

# Many hands. One mission.



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## Acknowledgement

**We acknowledge the traditional custodians of the lands on which we stand and pay our respects to the Elders past, present and emerging, for they hold the memories, traditions, cultures, hopes and aspirations of Aboriginal and Torres Strait Islander people.**

**We recognise, report and celebrate the survival and resilience of Aboriginal and Torres Strait Islander people including recognition of those whose ongoing effort to protect and promote the world's oldest living culture and will leave a lasting and proud legacy for their people.**

## 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.

View our 2020 – 2021 Consolidated Financial Report online at [cofc.com.au/publications](http://cofc.com.au/publications).

## Who we are...

**68**

affiliated churches



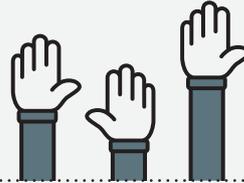
**3893**

team members



**5651**

weekly church attendees



**686**

volunteers

**96**

Aboriginal & Torres Strait Islander  
team members



**1200**

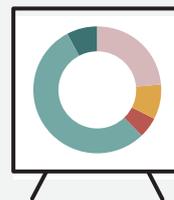
team members born overseas



## Who we serve...

**1220**

Retirement village residents



- Children, Youth and Families
- Housing Services
- Retirement Living
- Home Care
- Residential Aged Care



**28**

Residential Aged Care services



**1861**

Residential Aged Care places  
(operational)

**13,049**

Home Care clients



**2125**

People assisted across  
our Housing Services



**7**

Home Care programs



**1118**

Housing properties

**1319**

foster and kinship carers



**5716**

children, young people  
and families supported



# About Churches of Christ in Queensland.

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**Churches of Christ has a long and proud history of care. Active across more than 100 local communities in Queensland and Victoria for almost 140 years, we are an organisation dedicated to innovative and holistic support.**

By empowering people to live hope-filled, meaningful lives, we are able to truly live our purpose – to bring the light of Christ into communities.

Through our local churches, and care and support services, we are able to assist tens of thousands of people each year.

Through inclusive, caring, compassionate environments that meet individual needs without discrimination or prejudice, we are helping to build a community where everyone is welcome.

## Why we exist

We exist to bring the light of Christ into communities. When we fulfil our purpose, people will experience:

Hope

Wellbeing

Community

Welcome

Home

## How we behave

Everything we do—how treat each other and how we make decisions—is guided by our Values.

### Unconditional Love

We make room for and show compassion to everyone.

We treat others as we would like to be treated, and act with love so others can flourish.

### Wise Stewardship

We are accountable for looking after and managing our people and our resources wisely.

We purposefully invest time and resources to forward our mission.

### Mutual Trust

We relate with honesty, respect and consistency.

We listen with empathy and respect the stories of others.

We strive to earn trust and treat each other and our community with respect.

### Continual Innovation

We believe there's always room for improvement and are willing to make changes for the better.

We support learning, celebrate growth and embrace new ideas.

### Safety

We prioritise safety in all that we do: safe culture, safe places, safe relationships, safe care.

We nurture the wellbeing of our people and those we serve and support.

People of all ages and circumstances feel safe with us and have a voice.

## What we do

- Build supportive integrated communities.
- Deliver innovative, holistic and caring services.
- Empower people to live hope-filled, meaningful lives.

Because we believe:

**Together, we can change lives for the better.**

# Message from our Council Chair: Kevan Denny.

## **Welcome to the Churches of Christ Annual Report 2021. We are so thankful for the way our Heavenly Father has guided us through a very trying year.**

At last year's Annual General Meeting, Geoff Charles completed his term as Conference President and Chair of Council. I want to formally thank Geoff for his leadership of our movement. His contribution is highly valued, especially his wisdom, insights and experience, which he continues to provide as an important asset to the Council.

The work of Churches of Christ is to bring the light of Christ into communities, and in doing so, bringing glory to God's name. It is He whom we represent to a world that is anxious, concerned and downcast. We know that hope comes in the name of Jesus Christ and this is the greatest message we have.

**King David said at Psalm 9:10 that "those who know His name put their trust in Him, for the Lord does not forsake those who seek Him."**

We are called to let what we know about God lead us to trust him. Some may not have known God for very long, or their experiences of him may be few. But if we let what God has done in our life shape our attitude toward the future, we will have peace in life.

The way we receive God's peace is by trusting God in the midst of life's storms. Adverse circumstances are normal in a fallen world, but we should rejoice because Jesus has overcome the world. Not once does the Bible say worry about it or stress about it or try to figure it out your own way. Over and over, the Bible encourages us not to be afraid but to trust God. Because you know his name trust in him. Trust that he never forsakes those who seek him.

It has certainly been a challenging year. Queensland, and the world, have faced uncertainty and restrictions. For most of us, it has been difficult to plan and execute strategies as planned. Yet I have witnessed the body of Christ adapt and change like I have never witnessed before. New and exciting initiatives have taken place. It seems the message of the Gospel has been spread far and wide.

Christ continues to build His Church. Thank you for the ministry and witness throughout Queensland. I am excited to see what God will do in and through us in the coming year.

In the past year, we had 68 churches represent 5651 regular worshippers. During this last year there were 127 baptisms, which is a 2.5 per cent increase on the previous year.

Churches of Christ is well known and respected in the community because of our work in Children, Youth and Families, Housing Services, Seniors Living, chaplaincy and our churches. Our team and opinions are well regarded and respected.

On behalf of our member churches, I thank the Board for their guidance, our Chief Executive Officer, Gary Edwards for his leadership and commitment, and to all Churches of Christ team members for your dedication and service.

In December 2020, I was elected as Chair of Council. The Council is elected to represent the Conference of member Churches. I would like to thank Geoff Runge, Steve Peach, Carol Joseph, Laura Snook, Pat Hegarty and Geoff Charles for your commitment and service during this year. The same applies for Robert Clancy who unfortunately resigned during the year. While Geoff Charles has completed his maximum term and is leaving Council, we look forward to welcoming new Council members.



Council's role primarily is to foster the mission and objectives of Churches of Christ and to confirm key theological and faith-based issues. We maintain responsibility for appointing the Board and fostering the mission and objectives of the organisation. We endorse Ministering Persons and have three committees: The Ministry Ethics Unit; Healing and Redress Group; and Council and Board membership committee.

I also serve as an ex-officio member of the Board and represent Churches of Christ on the Heads of Churches and the Australian Church of Christ Board, along with Geoff Runge.

In June 2021, members of the council met over two days to collectively pray and discern the group's role in fostering the mission and objectives of our movement into the future. From this, three key strategic priorities were developed, which will see us collectively working towards the advancement of our biblical mandate by offering the movement pathways in the areas of:

- Multiplying followers of Christ
- Creating pathways to resilient faith for our emerging generation
- Being an incubator of kingdom leaders.

Building a discipleship culture continues to be a priority for Churches of Christ both nationally and here in Queensland.

While we have managed the impacts of the pandemic, we have also responded to a number of legislative changes through the Queensland parliament. These are the Mandatory Reporting for Offences Against Children Legislation and Persons of Concern, both of which have significant impact on churches. This places significant responsibility on church leaders, with far-reaching consequences for those who fail in their duty. We have also seen the Voluntary Assisted Dying Bill tabled in the Queensland Parliament and a review of the Anti-Discrimination Bill set to take place. If you wish to contribute to the discussion around these changes, please reach out to me. Your continual prayers for our state, country and law makers would be most appreciated during these times.

Blessings.

Kevan Denny  
**Council Chair**

# Message from our Board Chair: Ken Ewald.

## Take delight in the Lord, and he will give you the desires of your heart. Psalms 37:4

It is once again a great pleasure, as Board Chair, to report on the work and achievements of Churches of Christ for 2020–21.

My priority remains, with God's grace, bridging the gap between the arms of our movement—our churches and our community services—through visiting and listening to our Affiliated Churches, and engaging with Churches of Christ leadership.

After each visit to our churches and services across Queensland and into Victoria, where I have the chance to chat with members of our great team and witness the work they do, I leave inspired by the impact we are making in communities through our work. This is particularly so in these unparalleled times.

Churches of Christ has once again faced many challenges this year, in particular as we continue to respond to the COVID-19 pandemic, particularly in our residential aged care services, which account for 58 per cent of our services revenue.

As a Board, it is not just the current issues and challenges we navigate the organisation through. We also look to the horizon and future challenges that lay ahead, so that we are prepared to actively respond. As with other Boards across Australia, we are taking the stakeholder-centric and ethical business approach of Environmental, Social and Governance, and considering how, as an organisation, we respond to the multiple issues and challenges present for our organisation and our sectors under these umbrella categories.

Despite the tough operating conditions presented by the pandemic and other challenges, we achieved an Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA) of \$16.3 million.

We have continued to create communities through our developments. Our Bribie Island Campus is now the Queensland Government's largest affordable housing site, with 170 units spread over two developments.

On the Sunshine Coast, we have received approval and turned the first sod on another 40 affordable living units at our Little Mountain Campus, to complement the aged care service, auditorium, and aquatic centre. The Board is considering other Seniors Living and affordable housing developments and upgrades that are in various stages of planning and approvals. We will share more about these in due course.

The Board has spent considerable time analysing our risk appetite in the past 12 months. As a result, Churches of Christ has gained strength through the adoption and refinement of policies and procedures relating to workplace health and safety, internal auditing, insurances, and persons of concern. We have also responded to federal and state government legislation that has been reviewed in many of our areas of operation with substantial increases in penalties for directors and staff.

We have also fortified activities to avert cyber outages in response to increased cyber hacking and ransomware attacks, with numerous events taking place in our industries. For an organisation of our size, the cost and loss of data would run into tens of millions of dollars, as was the case of another large not-for-profit organisation recently.



The Board once again passed a policy to mandate the flu vaccination for all staff working in or visiting our aged care and retirement living services, with all visitors and staff at Queensland aged care services under direction from the government to have had the latest flu vaccination. The policy extends this requirement to our Victorian services.

The Federal Government mandated the COVID-19 vaccination for all aged care staff, with state governments implementing the requirements through their directives.

The Council and Board endorsed the refreshed Churches of Christ brand, which is being progressively rolled out. The refreshed Churches of Christ website will be released in 2022.

We also endorsed the addition of safety as Churches of Christ's fifth value, which elevates safety, in all of its aspects, as a priority in all that we do.

The Board is committed to ensuring appropriate succession planning for key roles in our movement.

The Chief Executive Officer Gary Edwards, with the support of the Board, has been working hard to ensure appropriate succession planning is in place for his pivotal position, while the Council and Board have appointed Deputy Chairs.

