather, build relationships and experience genuine hospitality. Together, these initiatives demonstrate how Common Ground Church of Christ is supporting its community in practical and meaningful ways. By providing clothing, food, laundry services and opportunities for connection, the church is helping restore dignity, strengthen confidence and remind people they are valued and not alone.







Music brought Don out of isolation, creating a memorable moment with his son-in-law, Adam.

A harmonica, a hymn and a moment of connection

For many residents, music is more than entertainment. It can unlock memories, spark joy and create meaningful moments of connection.

One such moment occurred this year when staff and the chaplain at an aged care facility took a music session directly to the room of a resident who rarely participated in activities. Living with depression and bipolar disorder, he typically preferred to remain in his room and was often withdrawn and unresponsive.

When invited to join a music session, Don initially declined. Instead, the music came to him.

What happened next surprised everyone. As familiar hymns filled the room, Don got out of bed, picked up a harmonica and began playing with remarkable skill. Staff, the chaplain and his family member sang along as he confidently led the music.

The transformation was extraordinary. A resident who was usually quiet and disengaged became animated, expressive and eager to share his gift with others. It was the first time many had seen this side of Don, and few knew he had ever played the harmonica.

Faith has long been an important part of Don's life, and the familiar hymns created a pathway for connection, participation and joy. The experience was a powerful reminder that meaningful engagement often begins by meeting people where they are and finding opportunities to connect through the things that matter most to them.

ACOM Partnership

Another significant milestone during the year was the strengthening of our partnership with the Australian College of Ministries (ACOM), including the establishment of the Kenmore Institute for Church Planting.

Named in recognition of the rich ministry training heritage of Churches of Christ in Queensland, the institute exists to equip a new generation of leaders in church planting, re-planting, revitalisation and missional leadership. Through accredited training, mentoring and practical ministry formation, this initiative is helping create pathways for future leaders who will establish new faith communities and renew existing churches across Australia.







Toowoomba/Western Queensland





Sunshine Coast/Moreton Bay



Bundaberg/Wide Bay

Regional Gatherings

ABOUNDING IN EVERY GOOD WORK ACROSS QUEENSLAND

Beginning in Cairns in May, the 2026 Regional Gatherings brought hundreds of people together in communities across Queensland, creating opportunities to connect, share stories and celebrate the work of our movement. From Cairns to Mackay, and from the Gold Coast to Bundaberg and Toowoomba, participants gathered around tables for meaningful conversations, fellowship and learning.

Hosted by Board Chair Nigel King, CEO Bill Lyon and Council Chair Tim Hanna, the gatherings provided updates on the organisation's direction while creating space for questions, reflection and honest dialogue. Through stories from the field and shared experiences, attendees gained a deeper understanding of the impact being made by Churches of Christ ministries, services and congregations.

Guided by the theme, "Abounding in every good work" (2 Corinthians 9:8), the Regional Gatherings strengthened relationships between Board, Council, executive leaders, churches and services. They fostered a strong sense of unity and belonging, reminding us that while our ministries may look different, we are united by a common mission and vision.

As conversations were shared over meals and new connections formed, the gatherings celebrated what God was doing through our movement and reinforced the power of working together to make a lasting difference in the lives of others.



Ipswich/Fassifern



Cairns



Townsville

"Abounding in every good work"

2 CORINTHIANS 9:8







South Brisbane/Gold Coast







South Brisbane/Gold Coast

Seniors Living

Values in action

Our values—Integrity, Compassion, Excellence and Courage—express how we live out our faith each day. In this year of reimagining, those values were clearly demonstrated in countless ways across our operations landscape.

They were evident in how we approached our work and collaboration as they:

- guided our interactions with residents, clients, families, staff, regulators and community partners
- informed our service design and delivery
- influenced our response to challenge and change—building trust, strengthening relationships and ensuring our actions consistently reflected our mission and our responsibility to those we serve.

In an environment of ongoing sector reform and with our aged care and retirement living services experiencing sustained high demand, our teams navigated every challenge and embraced every opportunity by working together with integrity, accountability and respect, and a shared commitment to delivering sustainable and meaningful outcomes for the individuals and communities they serve.

KEY STATISTICS
RESIDENTIAL AGED CARE

1,258
Admissions

3,130
Team members

24
Residential Aged Care homes

1,861
Registered operational beds

KEY STATISTICS
HOME CARE

6,066
Clients

341
Workers

6
Programs

1,125
Support at Home packages

173,744
Visits

KEY STATISTICS
RETIREMENT LIVING

1,200+
Residents

22
Villages

1,026
Independent Living Units

35
Team members



Commitment to sector reforms

On 1 November 2025, we successfully navigated the start of both the new Aged Care Act and the Support at Home program, representing one of the most significant generational transformations of Australia's aged care system. At the same time, our teams worked to embed the strengthened Aged Care Quality Standards, ensuring our services remain aligned with evolving expectations and continued to deliver person-centred care.

We also prepared for Victoria's most significant retirement living reform in four decades, with the *Retirement Villages Amendment Act 2025* and *Retirement Villages Regulations 2026* commencing on 1 May 2026. These changes required careful planning, strong governance, and a commitment to supporting residents and staff through a period of considerable transition.

Service innovation and excellence

Over the past few years, we have strengthened the organisation's capacity to meet and support the future needs of a growing cohort of older Australians.

Across our services, we maintained full compliance with accreditation standards. Our teams balanced risk with opportunity, ensuring compliance and governance obligations were met while reinforcing our focus on safe, effective and person-centred care. For us, excellence is more than simply meeting standards. It is about continuously seeking opportunities to improve.

We actively sought feedback from residents, clients, families, staff and stakeholders, using their insights as a catalyst for learning and improvement.

We engaged with new technologies, equipment trials and emerging care solutions to seek better ways to enhance independence, safety, wellbeing and quality of life for those in our care.

From redesigning service delivery models and implementing new systems and processes, to supporting staff, residents and clients through periods of transition, our people remained focused on delivering meaningful outcomes and maintaining continuity of care and services.

In a year that presented both challenge and opportunity, we delivered high-quality care with professionalism, resilience and heart.

PEOPLE AND PARTNERSHIPS

Commitment to excellence begins with investing in our people. Through leadership development programs, professional education and ongoing learning opportunities, we have continued to build the capability of our leaders and teams, equipping them to deliver high-quality and person-centred care and services in an increasingly complex environment.

Our teams also worked constructively with government agencies, regulators and sector partners, contributing to discussions, implementing reforms and seeking better outcomes for the communities we serve. Through these partnerships, supported by a culture of collaboration, we remain committed to continuous improvement and delivering services that meet the highest standards.

BLACKALL 60S AND BETTER PROGRAM

We gratefully acknowledge the continued support of the Queensland Government's Department of Families, Seniors, Disability Services and Child Safety. The Department contributed $73,858 in funding to the Blackall 60s and Better program in 2025–26. This program plays a vital role in supporting older people within the Blackall and Tambo region at risk of social isolation through community-based initiatives.

RESIDENT AND CLIENT VOICES INFORMING CHANGE

Churches of Christ is committed to ensuring consumer voices play a central and critical role in our organisational planning, decision making, and service improvement and delivery.

During the year, our Consumer Advisory Body (CAB) informed the review of marketing collateral, publications, and communication materials, helping us ensure information was accessible, relevant and responsive to the needs of residents, clients and families.

Each month, members of our Residential Aged Care and Home Care Consumer Advisory Bodies meet to represent the perspectives of consumers from across our Queensland and Victorian services. Their insights, lived experiences, and ideas provide invaluable guidance, helping us strengthen our services and achieve better outcomes for the people we support, their families and our staff.



"My two boys and wife are very proud of me, their 81-year-old dad because I am a member of the Consumer Advisory Body. I regard myself as a stakeholder, I'm at the coal face and I like to help solve problems. This is an honour. I enjoy having honest conversations on how we can improve the services provided to the residents and I am passionate about supporting the staff, so they enjoy working with us."

JOHN FIDDEN
RESIDENTIAL AGED CARE
CAB MEMBER

"I've always volunteered, and now I'm part of the Consumer Advisory Body. I advocate for the residents, see what they want, and this helps us have a voice."

HAZEL STEVENS
RESIDENTIAL AGED CARE
CAB MEMBER





Shaping the future of dementia care

In April, CEO Bill Lyon and Executive General Manager Operations Donna Hart visited the Netherlands and Singapore to learn from internationally recognised approaches to healthy ageing and dementia care.

The visit reinforced the importance of supporting older people to live meaningful, connected and purposeful lives, with a strong emphasis on autonomy, social connection, participation and wellbeing.

The study tour also provided valuable opportunities to engage directly with sector leaders, care professionals and researchers who are shaping the future of aged care internationally.

By observing innovative models in practice and learning from their outcomes, Churches of Christ has gained fresh perspectives on creating environments where older people can thrive, maintain their identity and continue contributing to their communities in ways that are meaningful to them.

These initiatives align with the Churches of Christ Way and support our commitment to fostering welcome, wellbeing, home, community and hope for those in our care.

KEY AREAS OF FOCUS

Insights gained from the study tour are informing the ongoing development of Churches of Christ's dementia care approach of:

- creating more home-like living environments
- increasing opportunities for meaningful activity and resident participation
- strengthening social, community and intergenerational connections
- exploring household, neighbourhood and care farm models of care
- leveraging technology to support resident independence and workforce sustainability
- balancing safety considerations with greater autonomy, choice and quality of life.

Above: Bill Lyon and Donna Hart on tour with staff at Stichting Zorgboerderij De Badhoeve (the Netherlands), a small care farm providing day programs for people living with dementia, alongside children and young people with behavioural support needs. The farm combines meaningful activity, nature and intergenerational connection in a safe and welcoming environment.


Homesteads Aged Care, Nerang


Nubeena Aged Care, Toowoomba


Homesteads Aged Care, Nerang


New Haven Aged Care, Maryborough

Enhancing the resident living and dining experiences

During FY26, Churches of Christ strengthened its focus on food, nutrition and hospitality with the introduction of a Resident Experience Manager role across residential aged care services. The role provides dedicated leadership for dining and hospitality services, helping ensure residents experience greater choice, dignity and independence while supporting compliance with *Aged Care Quality Standard 6 – Food and Nutrition*.

As part of this work, dining environments have been refreshed to create more welcoming and comfortable spaces that encourage social connection and enjoyment. These initiatives are contributing to improved dining experiences, supporting resident wellbeing and reinforcing our commitment to person-centred care.

A significant program of refurbishment works was also undertaken across the portfolio, aimed at enhancing residents' quality of life, and ensuring our homes remain safe, welcoming, comfortable and homely. Many of the projects completed supported compliance with Aged Care Quality Standard 6 and incorporated dementia-friendly design principles and aged care best practices. Improvements to colour schemes, furnishings, lighting and communal living spaces will help residents navigate their surroundings more easily, promote comfort and support overall wellbeing.

PROJECTS COMPLETED IN FY26 – APPROXIMATELY $1,600,000

MSU – Memory Support Unit
RAC – Residential Aged Care

- Bribie Island RAC MSU
- Brig-O-Doon RAC Mortimer dining/living
- Ingham: Palms RAC dining room
- Cardwell: Rockingham RAC dining and living areas (new wing expansion)
- Maryborough Fair Haven RAC dining room
- Warwick RAC new wing
- Toowoomba: Nubeena RAC wing
- Oakleigh Victoria: Oak Towers RAC Maple and Cedar Wings
- Nerang: Homesteads RAC MSU and Cottages
- Bundaberg: Gracehaven RAC MSU
- Hervey Bay Fair Haven RAC MSU
- Stanthorpe RAC MSU and upstairs wing
- Essendon Victoria: Arcadia RAC MSU and ground floor dining and living areas
- Moonah Park RAC Tennyson Building dining room





Celebrating 20 years of care, connection and belonging at Arcadia Residential Aged Care.

Celebrating 20 years of care, connection and community

In late 2025, two Churches of Christ communities, Arcadia in Essendon and Regency Park Retirement Village on Queensland's Southern Downs, celebrated 20 years of providing care, connection and a strong sense of belonging.

While separated by thousands of kilometres, both communities share the qualities that define Churches of Christ: compassionate staff, engaged residents and a commitment to helping people live well.

ARCADIA

At Arcadia, the co-location of residential aged care and retirement living has fostered a connected community where residents are supported through every stage of later life. For two decades, the community has focused on promoting independence, dignity and wellbeing, creating a place where people feel valued and at home.

REGENCY PARK RETIREMENT VILLAGE

At Regency Park, residents, staff and volunteers have built a vibrant community where friendships flourish, neighbours support one another and people continue to live with purpose and independence. Over the past 20 years, the village has evolved to meet changing needs while maintaining the welcoming spirit residents value most.

These milestones were an opportunity to recognise the residents, families, staff, volunteers and supporters who have contributed to the success of both communities. Their dedication has helped create places where people can truly belong, and where connection and care continue to enrich lives every day.







Marking two decades of community, friendship and independent living at Regency Park Retirement Village.



Vale Owen Stockwell OAM

Churches of Christ acknowledges the passing of Owen Stockwell OAM, who died on 1 April 2026 at the age of 94 following a long illness.

A passionate advocate for older Australians in rural and remote communities, Owen made a lasting contribution to aged care in Queensland's Outback. In 1981, he served as founding President of Barcoo Retirement Village, helping drive a community-led vision to provide quality aged and disability care in Blackall. His commitment, leadership and generosity were instrumental in establishing the Barcoo multi-purpose service, which continues to enable local people to access care close to home.

Owen's impact extends beyond his lifetime through the Stockwell Webber Scholarship, which is awarded annually to Churches of Christ staff. The scholarship supports professional development opportunities and contributes to aged care infrastructure projects in regional, rural and remote Queensland.

His legacy of service, generosity and community spirit continues to benefit both our people and the communities we serve.

Faith in action

Over the past two years, the partnership between Acacia Ridge Church of Christ and the Brig-O-Doon campus has helped foster a strong sense of belonging and community among residents of social housing, retirement living and residential aged care.

Each week, the church runs its Sunday services in the community centre where residents from the campus attend, coming together for worship, friendship and support. For aged care residents in particular, having access to regular onsite worship has provided a meaningful opportunity for connection and spiritual encouragement.

Beyond Sunday services, the church also supports the chaplain's monthly Coffee Ministry, creating additional opportunities for conversation, friendship and care.

Together, these initiatives have strengthened community connections and created a welcoming environment where people feel valued, supported and encouraged in their faith journey.



Children, Youth and Families

KEY STATISTICS

3,100+

Children and young people in family-based care

1,200+

Foster and kinship carers and **over 1,100** foster and kinship carer households

219

Staff

10

Services located across Queensland

10,000+

Support and monitoring visits each year

43%

of children in foster or kinship care are Aboriginal and/or Torres Strait Islander

263

Young people supported to Transition to Adulthood

60%

of Transition to Adulthood young people are Aboriginal and/or Torres Strait Islander

A year of meaningful connection and lasting impact

This year, Churches of Christ achieved a major milestone in our commitment to transforming lives: the formal launch of our updated Children, Youth and Families Model of Practice. Driven by our core values —Integrity, Compassion, Excellence and Courage—the model embeds five strategic Principles of Connection to transform daily care into a stable, healing life experience. The Model repositions out-of-home care from transactional service delivery to lifelong relational impact and now underpins everything we do.

- We ensure all care remains **Child-Centred** by amplifying the child's voice to guide decisions and reframing challenging behaviours as communication of unmet needs.
- Through **Relationship-Focused Care**, we match care arrangements with intention, based on relational capacity, and intervene early to maintain bonds during times of stress.
- We build professional **Trust** with our carers by providing 24/7 support and trauma training in exchange for strict household transparency.
- To drive holistic **Healing and Development**, we anchor children in predictable routines while coordinating therapeutic and educational milestones to move them from survival to growth.
- We support **Culturally Aware and Safe** environments for First Nations children through mandatory, living Cultural Care Plans that affirm identity and actively heal intergenerational trauma by maintaining deep connections to family, kin and Country.