Once again, I faithfully acknowledge the Council, Board and Board Committees for their effort in providing oversight and diligence in supporting Churches of Christ management through these interesting times. Thank you to Gary Edwards and the Executive Team for supporting the Board in managing the governance and risks within the organisation.

Blessings.

Ken Ewald  
**Board Chair**

# Message from our CEO: Gary Edwards.

## **Light brings hope. This was a guiding theme for our organisation this past year.**

Lighthouses shine their light with purpose, a beacon in the night for vessels. A light house is always there, serving without discrimination, there for anyone who needs its support to navigate their way.

At Churches of Christ, we shine our light and deliver care that is unconditional and grounded in love. We endeavour to be a beacon of light in our communities, always there for people no matter their need.

Together, as a large, caring organisation, and thriving faith communities, we have worked to positively impact tens of thousands of lives and hundreds of communities for the better. We hope that each person has experienced the Churches of Christ Way feeling a sense of welcome, wellbeing, community, home and hope.

For our services and churches, the 2020–21 period was once again accentuated by the challenges presented by the ongoing COVID-19 pandemic. Despite navigating an often-difficult environment, we have proudly continued to grow, with an eight per cent increase in turnover from the 2019–20 period.

We have maintained and strengthened a strong reputation in each of the industries we proudly operate in, and the communities we serve. Federal, state and local governments and their departments, peak bodies, and our peers in serving the community continue to choose to partner with us to respond to local needs and deliver quality services.

We are respected for delivering quality support and are a valued part of communities across Queensland and in Victoria. Despite this reverence and acknowledgment, we have maintained a low profile more broadly in our industries. But we want more people to know who we are and what we do.

That is why we released a refreshed brand in August 2021, which brings all of our activities under one unified identity. We are all Churches of Christ, united under the one mission to bring the light of Christ into communities and the refreshed brand reflects this. We will be gradually rolling out the updated logo and branding across all collateral, sites and services.

We are committed to growing the kingdom of God. As our churches have continued to grow, our Church and Community Engagement team have met with Pastors and leadership at each of our 68 churches that were active in the past year. We have facilitated the development of our Ministering persons and leaders and encouraged them to flourish in life and leadership.

We are also committed to being leaders in serving the community, with a focus on improvement and innovation. This year, we focused on how we are managing and leading our Seniors Living, and Children, Youth and Families services, and how we can be in the best possible position to manage our growth.

Our Retirement Living, Home Care and Residential Aged Care services are now under a united operational leadership team. This realignment of leadership promotes collaboration between our services for seniors, better enabling a true continuum of care for seniors.



In our Children, Youth and Families services, we have experienced considerable growth in the past five years. We commissioned a review of our operations to ensure we can keep pace with the trajectory of growth, and we are set-up to continue to deliver for those we serve into the future.

A key recommendation of the review was a new leadership structure, with the creation of a new Director of Children, Youth and Families and two new General Manager positions.

We have a huge responsibility caring for over 20 per cent of children and young people in care in Queensland and we are leaders in helping families build the capacity to stay together and thrive. These operational changes we implemented through the review, will mean we are better placed to continue to play this important role in communities across Queensland.

I have been fortunate enough to have been able to travel the width and breadth of Queensland this year, visiting many of our churches and services and talking to our team members. Churches of Christ has purposefully supported communities across Queensland for almost 140 years, and we continue to focus on growing our services in regional locations.

Our Regional Engagement Partners and Strategic Action Leadership Teams actively work with their communities to uncover and respond to local needs, often finding innovative solutions to local problems. We are also continuing to develop our integrated campuses, with new developments, including at our Little Mountain campus, and a first-of-its-kind partnership with Focused on Care to provide homes for National Disability Insurance Scheme clients in regional Queensland at our Warwick campus.

We are many hands, but one movement. Our 3893 team members and 686 volunteers each shine brightly in their services as they deliver care and are guided by our values in all that they do each day.

The following report highlights the impact Churches of Christ has made through the 2020–21 period and beyond, and how we have brought hope through shining bright, like a lighthouse in the night.

**"What does the Lord require of you. But to do justice, and to love kindness, and to walk humbly with your God?" Micah 6:8**

A handwritten signature in green ink that reads "G Edwards". The signature is fluid and cursive, with a horizontal line underlining the name.

Gary Edwards  
**Chief Executive Officer**

Key Statistics

**68** Affiliated churches

**5651** Adults and children attend church each week

**6714** People connecting with our churches each week

**127** Baptisms

**180** Ministering persons

**17** Strategic Action Leadership Teams (SALTs)

**147** SALT members

**29** Kingdom Access Places

**26** Chaplains

**46,570** Pastoral contacts by seniors chaplains

**2239** Pastoral contacts by housing chaplains

**9** Integrated campuses

**Shining  
lights.  
Bringing  
hope.** 



# Church and Community Engagement.



Aged Care Chaplain Jane Ott with a resident at Toowoomba Aged Care Service.

**Our Church and Community Engagement team works with our 68 affiliated churches across Queensland, empowering them to be Christ-centred, well-led, safe and legal communities of faith.**

Our chaplains are located across our seniors living sites and affordable housing developments. They provide pastoral care and support to help individuals and their families navigate life's challenging times and celebrate the joyous moments. Our team of 26 chaplains have welcomed a Chaplaincy Practice Lead to guide their continued professional development so that they are best equipped to support residents, families and team members. Through their presence in our services

during COVID-19 lockdowns, our chaplains have continued to bring the light of Christ through their deep, holistic care for those navigating the challenges of lockdowns in aged care and combating isolation and loneliness in their homes.

We are better together, and our nine integrated campuses shine bright as a unique offering. Our Warwick campus has thrived in 2021 and built productive relationships with the local community, with the campus community centre now a go-to destination for community events.

Our 17 Strategic Action Leadership Teams (SALTs) across Queensland brought local community, service and church leaders together to determine what it looks like to bring the light of Christ into that particular community. Together they answer the fundamental



The Little Mountain Church of Christ team (l-r) Kassie Borrows, Julie Bignill, Phil Bignill, Amanda Teunis, Nick Borrows, Simon Teunis, Gary Edwards, Donna Savill.



Cutting the ribbon of the new Red Bench in Mackay.

question—when we pool our collective resources, energy and thinking what are the things that would most impact the common good in our community? Attended by 147 staff and community members, the teams are collectively implementing 53 strategic priorities across Queensland.

The youth in our movement are our future and a series of leadership and networking events, including the Winter FUSE Camp, provided a thriving environment to support them. Our younger leaders are embracing the chance to learn, and there are plans for a new state-wide youth and young adults' leadership event – Catapult 2022.

The Leadership and Formation Team held Flourish Forums, with over 70 per cent of Ministering Persons attending. Through these forums, attendees shared their stories and provided feedback on a range of areas that impact their ongoing wellbeing. The forums highlighted that our Ministering Persons across Queensland are doing impactful and unheralded things in their communities.

### ROSE'S STORY

Rose\* moved into one of our aged care services with a prognosis that she only had three months to live. Before moving in, she spent her days withdrawn from the world, sitting alone in her home.

When she came to the service, she started to meet regularly with the service's chaplain. Soon, her physical, mental and spiritual wellbeing began to flourish – she started taking part in activities and her life had joy and meaning.

Two years after moving in, she peacefully passed away.

### LITTLE MOUNTAIN'S STORY

At our Little Mountain Campus on the Sunshine Coast, Simon Teunis transitioned from working as a Chaplain for the thriving campus community, to leading the new Little Mountain Church of Christ. This organic church plant, which now has over 70 active members and growing, was catalysed by his missional work at the campus. In September, they celebrated their first anniversary.

### GREG'S STORY

When Greg's\* wife was in her final days of life in hospital, the Housing Services resident spoke with his Housing Chaplain, Luke, and asked if he could provide a 'not too religious' blessing for his beloved wife.

With her loving family by her side in her last moments, Luke offered a prayer, scripture reading and led the group in the Lord's prayer. This small action at a time of grief for the family gave Greg comfort and, as he expressed to Luke, was precisely what he wanted for that precious time.

### CONVERSATION STARTER

A collaboration between the new SALT in Mackay, the local Church of Christ, Children, Youth and Families service, and Men's Shed is starting the conversation of domestic and family violence prevention in Mackay. They worked together to install the city's first Red Bench, made by the Men's Shed from a repurposed pew. Red Benches can be found across the country and are designed to promote the prevention of domestic and family violence in that community.

\*Name changed to protect privacy

## Our churches.

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Aboriginal and Islander  
Christian Fellowship  
Acacia Ridge Church of Christ  
Ann Street Church of Christ  
Annerley Church of Christ  
Arana Hills Church of Christ  
Beth-El Church  
Bongeen Church of Christ  
Boonah Church of Christ  
Boondall Church of Christ  
Bribie Island Church of Christ  
Brisbane North Church of Christ  
Bundaberg Church of Christ  
Burleigh Church of Christ  
Caboolture Living Hope  
Church of Christ  
Caloundra Church of Christ  
Camp Hill Church of Christ  
Chinchilla Church of Christ  
Common Ground Church of Christ  
Dalby Church of Christ  
Fernvale Community Church  
For JC Church  
Gatton Church of Christ.  
Gladstone Churches of Christ  
God's will Brisbane Church  
Good Shepherd Church of Christ  
Gympie Church of Christ  
Hanmaum Church of Christ  
Hervey Bay Church of Christ  
Highfields Church of Christ  
HumeRidge Church of Christ  
Kenmore Church of Christ  
Kingaroy Church of Christ  
Kingsthorpe Church of Christ  
Lakeshore Community  
Church of Christ

Little Mountain Church of Christ  
Lowood Church of Christ  
Ma Ma Creek Church of Christ  
Mackay Church of Christ  
Marburg Church of Christ  
Maryborough Church of Christ  
(Door of Hope)  
Mountain Top Community Church  
Mt Walker Church of Christ  
Munruben Church of Christ  
Murgon Church of Christ  
Oasis Church of Christ (Bundamba)  
Outback Church of Christ  
Redcliffe Church of Christ  
Redlands Church of Christ  
Rising Sun International Church  
Riverlife Church of Christ  
Rivers Church of Christ  
Rockhampton Church of Christ  
Roma Church of Christ  
Rosevale Church of Christ  
Sanctuary Park Church of Christ  
Silverdale Church of Christ  
Southport Church of Christ  
Springwood Church of Christ  
Sunnybank Church of Christ  
The Lakes Church  
The Oasis Church (Bundaberg)  
Toowoomba North  
Church of Christ  
Vietnamese Church of Christ  
Warwick Church of Christ  
Westside Church of Christ  
Whitehill Church of Christ  
Withcott Church of Christ  
Zillmere Church of Christ



## CHILDREN, YOUTH AND FAMILIES

### Key Statistics

**417** Children in early learning and care

**2704** Children and young people in out-of-home care

**1319** Carers

**2247** Family support services clients

**126** Young people in transition services

**222** Youth CONNECT participants

**Big  
hearts.  
Bright  
futures.** 



# Children, Youth and Families.

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## **Children, Youth and Families provided care, support and advocacy to 7035 clients in 2020–21 through early education, family support, out-of-home care, and transition to adulthood services.**

During the past 10 years, our Children, Youth and Families services have experienced significant growth. To ensure we can keep pace with the growth and demand for our services, and ensure best-practice, values-aligned service delivery, we conducted an operational review. A key recommendation of the review was the creation of three new leadership positions, which led to the appointments of Director Children, Youth and Families, Mike Folland, and two General Managers, Kerith Culley and Grant Hawgood.