The ultimate achievement of the Model of Practice is found at the intersection of **Safe Children and Trusted Carers**. We have reframed 'safety' from a passive state of regulatory compliance into an active, multi-dimensional process encompassing physical, emotional, spiritual and cultural security.



'Safe Children' means ensuring every child regardless of their background, location or ability knows they have an inherent right to be protected.

Leading reform and strengthening outcomes

Across the year, our CYF services delivered tangible results against this framework: an unqualified quality certification, a new seat at the sector's leadership table, a formal contribution to state-wide reform, two new practical resources for carers, a fully trained workforce in domestic and family violence response, and measurable improvements in the lives of the children and young people we support.

ACHIEVEMENT: INDEPENDENTLY CERTIFIED AND LICENSED

In December 2025, Churches of Christ was externally assessed against the Human Services Quality Framework and achieved full certification, extending our registration to deliver services funded by the Department of Child Safety through to April 2029 (first achieved in April 2017).

Assessors highlighted our strong commitment to First Nations People, service excellence, stakeholder engagement and person-centred care delivery, and found effective alignment between staff practice and organisational vision. Clients and staff interviewed echoed this:

"I care for a high needs child, and my family call our support worker our fairy godmother—we don't know if we could cope without her."

CLIENT

"I love making a difference in my clients' lives and help them to navigate challenges and setbacks."

STAFF MEMBER

ACHIEVEMENT: A SEAT AT THE TABLE SHAPING SECTOR REFORM

In November 2025, Executive General Manager Children, Youth and Families, Grant Hawgood, was elected to the Board of PeakCare giving Churches of Christ a direct role in leading Queensland's non-government child protection sector through a period of transformation. Grant brings 30 years' experience as a psychologist and executive leader across child protection, mental health and drug and alcohol services.

We also formalised our support for the Child Safety Commission of Inquiry, delivering a submission drawn from frontline experience that advocated for consolidated, portfolio-based contracting models sharing insights from our own Model of Practice to help shape a more transparent, efficient and accountable child safety system across Queensland.

ACHIEVEMENT: OUR ENTIRE CYF WORKFORCE TRAINED IN DOMESTIC AND FAMILY VIOLENCE RESPONSE

Our CYF Practice Unit delivered a new Domestic and Family Violence Foundational Training Program, aligned with Queensland's Not Now, Not Ever reform agenda. All CYF staff completed the training this year, building shared capability in recognising, responding to and documenting domestic and family violence, and the program will now run annually across our services.

Our expertise was also recognised externally when the CYF Safe and Together Model facilitator presented at the 2026 Asia Pacific Coercive Control and Children Conference, sharing our frontline approach with practitioners, researchers and policymakers from across the region.



ACHIEVEMENT: TWO NEW PRACTICAL RESOURCES FOR CARERS

Developed in partnership with the Raising Children Network and building on the success of our earlier resource on suicidal ideation and self-injury, we developed a new guide to help carers recognise and respond to Harmful Sexual Behaviours (HSB) in children aged 17 and under. The booklet equips care teams with age-appropriate developmental milestones, step-by-step intervention guidance and Individual Crisis Support Plans, alongside direct links to Bravehearts, Parentline and the Queensland Foster and Kinship Carer Support Line.



ACHIEVEMENT: STRENGTHENING KINSHIP, CULTURE AND COMMUNITY

The Cairns Foster and Kinship Care team won the 2026 Child Protection Week Award for Regional Programs, recognising its exceptional work with children, families and carers across Cape York and remote Aboriginal and Torres Strait Islander communities.

Through a strong focus on kinship care, cultural connection and community-led support, the team has helped ensure children remain connected to the people, places and traditions that matter most. In 2026, 91 per cent of children supported by the service were placed with kinship carers, providing stability while maintaining vital family, cultural and community relationships.

This recognition reflects the team's commitment to working alongside communities to create safe, culturally responsive care environments where children can thrive and maintain lifelong connections to their identity and heritage.







ACHIEVEMENT: 136 CHILDREN EMPOWERED THROUGH THE *SAFE SERIES*

In late 2025, our South East Queensland foster and kinship care services, along with the Churches of Christ Child Safe Lead, implemented the NSW Children's Guardian's *SAFE Series* across all CYF services. The four-book program was designed to build children's help-seeking behaviour and reduce the secrecy abusers rely on. Following orientation training for every CYF service, our teams personally read the books with more than 200 children, with 136 children completing the full series this year.

The initiative has had a direct protective impact: several children disclosed concerns about their care as a result, enabling our teams to act immediately and work with the Care Team to address them. Local Child Safety Service Centres have given positive feedback on the initiative.



"The children were able to repeat back some of the key messages of the books."

"The young person I supported loved drawing their five heroes and were able to talk about this across multiple home visits."

"It was a good connection and rapport building activity and positive to hear about what safe people our kids could identify."

"I had a little girl, who is losing her hearing, able to engage in all four books and activities in one session."

Housing Services

KEY STATISTICS

2,311
People assisted across 1,466 households

1,350+
Properties owned and managed

103
Households received 12,928 hours of specialist case management

109
Community events

1,420
Pastoral care interactions

Supporting people to thrive through safe housing

The need for a safe, secure and affordable home is a universal human experience, but the work of housing and homelessness service providers is often reduced to the provision of shelter.

A home is a place where people can feel safe. Safe to be themselves, strive for their aspirations and recover from life's challenges. Through our housing and homelessness services, we work to ensure everyone can benefit from the opportunities a home provides.

We achieve this equality of opportunity for our clients by offering a trauma-informed service, specialist case management, community development initiatives, and pastoral care to address barriers they may be experiencing. We do this in addition to offering safe, high-quality, fit-for-purpose homes at affordable rental rates.

THE CHALLENGE OF COMPLEXITY

The factors that lead a person to seek housing support rarely occur in isolation, and as demand for social services support grows, a greater number of people are coming to understand the complexity of the barriers many people face. Health, financial security, employment and personal wellbeing often overlap, creating interconnected and complex challenges.

We believe a safe, secure and affordable home provides the foundation for change. Accompanied by the right support and opportunities, that change can be meaningful and long lasting. We are proud to offer a person-centred and holistic housing and homelessness service model that supports the individual, while at an organisational level we continue to champion systemic changes and progress opportunities to deliver new homes.

Together, these efforts take steps to address immediate need while building our capacity and capability to meet the future demand for housing.



Our broad range of support

SOCIAL HOUSING PROGRAMS for people approved for and waiting for housing assistance under the Queensland One Social Housing System.

AFFORDABLE HOUSING PROGRAMS for people on low and moderate incomes having difficulty affording 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 primary homelessness or those with complex needs who require assistance from support workers.

COMMUNITY DEVELOPMENT to promote social connectedness and healthy thriving communities.

PASTORAL CARE to support the personal wellbeing and resilience of clients.

Churches of Christ delegate Rowena Mooney (second from right) attending the Queensland Homelessness Conference in 2026.

Housing Services annual snapshot



TENANT DEMOGRAPHICS

12%
Identify as Aboriginal and/or Torres Strait Islander

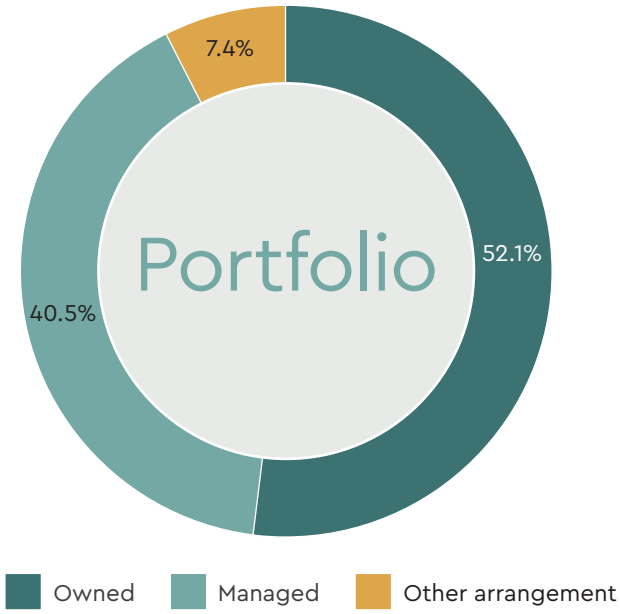
7%
Come from a non-English speaking background

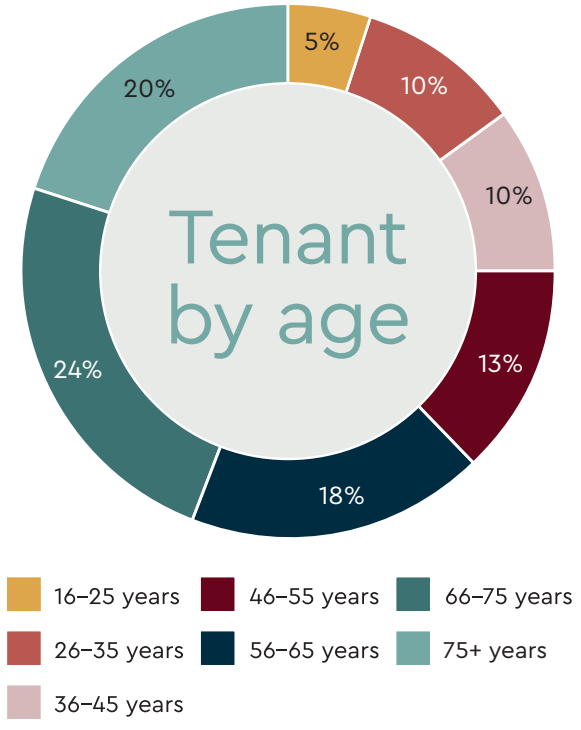
69%
Report having a disability or medical condition

64%
Head tenants identify as women

Top of page: Social housing developments – L-R: Sienna Apartments at Spring Hill, Coolamon Apartments at Bongaree and Wiltshire Apartments at Basin Pocket.

PROPERTY PORTFOLIO

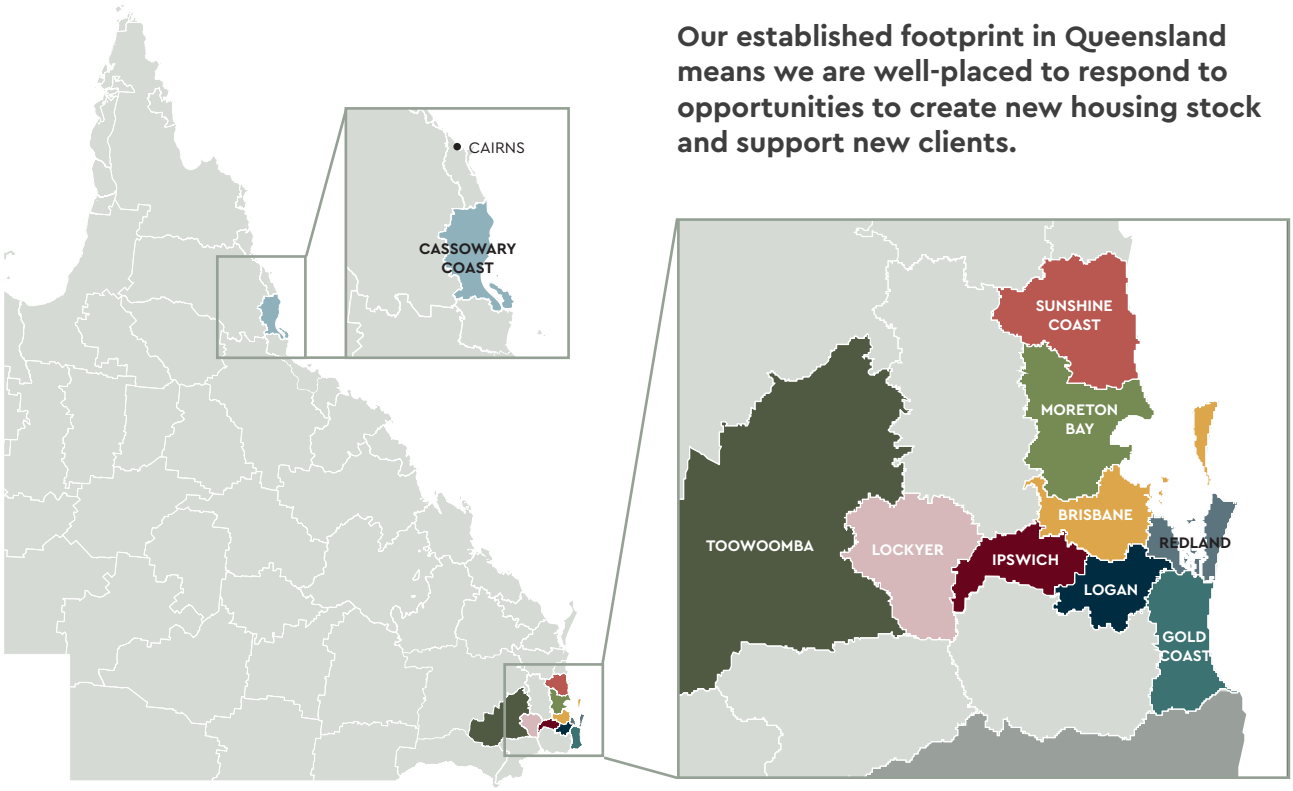








HOUSING WE OWN AND MANAGE BY LOCAL GOVERNMENT AREA FY26



Our established footprint in Queensland means we are well-placed to respond to opportunities to create new housing stock and support new clients.

KEY	LOCAL GOVERNMENT AREA (LGA)	NUMBER OF DWELLINGS	SOCIAL HOUSING	HOMELESSNESS SERVICES	AFFORDABLE HOUSING	DISABILITY HOUSING	OTHER
	Ipswich City Council	413	●	●	●	●	
	Moreton Bay City Council	329	●	●	●		●
	Brisbane City Council	220	●	●	●	●	
	Logan City Council	165	●	●	●	●	
	Sunshine Coast Regional Council	116	●			●	
	Gold Coast City Council	95	●				
	Lockyer Valley Regional Council	8	●				
	Redland City Council	6	●				
	Toowoomba Regional Council	5				●	
	Cassowary Coast Regional Council	4	●				



Reducing debt for people in hardship

During the past year, our State Penalties Enforcement Registry (SPER) Work and Development Order program provided a practical pathway for residents to reduce financial liabilities, while also creating opportunities for learning, personal growth and increased independence.

The program enables residents to work off a SPER debt by participating in approved workshops and activities, with sessions focusing on practical life skills like budgeting, digital literacy, health and wellbeing, tenancy sustainment and community participation.

By linking debt reduction with education and personal development, participants can address financial pressures while gaining confidence, knowledge and essential skills that support long-term stability.

IMPACT – FY26

19

New residents joined the SPER program

15

Concurrent participants at the program's peak

$9,400

In SPER debt was **reduced** through participation in approved activities

Employment opportunities take seed in green space

With the support of funding from the Skilling Queenslanders for Work initiative, we commenced the first of two **NEXT STEP: WORK! Green Start** programs, open to both residents and non residents. This investment demonstrates our broad capability as a social services organisation, and strengthens our continued focus on community development and empowerment through upskilling initiatives and strategic partnerships.

Each 18-week program provides paid traineeships, accredited training and wraparound support, that enables participants to gain essential skills and job-based training and take meaningful steps towards future employment. By leveraging our portfolio of sites with green spaces and an established internal maintenance services team, we are creating practical learning environments so those people interested in a career in conservation and gardening can develop job-ready skills and experience.

The project is also delivering broader community benefit through the regeneration of green spaces across our portfolio, supporting environmental sustainability, community pride and resident wellbeing. The project reinforces our commitment to creating opportunities that support both individual independence and wider community participation.

The Skilling Queenslanders for Work initiative is funded by the Queensland Government and is delivered in conjunction with Axiom College and MAS apprenticeships.