### **Early learning and care**

Our family day care and in-home care services partner with families to provide gentle care and quality education. This year, 417 children were supported to grow and learn through our services.

### **Out-of-home care**

Out-of-home care provides a safe and caring home for children and young people who are unable to stay in their family home.

### **We supported one in five of all Queensland children in out-of-home care.**

We received Queensland Government funding to support 1958 children and young people at any one time one, with over 2700 supported over the year. This turnover represents many positive stories of children being reunited with a parent, young people supported to transition to adulthood, or a child entering an environment that best suits their needs now and into the future.

While we received an increased number of funded places to support children and young people, the number

we actually supported decreased by 15 per cent from 2019–20. This was the result of two key factors: our team working tirelessly to provide stability in placements, therefore decreasing the need to move placements; and due to the ever-present need for more foster and kinship carers to meet the growing number of children and young people in out-of-home care in Queensland.

We witnessed an increase in the number of children and young people placed in kinship care, with 41 per cent of children and young people placed with a family or community member. This is an increase of two per cent from the previous year and aligns with the Queensland Department of Children, Youth Justice and Multicultural Affairs' objective to increase kinship care places.

### **Youth CONNECT**

This year, our innovative Youth CONNECT program reached capacity, with 300 eligible young people, aged 15 to 25-years-old, referred to the program.

Youth CONNECT is delivered under a Queensland Government issued Social Benefit Bond. It supports young people who have exited child protection or youth justice services to access safe and stable housing; education, work-readiness and personal development programs; and support to gain employment. The program also coordinates events and activities to encourage young people's community and cultural connection.

The first group of young people to be referred have now graduated from the program, with 13 young people (37%) successfully attaining each objective of the three-year program, well above the 20 per cent requirement for the bond.

### **CONNECTING TO CULTURE**

Connection to culture and community, and a strong cultural identity, helps young people become resilient adults. In Townsville, 63 per cent of Youth CONNECT participants identify as Aboriginal and Torres Strait Islander.



Youth CONNECT young people connected with their culture in Townsville.



Jake, centre, with Gary Edwards and Rachel Robinson.

Townsville Youth CONNECT participants were invited to experience a Gudjuda Indigenous Land and Sea Rangers cultural tour, which allowed them to connect with their culture through a positive community experience.

It was a memorable experience for two young people who discovered a significant familial connection, which in turn connected them to their mob and country.

From this event, further opportunities arose for the young people to enhance their cultural connection with their community.

### Family support

Sometimes, families need additional support to help them safely care for and protect their children. During the past year, 2247 families received early intervention and support, including individualised information and practical, targeted support for their unique needs.

#### ANNA'S STORY

Anna\* and her one-year-old son required support to find stable accommodation, mental health services and community connection. She was supported by the Family Support Service to access a local playgroup, Indigenous Women's Yarning Group, and to find housing through Red Cross Housing, with the service assisting with transport and helping to complete complicated paperwork.

Anna said she now has confidence in social situations, has increased community connections and her son is benefiting from play-based learning with children his own age.

### Residential care

In 24 homes across Queensland, 131 young people with complex needs received specialist support to develop positive relationships and behaviours through the residential care program. A further 66 young people took part in our Supported Independent Living Service (SILS) as they prepared to enter adulthood.

\*Name changed to protect privacy

These programs prioritise wellbeing within a supportive community and by working with other key organisations. In general, the young people in the residential program have reported that their self-confidence has significantly improved, their physical health is better, they feel an increased sense of safety, and they acknowledge that their behaviours have improved; all as a result of the care and support they receive while living in one of our homes.

#### JOSHUA'S STORY

After 37 foster and residential placements, Joshua was referred to one of our Brisbane and Moreton Bay residential programs. While the Department of Children, Youth Justice and Multicultural Affairs hoped this would be a long-term placement, they openly accepted that this may not be the case.

He received empathetic care from his supportive team of professionals, who worked together to address his needs.

After 15 months, Joshua was thriving in the service. This was the longest Joshua had remained in one home since entering statutory care, and he was able to focus on his education, build his confidence and address his medical and mental health needs and prepare to enter his next part of his journey when he turned 18.

#### JAKE'S STORY

Jake, 25, wants to make a difference and support young people by sharing his life experience. He is currently training to become a youth worker on his path to realising this dream.

For over 13 years, Jake was in out-of-home care.

Jake moved into the SILS at 16, and quickly he was learning the fundamentals of independent living – learning how to shop, budget and cook dinner for himself.

Thanks to the life skills he learnt and the encouragement he received, he successfully transitioned out of care and into independent living.

His experience in SILS set him up for adulthood and a journey to helping others.

## HOUSING SERVICES

### Key Statistics

**2125** People assisted

**1118** Properties

**22** Community partnerships to support tenant wellbeing

**85%** Residents feel wellbeing has improved

**51%** Of allocations to those experiencing homelessness

**Strong  
foundations.  
Thriving  
communities.** 



# Housing Services.

**In the past year, disruptions to employment, record low rental vacancy rates and rising private rental costs have plunged more people into poverty and homelessness within our communities—increasing the demand for our services.**

In response, we headleased 20 private rental properties to urgently house people who were homeless or in unsuitable accommodation. This was a partnership with the Queensland Government as part of the COVID-19 Rapid Housing Response, which released emergency funding to provide housing at this critical time when people are needing to stay home to stay safe.

In an effort to provide longer-term housing solutions for people currently residing in motels and other unsuitable accommodation, we are also working with the Queensland Government to create a new sustainable neighbourhood precinct. As part of this initiative, we will acquire management of 30 new, accessible units in North Ipswich.

We continued to seek opportunities to make a positive difference in people's lives by delivering accessible affordable housing within our integrated campus model—working in partnership with the Queensland Government.

Commencing construction in October 2021, we will further expand our bespoke senior's portfolio with the construction of a 40-unit development at Little Mountain, which will form part of the Churches of Christ Little Mountain Campus. This development



Linus Power MP, The Hon. Leeanne Enoch and Gary Edwards officially open Marblewood Apartments at Hillcrest.

will also see the expansion of our Specialist Disability Accommodation (SDA) portfolio with the construction of an additional 10 SDA units.

We also reached another major milestone completing the construction of our Bribie Island Coolamon Apartments Stage II development. The 83 units join the existing 87 units in Stage I, making this seniors' community one of the largest social housing projects in Queensland, totalling 170 units. We welcomed our first residents in August 2021.

In February, we proudly hosted the official opening of our new 32-unit Marblewood Apartments at our Hillcrest integrated campus, with the Honourable Leeanne Enoch MP and local member for Logan City Linus Power in attendance.



Coolamon Apartments Stage II on Bribie Island.



Matthew has thrived since moving into his own, accessible unit at Marblewood Apartments.

### MATTHEW'S STORY

Matthew, 53, was diagnosed with Parkinson's disease at a young age, and moved into our Clive Burdeu Aged Care Service at Hillcrest when his condition deteriorated and he needed full-time care.

Matthew had resigned to being in aged care for the rest of his life.

"I guess I was very frustrated. I was too young for old care and too old for young care," he said. "But I always held onto hope that I would come out."

When the Clive Burdeu Service Manager found out that a 32-unit affordable accommodation development, including two Specialist Disability Accommodation

(SDA) units, was going to be built on the same site as his service, he referred Matthew to the Housing Services team.

In 2020, after being approved for SDA funding from the NDIS, Matthew moved out of the Clive Burdeu and into his very own, brand-new, accessible unit.

Since moving into more appropriate housing, Matthew has seen an improvement in his health and wellbeing.

"It's improved my mental health by having more independence and more choices, and has slowed down the progression of the disease. I can now have friends and family over. They can't believe how much space I have."

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## CARLOS AND ADRIANA'S STORY

Carlos and Adriana, and their daughter Victoria, moved into the brand-new Kurrajong Townhouses in Kallangur in November 2017. The new Housing Services development provided affordable rent for the family, allowing the IT professionals to save enough money to realise their dream of home ownership.

The couple, originally from Columbia, loved the community feel at Kurrajong and the support of the Housing Services team, but they were excited for the next chapter in their housing journey.

"We loved our time here, and we honour our Lord Jesus Christ for what he has done in our lives and for the opportunity he has given us. It's only through His mercy that this has been achieved. We are forever grateful for what he has done in our lives," Adriana said.



Carlos and Adriana, with their daughter Victoria.

## DAVID AND KELLY'S STORY

In the midst of the pandemic, a family of eight found themselves without a place to call home after their private rental was taken back by the landlord for renovations. They were faced with the tightest ever rental market and struggled to find another affordable, appropriate home. The family had to separate, staying with various friends and couch surfing, while they desperately searched for a home.

Applying for home after home, the family was turned down every time.

Eager to get their family back together, they reached out to YFS in Logan, who referred them to Churches of Christ Housing Services in September 2020. We were able to place David, Kelly and their three youngest children in Crisis Accommodation in Slacks Creek, just in time for Christmas. We continued to support the family to find more secure accommodation for their whole family.



David and Kelly were assisted to find accommodation as they faced homelessness.

# Enduring support. Holistic wellbeing. †

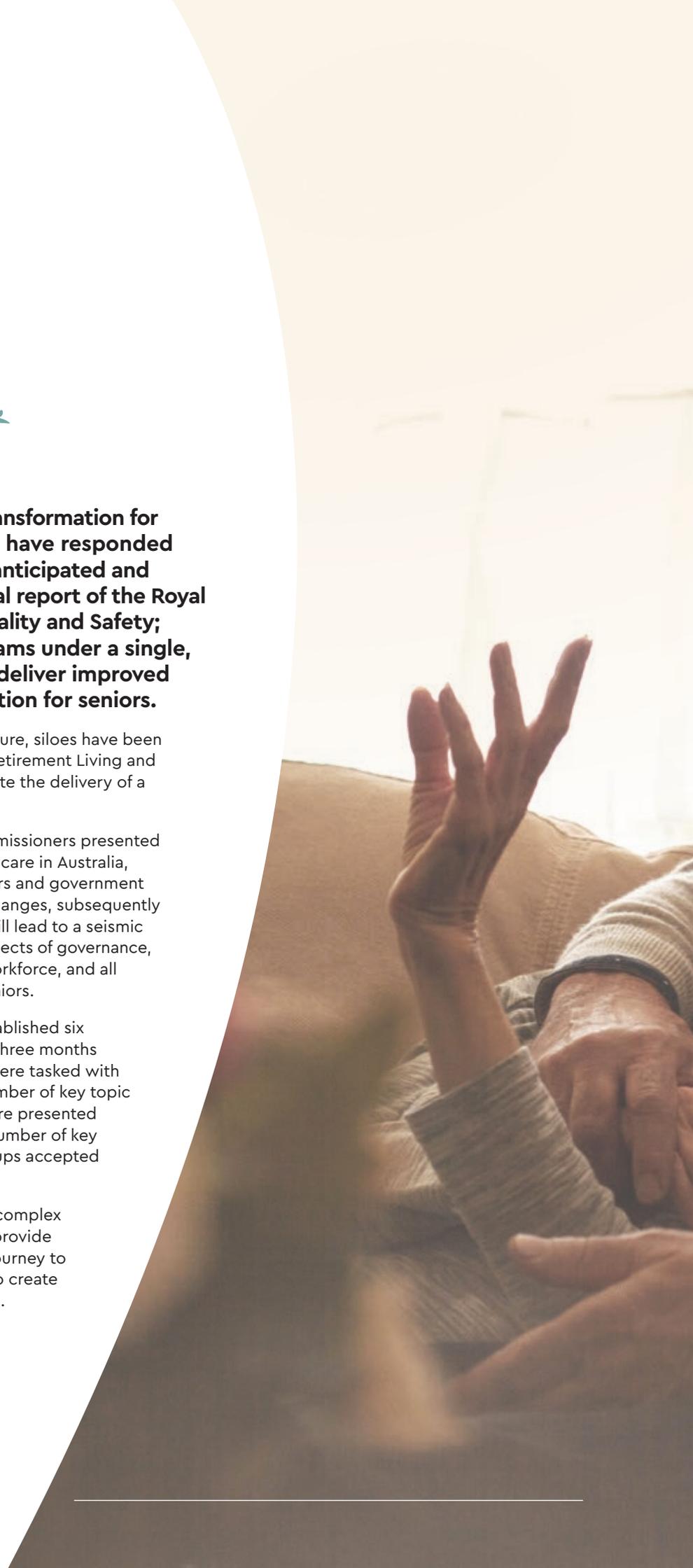
**The past year has seen great transformation for our Seniors Living services. We have responded to the challenge of COVID-19; anticipated and positioned ourselves for the final report of the Royal Commission into Aged Care Quality and Safety; and aligned the operational teams under a single, integrated leadership team to deliver improved care, support and accommodation for seniors.**

Through an integrated operational structure, siloes have been pulled down between our Home Care, Retirement Living and Residential Aged Care services to promote the delivery of a continuum of care to seniors.

At the beginning of 2021, the Royal Commissioners presented a compelling vision of the future of aged care in Australia, which challenged the sector, stakeholders and government to do things differently. The proposed changes, subsequently accepted by the Federal Government, will lead to a seismic shift in the industry. It will touch on all aspects of governance, service delivery, service mix, funding, workforce, and all other areas of the delivery of care for seniors.

In anticipation of the final report, we established six working groups who commenced work three months prior to the release of the report. They were tasked with providing recommendations across a number of key topic areas. The outcomes of these groups were presented as the final report was released, with a number of key recommendations from the working groups accepted by the organisation and initiated.

The future of Seniors Living will be both complex and exciting. The changes in the sector provide opportunities for us to continue on our journey to re-imagine service design and delivery to create a quality continuum of care for all seniors.







## Retirement Living.

### Key Statistics

**1220** Residents

**1122** Units

**23** Retirement villages

**Our 23 retirement villages continue to be vibrant and inclusive communities across Queensland (18) and in Victoria (5), ranging in size from six to 138 units.**

This year, we warmly welcomed 181 new residents to our villages. We have 1220 residents residing across 1123 units.

Each vibrant community offers a range of fun and social activities and events for residents. Many of our villages are co-located on campuses with other services, including aged care, home care offices and housing, providing communities where residents can age-in-place and access appropriate support to meet their changing care needs.

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## CONNECTING THE OLD-FASHIONED WAY

Residents from Regency Park Retirement Village in Warwick connected with young people from their community through a pen pal activity.

Team member Nerissa Shepherd initiated the activity when she witnessed the social isolation of some village residents as the pandemic took hold and lockdowns and restrictions were imposed.

Local children created colourful drawings for the village residents to place on their fridge to brighten their day. The residents responded with letters of sincere thanks for their lovely gifts.

In January 2021, the pen pals were able to meet in person with an event at the village.



Ann and Avery connected through the Pen Pal program.

Resident Ann Hichens enjoyed having a little pen pal.

"Because I don't have any family in Warwick, it was nice to have contact with a young person and to actually receive letters in my mailbox. When COVID-19 hit, I didn't get out much at all. I was feeling lonely. By connecting with the younger generation my spirits were lifted and I had something to look forward to," Ann said.

## NEW CLUBHOUSE

Residents from our Fassifern Retirement Village at Boonah are beyond thrilled with their new clubhouse. The Clubhouse has become central to the social life and activities in the village, with residents enjoying trivia, darts, ukulele group, knitting and bible study.



Out the front of their new clubhouse.

# Home Care.

## Key Statistics

**846** Home Care Packages

**5154** Commonwealth Home Support Program

**6142** Home Assist Secure

**726** Veterans Home Care

**95** Older Persons Action Program

**81** Private services

**5** Queensland Community Care Service

**Our Home Care service has grown in the number of clients receiving care, with 12,241 Queenslanders supported in 2020–21, up from 10,828 in the previous period. We also increased the size of our team to meet this increased demand.**

With a reputation for delivering quality, person-centred care in the community, the number of local seniors choosing Churches of Christ to deliver their Home Care Package has increased in the past year, with 846 packages serviced.

As our clients' care needs change and they need extra support, they have transitioned to higher package types that meet the complexity of their needs.

Over 6000 seniors were supported to remain living safely in their own home as they received our Home Assist Secure services, with an additional 5000 assisted through the Commonwealth Home Support Program.

This growth is a real testament to our Home Care team, who have also had to navigate the ever-shifting landscape of COVID-19 restrictions and the need to be nimble and adaptive. The pandemic provided the opportunity to re-imagine our use of technology, with the introduction of a mobile application that enables our clients and their families to view their packages and the balance on their funding, as well as to and schedule visits.

We also introduced a piece of technology to automate routine and repetitive tasks, freeing our team to deliver high-quality support to our clients.



The Bribie Beats, after their stellar performance at the Kenmore Campus.

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## GETTING OUT AND ABOUT

Regular bus outings are a popular activity for many seniors supported by our Home Care team, providing vital social connection and friendship, and relief for full-time carers.

The outings were put on hold due to pandemic restrictions, but the eventual recommencement was met with excitement from clients and their carers, such as Tony and his carer Jade. As an entertainer, Tony, who has dementia, enjoys entertaining his peers on the bus, adding to a fun day for all, while Jade enjoys a short break from her caring responsibilities.

Sandra also enjoys going on her weekly bus trip, which she said makes a difference to her life. Sandra draws on her years as a personal care worker and helps the other clients, just like she used to.

## BIRTHDAY CELEBRATION

A long-term and very socially isolated client of Brisbane North Home Care was able to celebrate her birthday in style thanks to her Home Care team. A team member picked her up from her home in a red, convertible Mustang and they drove, wind in their hair, to the Redcliffe Pier, where they enjoyed fish and chips by the bay. She was thrilled to have been treated to such a lovely outing for her birthday.

## BRIBIE BEATS STORY

A group of Bribie Island Home Care clients formed a merry band, touring the region bringing raucous joy through their fun performances of classic tunes, all to the beat of their own drums.

What started as a fun exercise activity for the home care social group, where they drummed along to songs on large exercise balls, has transformed into an unforgettable experience for the clients, volunteers and team members who make up the colourful Bribie Beats.

They take to the stage, playing their exercise ball drums and singing along with fan favourite tunes. They have performed at aged care services and the Churches of Christ Kenmore Campus to rave reviews.



Kaye and her companion, Bindi.

# Residential Aged Care.

## Key Statistics

**28** Services

**1861** Residents

**We have 28 aged care services in Queensland (26) and Victoria (2), caring for 1861 residents.**

Our residents experience personalised care that responds to their individual wants and needs. It is through this person-centred approach that they experience greater wellbeing.

On average across our 28 services, occupancy levels were about five per cent higher than the industry standard, and we had strong funding growth over the period.

With the increased demand for higher clinical care and a changing aged care environment flowing from the Royal Commission, we transitioned residents from two of our smallest services in Inglewood and Cunnamulla to alternative services that could meet these clinical outcomes.

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## Pandemic response

The year was dominated by the impact and shadow cast by COVID-19 for our services, a challenge met by our team with unwavering commitment to the care and wellbeing of our residents.

In Victoria, residents and team members at our two services were impacted and put under pressure by the extended Melbourne lockdowns. For our Arcadia service in North Essendon, the pandemic became all too real when the virus entered the service, infecting 12 team members and 10 residents, with four residents passing away COVID-19 positive. We continue to hold them and their families in our thoughts and prayers. After 63 days the Public Health Unit declared the outbreak over.

In Queensland, our teams became adept at responding to lockdowns and visitor restrictions at short-notice, doing all that was necessary to keep our residents safe.

The pandemic fostered innovation. As our residents and teams adapted to 'the new normal', video conferencing became the go-to for families separated from loved ones, and our staff swiftly learnt to respond to shifting directives.

In May, we introduced a new digital check-in system at each service that responds to the new contact tracing and regulatory requirements born from the pandemic. For each person entering the service, the system automatically takes their temperature, records contact tracing details and required screening questions, identifies residents visited and holds required vaccination details.