Finding safety, stability and hope

When Lisa* and her children left an unsafe domestic and family violence situation, they faced an uncertain future. With nowhere secure to call home, the family was living in unsuitable and overcrowded conditions, often without reliable access to basic necessities. At times, Lisa slept in her car so her children could sleep indoors.

The ongoing instability was taking a toll. The children were struggling with the effects of trauma and disrupted routines, which began to affect their wellbeing and school attendance. Despite the challenges they faced, Lisa remained determined to create a safer and brighter future for her family.

After being connected with our Housing Support team through a school social worker, Lisa slowly began building trust with support workers who took the time to understand her circumstances and priorities. Together, they developed a plan focused on safety, stability and long-term independence.

The team worked alongside housing providers and other partners to secure emergency accommodation and advocate for the family's housing needs. As their situation stabilised, support expanded to include school engagement, safety planning, practical assistance and pathways towards future employment and financial independence.

Over time, the family's circumstances began to change. The children returned to regular school attendance, daily routines were re-established, and the family moved from emergency accommodation into a transitional home environment that provided greater security and stability.

Today, Lisa continues to work towards a permanent housing solution while pursuing training opportunities that will help strengthen her family's future. Her commitment and resilience have been central to every step of the journey.

While the family's story is still unfolding, their experience highlights the life-changing impact that safe and stable housing can have. It demonstrates how early intervention, strong partnerships and person-centred support can help families move beyond crisis, regain confidence and build a pathway towards independence.

*Name changed to protect privacy.





Activating faith and charity-owned land

Changes to Queensland's planning scheme have created opportunities to unlock faith and charity-owned land for social and affordable housing. Churches of Christ Housing Services is proud to be the lead community housing provider of a newly formed initiative helping to maximise the potential of these reforms.

Partnering to Activate Faith and Charity Owned Land for Housing is a strategic alignment of community housing providers, faith organisations, charities and specialist consultants committed to facilitating a real, scalable supply of social and affordable housing.

The initiative aims to build confidence and promote consistency among stakeholders looking to partner to deliver new housing within their community. By helping them prepare for development opportunities, addressing questions about governance arrangements, ownership and leasing models, risk allocation, project feasibility, partnership structures and long-term asset management, it can demonstrate how partnering with faith and charity landowners can be a genuine, ongoing and scalable solution to unmet housing needs.

As Queensland's only faith-driven tier one community housing provider, we are uniquely positioned to lead this initiative, bridging the gap between landowners motivated to deliver real social impact in their communities, and a community housing sector equipped to deliver and manage quality housing outcomes. The benefits extend beyond physical housing to strengthening relationships and providing meaningful resources to renew and revitalise local communities.

The project was made possible through a $250,000 Community Housing Futures Program grant, an initiative of the Queensland Government administered by housing and homelessness peak body Q Shelter. We thank both organisations, along with our project partners, for their commitment to this shared goal.

Energy upgrades to support resilient social homes

The households we support feel cost-of-living changes more harshly than others, with most social housing residents' incomes consisting solely of a social security payment. Any seemingly minor change that reduces household costs can make a significant difference.

The **Queensland Community Housing Energy Upgrade** (QCHEU) program offers rebates to encourage community housing providers to undertake energy efficiency improvements to reduce household electricity costs and enhance year-round comfort for residents.

Through this program we have further upgraded our homes by installing energy-efficient air-conditioning systems, ovens, DC ceiling fans, LED lighting and heat pump hot water systems.

To date, approximately $2.4 million in rebates have been approved to complete energy upgrades in our community housing portfolio. Our planned upgrades will deliver lasting benefits for residents while supporting broader sustainability goals across the community housing sector. Flow-on effects will include easing demand on power grids, and ensuring homes are future-proofed as changing climate conditions continue to affect Queenslanders.

The initiative forms part of the Queensland Social Housing Energy Performance Initiative (SHEPI), a $116 million program delivered in partnership with the Federal Government. Through this investment, vulnerable households are being supported with sustainable energy solutions that improve both affordability and quality of life.

For us, participation in the program reflects an ongoing commitment to enhancing residents' wellbeing, creating more sustainable homes, and reducing the cost-of-living pressures faced by many Queensland households.



Our People

KEY STATISTICS

4,148
Employees

354
Volunteers

4.3
Years average tenure

1,993
Employees born overseas

475
Student placements

66
Students hired following placement

21
Traineeships

11
School-based traineeships

Advancing our workforce capability and experience

Over the past year we continued our investment in the people, leadership and systems that enable our services. Implementation of our three-year People and Culture Strategy commenced, providing a clear roadmap to strengthen leadership capability, improve our practices and enhance employee experience.

Diversity strengthens our organisation, its culture and our services, with 48 per cent of employees born overseas and bringing a broad range of perspectives, experiences and cultural understanding to their work.

We strengthened our People and Culture foundations through investment in leadership and technical capability uplift, workforce sustainability, employee engagement, safety and wellbeing and more consistent practices. Progress across performance, compliance, policy reform and recruitment further supported our people and leaders to deliver safe, high-quality services.

This work focuses on developing future-ready leaders, enhancing workforce sustainability, maintaining a strong compliance framework, building talent attraction capability, and progressing the review of people systems and processes to better support our employees and the organisation's long-term strategic priorities.



Kenmore staff receive Years of Service recognition at Kenmore Campus 10-year celebrations – L–R: Etienne Geringer (General Manager – Risk and Assurance), Nigel King (Board Chair), Mike Armstrong (The Foundation), Julie Brelsford (Office Manager Kenmore Campus), Donna Savill (Executive General Manager Mission) and Liz Nicholson (Quality and Compliance Manager).

Celebrating our people

The contributions of our people remain central to our success, and during the year we recognised a total of 1,109 people including 139 volunteers for their long-term service and commitment to our mission and values. Service milestone recognition included 88 people celebrating 10 years of service, 16 celebrating 20 years, six celebrating 25 years, and one team member reaching the significant milestone of 30 years of service. This clearly demonstrates the dedication of our people and strong culture of service that creates positive outcomes for those in our care.

We celebrated an extraordinary milestone during National Volunteer Week, with one of our longest-serving volunteers marking 52 years of service with Churches of Christ. This remarkable contribution reflects the enduring spirit of service, compassion and community that has shaped our organisation for generations. It also highlights the invaluable role volunteers continue to play in enriching the lives of those we support.

These achievements—individually and collectively—reflect the depth of experience, compassion and professionalism that exists across Churches of Christ and reinforces our commitment to creating a culture where people feel valued, respected and connected.

Building a capable and sustainable workforce

A key priority throughout the year was strengthening our ability to meet current and future workforce needs, and supporting consistent, high-quality service delivery.

With improved recruitment processes, expanded targeted talent pools, and strengthened partnerships with education and community organisations, we have enhanced our ability to attract talent, support career pathways, and respond to workforce needs, particularly in hard-to-fill roles and locations.

Investment in future talent pathways across the organisation, gave participants valuable practical experience and creating pathways into the care and community services sectors. During the year, 66 students transitioned into employment with Churches of Christ, supporting the next generation of care and community services professionals.

Recruitment, onboarding and workforce initiatives continued to mature throughout the year, bolstering our ability to anticipate workforce needs, support operational priorities and maintain service continuity. This work is helping to build a capable and sustainable workforce that can respond to changing community needs and sector requirements.

During the year, we strengthened our approach to performance management and embedded structured action planning around employee engagement, equipping leaders with clearer tools to drive performance conversations and respond meaningfully to engagement feedback.

Enhancing people systems and ways of working

This year significant attention was given to reviewing and improving the systems, processes and technology that support our workforce.

We identified opportunities to simplify and standardise processes and strengthen workforce information and reporting capabilities. Improving the quality and accessibility of workforce data lays a stronger foundation for evidence-based decision making, workforce planning, and organisational performance.

We also mapped current-state processes and defined the future-state business and technology requirements for a contemporary Human Resources Information System (HRIS). This work forms the basis for more seamless ways of working, and an integrated 'people ecosystem' that supports future growth, compliance requirements, and strategic workforce objectives.