## GEORGE AND PAM'S STORY

George and Pam have experienced a continuum of care on Bribie Island.

The couple were residents at our Housing Services affordable living development, Coolamon Apartments. When George's care needs increased, he accessed support from our local Home Care team.

George woke one day feeling unwell and had a fall. He was rushed to hospital, but due to restrictions his beloved wife was unable to join him. Following tests, George and Pam were informed that he had just days to live.

Pam reached out to the Bribie Island Aged Care Service Manager, Carolyn, who was able to arrange a palliative care room for George where Pam could also stay and be by his side for his final days.

Pam joined George in the ambulance as he moved from the hospital to the aged care service. En route, the paramedics pulled over and opened the back doors, so that George could take in the stunning sunset over Pumicestone passage just one last time.

Sadly, after just a few days at the service, George peacefully passed away with Pam by his side. His funeral was held at our Bribie Island Church of Christ.

It was a privilege for the Bribie Island Campus to journey with George and Pam and to be able to honour, care for and provide unconditional love to them through this time.

## KAYE AND BINDI'S STORY

Our Warwick Aged Care Service welcomed a new furry resident moving in with her best friend, Kaye. Kaye and her dog Bindi moved into their new home thanks to our team working closely with Kaye and Bindi on Bindi's own care plan.

"It can be hard for many people to have to leave their home and move into aged care, but having to leave a pet behind can be a deal-breaker," said Bobbie-Jo Woods, Warwick Aged Care Service Manager.

Kaye has been a client of our Home Care services for some time, including receiving respite care at Warwick Aged Care Service.

Animal companions benefit people's physical and psychological wellbeing and promote social connection, especially during these COVID-19 times. The bond a person has to an animal is known to reduce loneliness and provide a sense of purpose.

"It's such an adjustment moving into aged care and leaving your home, and Bind has made that transition a little bit easier for Kaye. The health benefits speak for themselves."

Since the pair were welcomed to their new home, staff have seen the spirits lift in other residents.

# Centenary Development Foundation.

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**Through the Centenary Development Foundation (CDF), we can support our vital mission activities and impact our communities' lives. We are a Religious Charitable Development Fund under an exemption to the Banking Act 1959 issued by the Australian Prudential Regulation Authority.**

Centenary Development Foundation helps to fund Churches of Christ's unfunded activities and enables us to deliver on our mission of bringing the light of Christ into communities.

In November 2020, the Reserve Bank of Australia reduced the cash rate to its lowest level ever at 0.10 per cent, with this low rate impacting margins.

This year, we promoted the 2021 Christmas Club investment product, which has been well supported, especially by team members.

In September 2021, CDF launched a new term investment product, the 'Foundation Building Fund', which, through special term investments, will help us expand our Christ-inspired caring and compassionate services.

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## **TOOWOOMBA NORTH CHURCH OF CHRIST'S STORY**

In 2022, Toowoomba North Church of Christ will celebrate 100 years of bringing the word of Christ into their community. They will also mark a decade in their new church building, which has facilitated growth and community connection.

Originally, the church was located in Harlaxton, though 90 years after establishing as a church, it had outgrown the building it had called home since 1953. While they had \$6 million for the \$7.2 million build of their new building to accommodate their growing faith community, they needed finance to cover the \$1.2 million shortfall.

Ministry Team Leader Steve Christian said the church applied for a loan from Centenary Development Foundation (CDF), successfully receiving the remaining funds to see their dream facility come to fruition, and were delighted with the service they received.

"It was the only commercial loan required for the church to proceed with the \$7.2 million development. At all stages from the application and throughout the repayment period, the conduct of the CDF team was professional, helpful, friendly and personal," Steve said.

"Our association with CDF made the whole development process possible in the first place, and stress-free over the loan period."

"We are able to do so much more in this new building than we ever could in the old," Steve said.

## **ROSEVALE CHURCH OF CHRIST'S STORY**

Rosevale Church of Christ used a CDF grant to kick-start their Community Hub project: refurbishing their old tennis and basketball courts and outdoor barbeque area to be a place for the community to gather. It is a place for local seniors to play pickle ball and the local Rural Fire Brigade will have a space to gather and build community.



Steve Christian outside Toowoomba North Church of Christ.

## OUR PEOPLE

### Key Statistics

**3893** Team members

**686** Volunteers

**1200** Born overseas

**9** Aboriginal and Torres Strait Islander

**Many  
hands.  
One  
mission.** 





## Our People.

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**We have a dedicated team of 3893 employees who work hard each day delivering the highest standard of care and support. We also welcomed 686 volunteers into our services who increase wellbeing and bring hope to our residents and clients.**

In the past year, we recognised and acknowledged our valued team members, and prioritised improving access to important information, using simple digital solutions.

To this end, we delivered Fairness at Work sessions to more than 240 of our key leaders, with refreshed and revitalised Fairness at Work learning programs to be launched before the end of 2021 for all employees.

To set our People Leaders up for success, we also developed easy to use reports and dashboards to help track the team member impacts of Covid-19, to manage our many areas of compliance, and to provide real-time data for making informed decisions

In late-2020, we recognised our team members who exhibited our values through the inaugural CEO Shining Star Awards, and you can see the full list of recipients on the next page. These awards were initiated to recognise the outstanding work of our team members, volunteers and church members who demonstrated our values and went above and beyond in their work and engagement with our community.

In February 2021, we launched a new employee engagement mobile phone application as a strategy to put real-time information in the palms of our employees' hands. The app, called Our Way, allows our team members to access important information such as rosters, payslips and leave balances, as well as the latest

news from their local service, group and organisation. Almost 3000 team members have downloaded the app and login regularly. We developed the mobile application in response to feedback received in our last CANVASS staff engagement survey, which found our team wanted more convenient access to information.

We continually implement new and relevant training for our team. In the past year we partnered with training content provider AusMed to deliver a range of training and courses to our Seniors Living team. At the end of the first month, 538 team members had completed 689 courses.

We also acquired the SBS Aboriginal and Torres Strait Islander Cultural Competence training module, with approximately 62 per cent of team members completing this within the first six months.

### Bright Ideas

Employee experience is important to us, and we know some of the best ideas come from our front-line teams. A new initiative made possible through the Our Way application is asking staff for their 'Bright Ideas' – these can be suggestions for improvements, new initiatives, identifying opportunities – anything that could make working with Churches of Christ better.

The Bright Ideas initiative has prompted the release of improved uniforms that are more practical for our team and the environments they work in. Another is the implementation of a new referral bonus for putting forward someone who is then employed with Churches of Christ. Both of these Bright Ideas will contribute to better employee and organisational outcomes. We look forward to more ideas becoming reality in the coming year.

# Shining Star Awards.

In 2020, we launched the CEO Shining Start Awards to recognise team members and volunteers across our services and churches who demonstrated our values and shone brightly in their communities.

We acknowledge and congratulate each of the winners below.

## Overall awards

**Jacob Spall** – CEO Shining Star

**Crystal Smith** – CEO Shining Star

**Crystal Smith** – CEO Shining Star



Top to bottom: Western Region; Brisbane and South East Region; Northern Region.

## Western Region

**Jane Ott** – Most outstanding employee from a Residential Aged Care Service

**Brent Iverson** – Most outstanding employee from a Children, Youth and Families Service

**Troy Deeth** – Most outstanding employee from a Home Care Service

**Clint Perrem** – Most outstanding employee from a Retirement Living Service

**Highfields Church of Christ** – Most outstanding service from a Church of Christ

**Linda Olsen** – Most outstanding Churches of Christ in Queensland Volunteer

**Fran Schute** – Best good news story

## Brisbane and South East Region

**Nicole Clarke** – Most outstanding employee from a Residential Aged Care Service

**Taylor Alapaki** – Most outstanding employee from a Children, Youth and Families Service

**Colleen Flynn** – Most outstanding employee from a Home Care Service

**Susannah Kerridge** – Most outstanding employee from a Retirement Living Service

**Christine Kaituu** – Most outstanding employee from Housing Services

**Arana Hills Church of Christ** – Most outstanding service from a Church of Christ

**Judy Evans** – Most outstanding Churches of Christ in Queensland Volunteer

**Cathryn McMillan** – Best good news story of 2020

**Christine Kwasny** – Most outstanding Churches of Christ in Queensland employee from Kenmore Campus

## Northern Region

**Lynette Webb** – Most outstanding employee from a Residential Aged Care Service

**Kim Falconer** – Most outstanding employee from a Children, Youth and Families Service

**Craig Allen** – Most outstanding employee from a Home Care Service

**Wendy Williams** – Most outstanding employee from a Retirement Living Service

**Common Ground Church of Christ** – Most outstanding service from a Church of Christ

**Neil Klein** – Most outstanding Churches of Christ in Queensland Volunteer

**Catherine Russo** – Best good news story

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### Above and beyond for young person

Three team members from our Children, Youth and Families Services went above and beyond, dropping everything to support a young person needing to complete hotel quarantine.

When the young person absconded, turning up in Sydney, they were returned to Queensland, but needed to quarantine for two weeks in line with Queensland COVID-19 requirements at the time.

Without a second thought, three team members put their normal lives, including families and other commitments on hold to enter the gruelling two-week hotel quarantine. They supported the young person and ensured they managed the unique and challenging conditions and isolation.

### COVID-19 response team

When our Arcadia Aged Care Service in Melbourne was dealing with an outbreak of COVID-19, the call was put out for extra team members to support the service.

Thirteen residential aged care team members from our services across Queensland bravely put their hand up to travel to the epicentre of the pandemic in Australia at the time. In two teams they provided much-needed support and relief to the usual staff and to their residents. They had to abide by tough lockdown conditions in Melbourne followed by two-weeks quarantine on return to Queensland. Their mental and emotional wellbeing was supported throughout.

The Arcadia team were extremely grateful for the selfless support they received from their Queensland colleagues in their time of need.



A surge workforce team from Queensland, at the airport ready to fly to Melbourne to support their colleagues at Arcadia.

# Awards and recognition.

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## PeakCare Award

Congratulations to our team, who in partnership with other industry representatives, received the WOKE Award at the PeakCare Awards for the innovative Individual Flexibility Agreements Initiative, which finds innovative solutions to issues unfolding from the pandemic.

## Mount Isa

Our Mount Isa team received the 2020 Jemena Northern Outback Business Awards—Social Change Maker Award for their continued positive social impact for children, young people and families in the Mount Isa region.

## 2021 Regional Educator Award – Queensland

Family Day Care educator, Norma Hastings from Gin Gin Family Day Care Service, received the 2021 Regional Educator Award—Queensland at the Excellence in Family Day Care Awards.

Norma of Mundubbera, has been working with us since 2018.

Following 35 years as a registered nurse, Norma still felt a need to help families and provide care for young children in her community.



Family Day Care educator, Norma Hastings.

# Road to Reconciliation.



David McConaghy, Michael Brand, Helen Demnar, Tim McMenamin, Rowena Singleton and Steve Webster took part in NAIDOC Week event at Kenmore Campus.



Tim and Rowena planting a native seedling to 'Heal Country' during NAIDOC week.

## **We are committed to walking a path to reconciliation with Aboriginal and Torres Strait Islander peoples.**

We support Aboriginal and Torres Strait Islander children, young people, families and seniors across our services. To support and promote wellbeing, we take a community approach and seek cultural advice through our Gili Burra Advisory Committee and our Engagement Officers work with local communities to empower Indigenous Elders, children, young people and families.

In 2020–21, we acknowledged and celebrated Indigenous culture and marked significant dates, including Sorry Day, Reconciliation Week and NAIDOC Week through considered and culturally respectful activities.

## **NAIDOC Week tree planting**

NAIDOC Week 2021 featured the theme 'Heal Country'.

Country is inherent to the identity of Aboriginal and Torres Strait Islander peoples. It sustains life in every aspect—spiritually, physically, emotionally, socially, and culturally. It is more than a place. When Aboriginal and Torres Strait Islander people talk about Country it is spoken of like a person. Country is family, kin, law, lore, ceremony, traditions, and language—it has been this way since the dawn of time.

To mark this connection to Country, each of our services received a native seedling to plant on their grounds, and each team member received a native seed pot to plant at home.



Group shot from the Elders Acknowledgment Lunch.

## Elders Acknowledgement Lunch

The second annual Elders Acknowledgement Lunch was held in September 2021 at the University Sunshine Coast at Caboolture. The event was organised by our own Dena Dodd-Ugale, Aboriginal and Torres Strait Islander Engagement Officer.

The event welcomed 22 Elders from various Nations living in the Kabi Kabi/Gubbi Gubbi Country (in the Moreton Bay region) and Jagera/Yuggera Country (North Brisbane). The Elders were thanked for their ongoing work supporting young people to be culturally safe and connected to community.

Children, Youth and Families General Manager of Operations, Kerith Culley, was on-hand to acknowledge the Elders on behalf of Churches of Christ, and to thank the community organisations who contributed to the event.

The lunch was highlighted by an address from award-winning author and Elder, 92-year-old Aunty Ruth Hegarty. Aunty Ruth, of Gungarri Country (Mitchell), shared her personal experience as a member of the Stolen Generation and spoke of the essential role Elders play in keeping their culture and spirit alive, especially for young people.

Dena shared her thoughts on the immeasurable impact Elders have on the lives of our young people, and the importance of recognising their contribution:

"The time our Elders spend with young people helps them connect to their culture, to their community and to take pride in the knowledge that we are the oldest known civilisation on Earth.

"Elders take our kids on excursions and camping trips to Country where they share our traditions, culture, languages and Dreamtime stories.

"Elders also share their knowledge and wisdom with our organisation to make sure our team takes the time to understand significant events, such as Sorry Day, Reconciliation Week and NAIDOC Week; building cultural awareness within our organisation and the broader community.

"To be able to acknowledge the wonderful and important work our Elders do with a celebratory day shared with traditional dancers and singers, so many community groups and such a powerful guest speaker with Aunty Ruth Hegarty, was truly an honour."



# Our accountability and assurance.

## Our services operate under strict accountability, with policies, procedures and reporting ensuring the delivery of the highest quality of care and support.

A series of projects and initiatives were undertaken by our Governance Group in the past year to support the integrity of our organisation, and ensure our decision-making and activities are in line with our policy framework.

### RiskMan

A new and better way of managing incidents, feedback and risk data in one place has commenced implementation across our organisation. 'RiskMan' allows the creation of dynamic and meaningful reports for management and the Churches of Christ Board to inform decision-making and operational activities.

### Policy framework

During 2020–21, we continued to focus on the development and review of our policies and procedures, ensuring their ongoing connectivity to legislation and government directives and best practice.

The Board approved new organisational policies that set the direction of the organisation by:

- Responding to obligations under the Modern Slavery Act 2018 (Modern Slavery Policy)
- Encouraging genuine reporting of misconduct or wrongdoing in the organisation and to protect individuals who make disclosures (Whistleblower Protection and Disclosure Policy).

- Providing a framework to assist in determining the suitability of an individual who will work directly or indirectly with children, young people, families or aged and vulnerable care recipients (Personal History Check Policy)
- Guiding team members on the ethical considerations involved in giving and receiving gifts or benefits in course of their official duties (Gifts Received/Purchased Policy)
- Assisting Board members to effectively identify, disclose and manage any actual, potential or perceived conflicts of interest to protect the integrity of the organisation and manage risk (Conflict of Interest Policy – Board).

### Child Safe

Approximately 6500 children interact with Churches of Christ during any given week. To reduce the risk of child abuse and harm, the Royal Commission into Institutional Responses to Child Sexual Abuse has recommended that all child-related organisations adopt the 10 National Principles for Child Safe Organisations. The Principles provide a nationally consistent approach to embedding a child safe culture within organisations. We have commenced a project to implement the Principles at Churches of Christ, creating a child safe culture where children are enabled to participate in decisions that affect them, providing training to ensure our people recognise the indicators of abuse and creating environments that are welcoming and safe.

# Creating communities.

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**When people have a place to call home and a community where they feel welcome, we believe their wellbeing can flourish and they can experience hope for the future.**

We have continued to develop communities for seniors across Queensland, with affordable housing and seniors living developments proving state-of-the-art homes, allowing residents to live their life to the fullest in supportive communities.

New residents moved into our new aged care development in Boonah, we completed construction of a new affordable housing development on Bribie Island to create the largest social housing projects in Queensland, and turned the first sod on the next chapter for our Little Mountain campus.



## Fassifern Aged Care Service

In July 2020, the first residents moved into the new, state-of-the-art, 64-bed building at our Fassifern Aged Care Service.

A year since moving in, the residents have settled into their new home.

Unfortunately, the impacts of the pandemic have prevented an official opening taking place. We thank all those who assisted in its construction, the residents and their loved ones, and our dedicated team members who have made the transition easy and the new building a warm and inviting place to be.



## Coolamon Apartments Stage II

On picturesque Bribie Island, 83 brand new affordable living apartments were completed in June 2021. The residents who will call this outstanding development home will be a part of our largest seniors living community, adjoining the existing Coolamon Apartments development, Bribie Island and Woorim Aged Care Services, and Bribie Island and Woorim Retirement Villages.

This development, in partnership with the Queensland Government, specifically targets older Queenslanders wanting to downsize from larger public housing homes.



## Little Mountain

On 25 August 2021, the first sod was turned on a 40-unit affordable living development at our Little Mountain Campus on the Sunshine Coast.

Another partnership with the Queensland Government, this development will also specifically target local seniors looking to move out of their underutilised social housing homes.

## STRATEGIC PLAN

**In August 2019, we released our Strategic Plan 2019–24.**

Our direction and related decisions are guided by this plan and in the past year we have continued to meet the clear objectives established in the plan.

The following section highlights some of the activities we have undertaken, all of which help us deliver on our mission to bring the light of Christ into communities and ensure that people experience welcome, wellbeing, home, community and hope.

**Many  
priorities.  
One  
mission.** 





Launchpad training  
a part of our Leadership  
and Formation Framework.

# Build the Kingdom of God.

**How: Use action learning processes in regions to engage churches, services and local communities to build the Kingdom of God together. Support and empower churches to be healthy, vibrant and committed to our mission. Encourage and resource leaders to rejuvenate existing churches and plant new ones. Embed chaplaincy and spiritual support as foundational across all services.**

## New church plants

We have proudly welcomed new faith communities at Kenmore and Little Mountain.

Kenmore Church of Christ is a thriving community, regularly attracting over 250 people to their Sunday service. This year, the church took over management of the Kenmore Community Centre, including auditorium and café, from Churches of Christ. They have improved connection between the church and their community and welcome many local groups to use their facilities for meetings and gatherings.

## Regional Engagement events

In May, our church leaders gathered for regional 'Build the Movement' events. Featuring presentations from different churches and parts of the organisation, the inspirational events demonstrated our reach in communities and how, together, we can change lives for the better.

## Other highlights:

- Assisted churches to access the expertise of our support services, particularly in human resources, insurance and risk and governance support.
- Leadership and Formation Framework developed from National Church Life Survey and Leaders Wellbeing Survey, which will assist our 180 ministering persons and other senior leaders to flourish in life, faith and ministry.
- Addition of Chaplaincy Practice Lead will support our chaplains with ongoing professional development.
- Lady Small Haven Retirement Village residents formed a Christian Fellowship Group.
- Embedded chaplaincy in services in each of our aged care services, and increased links with lifestyle programs.

# Lead in serving the community.

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**How: Be a leader in the community services sector, providing innovative and holistic models of care for people experiencing vulnerabilities in our communities.**

## Review—Seniors Living

In April 2021, we united our Seniors Living, home care and residential aged care) under a single leadership structure.

This exemplifies how we are putting the people we serve at the heart of our decision-making with a customer-centric approach.

## Review—Children, Youth and Families

Following a period of rapid growth over the past few years, we conducted a review of our Children, Youth and Families operations so that we are best placed to continue to grow and deliver exceptional services. The growth experienced in our services is a direct result of the trust our team have built with stakeholders through their consistent and compassionate care.

The review findings outlined recommendations for the long-term growth and delivery of services. We have welcomed the new role of Director Children, Youth and Families, and two new General Manager positions. Together, this new leadership team will guide their team and ensure the ongoing growth of CYF amidst a time of industry change will align with our mission and values.

## Brand refresh

A key signpost of success of this strategic priority was the implementation of one unifying brand that covers the full breadth of our work in communities.

In August 2021, we launched our refreshed brand, which brings together all parts of our diverse organisation under the one unified name and visual identity. The new look and feel will be gradually rolled-out across the organisation, including a new website next year.

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## Other highlights:

- Children, Youth and Families launched a significant foster carer recruitment campaign. This campaign not only built awareness but drove consideration and action.
  - Woorim, Stanthorpe, Rockingham, Fair Haven Hervey Bay, and Oak Towers Residential Aged Care Services each received three-year accreditations.
  - Extensive training was undertaken for residential aged care staff in Aged Care Quality Standards to support residents and family priorities as expressed in new standards.
-



Gary Edwards, right, signed the agreement with Focused On Care, Care Director Gavin Dunlop.