GROWING LEADERSHIP AND CAPABILITY

During the year, 50 people participated in leadership programs that spanned coaching, team development, leadership 360 assessments, Registered Nurse upskilling and mentoring. These initiatives strengthened clinical reasoning, decision making, delegation, leadership confidence and communication.

Participant-led continuous improvement projects fostered a positive learning culture and a strong commitment to best practice. We continued to develop future clinical leaders who can support colleagues, improve resident outcomes, and contribute to long-term service sustainability.

EMPLOYEE EXPERIENCE INITIATIVES

Our Employee Engagement Survey continues to give our teams the opportunity to share their perspectives on workplace culture, leadership, communication, wellbeing and development while establishing an updated baseline to inform future improvement.

Survey insights are already informing future initiatives, ensuring that employee voices help shape a workplace where individuals feel valued, supported and empowered to contribute their best. Action planning and ongoing consultation will support continued engagement and foster a culture of collaboration, inclusivity and accountability.

Scholarship opportunities continued to provide access to professional development, formal qualifications and learning opportunities to support both personal career aspirations and organisational capability needs. By reducing barriers to education and skill development, our scholarship program reinforces our commitment to building a capable, future-ready workforce.

We are grateful to the partners and supporters who continue to invest in the development of our people. This includes the Churches of Christ Beryl Wiltshire Scholarship which honours Beryl's legacy by supporting employees' studies in community and caring professions.

These initiatives demonstrate our focus on creating a positive employee experience by listening to our people, encouraging continuous learning and development, and supporting meaningful career growth. Employee engagement, leadership capability and learning opportunities are interconnected drivers of organisational performance and employee wellbeing, and we are committed to strengthening each of these areas in the years ahead.

LOOKING AHEAD

As workforce needs, regulatory requirements, and sector expectations continue to evolve, we remain focused on creating an environment where our people can thrive, grow and deliver exceptional outcomes for the communities we serve.

In 2026–27, we will continue to implement our People & Culture Strategy through targeted talent attraction initiatives, leadership development, workforce capability enhancement, employee experience improvements, and the ongoing optimisation of our people systems and processes.

In strengthening the alignment between our people, culture and technology, we are building a more capable, sustainable and future-focused organisation—one that is well positioned to meet emerging challenges, support service excellence, and empower our people to make a meaningful difference every day.



L-R: Scholarship recipient Danna-Lee Fallon with Board Chair Nigel King. Scholarship recipient Jess Marshall.

The Churches of Christ Beryl Wiltshire Scholarship

The Churches of Christ Beryl Wiltshire Scholarship continues to honour the legacy of Beryl Wiltshire AM, whose lifelong commitment to serving others inspired generations of community workers, carers and leaders. Established to support members of the Churches of Christ community pursuing qualifications in social work, welfare and human services, the scholarship helps remove financial barriers and create pathways for future careers.

In 2025, Jess Marshall and Danna-Lee Fallon were among five recipients awarded funding through the scholarship. One year on, they are both using the opportunity to build their skills, strengthen their careers and make an impact in the communities they serve.

For Jess, the scholarship provided encouragement and practical support as she works towards becoming a Registered Nurse. The funding eased the financial pressures of balancing university study, work and family commitments, allowing her to focus on developing the knowledge and confidence needed to provide compassionate, person-centred care.

Danna-Lee used her scholarship to support her Bachelor of Social Work studies, with the funding covering two university units. The support enabled her to focus on her studies while continuing to gain valuable experience in an acting Support Practitioner role. Her goal is to secure a permanent position supporting foster carers, children and young people.

Competition for the 2025 Beryl Wiltshire Scholarship was strong, with 48 applications received. Along with Jess and Danna-Lee, Caitlin Ralston, Rhiannan Wilson and Kathrina Owen were selected as recipients, each demonstrating a commitment to learning, growth and service to others.

Jess and Danna-Lee's stories demonstrate the lasting impact of the Scholarship. More than financial assistance, it provides confidence, opportunity and encouragement, empowering people to grow their careers while strengthening the communities they serve.

Health, safety and wellbeing

HIGHLIGHTS



Organisational risk visibility Enhanced assurance and organisation-wide reviews improved visibility of organisational risk and informed targeted remediation.



Emergency preparedness Reviews of emergency management plans, building compliance records and preparedness activities to strengthen organisational readiness.



Psychosocial health and safety Risk management frameworks, governance processes and supporting resources have been developed to establish a foundation for implementation in FY27.



Governance and accountability The SHER Committee's effectiveness was strengthened with expanded executive representation to provide oversight and accountability.



Worker consultation The rollout of service-level Health and Safety Committees commenced, supporting local ownership and workforce participation.



Building the foundations for FY27 FY26 strengthened governance, risk visibility and safety foundations; FY27 will focus on practical implementation and risk reduction.

At Churches of Christ, the health, safety and wellbeing of our people remains fundamental to delivering safe, quality care and services. Our commitment is to create safe cultures, safe places, safe relationships and safe care environments for our people, residents, clients, volunteers and visitors.

During FY26, we undertook a comprehensive review of health, safety and wellbeing governance, systems and compliance obligations. This work provided greater visibility of organisational risks and opportunities, enabling stronger assurance processes, targeted risk remediation and improved compliance outcomes.

Organisation-wide reviews strengthened our understanding of risk exposure across emergency preparedness, governance controls and safety records. Work has also commenced to improve critical processes, strengthen compliance and build greater accountability and leadership oversight across the organisation.

Analysis of organisational injury and claims data identified three ongoing priority risk areas: psychological injury, manual handling injuries and falls. Over the three years from April 2023 to March 2026, these injury types accounted for more than 1,800 incident reports and 206 workers' compensation claims, totalling $2.8 million.

Psychological injuries had the highest average claim cost at more than $30,000 per claim, while manual handling and falls remained the most common physical injuries. These insights are informing targeted prevention and risk reduction strategies.

Progress was also made on psychosocial health and safety through the development of risk management frameworks, governance processes and supporting resources. Embedding these initiatives across the organisation will remain a key focus in FY27, helping to foster employee wellbeing and psychologically safe workplaces.

During the year, a review of injury reporting processes identified opportunities to improve the consistency of lost time injury recording and reporting. Enhancements were implemented to strengthen data integrity and support more transparent, consistent and accurate organisational health and safety reporting.



Governance and employee consultation were strengthened through a review of the Safety, Health, Emergency and Resilience (SHER) Committee's functions and effectiveness, resulting in expanded executive representation and an emphasis on leadership driving cultural change to improve hazard and risk management. The Committee has also driven the rollout of service-level Health and Safety Committees. These initiatives work together to deliver a stronger foundation for oversight, accountability, consultation and workforce participation in health and safety matters.

LOOKING AHEAD

Looking ahead, our focus will be implementing key elements of the Health, Safety and Wellbeing Strategy, including psychosocial risk management initiatives, emergency preparedness and resilience activities, and targeted programs to reduce exposure to manual handling, falls and psychological injuries. Supporting this work is the commencement of the Safety Leadership Roadshow led by the Executive General Manager Operations, demonstrating a visible commitment to strengthening safety culture, employee wellbeing, leadership accountability and continuous improvement across Churches of Christ.

Safety starts with leadership

Creating safe, healthy and supportive environments for our residents, clients and employees remains a core priority across Churches of Christ. During the last financial year, our Health and Safety team travelled across Seniors Living services as part of the Safety Leadership Roadshow, strengthening connections with frontline teams and reinforcing our commitment to a strong safety culture.

Led by Executive General Manager Operations, Donna Hart, and supported by Health, Safety and Wellbeing Manager, Peter Mitchell, the roadshows demonstrated the organisation's commitment to safety at every level.

More than a compliance exercise, they provided an opportunity to listen, learn and engage directly with employees about the health, safety and wellbeing challenges they face each day. Through site visits, facility inspections, emergency preparedness reviews and face-to-face discussions, leaders worked alongside local teams to identify opportunities for improvement and celebrate the positive safety practices already in place.

The roadshows highlighted the important role every employee plays in creating safe workplaces. Discussions focused on embedding safety into everyday activities, strengthening risk management practices and ensuring staff feel empowered to raise concerns, report hazards and participate in ongoing improvement initiatives. The importance of Health and Safety Committees, safety champions, health and safety representatives and manual handling champions was reinforced as part of a broader strategy to strengthen local safety leadership.

Emergency preparedness was another key focus, with reviews undertaken across residential aged care services to assess emergency management plans, evacuation procedures, emergency equipment and staff awareness of response processes.

The roadshows also provided a forum for sharing organisational and site-specific safety performance data. Analysis of incident reporting and workers' compensation trends highlighted several ongoing areas of focus, including psychological health, manual handling injuries, and slips, trips and falls. By sharing these insights directly with teams, we continue to build a culture where learning, prevention and early intervention are central to improving safety outcomes.

One of the most encouraging outcomes from the roadshows was the level of engagement demonstrated by employees and leaders across the organisation.

The visits also highlighted many strengths across our services, including strong employee participation, a genuine commitment to resident and worker safety, established emergency management practices and an openness to continuous improvement. These foundations position us well as we continue to focus on improving incident reporting, reducing workplace injuries, supporting psychological wellbeing and strengthening local safety leadership.

Through initiatives such as the Safety Leadership Roadshow, we are creating a culture where safety is everyone's responsibility, concerns are addressed early, and people feel supported to speak up, learn and improve. By working together, we continue to build safer environments for the people who live, work and visit our services every day.

ACTION PLAN – THE STEPS AHEAD



Commence Health and Safety Committees – what training is needed



Education – how to log hazards and incidents in RiskMan



Specific staff members for Workplace Health and Safety promotion – health and safety representatives/safety champions



Staff scrum at the start of each shift – education of Registered Nurses



Reframe and reintroduce manual handling champions



Manual handling workshop hosted by Moonah Park RAC.

Our Governance



Churches of Christ in Queensland operates through a governance framework that provides theological and missional oversight, strategic direction, stewardship and accountability across the organisation. Conference Council, the Board of Directors and Board committees work together to ensure the organisation remains mission-focused, financially sustainable, and responsive to the needs of the communities it serves.

Conference Council



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

Conference Council (Council) provides theological and missional oversight for Churches of Christ in Queensland, fostering the mission and objectives of the movement while representing affiliated churches in matters of faith, mission and church life.

Delegates from our 61 affiliated churches and six campuses elect the members of Council. The Council meet bi-monthly, working to foster the mission and objectives of Churches of Christ through intentional prayer and encouragement. Council also represents our movement on key civic and inter-church activities.

To support its responsibilities, Council is assisted by two committees that provide oversight in key areas of ministry ethics and leadership appointments.

MINISTRY ETHICS UNIT

Purpose: Supports Council in the oversight and management of ministry ethics matters, including complaints, allegations and related referrals.

Membership: Members are appointed by Council, including ministering persons, Council representatives and independent members with relevant expertise.

NOMINATIONS AND MEMBERSHIP COMMITTEE

Purpose: Supports Council to identify, assess and recommend individuals for appointment to the Board or election to the Council.

Membership: Council Chair, Deputy Council Chair, Board Chair.

CONFERENCE COUNCIL

Tim Hanna (Council Chair)
Kenmore Church of Christ

Paul Hicks (Deputy Council Chair)
Church of Christ Mackay

Jason Higlett (*elected at 2025 AGM*)
HumeRidge Church of Christ

Laura Snook
The Lakes Church

Patrick Hegarty
Kenmore Church of Christ

Sharman Irvine
Kenmore Church of Christ

Sharon Edwards
Brisbane North Oasis Church of Christ

Zane Howell *(elected at 2025 AGM)*
Southport Church of Christ

Ex-Officio

Nigel King (Board Chair)
Southport Church of Christ

Board of Directors



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

The Board is responsible for overseeing the strategic direction, financial sustainability, governance, risk management, regulatory compliance and performance of Churches of Christ in Queensland.

Working closely with the Chief Executive Officer and Executive, the Board provides stewardship and oversight on behalf of the Council.

Collectively, the Board brings significant experience across governance, finance, law, health and aged care, ministry and mission, property and infrastructure, organisational leadership, human resources and technology. This breadth of experience supports effective oversight of a complex and diverse organisation while ensuring decisions remain aligned with our mission and strategic objectives.

Our Board members are followers of Jesus Christ and share a commitment to the Christian faith. Consistent with our Constitution, the majority are members of an affiliated Churches of Christ in Queensland church, with the Board Chair and Deputy Chair also required to be members of an affiliated church under our Faith Position Policy.

BOARD OF DIRECTORS

Nigel King (Board Chair)

Steven Muller (Deputy Board Chair)

Brendina Saul

Colin Jensen

Karra Eloff (*appointed February 2026*)

Leo Mucci (*appointed October 2025*)

Paul Mergard

Dr Paran Rayan-Samuel

Ex-Officio

Tim Hanna (Council Chair)

Bill Lyon (CEO)



Governance and Risk Committee meeting.

The Board is supported by four standing committees comprising Board members and senior management, each focused on a key area of governance oversight.

FINANCE AND INFRASTRUCTURE (F&I)

Provides oversight of financial performance, investment strategy, capital projects, property and infrastructure to support the organisation's long-term sustainability and strategic objectives. **Members:** Colin Jensen (Chair), Brendina Saul, Shilpa Jose

GOVERNANCE AND RISK (G&R)

Provides oversight of governance, risk, compliance and assurance frameworks to support effective, accountable and resilient organisational governance. **Members:** Steven Muller (Chair), Leo Mucci, Dr Paran Rayan-Samuel, Rue Masunungure

MISSION, PEOPLE AND CULTURE (MPC)

Provides oversight of mission alignment, workforce strategy, organisational culture and safeguarding to ensure the organisation's values and strategic priorities are reflected across its services and operations. **Members:** Paul Mergard (Chair), Dale White, Karra Eloff, Tim Hanna, Donna Savill

REMUNERATION (Rem)

Provides oversight of executive remuneration, performance, succession planning and senior appointment processes to support effective leadership and organisational performance. **Members:** Nigel King (Chair), Colin Jensen, Paul Mergard, Steven Muller

MEETING ATTENDANCE

Board member meeting attendance for Churches of Christ in Queensland Board and Churches of Christ Housing Services Board meetings (FY26).

Director[1]	Board	F&I	G&R	MPC	Rem
Nigel King	9/9	–	–	–	3/3
Steven Muller	9/9	–	5/5	–	3/3
Brendina Saul	8/9	10/11	–	–	–
Colin Jensen	8/9	11/11	–	–	3/3
Dale White [2] *Term concluded 31 Dec 2025*	6/6	–	–	3/3	–
Karra Eloff [2] *Appointed 1 Feb 2026*	3/3	–	–	3/3	–
Leo Mucci [2] *Appointed 1 Oct 2025*	6/6	–	2/3	–	–
Dr Paran Rayan-Samuel	9/9	–	5/5	–	–
Paul Mergard	8/9	–	–	6/6	3/3
Ex-Officio					
Bill Lyon	8/9	–	–	–	–
Tim Hanna	7/9	–	–	6/6	–

1 Board Directors may attend committee meetings of which they are not members from time to time at the invitation of the Committee Chair.
2 Fewer total number of meetings attended in FY26 due to the date of appointment/retirement/resignation up to 30 June 2026.

Executive Group



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

The Executive Group is entrusted with leading Churches of Christ into a future that we are only beginning to imagine.

As stewards of our mission, they are responsible for translating our purpose and values into action inspiring team members and church leaders across the organisation to move forward together in pursuit of our collective vision and the strategic goals set in partnership with the Board and overseen by Council.

This year, as we reflect on the theme of *Reimagine*, the Executive has been at the forefront of asking bold questions about who we are and who we can become. Reimagining is not simply about change for its own sake, it is about looking with fresh eyes at the work we do, the people we serve and the communities we walk alongside, so that our impact is deeper, our reach is wider and our purpose is felt more strongly than ever before.