## Innovate and improve.

**How: Partner with churches, other care services providers, researchers and stakeholders to continually improve and innovate in all aspects of our Mission.**

### Focused on Care partnership

In July 2021, we signed an innovative 10-year partnership with Focused on Care to provide accommodation for people living with a disability in regional Queensland.

Up to 64 rooms will be available at our Warwick Aged Care Service for National Disability Insurance Scheme (NDIS) clients to live in serviced accommodation at the service.

Warwick Aged Care Service, which opened in 2019, was built to serve the community well into the future. This partnership will help relieve the need for some of the over 600 people with a disability in Queensland living in inappropriate settings, such as aged care. The new residents will also be able to access many of the activities at the aged care service and the benefits of being part of an integrated campus.

### Other highlights:

- In 2021, Children, Youth and Families services introduced a local on-call team to provide after-hours support for their residential and supported independent living services. The innovative program is making a difference to the young people and the staff who support them.
- Planning continued for eight additional places at our Barcoo Multi-Purpose Service in Blackall.
- Rollout of Zipline across all residential aged care services. Zipline is a digital visitor check in and booking system that assists in capturing the required screening and contact tracing questions for entering aged care services, including temperature checks. It is also a handy booking system to speed up the process when a visitor arrives on site.

# Build our culture.

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**How: Foster an organisational culture that reflects diversity and effectively embeds and communicates our mission and values.**

## Our Way

In February 2021, we launched a new employee engagement mobile application, Our Way.

The architecture of the application was designed to specifically meet the needs of our team and allow them to access work information that is important to them wherever they are through their mobile device or computer.

Through this communications channels, we can reinforce our values and mission, embed our values and share real-life stories of how we are delivering on our Churches of Christ Way promise each day.

## Addition of 'safety' to our values

Alongside our Brand Refresh project, we took the opportunity to review who we are and what we stand for. We have added Safety as a value to reflect the fact that we prioritise safety in all that we do: Safe culture, Safe places, Safe relationships, Safe care.

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## Other highlights:

- The Cultural Practice Framework introduced in Children, Youth and Families helped Aboriginal and Torres Strait Islander children and young people to stay connected to culture through their community.
  - Inaugural CEO Shining Star Awards recognised and acknowledged our team members, volunteers and church members who live our values.
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# Develop our people.

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**How: Develop and build the capability of our people, including Aboriginal and Torres Strait Islander people and people from diverse backgrounds, to provide collaborative leadership, engage in our mission, and care for our communities.**

## Ausmed training

Over 2200 team members have taken part in Ausmed training.

Ausmed provides open-access professional development resources for all healthcare workers, with a library of regularly-updated health information and education, and the ability to record and track learning.

# Provide the right support.

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**How: Support the delivery of services with reliable and appropriate business systems and processes.**

## Review – IT

With a large, decentralised organisation, our information and technology infrastructure is vital to the successful delivery of our services.

A review of our IT systems and infrastructure was conducted to help improve our operations. Outcomes of the review include a new contract with phone and internet provider Telstra to increase network speeds by up to 400 per cent, and to implement 4G network redundancies at all of our sites to reduce downtime.

Many organisations, including those in our industries, have been victim to cyber-attacks. A focus of the review was also securing our data assets and cyber security by introducing cyber security awareness training, conducting internal phishing tests, and implementing multi-factor authentication for remote team members.

## RiskMan

A key part of providing the right support is managing risk. A new organisation-wide tool 'RiskMan' is being rolled out in stages. In addition to capturing risks in the workplace, it is also an incident reporting tool and will capture internal and external feedback.

# Manage well.

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**How: Manage our resources responsibly through efficient service delivery and effective asset stewardship.**

For the 2020–21 financial year, we have a total revenue \$390 million, up from \$316 million the previous year, and assets totalling \$920 million, up from \$879 million at 30 June 2020.

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## Other highlights:

- Responding to the changing customers in our retirement living services by evolving and renewing what we offer and proactively updating contracts.
-



# Funding our mission.

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## **Thank you to our 686 volunteers and to all of the donors, businesses and community groups who support the work that we do.**

In the 2020–21 financial year, almost \$148,000 was donated to support our services and mission-focused activities.

We sincerely thank all those who have left a lasting legacy in their Will, with over \$12 500 donated through bequests that bring hope and improve wellbeing.

The Mooring, an initiative attached to our Southport Church of Christ established to support families and loved ones of patients in intensive care at the Gold Coast University Hospital, received almost \$58,000 from generous donors. The Mooring has operated since 2015. With a team of trained volunteers with the Social Workers from the hospital, the Mooring supports families who have travelled to the Gold Coast to be by their loved one's side. They can stay in one of the Mooring's two units or in subsidised motel accommodation, with some meals and local information provided to offer a warm welcome during a truly difficult time.

Another initiative on the Gold Coast, 'Beached @ Burleigh' by Burleigh Church of Christ received \$5700 in donations. The service is designed to provide a network of support for the homeless, marginalised and isolated people in their community. They serve their community through the use of free services such as food help, coffee, IT support, craft mornings, haircuts, low-priced op shop and Orange Sky services.

The Cairns Street Chaplains, a mobile service that is there to support revellers out on the town on the weekend in Cairns, received \$3000 to continue to deliver this outreach service.

Our care services received almost \$43,000 to support activities that improve the wellbeing of our residents and provide a welcoming home and community for those experiencing vulnerabilities.

We also thank everyone who made a general donation through fundraising activities to support various activities we do.

As a not-for-profit organisation, we rely on a number of funding sources to deliver our vital services. Through applications and bids, we receive funding to respond to needs in our communities. Thank you to all of our funders for enabling us to deliver our mission and serve our community.

# Proud history. Exciting future. ✝

**Around 140 years ago something truly wonderful was started. People from all walks of life came together to change lives for the better. This genuine and grassroots spirit of care and compassion grew into the organisation we know today.**

We have had the privilege of years of rapid and substantial growth, and are proud to serve multiple communities in many different ways. As we grew, the people we serve consistently remained our focus, but the way we visually presented our branding and signage was at times quite inconsistent.

Following a consultative review, we evolved the Churches of Christ brand.

Taking inspiration from Australia's land, sea, desert and stone, our new branding brings us together as one organisation, while giving flexibility to be tailored to our many diverse clients.

In addition to refreshing the look and feel, we've reaffirmed everything we stand for too.

Our purpose remains to bring the light of Christ into communities, which means we want people to feel a sense of hope, home, community, wellbeing and to always feel welcome.

We call this the Churches of Christ Way. It is the brand promise we strive to deliver to our many audiences including children, families, parents, carers, seniors and government departments.

Everything we do—how we treat each other and our customers, and how we make decisions—is guided by our values of unconditional love, continual innovation, mutual trust, wise stewardship and safety.

We have added safety as a value to reflect the fact that we prioritise safety in all that we do: safe culture, safe places, safe relationships, safe care. We want our clients and our people of all ages and circumstances to feel safe with us and to have a voice. We are committed to nurturing the wellbeing of our people and those we serve.

Moving forward, we will continue to define our brand by being true to who we are.

Together, we can change lives for the better.

## OUR GOVERNANCE AND FINANCIALS

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

**Many  
journeys.  
One  
destination.** 



# Conference Council.



Ken Ewald, Geoffrey Runge, Carol Joseph, Geoff Charles, Kevan Denny, Rue Masunungure, Steve Peach, Laura Snook, Pat Hegarty.

## Each member of the Conference Council is elect by representatives from affiliated churches.

The Council, who meet bi-monthly, foster the mission and objectives of Churches of Christ through intentional prayer and encouragement, and represent our movement on key civic and inter-church activities. There are three Council committees:

- Ministry Ethics Unit
- Healing and Redress Group
- Council and Board Membership Committee

## Conference Council members

**Kevan Denny** (Chair) – Sunnybank Church of Christ

**Geoff Charles** – Springwood Church of Christ

**Steve Peach** – Southport Church of Christ

**Geoffrey Runge** (Deputy Chair) – Sanctuary Park Church of Christ

**Carol Joseph** – Bundaberg Church of Christ

**Laura Snook** – Lakes Church of Christ

**Patrick Hegarty** – Kenmore Church of Christ

**Ken Ewald** (ex officio) – Redlands Church of Christ

# Board.



Doug Sparkes, Gary Edwards, Steve Slade, Ken Ewald, Jill Gray, Dale White, Jill Carson, Kevan Denny, Nigel King.

**As the legal Board of Directors for Churches of Christ, the group oversees the governance of the organisation, approving its strategic direction and ensuring relevant actions are taken for strategic objectives to be achieved.**

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

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

## Board members

**Dale White** – Springwood Church of Christ

**Doug Sparkes** – Westside Church of Christ

**Jillian Carson** – Southern Community Church of Christ

**Jill Gray** – Springwood Church of Christ

**Ken Ewald** (Chair) – Redlands Church of Christ

**Nigel King** (Deputy Chair) – Southport Church of Christ (Deputy Chair)

**Stephen Slade** – St Stephen's Anglican Church

## EX OFFICIO

**Gary Edwards** – Whitehill Church of Christ

**Kevan Denny** – Sunnybank Church of Christ

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## Board member meetings attended (July 2020 – September 2021)

Churches of Christ in Queensland Board and Churches of Christ Housing Services Board meetings.

- Ken Ewald – 21
  - Doug Sparkes – 22
  - Nigel King – 21
  - Gary Edwards – 22
  - Dale White – 19
  - Steve Slade – 22
  - Jill Gray – 22
  - Jill Carson – 22
  - Kevan Denny – 14 (new Board member from 14 December 2020)
  - Geoff Charles – 10 (only Board member until 14 December 2020)
-

# Executive Group.



Tim McMenamin, Mike Folland, Steve Webster, Michael Brand, Rue Masunungure, Richard de Haast, Jodie McAloney, David McConaghy.

**Gary Edwards** – Chief Executive Officer

**Michael Brand** – Chief Financial Officer

**Richard de Haast** – Director Seniors Living

**Rue Masunungure** – Director Governance

**Jodie McAloney** – Director People and Culture

**David McConaghy** – Director Property and Infrastructure

**Tim McMenamin** – Director Church and Community Engagement

**Steve Webster** – Director Communications and Marketing

**Mike Folland** – Director Children, Youth and Families

# Board Members.

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**Ken Ewald**  
**MAICD CDec GAIC**

Ken joined the Board in September 2014, and is the current Chair.

Now retired from farming and commercial business, Ken has vast experience in senior executive roles with

Australasian financial planning and risk advisory companies. He is actively involved in numerous church and charitable Boards.