Under their leadership, the organisation continues to build the foundations for what's next:

- strengthening the way we work together
- championing innovation where it serves our mission
- ensuring every decision keeps our people and our purpose at the centre.

The Executive's commitment goes beyond maintaining what has been built—they are focused on reimagining tomorrow, exploring new possibilities for growth and preparing the organisation for the next chapter of its story.

EXECUTIVE GROUP

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

"Leading with purpose. Reimagining what's possible."



Child Safe

For Churches of Christ, keeping children and young people safe is central to who we are. Over the past year, we have welcomed the start of the Child Safe Organisations system in Queensland.

Recommended by the Royal Commission into Institutional Responses to Child Sexual Abuse and introduced through the *Child Safe Organisations Act 2024*, the system works to protect children from harm when they interact with organisations and communities.

Our commitment to child safety was strengthened through a Child Safe Standards Action Plan, updated policies and procedures, and improved education and resources for staff and churches.

Following a successful pilot, the SAFE Series was adopted across Queensland, helping children build protective behaviours and identify safe, trusted supports in their lives.

In line with the legislative requirements of the Reportable Conduct Scheme, we have also created systems to prevent reportable conduct, respond to allegations, notify external authorities, and investigate a worker's conduct towards, or in the presence of children.

For more information about our child safe measures, including what constitutes reportable behaviours and conduct, visit our website.

Modern Slavery Statement



Protecting human rights and addressing modern slavery risks is an important part of how we live our values and fulfil our responsibilities as a large employer, service provider and purchaser of goods and services across Australia. Our commitment reflects our mission to empower people to live hope-filled lives and strengthen communities.

We recognise that organisations have a role to play in identifying, preventing and addressing modern slavery risks within their operations and supply chains. As part of this commitment, we continue to strengthen our practices, improve oversight and build awareness across the organisation.

In November 2024, we published our FY24 Modern Slavery Statement in accordance with the *Modern Slavery Act 2018*, demonstrating our ongoing commitment to ethical procurement and responsible business practices. The statement outlined actions to further enhance our procurement processes, strengthen supplier engagement and improve our understanding of modern slavery risks.

In FY26, we continued to strengthen our approach to managing modern slavery risks across our supply chain. Key actions included reviewing supplier arrangements, strengthening supplier due diligence requirements, and embedding modern slavery considerations into vendor management processes.

The Foundation

KEY STATISTICS

$2.25m

Grants funded
– supporting our churches

37

Churches assisted
through grants

2

Legacy Fund
investments maintained

TEAM UPDATE

Recently, we bid farewell to Mike Armstrong, who became synonymous with the Foundation, having led the team for 20 years. We thank Mike for his loyal service and wish him a relaxing and peaceful retirement.

We are pleased to welcome Jason Isherwood as Mike's replacement. Jason brings a wealth of treasury management experience across the public and private sectors in both New Zealand and the United Kingdom.

We also welcome Angela Bruce, who will help to uplift system and administrative support and will be the first point of contact for most enquiries.



The Foundation team – L-R: Kay Rademacher, Jason Isherwood and Angela Bruce.

How it all began

The Churches of Christ Foundation was established in 1983 to celebrate the centenary of Churches of Christ in Queensland. Initially, the Foundation's core business was to further the growth of churches' ministry and mission through the provision of loans to the churches, as well as other related agencies. Loans were advanced with flexible conditions and repayments, providing much-needed capital for new worship centres, refurbishments and ministry expansion. The loans were financed with funding provided by investors.

In 1986, an annual grant scheme was introduced, complementing the initial core function by enabling the Foundation to give back to its community. These grants enabled churches to upgrade technology, train and equip for ministry, and encourage outreach, without incurring debts. The Foundation also made regular distributions to the Harvest Foundation and Resource Missional Team (both replaced by the Churches of Christ Mission Team in 2010) to facilitate the growth of its mission ministries.

Over time the Foundation expanded its product offering. A Christmas Club savings program was introduced in 2021, which has proven popular with Churches of Christ in Queensland staff, who can elect to have contributions deducted directly from their pay. As at 30 June 2026, 75 active staff members from Churches of Christ's services across Queensland have joined the program.

THE FOUNDATION TODAY

The Foundation continues to work closely with the broader community and churches, including staff members throughout Queensland, together with 43 of Churches of Christ's 61 affiliated churches, who hold investments and/or long service leave provisions. The support of churches and other members enables the Foundation to aid the charitable works of our churches through grant funding. In FY26, a total of $2.25m church grants provided by the Mission Team were funded from the Foundation's activities.

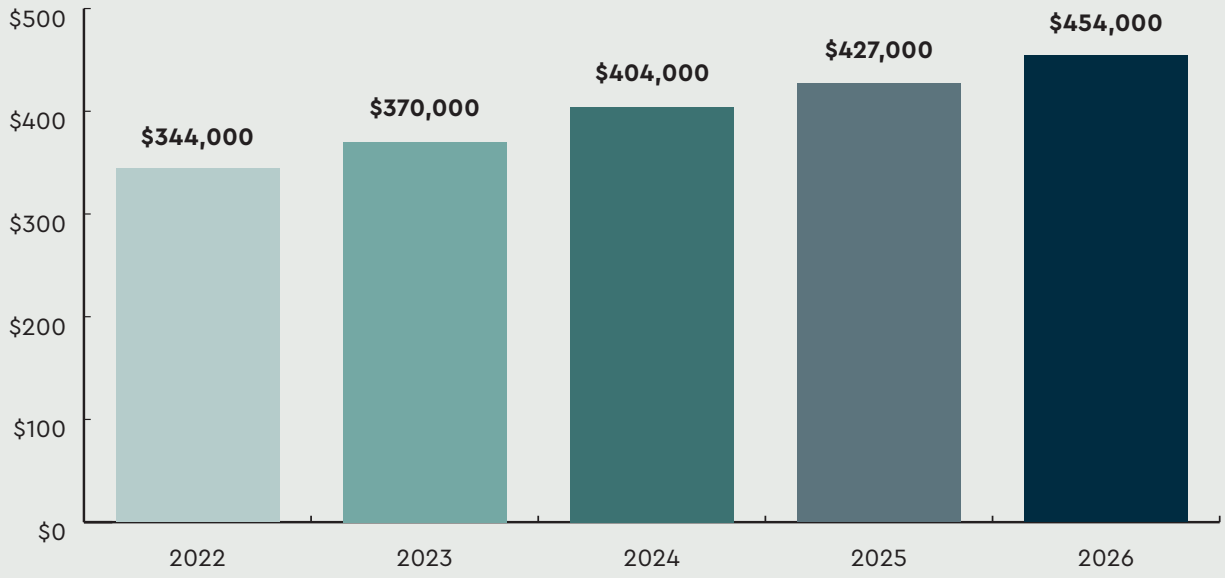
As well as its role in supporting individual churches, the Foundation also assists Churches of Christ Care and Housing Services by providing treasury support, investing surplus funds on their behalf and managing legislated liquidity requirements per the *Aged Care Act 2024*.

Our capital management strategies are designed to sustain and scale our long-term philanthropic mandate, and through efficient stewardship of our financial resources we provide the capacity to further our non-profit objectives. A healthy future for the Foundation is one of sustainable growth, ensuring we are able to continue delivering on our primary mission. If you are interested in supporting us to achieve our mission and would like to learn more, please contact the team.



Financial highlights

OPERATING REVENUE – $ '000





FINANCIAL HIGHLIGHTS 2026

$454m

Total operating revenue for the year ended 30 June 2026

$110m

Total cash and cash equivalents and other investments as at 30 June 2026

$1b

Total assets as at 30 June 2026

$68m

Earnings before interest, taxes, depreciation and amortisation for the year ended 30 June 2026

$26m

Total cash spent acquiring property, plant and equipment, investment property, and intangible assets for the year ended 30 June 2026

Above: Churches of Christ Little Mountain Campus incorporating a community housing complex, an aged care facility, a home care service, an aquatic centre, a café and an affiliated Church of Christ.

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