Ken is a member of the Redlands Church of Christ, where he has held leadership positions over many years, including Treasurer, Deacon and Elder. He and wife Noela have five children and enjoy travelling within Australia as well as overseas.



**Doug Sparkes**  
**BA MA LLB GradDipLP JP (Qual) GAICD**

Doug joined the Board in February 2014 and is also Chair of the Finance and Property Committee and a member of the Remuneration Committee.

Doug is a Principal Education Officer and solicitor working for the Queensland Building and Construction Commission. From 1997 to 2012, he also owned and operated a large family farming and grazing property on the Darling Downs and he has also previously worked in Canberra and Africa with the Diplomatic Corps.

Doug and his wife Ruth are members of the Westside Church of Christ where he previously served as an Elder.

Doug and Ruth have two children.



**Dale White**  
**Bachelor of Theology (Churches of Christ NSW), Master of Arts (ACOM), Graduate Australian Institute of Company Directors (GAICD)**

Dale joined the Board in 2019 and is a member of the Mission, People and Culture

committee. Dale previously served as a member of the Churches of Christ Queensland Council from 2011 to 2017, and is also a Board Member with Global Leadership Network Australia.

Dale has had a life-long involvement with Churches of Christ. He has been a minister since 1990 and currently serves as Senior Pastor at Springwood Church of Christ. Previously he was Senior Pastor at HumeRidge Church of Christ in Toowoomba for 21 years, and prior to that served at Mount Clear Church of Christ, Victoria.

Dale and his wife Wendy enjoy spending time with their three adult children and their partners.



**Jillian Carson**  
**RN FRCN BAppSc(AdvNurs) FNSWCN FAIM MAICD AFACHSE**

Jill joined the Board for the first time in December 2015, resigning on 30 June 2018 before re-joining on 1 January 2019. Jill is a member of the Governance and Risk Committee.

Jill was Chief Executive Officer of a private residential aged care operator in Victoria, and has had more than 20 years of executive and board experience in the aged care and nursing sectors, including 10 years as Chief Executive Officer and Board Member of Churches of Christ Community Care (a ministry of the Churches of Christ Vic/Tas).

Jill resides in Melbourne, where she is a member of the Southern Community Church of Christ.



### **Jill Gray**

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

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

She has held a number of leadership and management roles in government and the private sector, and has served in the church as an Elder, Church Councillor and Pastor. She has also facilitated vision planning for several churches and Christian organisations.

As a Management Consultant, Jill has conducted strategic planning and organisational reviews, prepared capability development strategies and conducted leadership development programs and mentoring for executive teams. She is also an experienced educator and has taught in vocational and higher education at TAFE, universities and private educational institutions.

Jill is currently a Program Manager with the Department of Employment Small Business and Training and is a Senior Lecturer in business at Christian Heritage College.

Jill and her husband Marty are members of Springwood Church of Christ.



### **Steve Slade**

**MProfAcc MMs  
GradDipAppCorpGov  
BMsSon FCPA FGIA FCIS  
FIML GAICD CDec**

Steve joined the Board in January 2019 and is a member of the Finance and Property Committee.

With over 20 years in executive, accounting and governance roles in Australasia and Europe, Steve is currently the Managing Director of a private equity management and consulting firm. Steve has a rich history of advising organisations on matters of leadership, governance, strategy, and financing—including to date over 200 churches, charities and businesses. For nearly a decade from the mid-late 2000's Steve was the General Secretary of Churches of Christ in Queensland, and for a number of those years he was also a member of the National Council of Churches of Christ in Australia.

Over the years, Steve has served on numerous corporate and charitable Boards in Australia and overseas, and is currently the Chair of the Board of Christian Management Australia, and a Board member of C4M Childcare Ltd.

Steve and his wife Julia live in Geelong with their two school aged children, and they attend St Stephens Anglican Church.



**Gary Edwards**  
**B Com CPA FCA FAICD**

Gary Edwards has been Chief Executive Officer of Churches of Christ in Queensland since 1 September 2018.

Gary was Chair of our Board for six years, a member of our Council, and an active member

of one of our local Churches. Gary brings with him many years of personal and business understanding of both Churches of Christ as a whole and the breadth of care services that are currently offered through our organisation. Gary has experience in the business, community and government sectors, and has personally contributed to many high-level Boards.

Previous roles have included Deputy Chair of Bremer TAFE, Deputy Chair and Board member of Retravision Northern Ltd, Board member of Ipswich City Rotary Club, Board member of RT Edwards and Sons Pty Ltd, Deputy Chair of Westside Christian College and Chair of Elders at Whitehill Church of Christ.

Gary and his wife Rechelle currently attend Whitehill Church of Christ having done so for over 20 years.



**Nigel King**  
**ONC (Business studies),  
FCPA, FAICD, CFTP, JP (Qual)**

Nigel joined the Board in July 2018 after previously serving as a Board member from February 2013 to February 2016. Nigel is the Chair of the Governance and Risk Committee.

Nigel is a business and corporate affairs consultant and professional company director.

He is a member of the Church of Christ in Southport and has been involved in church life as a deacon, board member, treasurer, Chairman of Youth for Christ on the Gold Coast as well as Chairman of Scripture Union on the Gold Coast. He is married to Cathy and has three children.



**Kevan Denny**  
**MA (Church Leadership),  
Grad Dip (Counselling),  
Bth, JP (Qual)**

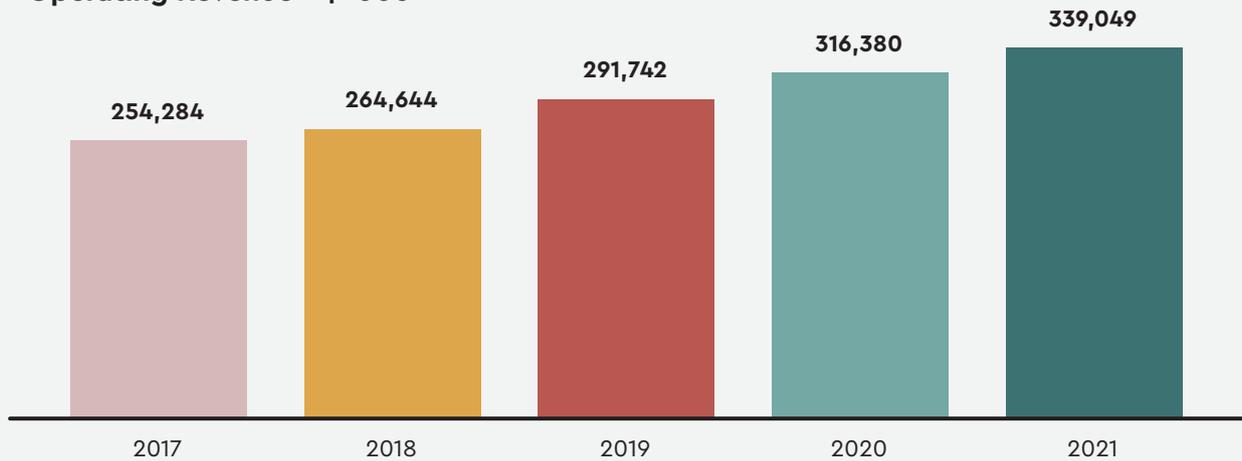
Kevan joined the Board in 2020 as the Chair of the Council of Churches of Christ in Queensland. He was elected Council Chair after the 2020 AGM, having served on

Council for four years. He is a Director of the Council of Churches of Christ in Australia, also serving on the Queensland Heads of Churches Committee and as Chair of Sunnybank Local Chaplaincy Committee.

Kevan married Debbie in 1982, has two adult children and two grandchildren. He commenced as a pastor in 1999, with the past 10 years at Sunnybank Church of Christ. Kevan has a heart for the local church and believes that in an ever-changing world the message of the cross, hope in Jesus and discipleship must be the focus.

# The year in review.

## Operating Revenue – \$ '000



**\$339m**

Total operating revenue for the year ended 30 June 2021



**\$32m**

Total cash and cash equivalents and other investments at 30 June 2021



**\$38m**

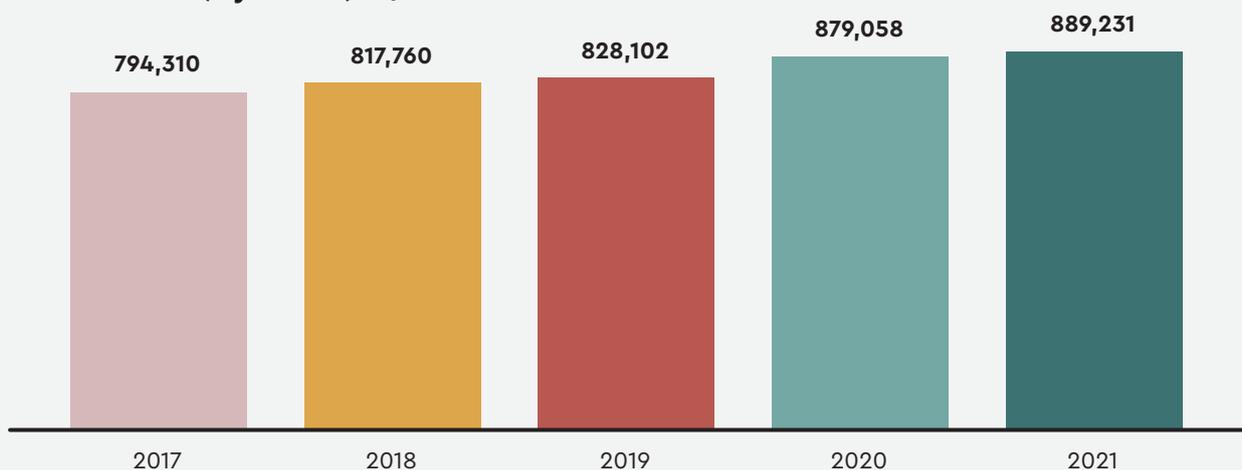
Total cash spent acquiring Property, Plant and Equipment, Investment Property, and Intangible Assets for the year ended 30 June 2021

**\$889m**

Total assets at 30 June 2021



## Total Assets (5 yr trend) – \$ '000



**Proud  
history.  
Exciting  
future.** 

**CHURCHES of CHRIST**

41 Brookfield Road Kenmore QLD 4069  
P.O. Box 508 Kenmore QLD 4069

**P** 07 3327 1600

**E** [communications@cofcqld.com.au](mailto:communications@cofcqld.com.au)

**W** [www.cofc.com.au](http://www.cofc.com.au)

